



## Single Equality Scheme 2009-2012

Since 2006 I have held the national portfolio for equality and diversity in the Scottish Police Service and last year I took on the role of chair for the Personnel and Training Business Area. Over this period I have witnessed many changes nationally and within Northern Constabulary. In-Force, our staff profile has changed considerably: we have seen employment of female officers rise to 23% in 2009. We have also set up a strategic Community Advisory Group and in doing so we have opened up dialogue with our diverse communities whose requirements have often gone unnoticed. This Single Equality Scheme is therefore the supporting framework for how we will drive forward further change within Northern Constabulary.

I believe it is right and fair that we continue to make Northern Constabulary a better public service provider and that we strive towards being an employer with a strong record in equality and inclusion. To go beyond our aspirations and make real our strategic commitments we must concentrate our efforts on meaningful action. With the full support of the Executive Unit, I commend the Single Equality Scheme and Action Plan to you and I look forward to working together to implement it over the next three years.



Ian J Latimer, QPM MA  
Chief Constable

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# 1 Vision, Goal and Values

## Force Vision

The vision that we all strive towards is “Excellence in Community Policing”. All of the duties that we undertake including our public duties to promote equality and prevent discrimination, are in support of this vision.

## Force Goal

To make a positive contribution to the wellbeing of the Highlands and Islands through a problem-solving approach to community policing

We understand that we need to work in cooperation with the public and with other public and private services in order to achieve our goal. We also know that we are one part of the wider community that aspires to create solutions to challenges we face in our communities.

## Our Values

Northern Constabulary will:

- Discharge our duties with honesty and integrity
- Provide visible, accessible and responsive services, which meet the needs of our communities
- Be fully committed to partnership working
- Act fairly, impartially and without prejudice
- Perform our duties in an open and transparent manner and be open to scrutiny
- Provide excellent services that meet the needs and informed expectations of our customers
- Ensure integrity and professional standards are given the highest priority

We believe it is important to make clear the values that shape the way in which we deliver our policing services to you.

## Our People

Our staff will:

- Embrace change, promote diversity and equality of opportunity for all staff
- Implement an ethical approach to service delivery and act with integrity
- Work to improve the performance of our organisation
- Provide effective leadership
- Invest in our people
- Operate robust performance management systems
- Continuously improve all areas of our service delivery

## 2 Our Strategic Equality Objectives/Commitments

Since 2002 the Force has developed its Race, Gender and Disability Equality Schemes in line with statutory guidance. With considerable experience of developing, implementing and monitoring these schemes we believe that the time is right for us to develop a Single Equality Scheme (SES) that goes beyond our existing legal requirements and embraces emerging community priorities without waiting for a change in legislation. This Single Equality Scheme therefore aims to broaden the range of areas in which we promote equality and prevent discrimination. These areas are disability, gender, race/ethnicity, age, religion/belief, gender identity and sexual orientation. Yet it also makes clear our priorities within each of the strands and this is reflected in our action plan and the equality impact assessment (see appendices 1 and 2).

The following strategic commitments are what we set out to achieve over the next three years across all the strands of equality.

### Commitment 1

**Mainstreaming equality and diversity** across our Service Units and Divisions. This means identifying where our services can be improved to enable greater access by a range of groups in the public and our staff.

### Commitment 2

**Developing safer, stronger communities.** This means working with partnership agencies and the public to make sure that we are doing all that we can to preserve individual safety and reduce fear, prejudice and injustice.

### Commitment 3

**Become an employer of first choice.** The Highlands and Islands are home to a diverse range of people, it is therefore important for us to reflect the communities that we serve. We aim to attract, train and retain the best talent from a range of communities and in doing so, can further our goal of being an employer of first choice for anyone.

### Commitment 4

**Challenging hate crime.** We are committed to encouraging reporting, robustly recording and investigating hate crime and working in partnership to provide a coordinated response to victims of these incidents.

### **3 Association of Chief Police Officers Scotland (ACPOS)**

The Association of Chief Police Officers in Scotland is the professional voice of police leadership in Scotland. Its purpose is:

- To create the environment for the delivery of excellent, visible and accessible policing services
- To efficiently, effectively and economically develop the capacity and capability of policing in Scotland
- To inform and influence the development and delivery of public policy

ACPOS carries out its business through 10 business areas and two of those in particular are committed to driving forward change across the service for the public and for staff. These are the Equality and Diversity Business Area and the Personnel and Training Business Area. Within these business areas there are a number of reference groups that promote good practice and shares learning and information across the service. Together they provide strategic direction on matters such as recruitment, retention and progression, officer training, service accessibility and hate crime. Further information on the equality and diversity work of ACPOS can be found at <http://www.acpos.police.uk/Policies.html#diversity>

## **4 How we deliver our equality and diversity outcomes**

### **Diversity Progress Group**

The Diversity Progress Group comprises of all the managers of Service Units within the Force's Headquarters and includes representation from the Divisional Commands and Northern Joint Police Board. The group meets quarterly. The role of the Diversity Progress Group is to:

- Oversee the development, implementation and monitoring of Northern Constabulary's Equality Schemes and Action Plans on race, gender and disability
- Develop and propose good practice in the investigation and prevention of crime arising from diversity issues
- Report quarterly through the Management Services Group on progress against the equality schemes and seeking agreement to changes as necessary
- Monitor progress on impact assessment of all policies and procedures
- Promote a culture of equality and diversity
- Maintain and develop partnership with Strategic partners such as COPFS, staff associations and community organisations
- Monitoring of diversity training.

The Chair of this group is the Head of Support Services, who is a member of the Executive Unit. This role demands a high level of leadership due to the breadth of responsibility for all strategic areas of equality and diversity across Northern Constabulary.

### **Community Advisory Group**

The strategic Community Advisory Group was set up in August 2008. The purpose of the Community Advisory Group is to bring together members of the diverse communities in the Highlands and Islands as advisors, to ensure that the policies and practices of the service are responsive to the needs and reasonable expectations of all sections of the communities we serve.

Northern Constabulary recognises that community engagement adds value to our consultation and involvement in shaping policing services. The group meets every second month to discuss community matters and has involvement in the creation of our equality schemes and impact assessments and in some cases to advise the Force in cases of critical incidents.

The role of the Community Advisory Group is:

- To support the development, implementation and monitoring of Northern Constabulary's Equality Schemes and Action Plans on race, gender and disability
- To develop and propose good practice in the investigation and prevention of crime arising from diversity issues
- Act as key points of contact for critical incidents that occur

- Provide quarterly reports to the Diversity Progress Group
- To provide feedback and guidance on impact assessment of the service's policies and procedures
- Promote a culture of equality and diversity and cross-strand working
- Maintain and develop partnership with community partners.

Members of the Community Advisory Group are:

Baha'i Community  
 Church of Scotland  
 Health and Happiness  
 Highland Indian Association  
 Highland Muslim Education and Community Centre  
 Highland Youth Convenor  
 Highland User Group  
 Inverness Access Panel  
 Inverness Polish Association  
 Inverness Women's Aid  
 Scottish Highlands and Islands and Moray Chinese Association.  
 Scottish Polish Union  
 Swans  
 Terrence Higgins Trust

Suggestions and general information received from our Community Advisors are worked into our action plans on a rolling basis. Open consultation with the public is also supported by written submissions from the Community Advisory Group and in 2009 we held focus group events. Full details of these engagement activities is available in our Equality Impact Assessment (see appendix 1).

