





Business Case

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1. The Importance of Gender Representation

Police forces in the United Kingdom have in recent years been striving to achieve gender equality in the service. Although progress is being made research has shown that there remains an under representation of female officers, particularly within specialist roles and promoted posts. Additionally although females make up 62% of police staff there also remains an under-representation of women within senior/managerial roles.

The Equality Act 2010 places a statutory duty on public authorities to eliminate discrimination, victimisation and harassment; advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not. The implications of this are such that Police Scotland and the Scottish Police Authority (SPA) have a duty to promote gender equality and consider gender in all their decision-making activities and services.

The Police Scotland Executive and SPA Board are committed to providing the public with a modern police service where men, women and transgender people are treated fairly and equally. As a public service provider, the police service as a whole has a responsibility to provide gender equality, rather than expecting individuals to challenge inequality.

The Equality and Diversity Police Scotland 2013 report states within its outcomes that:

- We have a workforce that is reflective of our communities, to increase trust and confidence in the police.
- We have a workplace where people feel valued and are encouraged to maximise their potential, to ensure the most efficient and effective service is delivered.

The SWDF assists Police Scotland in achieving these outcomes by:

- Visibly demonstrating a commitment to the development of women, equal opportunities and diversity management by taking positive action to improve the position of women within the organisation.
- Ensuring that the organisation is profiting fully from the different, but equally valuable, skills and qualities that women bring to the workplace.
- Improving the retention rate, morale and reducing absenteeism.
- Encouraging and supporting individuals to put more energy into their work, applications for promotions, lateral moves etc.
- Increased networking amongst women, overcoming any sense of isolation, particularly for those women in male dominated areas.

Historically, it is recognised that men and women can be disadvantaged in employment by policies and practices that fail to recognise gender differences. For example, women tend to have more caring responsibilities and as a result their working lives have different patterns. Similarly, many men may experience the same issues as women, but the police service often does not recognise or support individuals' needs adequately. Both men and women suffer from stereotyping of their gender roles and needs.

The business case for equality relates to getting the best people into every role to ensure we provide the best service to the public.

In 2009, Scottish Ministers agreed the designation of two priority areas for the advancement of Gender Equality in relation to the Gender Equality Duty, these being tackling occupational segregation and tackling violence against women. Occupational segregation is the concentration of women and men in different kinds of jobs ("horizontal" segregation) or at different grades ("vertical" segregation). The findings of research entitled *'Reporting on progress towards equality of opportunity for women and men made by public authorities in Scotland: Ministerial priorities for gender equality tackling occupational segregation'* was carried out to identify progress in tackling occupational segregation in Scotland, to enable Ministers to report against the requirements of the Gender Equality Duty. The findings indicate that occupational segregation is linked to, and is a consequence of, wider gender inequality, as well as being a continuing barrier to the achievement of equality. The research also indicated that examples of initiatives and specific work to tackle occupational segregation included: measures to encourage entry to non-traditional areas; support of individuals in a variety of forms; and research and funding work. The SWDF have contributed in all of these areas through their personal and professional development programme, the mentoring scheme and research carried out in relation to the under representation of females in identified specialist posts with subsequent events held as a direct result of that research.

2. Background, Achievements and Performance

Background

The Scottish Women's Development Forum (SWDF) was established in May 2003 to take forward gender equality in employment within the Scottish police service as a working group of the ACPOS People, Development & Diversity Business Area. The Forum's purpose was and continues to be to help the service provide a positive working environment which enables everyone to reach their full potential, thereby improving the quality of service delivery to the communities.

The progress made as a result of the ACPOS Gender Agenda Scotland launched in 2004¹ and the subsequent Gender Agenda 2008-2011² played a significant role in compliance by legacy Scottish police forces regarding the Gender Equality Duty. This work was undertaken by the SWDF committee members and required a substantial amount of commitment, data collection and time to complete.

The ACPOS Gender Agenda Scotland Action Plans were the conduit for driving activity and measuring progress in relation to the five key business areas:

- Recruitment and Selection
- Retention and Fair Employment Practice
- Training and Career Development
- Work Life Balance
- Communication

¹ Appendix A - ACPOS Gender Agenda Scotland 2004

² Appendix B - ACPOS Gender Agenda Scotland 2008-2011

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During 2008 a request to the Scottish Government for funding to recruit a part-time administrator for two years was successful. This allowed the business of the Forum to become far more organised and efficient. On 10th February 2009, a strategic development day was held for members of the forum committee, which led to the creation of working groups to take forward key areas of business from the Gender Agenda Action Plan in relation to Performance Monitoring, Coaching & Mentoring, Communications & Marketing (in addition to the existing sub-group leading on the SWDF Personal & Professional Development Programme).

The creation of these various groups driving forward these key areas would not have been possible without the SWDF Administrator who provided support to all but one of these groups. It led to, amongst many other things, the SWDF developing the ACPOS Joint Mentoring Scheme which over 200 staff took part in and won the British Association of Women in Policing Silver Anniversary Award in 2012. Mr Kenny MacAskill MSP, then Cabinet Secretary for Justice said when speaking at the SWDF Conference the following day "I must start by congratulating you on receiving the British Association of Women in Policing Silver Anniversary Award for your successful mentoring scheme. I was impressed to hear that since it was launched in 2010, over 200 members of police staff, and officers of all ranks, have taken part. This award demonstrates that your hard work is not only recognised here in Scotland, but nationally across the UK. It is an achievement that you should be very proud of."