### **Divisional Community Advisory Groups**

During the development stages of the strategic CAG it has been recognised that we need to involve local diverse communities to advise in operational policing matters. As a result we have taken the decision to pilot this group in East Division and this will be championed by a local Chief Inspector. Further details of this development are contained in our Action Plan (see appendix 2). The results of the pilot will be fed into the Equality and Diversity Progress Group in order to take forward any recommendations.

### **Human Resources Service Unit**

Human Resources Service Unit plays a key role in delivering equality and diversity in employment and training matters. The Human Resources Advisor works with the Strategic Diversity Advisor in the following areas:

- Provision of a range of equality and diversity training programmes
- Monitoring recruitment and employment statistics
- Promotion of the Double Tick Standard and the Stonewall Workplace Equality Index

## **Policy and Coordination Unit**

The Policy and Coordination Unit supports the Strategic Diversity Advisor to mainstream equality and diversity matters across the Force. By mainstreaming we mean looking at policy and ensuring that the relevant considerations are made before introducing a new policy or practice.

We do this by:

- Carrying out strategic community engagement with Highlands and Islands via our Community Advisory Group, established local equalities groups and the four Community Planning Partnerships across the Highlands and Islands
- Supporting progress and implementation of Equality Impact Assessments
- Coordinating and supporting the Single Equality Scheme
- Proactively developing and implementing strategies and policies for managing diversity and promoting equality at work

## **Internal Groups**

### Gay Police Association

Formed in 1990 the GPA (formerly LAGPA) was set up when a group of gay officers identified the need for a network to remove the feeling of isolation experienced by some lesbian and gay police personnel. The main aims of the GPA are to:

- Promote equal opportunities for gay police officers and police staff
- Offer advice and support to gay police officers and police staff improve relations between the police services and the gay community

Northern Constabulary has a Force Coordinator for the GPA who supports Northern Constabulary personnel with advice and information. In addition the Coordinator attends regular national meetings hosted across Scotland to discuss common issues of concern and good practice.

## **5 General and Specific Duties**

### **Race Relations Amendment Act 2000**

#### **The General Duty:**

Under the Act and the statutory Code of Practice that came into effect in 2002, the general duty states that as Northern Constabulary carries out its duties and powers, we must aim to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity and
- Promote good relations between people from different racial groups.

#### **The specific duties are:**

- Assess functions/policies – to eliminate unlawful racial discrimination; and to promote equality of opportunity and good relations between persons of different racial groups
- Assess and consult on the likely impact of its proposed policies on the promotion of race equality
- Monitor policies for any adverse impact on the promotion of race equality
- Publish the results of the assessments, consultation and monitoring
- Ensure public access to information and services
- Train staff in connection with the duties imposed by section 71 (1) of the Race Relations Act 1976 as amended and the resulting Statutory Instrument and Code of Practice.
- Monitor, by reference to the racial groups to which they belong, issues regarding recruitment, employment and personnel development.

### **Disability Discrimination Act 2005**

#### **The General Duty**

This places a general duty on Northern Constabulary to have due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons
- Eliminate discrimination that is unlawful under the Act
- Eliminate harassment of disabled persons that is related to their disabilities
- Promote positive attitudes towards disabled persons
- Encourage participation by disabled persons in public life; and
- Take steps to meet disabled persons' needs, even where that involves treating disabled persons more favourably than other persons

#### **The Specific Duties**

The specific duties require Northern Constabulary to publish a Disability Equality Scheme, demonstrating how they intend to fulfil their general and specific duties. We

need to involve disabled people in the development of the scheme, implement the action plan set out in the scheme, and review and revise the scheme every three years.

The scheme should include:

- Information about how disabled people have been involved in its development
- The Force's methods for undertaking impact assessments
- An action plan setting out the steps it will take to meet the general duty
- Arrangements for gathering information on the effect of the Force's policies and practices on disabled people
- Arrangements for using this information, including reviewing the effectiveness of the action plan and preparing subsequent disability equality schemes
- We also need to report annually on progress: the steps taken in the action plan, the results of their information gathering and how this information has been used.

## **The Equality Act 2006**

### **The General Duty**

This places a statutory duty on the police, when carrying out its functions to have due regard for the need to:

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity between men and women

### **The Specific Duties**

These duties include:

- Gender Equality Scheme published 29th June 2007 (which can be included in a Single Equality Scheme, such as this one). This should include the overall objectives that authority set in order to meet its general duty, and include how the Force will address the causes of any unequal pay for men and women staff related to their sex. This must be implemented within three years.

The Scheme must also set out the actions it has taken or intends to take to:

- Gather information on the effect of its policies and practices on men and women (including transgender), in particular the extent to which they promote equality between male and female staff, and the extent to which the services it provides and the function it performs take account of the needs of men and women.
- Make use of the information it has gathered to meet the duty and review the effectiveness of its scheme and the actions taken.
- Assess the impact of its policies and practices on men and women, and use the results to inform its work.
- Consult employees, service users, trade unions and others.
- Achieve the objectives it has set.
- The authority must put the scheme, and the actions identified, into effect within three years.
- The public authority must report annually on the action it has taken.

- The public authority must review the scheme and publish a revised scheme within three years.
- The public authority must publish an equal pay policy statement (see appendix 3), and report on this every three years.

In addition to these duties the following legislation also applies to the Force as an employer and as a matter of good practice Northern Constabulary extends these duties into the areas of age, religion/belief, sexual orientation and gender identity. We must also include the principles of fairness, dignity, equality and respect as laid out in the Human Rights Act 1998.

- Sex Discrimination (Gender Reassignment) Regulations 1999
- Race Relations Act 1976 (Amendment) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Disability Discrimination Act (Amendment) Regulations 2003
- Employment Equality (Sex Discrimination) Regulations 2005
- Employment Equality (Age) Regulations 2006

## 6 Equality Impact Assessment

An Equality Impact Assessment (EIA) is a way of systematically and thoroughly assessing and consulting on the effects that a function, strategy or policy is likely to have on people while considering their differences e.g. age, disability, gender, race, gender identity, religion and belief and sexual orientation. Carrying out EIAs help us to strengthen our work to promote equality and help us to identify and reduce or eliminate any differential impacts. As outlined in section 5, the specific duties under the Race Relations Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006, we have a duty assess all of our policies and functions for their impact on equality groups. More specifically, we must:

- Assess and consult on the likely impact of its proposed policies, functions, practices, strategies or event orders (such as operational orders or instructions for divisional or Force events) on the promotion of race, gender and disability equality;
- Monitor our policies, functions, practices, strategies or event orders for any adverse impact on the promotion of race, gender and disability equality;
- Publish the result of consultation and monitoring of such assessments.

Further details of what steps the Force will take in order to discharge its duties on EIA are contained in section 1.1 of the action plan (see appendix 2).

The Equality Impact Assessment for this policy is available online at [www.northern.pnn.police.uk/publications.html](http://www.northern.pnn.police.uk/publications.html) This EIA gives full details of all the engagement work that we undertook in preparation for this scheme.

## 7 Feedback

Much of the feedback we have received on this scheme has come from engagement activities with groups and individuals known to us through our Community Advisory Group, our Local Authority Partners and police personnel. We are aware however that there may be other equality groups and organisations that would like to contribute to this scheme or would like the opportunity to have their say. If this is the case, please contact our Strategic Diversity Advisor for further information.

Strategic Diversity Advisor  
Policy and Coordination Unit  
Police Headquarters  
Old Perth Road  
INVERNESS  
IV2 3SY

Tel: 01463 720 364  
Textphone 01463 723 325  
Fax: 01463 720 494

### Alternative Versions

The Single Equality Scheme is available on request in community languages and alternative formats such as Braille, audio and large print. Please contact us using the details above.

# Appendix 1 – Equality Impact Assessment

## Equality Impact Assessment Form

(Applies to all Force Reference Documents)

### Step 1– initial equality impact assessment (EIA)

You should begin the EIA by determining its scope. The EIA should consider the impact or likely impact of the policy in relation to all areas of our remit, including human rights. The EIA should be proportionate to the significance and coverage of the policy.

<b>Name of the policy/FRD</b>
Single Equality Scheme 2009-2012
<b>What are the main aims, purpose and outcomes of the policy and how does it fit in with the wider aims of the organisation?</b>
<p>The purpose of the Single Equality Scheme is to bring together various strands of equality and diversity work under one policy to assist the Force to promote equality and prevent discrimination. It aims to do this by setting out the Force’s commitment to equality and diversity, providing a framework for community engagement on equalities issues, developing the process of mainstreaming equalities through equality impacts assessments and sharing this work across the business areas of the Force. The four strategic commitments are:</p> <ul style="list-style-type: none"><li>• Mainstreaming equality and diversity</li><li>• Developing safer, stronger communities</li><li>• Becoming an employer of first choice</li><li>• Tackling hate crime</li></ul>
<b>Who is the policy owner?</b>
Head of Support Services, Executive Unit
<b>Who implements the policy?</b>
Service Unit Managers and Divisional Commanders supported by the Strategic Diversity Advisor.
<b>Who are the stakeholders?</b>
Senior management, staff and police officers of all ranks and grades, the general public.
<b>Who will benefit from the policy and in what way?</b>
Staff and officers will benefit from a range of professional development, awareness raising and information received throughout the 3 year plan. Management will be skilled in the areas of managing difference in the workplace and staff and officers will benefit from managers who are knowledgeable in equality and diversity. The general public will benefit from the policy through the measures we take to improve access to our policing services, to improve the reporting and recording of hate crimes and incidents and the steps we take to improve our communication with the public. Often any policy changes that make it easier for people to access our services have additional benefits to others as well whether they identify with a particular equality group or not.

**What do you already know about the relevance of the policy? What are the main issues you need to consider?**

Some things to consider:

- How is the policy likely to affect the promotion of equality in the areas of age, disability, gender, gender reassignment, race, religion or belief or sexual orientation?
- How do you think that the policy will meet the needs of different communities and groups?
- What consultation has already been undertaken which is relevant to the development of this policy?
- Are there any examples of existing good practice in this area – such as measures to improve access to the policy among particular groups?
- Do you think that your policy presents any problems or barriers to any community or group?

The main aim of the policy is to promote equality and prevent discrimination on the grounds of age, gender, disability, gender identity, race/ethnicity, sexual orientation and religion/belief. The key strategic commitments outlined above enable the Force to take action in these areas to promote our service to equality groups. The policy will meet their needs as it seeks to identify particular issues from under-represented and minority communities and take action to make Northern Constabulary's policies and procedures more effective.

Previous consultation and engagement has been undertaken in support of previous equality schemes and includes work undertaken by the Community Planning Partnership Equality and Diversity Group, staff consultation and information received from community groups and organisations.

**What data, research or other information is available to support the initial equality impact assessment? (e.g. are there other, relevant EIAs that could apply in whole or in part?)**

Employment Monitoring and Hate Incident Statistics (available online at page 59 <http://www.northern.police.uk/Public-Performance-Reports/ppr-2008-09.pdf>)

Northern Constabulary Staff Survey 2009

ACPOS Equality and Diversity Strategy and EIA (available online at <http://www.acpos.police.uk/BusAreas/EDStrategy.html>)

Community Advisory Group minutes (available on request)

**Are there any groups expected to benefit from this policy?**

Group	Yes	No	Not known
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Group	Yes/No	Not known	Please comment
Age	Y		As an employer Northern Constabulary has a duty to ensure that a person's age is not used in a discriminatory way with regard to employment or training. The Employment Equality (Age) Regulations 2006 ( <a href="http://www.opsi.gov.uk/si/si2006/20061031.htm#13">http://www.opsi.gov.uk/si/si2006/20061031.htm#13</a> ) set out the conditions of this legislation. There is not a public duty to promote equality and prevent discrimination among people of different ages, however in recognition of the stigmatisation of both young and old people in different settings, we aim to do this as a matter of good practice.
Disability	Y		Under the Disability Discrimination Act 2005 ( <a href="http://www.opsi.gov.uk/Acts/acts2005/ukpga_20050013_en_1">http://www.opsi.gov.uk/Acts/acts2005/ukpga_20050013_en_1</a> ), we have a public duty to involve disabled people in decisions and services that affect their lives. All of the key areas of the scheme and action plan are likely to have an impact on people with disabilities.
Gender	Y		The Gender Equality Duty laid out in the Equality Act 2006 ( <a href="http://www.opsi.gov.uk/acts/acts2006/ukpga_20060003_en_1">http://www.opsi.gov.uk/acts/acts2006/ukpga_20060003_en_1</a> ) sets out provisions for the Force to promote equality and prevent discrimination between men and women. This scheme combines actions to progress gender equality and therefore will have an impact on men and women.
Gender Identity	Y		As part of the duty (see Equality Act 2006 above), public sector organisations were required from 06 April 2007 to have regard to the need to eliminate discrimination and harassment in employment and related fields and vocational training (including further and higher education), for people who intend to undergo, are undergoing or have undergone gender reassignment. In Scotland, the Scottish Government and the Equality and Human Rights Commission have promoted the inclusion of all transgender people, not just those who intend to undergo, are undergoing or have undergone gender reassignment. This is the approach adopted by Northern Constabulary and as a result this policy will have a beneficial impact on all transgender people.
Racial and ethnic origins	Y		The Race Relations Amendment Act 2000 places a duty on Northern Constabulary to eliminate racial discrimination, prejudice and harassment. As with the public duties on disability and gender we are required to promote actively our commitment to race equality. The policy will therefore have a beneficial impact on black and minority ethnic communities.
Religion and belief	Y		Employment Equality (Sexual Orientation) (Religion or Belief) (Amendment) Regulations 2007 ( <a href="http://www.opsi.gov.uk/si/si2007/uksi_20072269_en_1">http://www.opsi.gov.uk/si/si2007/uksi_20072269_en_1</a> ) make it illegal to discriminate in employment and training on the grounds of religion/belief. There are existing legislative provisions to protect people from incidents that are religiously

			aggravated, the areas of employment and hate crime/incidents are therefore significant to these groups.
Sexual Orientation	Y		The promotion of equality for lesbian, gay and bisexual people will have a clear beneficial impact in this area. The Equality Act (Sexual Orientation) Regulations 2007 ( <a href="http://www.opsi.gov.uk/si/si2007/uksi_20071263_en_1">http://www.opsi.gov.uk/si/si2007/uksi_20071263_en_1</a> ) and the Employment Equality (Sexual Orientation) (Religion or Belief) (Amendment) Regulations 2007 makes it illegal to discriminate against a person on the grounds of sexual orientation in the provision goods, facilities and services, training and employment.
Other (please specify)			

**Are there any groups that the policy could adversely affect?**

Not known at this stage.