Under Police Scotland the SWDF could no longer operate as an ACPOS working group and as such has transitioned into a recognised Diversity Staff Association. Efforts continue to be made to build a membership base and ensure we are adequately representing the interests of our new and existing members. In May 2014 the SWDF held an open meeting attended by almost 40 members of staff, as part of this meeting focus groups were held to gather information in order to inform the actions and activities required over the next few years and to confirm the strategic direction set by the SWDF Executive Committee was acceptable. This meeting also aligned with the SWDF appointing a new Chair, Deputy Chair and also reviewing the Sub-Groups under Police Scotland.

The SWDF currently work to an agreed aim and objectives as a commitment to our staff which are regularly reviewed to ensure they are still accurate and relevant.

Our Aim

Our aim is to assist and support the Police Service of Scotland and Scottish Police Authority to provide a positive working environment which enables everyone to reach their full potential, thereby improving the quality of service delivery to our communities.

Our Objectives

The SWDF will achieve its aim by:

- acting as a consultative body on behalf of the Police Service of Scotland and Scottish Police Authority in relation to gender equality issues

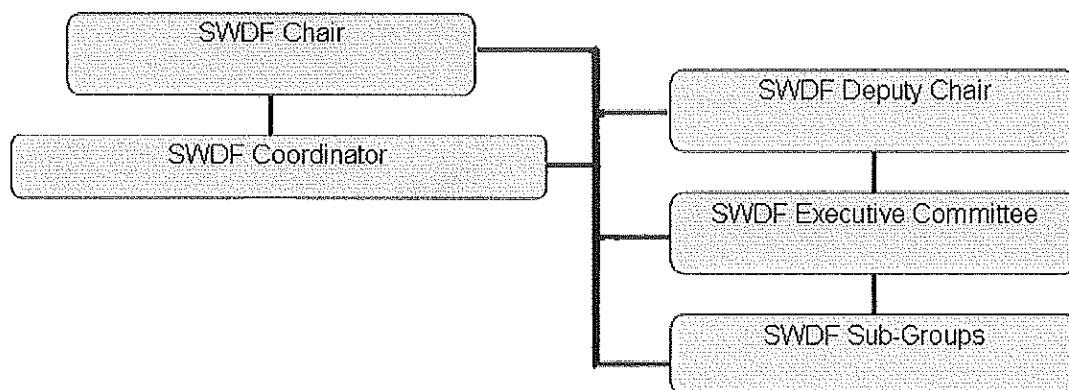
- considering equality impact issues developing within Police Service of Scotland and Scottish Police Authority

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- seeking solutions to ensure that there are no barriers to the personal and professional development of all staff

- monitoring organisational change within the Police Service of Scotland and Scottish Police Authority for any risk to fair and equal opportunities

Our Structure



In order to progress a number of smaller sub-groups, themed around the objectives and action plans, have been formed and have evolved over the years. The SWDF Sub-Groups are guided in their activities by the Executive Committee who provides the strategic direction of the SWDF. As part of the review the SWDF undertook in May 2014 the agreed Sub-Groups are now;-

- SWDF Specialist Posts Sub-Group
- SWDF Personal and Professional Development Sub-Group
- SWDF Pregnancy and Maternity Sub-Group
- SWDF Communication and Marketing Sub-Group

The review also highlighted that the extremely successful SWDF Coaching and Mentoring Sub-Group could now be dissolved as the award winning ACPOS Joint Mentoring Scheme, which this group had developed, had now been fully handed over under the auspices of Police Scotland for further development and mainstreaming. Mentoring and coaching will now be addressed under the SWDF Personal & Professional Development Sub-Group.

The SWDF Coordinator oversees all SWDF activity, ensuring the SWDF Chair, Deputy Chair and Executive Committee are fully informed of work ongoing.

Progress

Working together, the SWDF and the Scottish police service has clearly benefited from the ongoing support of the Scottish Government. The table below shows the progress made in regards to the percentage of females in each rank/employee type;

Rank/Employee Type	2003	2008	2010	2013	2014
Police Officers	18%	23%	26%	28%	29%
Promoted Posts	8%	13%	16%	20%	20%
Police Staff	65%	62%	65%	63%	62%
Special Constables	Not available	Not available	37%	37%	36%

Although there is no direct evidence to link the ongoing work of the SWDF to these figures, it would be reasonable to suggest that they have made a significant contribution to the progress, but it is also clear that further progress is required.

4. Consultation

The reform process did not stop with the invention of Police Scotland in April 2013 and substantial work is still ongoing, this therefore continues to be the major priority for the Scottish Women's Development Forum at present. We continue to consult with Police Scotland and the Scottish Police Authority in particular with the development of HR Standard Operating Procedures. SWDF members continue to express concerns over the reform process including the impact on recruitment, promotion, selection, flexible working, redeployment and potential redundancies of police staff.

It is crucial that the SWDF ensure that female staff and officers do not miss out on opportunities and development moving forward and that any barriers, real or perceived, are mitigated against to avoid taking backwards steps in regards to gender equality within the service. It is essential therefore that the SWDF continue to be involved in the police reform process to ensure that policies and practise do not directly or indirectly discriminate against females within the service.