**Has previous consultation with relevant groups, organisations or individuals indicated that policies of this type create problems specific to them?**

Group	Yes/No	Not known	Please comment
Age			
Disability	Y		Concern has been raised in the past by the Chair of the former Disability Rights Commission that disability rights would be diluted through the Single Equality Bill and therefore a Single Equality Duty and Scheme. In recognition of this the actions taken to promote disability equality will be clearly labelled in our action plan.
Gender			
Gender Identity			
Racial and ethnic origins	Y		Through our Community Advisory Group concern has been raised about people feeling that they have been encouraged to record everything as a racist incident when in fact they might not perceive the incident to be racist.
Religion and belief			
Sexual			

Orientation:			
Other (please specify)			

**In the context of Q 9 above, are there any relevant groups which you believe should be consulted? If so, please specify.**

The specific concerns raised above will be taken into account when identifying actions to mitigate against this impact. In particular we will consult with our access panels, learning disability groups and mental health organisations. We will also ensure that the reasons behind our procedures for investigating racist incidents are made clear to individuals/groups.

**Is there opportunity to promote equality of opportunity or any other strategic aims of the Force more effectively by altering the policy?**

The policy will consider the key strategic policies and plans in the area of equality. Any challenges raised throughout the programme of engagement will be built into the final scheme and plan.

**What data is required in future to ensure effective monitoring?**

Specific feedback from the Community Advisory Group in relation to the four strategic themes, monitoring of hate incidents and crimes and staff profile.

**Do you recommend a full impact assessment?**

Yes

**Please comment:**

The Single Equality Scheme is the Force's most comprehensive policy on equality and diversity matters, a full EIA is therefore essential.

**Any other comments on the policy and/or initial equality impact assessment?**

Signed.....  
Policy Owner

Date.....

## Step 2 – Full Equality Impact Assessment

### Involvement and consultation

When considering how you will involve and consult other people in developing the policy, you need to think about internal and external audiences and all areas of our remit.

Please use the table directly below to outline any previous involvement or consultation which is relevant to this policy.	
<b>Equality target group</b>	<b>Briefly describe what you did, with whom, when and where. Please provide a brief summary of the responses gained and links to relevant documents, as well as any actions.</b>
<b>Age</b>	<p><b>Highland Youth Voices</b>, 15<sup>th</sup> August 2009, Inverness Hostel – we met to discuss the Hate-Free Highland campaign and how young people felt we could encourage reporting, raise awareness of the campaign and how the HYV network could get involved to promote the event. The main issues that were feedback include the noticeable gap between young people who are wealthy and those who are not and how this impacts on whether a person is bullied. The young people believed that hearing first hand from people who have experienced their issues/concerns has a greater impact when putting across the message of hate incidents. They suggested that we collaborate together to deliver a dramatised presentation of Hate-Free Highland at their spring conference in 2010.</p> <p>Meeting between Strategic Diversity Advisor and <b>Force Youth Development Officer</b>, Police HQ, 5 October 2009 – main issues discussed included the diversionary activities for young people and the Force’s commitment to these over the next 3 years and peer speaking programme being developed in partnership between Age Concern/Help the Aged in Scotland, the Highland Senior Citizens Network, the Highland Community Care Forum and the Force. It was identified that often young people are stigmatised as being trouble-makers or leaders of antisocial behaviour. Over the next 3 years we aim to promote young people successful engagement with the police service to a range of groups in order to reduce the impact of negative stereotyping against them.</p>
<b>Disability</b>	<p><b>Highland User Group</b>, Police HQ, 7 January 2009 – The Mental Health, Drugs and Alcohol Inspector, Youth Development Officer and Strategic Diversity Advisor met with the Highland User Group to discuss a draft report conducted by HUG on behalf of HUG members. In June 2009 this report was published. The Inspector for Mental Health is spreading awareness of this report across the Force.</p> <p>The Force met with the <b>Highlands and Islands Autistic Society</b>, Police HQ on 8<sup>th</sup> January and with the <b>Autism Rights Group</b></p>

	<p><b>Highland</b>, Inshes Church on 15 January 2009. Both groups expressed a wish to develop an Autism Alert Card Scheme. This idea is currently being taken forward by the Force with the help of both groups, NHS Highland, Highland Council Social Work Dept and the National Autistic Society. Completion of the scheme is due in summer 2010 (see action plan item 1.2 for further details)</p> <p><b>Highland Deaf Forum</b>, Police HQ and the Highland Deaf Club, 1 July 2009 and 19<sup>th</sup> September 2010 – main concerns raised were about access to interpreters, awareness of deaf culture among police officers and staff, use of the Force’s textphone and online interpreting were discussed. The concerns about online interpreting were:</p> <ul style="list-style-type: none"> <li>• Some people were uncomfortable with the use of online interpreters</li> <li>• Face-to-face interpreting preferred</li> <li>• The right to choose is important</li> <li>• Ok for translation purposes</li> <li>• Better to train one officer in each divisional command#</li> </ul> <p>These will be fed into the <b>ACPOS Disability Reference Group</b> meetings who are taking forward an EIA on access to police services for deaf people. These actions are captured in our action plan at item 1.2.</p>
<p><b>Gender</b></p>	<p><b>Women’s Development Forum</b> meetings. This role is supported in Force by a Chief Inspector and the Human Resources Service Unit. This involves developing the Gender Agenda 2 within the Force in areas such as recruitment, retention and progression of female officers within the Force. The Force makes a quarterly commitment to these meetings and regular updates are received via the Equality and Diversity Progress Group.</p> <p>The <b>Public Protection Unit</b> is responsible for activities in the area of Violence Against Women, Getting it Right for Every Child, Multi-Agency Risk Assessment Conferencing. These activities are covered in items 2.5 and 3.5 of the action plan.</p>
<p><b>Gender identity</b></p>	<p><b>Trans-inclusive Policing</b> event, Badaguish, 8 and 9 September 2009 – the Force hosted an event aimed at involving the transgender community’s views on a range of policing services. The venue was selected because of its unique, safe location where people could relax and be comfortable. The Strategic Diversity Advisor spent 18 months building up relationships with the local transgender group (Swans) so that they could have confidence in how the event would be delivered. This included informing people exactly who would attend from Northern Constabulary so that those who were not out or only partly out would not be confronted with someone whom they did not want to</p>