Although not an exhaustive list to date the SWDF have been consulted on, amongst many others, Disciplinary Procedure; Equality Impact Assessments Toolkits; Disability in Employment; Transgender People in Employment; Promotion; Adoption, Maternity and Paternity; Shared Parental Leave; Flexible Working; Equality, Diversity & Dignity at Work; Pay Protection; Accelerated Career Development Programme; Attendance Management; Postings and Transfers; Relocations; Redundancy; Match-in Ring Fenced Recruitment; Recruitment of Police Officers and Special Constables; Equality & Diversity Outcomes; Acting Duties & Temporary Promotions. We have held meetings with those responsible for the reform of Police Officer and Special Constable Recruitment, the Pathways to Policing Project, attended workshops on Officer Postings and Transfers, assisted Operational Support Division with their work to tackle under-representation within specialisms, assisted Police Scotland with Promotion workshops in the North Command area and also have secured a permanent seat at the Police Scotland Clothing & Equipment Working Group.

The SWDF Coordinator plays a key role in researching, co-ordinating and writing all responses to consultation; raising areas of concern; representing the SWDF at meetings within the service and at the SPA Board, drafting all SWDF responses and correspondence.

Uniform & Equipment

The SWDF continues to attend the Police Scotland Clothing & Equipment Working Group. In particular the SWDF were invited to attend to present concerns about body armour for female officers after a number of issues had been raised. The meeting was very positive and Assistant Chief Constable Higgins offered his full support to the concerns the SWDF raised and requested further work be done to identify a solution for this. The SWDF therefore offered their assistance to the Police Scotland procurement team moving forwards in order to try and find a solution. An evaluation of new, lighted and more flexible body armour has now been undertaken and the SWDF have been involved in this process and continue to sit on this group, meaning we can now ensure females have a voice at that table.

The SWDF Coordinator has acted as a point of contact for female officers experiences difficulties, pain and/or discomfort not only in relation to Body Armour but other items of equipment and uniform too and continues to liaise with the Procurement Department and Stores to ensure officers concerns are address.

5. Specialist Posts Sub-Group

The Home Office have identified in their 'Assessment of Women in Policing' (HMSO 2010), action plan that:

'Further research is to be undertaken into female representation in specialist roles, to identify barriers to women's entry into specialist roles, strategies that have increased female representation in CID, and opportunities to further tackle these barriers'.

Broaden Your Horizons

As a result of previous research³ undertaken by this group the SWDF Committee authorised an event to 'showcase' females who have been successful in specialist departments with the objective of inspiring others in anticipation of the opportunities the new PSoS may offer. There remains some concerns that specialist posts, which are already under-represented by females, will become even more so under relocations of those posts within the new Police Scotland. The aim of this event was to be to be proactive and demonstrate what opportunities are available, remove some of the myths associated with certain specialist posts, address some of the concerns and barriers surrounding them and showcase females who are doing the roles who can tell staff what the reality of working in these posts is.

On 12th November 2013 the SWDF, in partnership with Police Scotland, held this event named "Broaden Your Horizons" at the Scottish Police College. This event was held to promote awareness, inform officers of the opportunities under Police Scotland, and to

³ Appendix C Gender Representation in Fife Constabulary's Specialist Posts

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provide an opportunity to speak to serving officers about the specialist role they undertake and ask any questions of those officers and Human Resources staff.

The event used a mixture of inputs from senior leaders within Police Scotland and an informal opportunity, through workshops, to speak and ask questions of Human Resources and individuals from a variety of roles within Operational Support and Specialist Crime Divisions such as Covert Policing, Road Policing, Firearms/Armed Policing and Dogs Branch amongst others.

There was also a panel session where delegates could ask questions, either in person or anonymously through question slips, of Assistant Chief Constable Bernard Higgins and then Chief Superintendent (now T/Assistant Chief Constable) Campbell Thomson. The main themes that arose from this session were concerns around not being supported by division to apply for specialist posts as the divisions could not afford the abstraction; flexible working not being available within specialised posts; promotion into a specialism not being possible without previous experience in that field.

Three rooms were assigned to workshops, which housed three different workshop areas of Human Resources; Operational Support Division and finally Specialist Crime Division. The rooms were separated into various areas covering the differing functions within those categories. Workshops were an informal 'café' style with no formal presentations. Delegates were given the opportunity to walk around the various specialisms, speak to officers currently in the roles and ask any questions they may have.

Over 170 Officers from across Scotland attended with feedback being extremely positive and numerous emails of thanks from the delegates.

A survey is currently under development to follow up with the 170 officers that attended this event to see, 18 months later, what impact it had on their career choices and whether it was successful in attracting more officers into specialist posts, particularly under-represented female officers. The feedback from this survey will be used to establish what further work is required and to make recommendations to Operational Support Division and Specialist Crime Division, two areas clearly identified as having a need to address under-representation.

The SWDF Co-ordinator played a pivotal role in organising and delivering this event, developing the survey and continues to consult, advise and guide Police Scotland's specialist departments on tackling under-representation.

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6. Personal and Professional Development Sub-Group

The SWDF Personal & Professional Development (PPD) Sub-Group has continued to provide an extensive programme of personal development events based on survey feedback from women across the service. Since 2003 this group has organized 8 conferences and over 45 development programmes and events.