	<p>be out to. The <b>Swans, the National Trans Police Association and the Scottish Transgender Alliance</b> were consulted about the content of the programme and were given a space on the agenda to put across messages that they wanted others to hear. The actions we captured during this 2-day event are included at item 2.4, 4.1, 4.2, 4.3, 4.4.</p>
<b>Race</b>	<p>Through the Community Advisory Group the <b>Scottish Highlands and Islands and Moray Chinese Association, the Highland Indian Association and the Inverness Polish Association</b> took part in a specific involvement event in preparation for our Single Equality Scheme 2009 – 2012 at Police HQ on 24<sup>th</sup> August 2009. The main issues captured were about the stigma of coming forward to report incidents, lack of feedback on what is happening, they favoured small and select events and training instead of mass mailouts, concern about some agencies trying to convince someone an incident is racist and the significance of trusting interpreters. Actions to overcome these are covered in item 2.1 of the action plan.</p>
<b>Religion or belief</b>	<p>The <b>Baha'i Faith, the Inverness Masjid and the Church of Scotland</b> are represented on the Community Advisory Group. Although there were no specific actions related to religion/belief from this group their involvement and comments are noted throughout our bimonthly meetings. At these meetings we will continue to monitor any changes either in hate incidents or community views.</p>
<b>Sexual orientation</b>	<p>The Force holds community profiles on the social networking sites <b>Gaydargirls</b> and <b>Gaydar</b>. These are used to communicate directly with the lesbian and gay community of the Highlands and Islands. Feedback has been encouraging; a number of messages of support and a couple requesting further information about confidentiality and how reporting incidents works.</p> <p>The <b>Terrence Higgins Trust</b> participated in a research project conducted by the Strategic Diversity Advisor, 11 March 2009. The research project was about the reporting of homophobic hate incidents to the police in Scotland. Some of the actions identified are in section 4 of the action plan.</p> <p>In addition the <b>Terrence Higgins Trust</b> are part of our Community Advisory Group and on 2 March 2009 delivered a presentation to group members. The main issues covered were:</p> <ul style="list-style-type: none"> <li>• Much stigma with regard to those who do come out about their HIV status and are often confronted by people who do not want to touch them.</li> <li>• Sometimes the use of cruising grounds can be a means to meet other gay men.</li> <li>• Useful support from Northern Constabulary vis-à-vis remote reporting.</li> <li>• Suggest closer work with COPFS (Crown Office and Procurator Fiscal Service).</li> </ul>

**What do previous consultations show about the potential take-up of any resulting activities or services?**

Previous consultation for the Force's Single Equality Schemes has shown that we need to develop more sustainable relationships with people and organisations and groups so that we are better able to target our engagement activities. Previously we conducted consultation through the Community Planning Partnership Equality and Diversity Group and we learned that there was a need for some community capacity building to encourage individuals and groups to work across the traditional strands to enable them to consider common areas of inequality and discrimination. We also learned that some of our activities were better known in the Moray Firth area than in the Islands and more remote areas.

For example, we conducted a questionnaire for our Race Equality Scheme 2008 but the returns were low and did not necessarily reflect our communities as we know them. As a result more targeted engagement of our community advisors aims to build effective, long-term relationships with the communities they represent. See item 2.1 of the action plan.

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### Step 3 – data collection and evidence

**What evidence or information do you already have about how this policy might affect equality in any of the areas covered by police services and what does this tell you?**

Please cite any quantitative (for example, statistical or research) and qualitative evidence (for example, monitoring data, complaints, surveys, focus groups, questionnaires, meetings, interviews) relating to groups having different needs, experiences or attitudes in relation to this project. Describe briefly what evidence you have used.

Employment Monitoring and Hate Incident Statistics (available online at page 59

<http://www.northern.police.uk/Public-Performance-Reports/ppr-2008-09.pdf>)

Northern Constabulary Staff Survey 2009

ACPOS Equality and Diversity Strategy and EIA (available online at

<http://www.acpos.police.uk/BusAreas/EDStrategy.html>)

Equalities Intelligence Report September 2009 by the Community Planning Partnership including:

- Affirm (LGBT Staff network) minutes, 27<sup>th</sup> April 2009
- Violence Against Women Strategy, 2008-2011, Highland Community Planning Partners (to be on Highland life site shortly)
- Advice Note: Equalities and the National Standards for Community Engagement - Don't Treat Us All The Same  
[http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/scs\\_017849.hcsp](http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/scs_017849.hcsp)
- Highland Single Outcome Agreements (SOAs) 1&2 Highland CPP publication. SOA1 May 2008, SOA2 May 2009 <http://www.highland.gov.uk/yourcouncil/soa/>
- Clear Plan Reports to CPP E&D Group, July - November 2007. Paper copies if required from Moira Paton, NHS Highland.
- Multi-Agency Action Plan for Gypsy/Travellers in the Highlands  
<http://www.highland.gov.uk/NR/rdonlyres/B15F17AF-C254-41DF-852F-7A58F6712A9C/0/hsw3508.pdf> or  
<http://www.highland.gov.uk/livinghere/housing/gypsytravellersinhighland/>

Northern Constabulary's documentation:

- Community Advisory Group minutes available on request from the Strategic Diversity Advisor, Northern Constabulary
- Transinclusive Policing report available on request from the Strategic Diversity Advisor, Northern Constabulary
- Complaints received by Professional Standards Service Unit are monitored quarterly in a restricted report to the Force's Equality and Diversity Progress Group.
- Inquiry into the Reporting of Homophobic Hate Incidents in Scotland. Publisher: VDM Verlag Dr. Muller Aktiengesellschaft & Co. KG (6 Sep 2009) ISBN-10: 3639185080, ISBN-13: 978-3639185089

**What does available data tell you about the potential take-up of any resulting activities or services?**

In terms of employment monitoring the data tells us that we have to improve the representation of women across the Force and particularly their career progression. The data also tells us that we could be more proactive in encouraging people to disclose their disability as currently no police officers have disclosed a disability and only

The Force's hate incident/crime statistics tell us that there is work to be done to raise awareness of reporting and recording options particularly in the areas of religion, sexual orientation and disability.

A gap on our community Advisory Group shows that we need to improve representation from gypsy/travellers.

The data from our Community Advisory Group and our local organisations tells us that there is a willingness to engage with the police service on issues such as hate crime or accessing police services.

**What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the policy? Have you considered commissioning new data or research?**

No further research required at this stage however the monitoring of our staff profile will be strengthened in the areas of sexual orientation and religion and belief in the third quarter of 2009. Over coming years we will be better able to monitor any trends that may develop.

## Step 4 –assessing impact and strengthening the policy

What evidence do you have about how the policy will affect different groups and communities in relation to equality and diversity?

### **How does/will the policy and resulting activities affect different communities and groups?**

Some things to consider:

- Is there any potential for, or known, adverse or positive impacts of the policy?
- You should consider how the policy might affect communities with small populations; people affected by discrimination in multiple areas of equality (age, disability, gender, gender identity, race, religion or belief, and sexual orientation); specific interest groups such as small businesses, voluntary sector agencies and other service providers.
- Are there examples of good practice that can be built on?
- You may wish to consider how the policy will be delivered or communicated.

Some community advisors have raised an issue about feeling forced into reporting an incident as racist. This raises questions about how we put across messages about reporting racist incidents. In particular we need to find out:

- To what extent do people from ethnic minorities believe this to be the case and what are their reasons for this?
- What we can do to mitigate this impact?

The pilot of a divisional Community Advisory Group will seek to address part of this issue as it will bring the Force into contact with a wider range of individuals from ethnic minority communities. We will also continue to monitor racist incidents across the Force area so that we can establish the extent of the problem.

The impact of rurality on under-represented and minority communities of all types has been shown to have a disproportionate impact on an individual's ability to come forward and make their voice heard. Often people feel that rurality can, but not always, increase feelings of isolation and exclusion. This represents a challenge to the police service when we are undertaking any kind of engagement with diverse communities at a strategic and operational level.

The recent study of Scottish LGBT migration patterns (2009) ([http://www.stonewall.org.uk/documents/city\\_lights\\_\\_final.pdf](http://www.stonewall.org.uk/documents/city_lights__final.pdf)) shows that when asked if they thought it was difficult to be out in a rural area 87% thought it was either "very difficult" or "quite difficult" to be out in a rural area. A range of reasons including not fitting in, lack of acceptance of families, impact of religion and rurality were all cited as reasons why it is difficult to be different in rural areas.