2011 Programme:

Event	Date(s)
Preparing For Selection*	25 th May
SWDF Annual Conference	01 st June
Preparing For Selection*	25 th October
Springboard Women's Development Programme	6 th September 27 th September 18 th October 14 th November

2012 Programme:

Event	Date(s)
Springboard Women's Development Programme	22nd February 21st March 19th April 16th May
Preparing For Selection for Police Staff Only*	25 th April
Management Programme	02nd May 19th June 02nd August
Preparing For Selection*	29 th August
Springboard Women's Development Programme	19th September 17th October 14th November 5th December
SWDF Conference 'Working Together'	07 th November

2013 Programme:

Event	Date(s)
Springboard Women's Development Programme	27 th February 20 th March 17 th April 16 th May

2014 Programme:

Event	Date(s)
SWDF Annual Conference	13 th February
'Onwards and Upwards' Loch Lomond and Trossachs National Park Headquarters, Balloch, Dumbarton	22 nd September
SWDF Awards Ceremony	21 st October
Springboard Women's Development Programme, Police College, Tulliallan, Kincardine	20 th August 25 th September 30 th October 04 th December
Springboard Women's Development Programme, Police College, Jackton, East Kilbride	21 st August 30 th September 06 th November 03 rd December
Springboard Women's Development Programme, N Division Headquarters, Inverness	19 th August 24 th September 28 th October 10 th December
Springboard Women's Development Programme, Police College, Tulliallan, Kincardine	17 th December 22 nd January 18 th February 26 th March

2015 Programme

Event	Date(s)
'Let's Talk About... Promotion', Inverurie	06 th January
'Let's Talk About... Promotion', Dundee	07 th January
'Let's Talk About... Specialist Services and You'	19 th January 03 rd March
Springboard Women's Development Programme, NHS Health Village, Frederick Street, Aberdeen	20 th February 20 th March 17 th April 15 th May
SWDF Awards Ceremony	15 th September
SWDF Conference	24 th November
Springboard Women's Development Programme(s)	TBC
Spring Forward Programme(s)	TBC

*It should be noted that the SWDF Preparing For Selection course was adopted and modified by the National Police Reform Team and subsequently Police Scotland who now provide it under the 'Skills For Transition' banner.

During 2013 events proved difficult to schedule, given the degree of uncertainty caused by the reform process however as can be clearly seen the situation improved during 2014 and the SWDF have once again been able to deliver high quality personal and professional development events to the staff of Police Scotland and the SPA.

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The SWDF understand the embargo on 'non-essential' training and therefore this Sub-Group has had to be very creative in providing such well evaluated events at little or no cost to the service. Acknowledging the significant changes and budgetary constraints the single service would create the SWDF invested significantly during 2013 in two staff members becoming licensed Springboard Consultancy Trainers, one as a Springboard Women's Development Programme trainer and the other as a Spring Forward trainer, this included the SWDF Coordinator as the Springboard Trainer.

Historically the SWDF have always re-charged the legacy forces, SPSA and SCDEA for the number of delegates attending our Personal & Professional Development Programmes/Events/Conferences in order to cover the expenses of paying facilitator, venue and speaker costs. The SWDF is now in a position to provide certain programmes to Police Scotland and the Scottish Police Authority free from the charges of paying an external provider.

SWDF Personal & Professional Development Days are always well attended and demand for SWDF events has remained high with a substantial waiting list for the Springboard Programme. It is believed that this is due to a combination of word of mouth regarding the courses benefits and staff going through significant challenges seizing opportunities to enhance their skills in order to be best placed through the transition, may that be within the police service or externally.

SWDF Conference, 13th February 2014

The Scottish Women's Development Forum Conference was held on the 13th February 2014 at the Police College, Tulliallan. The theme of the Conference was 'Fit for the Future' and covered a variety of areas under this title including delegates' mental, physical and financial health. The event was packed full of development for the delegates, with the same standard of excellent speakers and workshop providers as ever. 2013-2014 also marked the 10 year anniversary of the SWDF being established so the event celebrated this fact and the significant progress made in gender equality within policing in Scotland during that time.

Speakers included;-

Deputy Chief Constable [REDACTED]

Chief Superintendent [REDACTED]

Detective Superintendent [REDACTED] & Detective Inspector [REDACTED]
Counter Corruption Unit

Chief Inspector [REDACTED] & Police Constable [REDACTED]

Deputy Chief Constable [REDACTED]

Delegates were also given the opportunity to choose one out of three workshops options to attend;-

Invest in Success - Changing from the inside out
[REDACTED]

In this workshop you will have the opportunity to -

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- Choose your attitude and build a strong, positive personal image.
- Reflect on who you admire and what you can learn from them
- Create a mindset that anchors you to your magic moments
- Practice emotional detachment
- Celebrate your character and create a road map for success in 2014

Mindfulness

██████████ Senior Careers Development Service

The aim of this workshop is to give delegates an understanding on how mindfulness as a daily practice can support their wellbeing, personal resilience and ability to respond positively to the changes taking place within Police Scotland and SPA.

At the end of this workshop delegates will -

- Understand the concept of mindfulness as a personal practice
- Experience two stillness practices (concentration and visualisation)
- Practice mindful listening in a group situation
- Explore how mindfulness can help to remain calmer when under pressure
- Understand the link of mindfulness to work/life balance

Looking After You - More energy, less anxiety

██████████ SWDF Coordinator

Pressure is healthy as long as you don't overdo it. Balancing the conflicting demands of a busy life can become a major headache or it can be a dynamic and interesting way of living. The key to more energy and less anxiety is balance.

In this workshop you will explore some tools to help you ensure you are looking after you, managing your thoughts, feelings and behaviours and using assertiveness in order to reduce stress.

'I really enjoyed the conference. You clearly put in a lot of hard work. That is the first time that I have met and heard from Chief Superintendent ██████████ and she was very inspiring. The whole thing was very inspiring and motivating in fact – to the point that I went back on weight watchers today and start Zumba tonight! A satisfied customer here! I was already sort of doing what I could to develop myself at work but kind of ignoring myself health and wellbeing wise, but not anymore!'

'Fantastic conference! Makes me feel like I can take on the world. Thanks to all the speakers.'