<p><b>What measures does, or could, the policy include to help promote equality of opportunity?</b></p>
<ul style="list-style-type: none"> <li>• For example, positive measures designed to address disadvantage and reach different communities or groups?</li> </ul>
<p>See the action plan for further details. All of the actions contained in our scheme have been designed on the basis of evidence, guidance and input from research, reports and community engagement activity. This is clearly labelled in the column “origin” within the action plan.</p>
<p><b>What measures does, or could, the policy include to address existing patterns of discrimination, harassment or disproportionality?</b></p>
<p>See above.</p>
<p><b>What impact will the policy have on promoting good relations and wider community cohesion?</b></p>
<p>It is very likely that the cross-strand approach to our Community Advisory Group will encourage greater understanding and tolerance of difference among communities in the Highlands and Islands. Through our partnership activities we have the opportunity to reach a wider audience and through programmes of awareness raising we have the opportunity to explain to people what we mean by hate incidents and discrimination.</p>
<p><b>If the policy is likely to have a negative effect (‘adverse impact’), what are the reasons for this?</b></p>
<p>Including direct or indirect discrimination.</p>
<p>The sole intention of this scheme is to promote equality and prevent discrimination. The overall aim of this policy and the engagement and information that support it suggests that there is no likely adverse impact on equality groups. However there are two areas of concern that have been brought to our attention. These are outlined on page 7 and are concerned with racist incidents and the dilution of focus on disability matters.</p>

<p><b>What practical changes will help reduce any adverse impact on particular groups?</b></p> <ul style="list-style-type: none"> <li>• For example: Changes in communication methods, providing language support, collecting data, revising programmes or involvement activities.</li> <li>• Have you considered our legal responsibilities under the Disability Discrimination Act, including treating disabled people more favourably where necessary?</li> </ul>
<p>Concern about the loss of focus on disability issues was raised by the chair of the former Disability Rights Commission. Although this has not been raised directly by our advisors we have remained sensitive to this concern and due to the specific duty to involve disabled people in our scheme, we will monitor this issue through the Community Advisory Group.</p> <p>The Community Advisory Group will also aim to improve communication of the need for police officers to ask about any motivating factors when conducting police enquiries.</p>
<p><b>What evidence is there that actions to address any negative effects on one area of equality may affect other areas of equality or diversity?</b></p>
<p>None at this time.</p>

**What will be done to improve access to, and take-up of, services or understanding of the policy?**

Some things to consider:

- Increasing awareness of the policy among staff.
- Reviewing your staffing profile to make sure you reach all parts of local communities.
- Encouraging wider public involvement in our work or communications activities.
- Encourage different groups, including disabled people, to get involved in what we do.

**Communication of the Single Equality Scheme**

The policy will be communicated by everyone who participated in its production in the first instance by email. The Community Advisory Group will play a monitoring role and be used to feed back exactly what actions the force has taken in pursuit of equality. Face-to-face meetings with all individual contributors and consultees will be undertaken. Alternative formats of the document will also be arranged on request.

An overall Equality and Diversity Communications Strategy will be implemented (action 1.4)

Please note that you may need to revisit this section once you have completed the policy development process.

## Step 5 – procurement and partnerships

### **Consideration of external contractor obligations and partnership working**

Is this project due to be carried out wholly or partly by contractors? If yes, have you done any work to include equality and diversity considerations into the contract already?

If you have, please set out what steps you will take to build into all stages of the procurement process the requirement to consider the general equality duties and equality more broadly.

Specifically you should set out how you will make sure that any partner you work with complies with equality and diversity legislation. You will need to think about:

- tendering and specifications
- awards processes
- contract clauses
- performance measures, and
- monitoring and performance measures.

No part of this project will be carried out by contractors however some areas of work are undertaken in partnership with other public and voluntary organisations. In cases of partnership working, all public services are covered by the same statutory duties in relation to gender, disability and race. One of the partnership actions is to ensure that individuals and groups working towards the delivery of the SOA embed issues of Equality and Diversity in the work that they do (action 1.3)

## Step 6 – making a decision

<b>Summarise your findings and give an overview of whether the policy will meet Northern Constabulary’s responsibilities in relation to equality and diversity.</b>
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The range of evidence gathered in preparation for this scheme supports Northern Constabulary’s commitment to equality and diversity. There are only two concerns of concern that have been raised in relation to the implementation of this policy. These are the continuing focus on disability while containing the Disability Equality Scheme within an overall Single Equality Scheme and the concern by some BME groups that they are being encouraged to record incidents as racist when perhaps they are not considered as such. The overwhelming majority of evidence suggests that the Single Equality Scheme will have a positive impact on diverse equality groups and consequently will assist Northern constabulary to meet its public duties under the Race Relations Act, the Equality Act and the Disability Discrimination Act.
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<b>What practical actions do you recommend to reduce, justify or remove any adverse/negative impact?</b>
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See actions 1.2 and 2.1.
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Please note that these should be reflected in the action plan (see Step 8).

## Step 7 – monitoring, evaluating and reviewing

<b>How will the recommendations of this assessment be built into wider planning and review processes?</b>
<ul style="list-style-type: none"><li>• This may include policy reviews, annual plans and use of performance management systems.</li></ul>
The recommendations of this EIA will be progressed through the Single Equality Scheme Action Plan.
<b>How will you monitor the impact and effectiveness of the new policy?</b>
<ul style="list-style-type: none"><li>• This could include adaptations or extensions to current monitoring systems, relevant timeframes and a commitment to carry out an EIA review once the policy has been in place for one year.</li></ul>
The scheme, action plan and EIA will be monitored by the Force Equality and Diversity Progress Group and the Community Advisory Group. An annual report on progress towards meeting our general and specific duties will be published in June each year.
<b>Give details of how the results of the impact assessment will be published</b>
This impact assessment will be available online on Northern Constabulary's website.

## Step 8 – action plan

Taking into consideration the responses outlined in Steps 1-7, complete the action plan below.				
	Actions	Target date	Responsible post holder and Service Unit/Division	Monitoring post holder and Service Unit/Division
Involvement and consultation	Continue to engage the Community Advisory Group and other local groups as required.	quarterly	Strategic Diversity Advisor, Policy and Coordination Unit	Head of Policy and Coordination Unit
Data collection and evidence	Summarise knowledge of reporting through the Community Planning Partnerships Equalities Intelligence Monitoring Report	Annually	Strategic Diversity Advisor	Head of Policy and Coordination Unit
	Build in new learning, data or evidence into successive versions of the equality impact assessment	Annually	Strategic Diversity Advisor	Head of Policy and Coordination Unit
Assessment and analysis	Seek feedback from disability advisors regarding their priority actions.	December 2009	Strategic Diversity Advisor	Head of Support Services
	Conduct an annual audit of the needs of Community Advisory Group	September 2010, 2011, 2012	Strategic Diversity Advisor	Head of Support Services

Procurement and partnerships	Ensure EIAs of relevant partnership work.	As required	Strategic Diversity Advisor and Community Planning Partnerships	Head of Policy and Coordination Unit
Monitoring, evaluating and reviewing	This EIA will be subject to an annual review and any changes will be highlighted to the Equality and Diversity Progress Group.	December 2009	Strategic Diversity Advisor, Policy and Coordination Unit	Head of Support Services, Executive Unit

## Step 9 – sign-off

**The final stage of the EIA is to formally sign off the document as being a complete, rigorous and robust assessment**

The policy has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

### **Author of policy and EIA**

Name: Lisa Buchanan	Job title and Service Unit: Strategic Diversity Advisor, Policy and Coordination Unit	Date: 23 October 2009	Signature:
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### **Quality check: screening document has been checked by:**

This must be someone who has been trained in Equality Impact Assessment

Name:	Job title and Service Unit:	Date:	Signature:
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## Appendix 2 – Action Plan

Single Equality Scheme Action Plan 2009 – 2012

Strategic Commitment 1 – Mainstreaming Equality and Diversity across the Force						
Equality Strand	Aim	Action	Origin	Owner	Review Date	Status
All	1.1 Develop and implement corporate plan for Equality Impact Assessment of functions and policies	Set up short-life working group to progress EIA of Force policies and functions	Equalities Legislation  ACPOS Equality and Diversity Strategy 2009-2012	Head of Corporate Services	March 2010	
		Draw up an action plan on EIAs including prioritisation, timescales and action owners		Head of Corporate Services	January 2010	
		Deliver training to key policy auditors on Equality Impact Assessment		Head of Learning	Twice Annually	
		Develop information sharing on consultation carried out across the Force, ACPOS and Community Planning Partners		Strategic Diversity Advisor	October 2010	
		Monitor any adverse impact of our policies on diverse groups		Head of Support Services	2012	
All new and revised policies	Head of Support	Annually in				

		are supported by Equality Impact Assessments		Services and Head of Operations	December	
		Publish summary of equality impact assessments on Force website		Policy Auditors	Annually	
Disability	1.2 Improve access to policing services	<p>Coordinate access to language and BSL interpreters and ensure staff are aware of codes of practice and Interpreting FRD</p> <p>Develop guidance on accessibility issues regarding the built environment</p> <p>Raise awareness of and launch the Autism Alert Card Scheme</p> <p>Review Autism Alert Card Scheme</p> <p>Publicise the Highland User Group Report on police services across the Divisions.</p>	Community Engagement, Equality Legislation	<p>Force Operations Centre Inspector</p> <p>Strategic Diversity Advisor and Estates Manager</p> <p>Divisional Commanders</p> <p>Strategic Diversity Advisor</p> <p>Mental Health,</p>	<p>March 2010</p> <p>February 2011</p> <p>July 2010 onwards</p> <p>July 2012</p> <p>April 2010, April 2011 and</p>	

		<p>Work collaboratively with HDF and the Deaf Communication Project (DCP) to develop a training session on the use of Hate-Free Highland.</p> <p>Specific training for all call handlers in the use of plain English and deaf culture.</p> <p>Create a means to communicate a person's custody rights in BSL.</p> <p>To communicate feedback from Highland Deaf Forum to the ACPOS Disability Reference Group</p>		<p>Drugs and Alcohol Inspector</p> <p>Community Planning Partnership Equality &amp; Diversity Group</p> <p>Community Planning Partners Equality and Diversity Group</p> <p>Force Operations Centre Inspector</p> <p>Divisional Commander (East)</p>	<p>April 2012</p> <p>July 2010</p> <p>March 2010</p> <p>October 2010</p> <p>September 2010</p>	
All	1.3 Continue partnership working	Ensure individuals and groups working towards the delivery of the SOA embed issues of Equality and Diversity in the work that they do		Community Planning Partnership Equality and Diversity Group	Annually	

All	1.4 Develop a communications strategy for all equality and diversity related work	Develop the Force website to include pages on equality and diversity.  Create a quarterly news bulletin for staff on equality and diversity matters	Community Engagement	Strategic Diversity Advisor and Corporate Communications  Strategic Diversity Advisor	October 2011  April 2010	
<b>Strategic Commitment 2 – Developing Safer, Stronger Communities</b>						
All	2.1 Develop the role of Community Advisory Group	Improve the analysis of the information received by diverse communities and the communication mechanisms of feedback on the actions taken by the Force  Develop representation from gypsy traveller community  Promote the activities of the	Community Advisory Group, Community Planning Partnership Equality and Diversity Group  Community	Strategic Diversity Advisor  Strategic Diversity Advisor  Strategic	December 2010, December 2011  February 2010  As required	

		<p>Community Advisory Group members</p> <p>Pilot an Operational Community Advisory Group in East Division</p> <p>Review pilot of the Operational CAG and implement recommendations</p> <p>Arrange a rolling programme of briefings from various Service Units to the Strategic Community Advisory Group</p> <p>Develop an equalities mystery shopper programme</p> <p>Review membership of CAG</p>	<p>Advisory Group</p> <p>Community Advisory Group, ACPOS Guidance on the use of Lay Advisors</p>	<p>Diversity Advisor</p> <p>Divisional Commander (East)</p> <p>Divisional Commander (East)</p> <p>Head of Support Services</p> <p>Strategic Diversity Advisor</p> <p>Head of Support Services</p>	<p>February 2011</p> <p>April 2011</p> <p>September 2010 onwards</p> <p>July 2011</p> <p>January 2012</p>	
Age	2.2 Engage positively with young people	<p>Coordinate a range youth diversionary activities including Street Sports, Blue Light Discos, Lochaber Football Initiative, Operation Youth Advantage</p>	<p>Government Youth Framework – Early and Effective Intervention</p>	<p>Youth Development Officer</p>	<p>Ongoing</p>	

		Support the Cadet Scheme	strand	Head of Learning	Annually	
All	2.3 Equality groups and individuals in the community are regularly engaged with the work of the partnership and are supported with capacity building activities	Maintain involvement of equalities groups in the strategic planning process of the Community Planning Partnerships  Develop relationships with island Community Planning Partnerships	Community Planning Partnership Equality and Diversity Group	Strategic Diversity Advisor and Community Planning Partnerships  Strategic Diversity Advisor	Annually  Annually	
Gender Identity	2.4 Take forward the actions from Trans-inclusive Policing event	Disseminate the final TIP report and DVD to relevant stakeholders  Provide an input to the ACPOS LGBT Conference at the Scottish Police College	Trans-inclusive Policing event	Strategic Diversity Advisor  Strategic Diversity Advisor and Scottish Transgender Alliance	December 2009  December 2009	
Gender	2.5 Support Violence Against Women	Pilot Multi Agency Risk Assessment Conferencing in Central Division		Chief Inspector (Central)	2009	

		<p>Implement the actions from the Highland Violence Against Women Strategy 2008-2011</p> <p>Implement GIRFEC Pathfinder</p>		<p>Public Protection Unit Inspector</p> <p>Public Protection Unit/Divisional Commanders</p>	<p>2008-2011</p> <p>2012</p>	
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<b>Strategic Commitment 3 – Become an Employer of First Choice</b>						
Equality Strand	Aim	Action	Origin	Owner	Review Date	Status
Gender	3.1 Eliminate any unfair, unjust or unlawful practice that impacts on equal pay	<p>Ensure all jobs are evaluated against the recognised Hay System</p> <p>Report on progress towards achieving commitments of equal pay statement</p>	Equalities Legislation	Director of Human Resources	<p>March 2011</p> <p>June 2010</p>	
All	3.2 Encourage applications from diverse communities for the roles of police constable, police staff, police cadet and special constable	<p>Maintain the Double Tick Standard</p> <p>Adopt new application form process</p> <p>Revise Special Constable Recruitment Process</p> <p>Update recruitment website and make targeted appeal to under-represented groups to apply</p>	Equalities Legislation	<p>Deputy Director of Human Resources</p> <p>Director of Human Resources</p> <p>Director of Human Resources</p> <p>Director of Human Resources</p>	<p>From December 2009 onwards</p> <p>From October 2010 onwards</p> <p>April 2010</p> <p>December 2009</p>	