'Had a fantastic day, well done. Great inspiration.'

'Onwards and Upwards', 22nd September 2014

This awareness raising event provided a combination of workshops and inspirational speakers throughout the day and not only provided delegates with practical information but also enabled networking.

Speakers included;-

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Deputy Chief Constable [REDACTED]
[REDACTED] Argyll & Bute Council
[REDACTED] SWDF Coordinator
[REDACTED] Entrepreneur
[REDACTED] Founding SWDF Chair
Chief Superintendent [REDACTED]

Delegates were also given the opportunity to attend one of the workshops options below;-

Finding Your Positive Self

[REDACTED] Scottish Women's Development Forum

Many people are put off doing things they really want to do because they feel they are not confident enough. You may be doing this yourself - but try asking yourself when you will be confident enough? More importantly how will you get the confidence you think you need?

This workshop will assist in building self belief and confidence, identifying some areas of fear and limiting belief systems and discuss ways of overcoming them.

Looking After You - More energy, less anxiety

[REDACTED] Scottish Women's Development Forum

Pressure is healthy as long as you don't overdo it. Balancing the conflicting demands of a busy life can become a major headache or it can be a dynamic and interesting way of living. The key to more energy and less anxiety is balance.

In this workshop you will explore some tools to help you ensure you are looking after you and ways of managing your thoughts and feelings in order to reduce stress. In this workshop you will look at some definitions of organisational politics, discuss what sort of political animal you are and your personal power.

The Power of Political Influence

[REDACTED] Scottish Women's Development Forum

Organisational politics has always existed where groups of people have decided to work, study or live together, and however much you might like to wish it away, its impact and effects are unlikely to disappear. Many people position politics in a negative way, but with the right set of behaviours and skill it is possible to turn this perception into a positive force for good.

SWDF Awards Ceremony, 21st October 2014

Police Scotland's Chief Constable Sir Stephen House presented the SWDF Awards at a ceremony at Airth Castle on the 21st October 2014.

The Scottish Women's Development Forum Awards recognise the contributions and achievements of staff within Police Scotland and the Scottish Police Authority. The categories for awards are Leadership, Community Service, Mentoring, Excellence in Performance, Police Constable of the Year, Police Staff Member of the Year, Special

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Constable of the Year and finally the Special Recognition Award. Whilst the awards are aimed at female officers, police staff and special constables the special recognition award is open to anyone who has made a significant contribution and commitment to the advancement of women in policing, including those not directly employed within the police service.

Anyone could nominate under any category. All nominations were collected and judged independently of the Scottish Women's Development Forum by staff and/or officers who have knowledge of Scottish policing, including members of the Police Scotland Executive and the Scottish Police Authority Board.

In attendance were both the Police Scotland Executive and members of the Scottish Police Authority, along with members of the SWDF Committee, award winners, their friends and family.

The awards were made in eight categories with a discretionary Special Recognition Award made to two officers, [REDACTED] (retired Det Supt) and [REDACTED] (retired Ch Insp) who have made a significant contribution to the advancement of women in policing.

Chief Constable Sir Stephen House, said: "Today's winners demonstrate the hard work and dedication of Police Scotland's women officers and staff, and the breadth of roles they undertake, whether it is in serving their local communities, tackling domestic abuse or carrying out specialist roles.

"Police Scotland is committed to developing and promoting its women officers and staff to ensure that all officers reach their full potential. We will continue to work closely with the SWDF to achieve this."

SWDF Chair, Chief Inspector [REDACTED] said: "As Chair of the SWDF I was incredibly impressed by all the nominations. The judges commented on what a tough decision it was for them based on the exceptionally high standard so winning is an achievement these committed, enthusiastic and deserving staff members should be extremely proud of. Congratulations to all our winners. We would also like to thank everyone who took the time to nominate a colleague and our judges for taking the time to carefully consider each application. Finally we would also like to thank the Police Scotland Executive and the SPA Board for their continued support of the SWDF."

Springboard Women's Development Programme

The Springboard Women's Development Programme is a 3-4 month programme specifically developed and written for women. Designed by the Springboard Consultancy 24 years ago the objective of the Springboard Programme is to enable women to take clear, practical, realistic steps to take more control over their lives (whatever that means to them).

[REDACTED] and [REDACTED] authors and founders of the programme, have recently been awarded an OBE 'for services to the Empowerment and Development of Women in the UK and Worldwide' because of the programmes success and the impact it has had on over 250,000 women in over 40 countries worldwide. It has won a clutch of awards across the world including the National Training Award by the UK Government for 'quality and excellence' in training.

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It consists of:

1. a personal 300 page Workbook which participants work through in their own time. Most of the work on a Springboard Programme is done by a participant working through her Workbook. This takes, on average, 3 hours a week. The Workbook is totally confidential and is never monitored.
2. four one-day Workshops. These Workshops build on and support the work done with the Workbook. Participants work in small groups on the Workshops and are encouraged to support each other in between the Workshop days. The programme also provides role models, mainly through the use of inspirational guest speakers at each Workshop who are both police officers and police staff.

Subjects covered include:

- assessing themselves
- assessing the organisation and world around them
- establishing core values
- setting goals
- finding support
- getting information
- assertiveness
- stress management
- setting objectives
- setting and implementing action plans
- putting yourself across positively

The programme covers personal as well as work issues because the work person is developed by developing the whole person, it ensures the development is integrated and because so many personal issues have a strong impact on people's work performance.

Each individual has her own reasons and agenda for the three months, and these vary enormously. However, their objectives usually cluster under four main headings:

- confidence
- assertiveness and improved work and personal relationships
- a sense of direction - what next?
- taking greater control over their lives

The results of a Springboard programme also usually cluster under these four general headings but are very down-to-earth and specific.

The programme is pro-women, not anti-men. The women-only aspect simply provides the participants with the most conducive learning environment. It means that the process, content, examples and case studies are all geared specifically to women's issues. This speeds the process up considerably and ensures the most effective use of time and energy.

In our 2014/2015 business case we stated that it was hoped that we would be able to provide two Springboard Programmes during 2014-2015, this has been far exceeded.

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Due to high demand the SWDF has provided five Springboard programmes during 2014 to approximately 90 staff members, with a further 26 currently undertaking the programme in Aberdeen. Police Scotland, recognising the value of the programme, agreed to fund 80 Springboard Textbooks.

Having the SWDF Coordinator provide this programme has allowed the SWDF to travel around the country providing it, making it more accessible to staff and officers, particularly those with caring responsibilities.

On a scale of 1 (low) to 10 (high) how would this event rate in terms of:

Question	Mean
Its value to your personal development as a whole?	9
Its potential value to your future career success?	9
In assisting you achieve your work-life balance?	8

'Let's Talk About.... Promotion'

A personal development event arranged by ACC [REDACTED] and his team, at the suggestion of the SWDF, which aimed to support those who are thinking about applying for promotion or those who have had some experience within the process and who wanted to learn more. They heard some short talks on the process, some of the myths around the process and, importantly, what happens after they achieved success in the process particularly in relation to some concerns about postings that had been raised by staff with the SWDF. The speakers present were from People and Development and the Resource Governance Unit, alongside a representative from the SWDF. All were happy to take questions in a very informal setting, aimed at helping officers make important career decisions.

'Let's Talk About.... Specialist Services and You'

All female officers from within Operational Support Division's Specialist Services were invited to attend 'Lets Talk About Specialist Services and You' arranged by Chief Superintendent [REDACTED] which aimed to support women and increase their representation within Specialist Services. Specialist Services includes officers within Armed Policing, Mounted Unit, Dog Unit, Dive and Marine Unit further to which officers from Roads Policing were also invited to attend. This event was designed in consultation with the SWDF as part of their ongoing to tackle under-representation within Specialist Posts, as discussed already.

The event was held at the Police Scotland College, Tulliallan on Monday 19th January 2015.

From female officers experiences and ideas it was hoped to learn how, as a Division, OSD can help officers in their working environment and future development as well as asking them to help with making the Division a more attractive career opportunity to address current under representation.

The event was based around short focus group sessions covering topics such as:-

- The challenges, barriers and benefits of working within Specialist Services

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- Addressing under-representation in Specialist Services
- Marketing Specialist Services

As part of this morning, attendees were also given the opportunity to hear from Chief Superintendent [REDACTED] who spoke about her own career and took questions in a very informal setting, aimed at helping officers to make important career decisions.

Approximately 25 officers from Specialist Services attended the event, with a variety of roles, ranks and geographic locations represented.

This initial event was followed up by another event on the 09th March 2015 to advise the officers on what will happen as a result of the first event, so that they can see that Operational Support Division values their input and contribution and has taken action as a result. It was also used to develop some key areas/proposals further.

Future events

The SWDF plan to be part of and assist with the Diversity Staff Associations Joint Conference on the 30th June, hold the SWDF Awards Ceremony on the 15th September and the SWDF Conference on the 24th November 2015. Further Springboard Women's Development Programmes are also to take place during 2015, although the dates of these are still to be confirmed. Further to this the SWDF plan to continue running a series of events under the 'Let's Talk About...' banner including responding to requests from staff for one on support services available to staff within Police Scotland and another one on pregnancy and maternity. Finally, subject to approval by Police Scotland, the SWDF plan to start providing the Spring Forward Programme.

Spring Forward

Spring Forward is a career development programme which is an effective next step for people who've previously participated in the Springboard Women's Development Programme. It is also effective as stand-alone development programme for people newly in a management role, approaching a management role, considering a move into a management or leadership role or are eager to progress further in their management or leadership role.

For employers, it reduces the time taken for people to settle into a management role, improves their work performance, gives newly promoted managers the skills and confidence in adapting to their new role and supports people in considering a management role.

Spring Forward is a grounded two to three month programme, consisting of four tried, tested and profoundly effective elements:

- a two-day workshop followed by a further two-day workshop three months later
- an individually-tailored, two to three month project
- coaching support
- an attractive and comprehensive pack of exclusive course materials, including an
- exclusive, specially recorded CD to provide support

Spring Forward covers:

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- putting your positive attributes to work
- harnessing your 'drivers' for increased success
- developing and improving your leadership
- presenting yourself positively as a leader
- gaining coaching and mentoring that supports your aspirations
- understanding how your brain ticks - for increased effectiveness
- how men and women communicate at work
- creating a vision for the future that puts a spring in your step
- getting to grips with your perceived barriers to success
- relaxation and stress management
- setting imaginative yet realistic goals
- hearing other people's perspectives on your issues. (In evaluations, this is the aspect most highly valued by participants.)
- making an impact in the way you present your ideas.

The core of Spring Forward is career development with a management focus and enables participants to:

- brush away the cobwebs and take an in-depth look at what they are doing and where they are going
- clarify their aspirations and become more focused
- improve their management performance by gaining insight into how gender, culture and managerial issues influence communication at work
- implement a healthy stress management strategy
- revitalise their work/life balance
- set stretching, yet realistic, new goals
- make an impact in the way they present themselves and their ideas
- boost their self-motivation and positive attitude.