Gender, Race/ethnicity, Disability, Religion/belief, sexual orientation and gender identity	3.3 Support staff from under-represented groups	Continue to promote and encourage attendance at the Women's Development Forum activities	Gender Agenda 2  Equalities Legislation	Staff Development Officer/Chief Inspector Grant and all Force Inspectors	December 2009 onwards	
		Implement Gender Agenda 2		Head of Support Services	December 2009 onwards	
		Ensure support for the Force Gay Police Association Coordinator		Divisional Commander and Head of Support Services	December 2009 onwards	
		Develop the role of Single Point of Contact for the National Trans Police Association		Strategic Diversity Advisor	May 2010	
		Promote the activities of SEMPER Scotland		Human Resources Advisor	December 2009 onwards	
		Encourage uptake of flexible working, career breaks, maternity leave and keeping in touch days		Director of Human Resources	December 2009 onwards	
All	3.4 Develop	Equality monitoring statistics	Equalities	Director of	Quarterly from	

	employment monitoring process to analyse trends and benchmark performance with other Forces	<p>in recruitment, retention and progression collected via SCOPE (personnel recording system) to be reported to the Equality and Diversity Progress Group</p> <p>Continue development of the Stonewall Workplace Equality Index</p>	Legislation	<p>Human Resources</p> <p>Human Resources Advisor and Strategic Diversity Advisor</p>	<p>June 2010 at Equality and Diversity Progress Group meetings</p> <p>September annually</p>	
All	3.5 Ensure that staff are trained in equality and diversity matters	<p>Provide induction, mediation and grievance skills training to line managers</p> <p>Provide Continuing Professional Development options for Force Diversity Officers</p> <p>Conduct an audit of training needs for call handlers and reception desk staff</p> <p>Feed in training issues identified by the Community Advisory Group and public engagement events to the Learning Unit</p>	<p>Equalities Legislation</p> <p>Community Engagement – see EIA, appendix 1</p>	<p>Head of Learning</p> <p>Strategic Diversity Advisor</p> <p>Strategic Diversity Advisor</p> <p>Strategic Diversity Advisor</p>	<p>Annually</p> <p>May annually</p> <p>March 2010</p> <p>Annually</p>	

		Deliver training on Sexual Offences and Child Protection to police officers/liaison officers		Public Protection Unit, HQ	April, May 2010	
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<b>Strategic Commitment 4 – Challenging Hate Crime</b>						
Disability, Race, Gender Identity, Sexual Orientation, Religion	4.1 Use the results of monitoring hate incidents to influence practice effectively	Improve recording and monitoring of hate incidents by updating the hate incident recording form (OP51/12)	Equalities Legislation, Criminal Law Act	Policy and Coordination Unit	January 2010	
		Monitor all hate incidents and crimes via the Force Tactical Tasking Meeting and the Community Planning Partnership Equality and Diversity Group	ACPOS Equality and Diversity Strategy  Community Engagement	Head of Operations and Community Planning Partnership Equality and Diversity Group	Quarterly from December 2009-10-02	
		Work with COPFS and the Scottish Courts Service to develop case studies of hate crimes		Safer, Stronger Communities Inspector, COPFS and Scottish Courts Service	August 2012	
Disability, Race, Gender Identity,	4.2 Ensure that officers are fully trained in the	Develop guidance for police officers on the reporting, recording and investigation of	Equalities Legislation, Lord	Strategic Diversity Advisor	March 2010	

Sexual Orientation, Religion	prevention, reporting, recording and investigation of hate incidents and crimes	<p>hate crimes</p> <p>Make officers aware of the new Offences (Aggravated by Prejudice) (Scotland) Act 2009</p> <p>Develop the role of hate crime specialists within the three divisions</p>	Advocate's Guidance, ACPOS Equality and Diversity Strategy	<p>Safer, Stronger Communities Inspector</p> <p>Safer, Stronger Communities Inspector</p>	<p>Implementation date to be confirmed</p> <p>September 2010 and beyond</p>	
	4.3 Support the development of Hate-Free Highland	<p>Conduct a review of the effectiveness of Hate-Free Highland and implement required changes across the Force and the Community Planning Partnership</p> <p>Continue marketing and publicity of the website including development of positive case studies re</p>	Equalities Legislation, ACPOS Equality and Diversity Strategy, Community Advisory Group	<p>Strategic Diversity Advisor and Safer, Stronger Communities Inspector and Community Planning Partnership Equality and Diversity Group</p> <p>Community Planning Partnership Equality and</p>	<p>January 2010</p> <p>Ongoing</p>	

		<p>speaking out</p> <p>Analyse and monitor the number of reports on the website via Diversity Progress Group and Community Advisory Group</p> <p>Support third party reporting organisations via ongoing training and meetings</p>		<p>diversity Group</p> <p>Community Advisory Group Equality and Diversity Group</p> <p>Strategic Diversity Advisor &amp; Community Planning Equality and Diversity Group</p>	<p>Quarterly from December 2009</p> <p>Annually from March 2010</p>	
	4.4 Utilise good practice identified through ACPOS Equality and Diversity Business Area.	<p>Attend regular meetings of the ACPOS Equality and Diversity Business Areas including Race and Asylum, LGBT, Disability, Religion and Faith, Gypsy Travellers and report quarterly</p> <p>Roll out the ACPOS Hate Crime Manual across the Force</p>	ACPOS Equality and Diversity Strategy	<p>Policy and Coordination Unit</p> <p>Safer, Stronger Communities</p>	<p>Quarterly</p> <p>February 2010</p>	

				Inspector and Strategic Diversity Advisor		
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## Appendix 3 - Equal Pay Statement

Northern Constabulary is committed to the principle of equal pay for all staff. We aim to eliminate any unlawful discrimination in our pay systems for support staff and police officers. While the pay systems for support staff are a devolved matter, police officer pay systems are determined nationally. Additions to police pay and allowances and the distribution of these are areas of potential inequality and will be addressed at a local level along with any national developments arising from police reform agenda.

We understand that equal pay between men and women is a legal right and in recognising this and our commitment, Northern Constabulary and Northern Joint Police Board operate a Hay Job Evaluation process for support staff. In light of new legislation, we will review this process to ensure that it is still fit for purpose.

It is in the interest of Northern Constabulary to ensure that we have a fair and just pay system. It is important that staff have confidence in the process of eliminating sex bias and we are therefore committed to working in partnership with Trade Unions and Staff Associations to take action to ensure that we provide equal pay.

Our objective is to:

- **Eliminate any unfair, unjust or unlawful practices that impact on pay equality**

We will:

- Review Hay Job Evaluation system to determine if fit for purpose.
- Address Job Evaluation needs in line with review.
- In consultation with staff association, review the current pay model for support staff in line with legislative requirements.
- In consultation with staff associations, make recommendations to Force Executive with regards to appropriate pay models.
- Provide training and guidance to those involved in determining pay.
- Put in place a monitoring system for the allocation of additions to police pay and report annually.
- Put in place a monitoring system for support staff pay and report annually.

- Implement an equal pay review of any modification of posts and structures arising from the Force Review to ensure they are in line with equal pay principals.