The SWDF Coordinator designed, facilitated and/or provided workshops at all of the Personal & Professional Development events above and has demonstrated great ability in this area. Her role is critical to the provision of a programme of development events in the future

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7. Pregnancy & Maternity Sub Group

The SWDF has recently set up a Pregnancy & Maternity Sub-Group as anecdotal evidence suggests that the experience of staff that are pregnant, on maternity leave or returning to work varies across the country in relation to the support, information and treatment they receive.

The Terms of reference for the group are:

- To focus on the experience of women before, during and after maternity leave
- To understand the roles managers play in supporting colleagues during their pregnancy and maternity
- To seek volunteers to act as case studies to highlight their experience, capturing any areas of good practice or opportunities for improvement
- To consider the 'application' of relevant processes and SOP's for pregnancy and maternity within Police Scotland
- To provide Police Scotland with our findings and recommendations resulting in possible amendments to the existing Pregnancy and Maternity Standard Operating Procedure.

Previous forces including legacy Tayside, Strathclyde and Lothian and Borders Police gathered valuable evidence in relation to the experiences officers and staff have faced during pregnancy and maternity. The SWDF wants to build on the findings of this research and ensure that areas of good practice are being shared and embraced by colleagues across Police Scotland.

The SWDF agreed that the previous research undertaken should be considered and that there was no immediate benefit to conducting another staff survey. However, it was felt that it would be beneficial to hear from colleagues who are currently pregnant, on maternity leave or returning to work and to understand the current experience. Similarly, to hear from managers who are supporting and dealing with pregnancy and maternity related issues. The SWDF intends to seek volunteers to share their stories, anonymously and confidentially, and determine if existing standard operating procedures, policies and best practice are being applied across Police Scotland. The SWDF will then present these findings and make recommendations to the Police Scotland Executive so they can take positive action and steps to improve the experience of pregnancy and maternity for all staff within the organisation.

A briefing paper was presented to the Senior Leadership Board on the 27th February 2015 and the group has been given the full support of the Police Scotland Executive to lead on this area of work.

The Equality and Human Rights Commission (EHRC) is currently conducting a research project in partnership with the Department for Business, Innovation and Skills into pregnancy and maternity provision in the workplace. In spring 2015, alongside the research findings, the EHRC will launch a suite of good practice materials showing how employers manage pregnancy, maternity and return to work in a productive way, and the benefits of retaining women in the workforce. The main focus is on recruitment, contact during maternity leave, health and safety, breastfeeding and management of flexible working.

The EHRC Project Manager has contacted Police Scotland and is seeking employers to share their good practice with a view to becoming a case study for the project. Whilst the SWDF were not aware of this initiative prior to forming the working group the committee feels this is an excellent opportunity to work in partnership with HR E&D and the EHRC to consider and review Police Scotland's approach to maternity and pregnancy and demonstrate that as an employer we are fully supportive and proactive in this area.

8. Communication & Marketing Sub-Group

The SWDF Coordinator has substantially improved the ability of the SWDF to communicate with our staff and has led to numerous enquiries from partner agencies, including the Scottish Prison Service (SPS) who were looking for advice on establishing a mentoring scheme and a Women's Staff Support Network.

The SWDF also keep staff updated through newsletters and through the Police Scotland Intranet. The SWDF Coordinator has made particular efforts in increasing social media presence and this has been utilised as a further tool in improving communication and awareness of the organisation. On International Women's Day, 08th March 2015, the SWDF took part in a Twitter Chat alongside other female policing networks entitled 'Ask Women in Policing' using #askwip. This was the first of its kind linking up senior female officers and staff networks throughout the UK and was very successful; as a result further Twitter Chats are already being planned for the future.

The SWDF Coordinator is responsible for all further development of these communication tools, this is particularly important at this time of rapid and consistent change.

9. Proposal for funding

A request in 2012 to increase the grant from part-time to full-time hours was successful and this has been vital over the past couple of years, which has been demonstrated throughout this business case. This request is for funding to continue to allow our Coordinator to work to the Chair of the SWDF.

If funding were made available for the 2015-2016 financial year, this would enable the above work of the SWDF to continue and further develop in what is a critical time for the Police Scotland, particularly in relation to gender equality. There continues to be a real danger that the organisation could slip backwards in relation to gender equality and the SWDF's will be required to advise, guide and challenge Police Scotland and the SPA where appropriate.

One of the principle reasons behind the application for additional funding in 2012 was due to police reform. The level of change within the service has led to a substantially increased workload for the SWDF and it was predicted that this would continue to increase the closer we got to 'Day 1'. This has indeed been the case and has continued beyond 'Day 1' with the SWDF being asked to attend far more meetings and consult on proposed changes, policies and practices. Given the increased workload of our committee members in their 'day-jobs', again due to reform, it has been essential to have a full-time Coordinator who has attended many of these critically important meetings on behalf of the SWDF.

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Having a full-time Coordinator has been extremely advantageous, in fact vital, allowing the organisation to remain up to date with proposals, consultation documents, issues and concerns raised by staff, meetings and the changes ongoing. The volume of consultation that has been undertaken by the SWDF is considerable and it would not be possible to read, review and comment on these if it was not for our Coordinator.

We do not foresee the need for our Coordinator changing for the 2015-2016 financial year. As already discussed it is imperative for the SWDF to be involved in the ongoing reform process as it is still highly likely that it will disproportionately affect females within the service. It is vitally important that the SWDF ensure that female staff and officers do not miss out on opportunities and development moving forwards into the future particularly as females generally have more caring responsibilities and geographical relocations or opportunities may again disproportionately disadvantage women.

The SWDF Coordinator is critical to the running of the organisation, particularly under the additional pressures that Police Scotland has brought. In addition the SWDF is experiencing its own period of change where a number of key/founding committee members have or are due to retire in the very near future. As a result a new Chair, Deputy Chair and additional Committee members were appointed during 2014. It is essential therefore that the Co-ordinator is present to provide some stability throughout this period and to assist and guide the newly appointed members, the new Chair and the new Deputy Chair. Without a full-time Coordinator during this challenging period for both the SWDF and Police Scotland the organisation would be at serious risk of collapse.

Substantial progress in gender equality has been made since the SWDF was established in 2003 however there is much more to do and the SWDF must ensure that the Police Service of Scotland does not take a backwards step as a result of the necessary changes required. The Coordinator is a vital component in the SWDF's ability to ensure progress made in relation to gender equality is protected and what more that it continues.

The role and responsibilities of the SWDF 'Administrator', more commonly referred to as the Coordinator, have developed and expanded considerably over time to include duties that had not originally been considered when developing the post. The position continues to require balancing and prioritising a large workload in the hours and is often extremely demanding due to this. The role has been reviewed, given the substantial additional responsibilities acquired since the post was created in 2008, and as such the job description and job title have altered. The accurate job description has now undergone the job evaluation process in order for the appropriate grading to be identified and as anticipated the post has increased a number of grades due to this

What the SWDF are seeking is a commitment from the Scottish Government to increase their financial support for this role in line with the refreshed and re-evaluated job description and salary. If the re-evaluated salary band is not funded and the level of financial support remains as it currently is, then the only option for the SWDF will be to reduce the full time role to a part time role in order to match the funding with the accurately graded role. This will have clear impact on the amount and nature of work the SWDF can undertake in the future, the SWDF will inevitably become considerably less effective.

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Details of the updated role profile are included below for your information.

The role had been graded under the Scottish Police Authority (Interim) Job Evaluation Scheme as Grade E £24,201 - £28,539 per annum⁴.

	WEEKLY HOURS	SALARY PER ANNUM	ON COSTS PER ANNUM	TOTAL COSTS
FULL TIME	35*	£24,201	£ 6,149.92	£ 30,350.92

*Under previous funding/grant arrangements of £22,876 per annum the working hours would need to be reduced to approximately 26 hours per week.

Role requirement

1. This role is trusted to act on behalf of the SWDF without regular supervision, the postholder is required to manage their own diary and responsibilities and all SWDF affairs on a daily basis, reporting into the SWDF Executive Committee/Chair and/or Deputy Chair to ensure the correct level of scrutiny and strategic direction.
2. Prepare reports and respond to consultations, many restricted/protected in nature, from Police Scotland, Scottish Police Authority and Scottish Government on behalf of the SWDF Committee, researching and drafting responses, gathering and collating their opinions and comments where appropriate.
3. Represent the SWDF at meetings, events and workshops including with Police Scotland and SPA Senior Management/Executive and Scottish Government officials and external bodies.
4. Co-ordinate all aspects of SWDF personal and professional development events, including the SWDF Annual Conference and Awards ensuring that best value is met when booking speakers and venues etc. Collate and evaluate all events and use suggestions from delegates in order to design the future programme of development events offered.
5. Provide a confidential sounding board to staff making enquiries regarding gender related issues. Signpost and encourage staff to contact appropriate department, individual and/or trade union/representative where appropriate for further support and advice.
6. Explore examples of good practice or issues of concern in relation to gender equality raised by staff/members/local representatives/committee. Highlight, address or challenge the examples through the most appropriate channel.
7. Deliver and/or facilitate SWDF workshops and development events.
8. Research and prepare reports, briefing papers and correspondence for the SWDF Chair/Deputy Chair or Committee as required.
9. Facilitate delivery of all presentations provided by SWDF Chair/Deputy Chair or Committee as required. Provide and deliver presentations about the SWDF, including to external and partner agencies, as and when required.
10. Design and circulate questionnaires and surveys, as requested by the SWDF Committee, as part of regular consultation exercises with members of Police

⁴ Appendix D - Scottish Police Authority (Interim) Job Evaluation Scheme Outcome

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Scotland and the SPA. Collate and analyse responses, highlight areas for action and publish results as appropriate.

11. Review statistical information gathered by Police Scotland and SPA, in relation to gender equality progress making assessments and recommendations in relation to the content and highlighting any areas of interest to the SWDF Chair/Deputy Chair or Committee.
12. Manage and maintain the budget and accounts for the SWDF and highlight any issues of concern to the SWDF Chair.
13. Maintain and update the SWDF website and social media accounts, promoting recent activities of the SWDF and any related gender equality news that may be of interest to members.
14. In consultation with the SWDF Committee write and prepare all marketing materials, including all newsletters and leaflets, and arrange for production of their materials. Ensure that supplies of SWDF promotional materials. Arrange for distribution of marketing and promotional materials within Police Scotland & SPA.
15. Deal with all telephone and e-mail enquiries and handle any other general administrative tasks relevant to the role.

The above list is illustrative, not exhaustive. Accordingly, there may be a requirement to undertake additional duties, consistent with the grading of the post, as directed by management.





Supporting Information

The British Association for Women in Policing (BAWP) receive funding to enable them to employ a full time administrator and a Co-ordinator to support the organisation.

In Scotland, both the Gay Police Association and SEMPERscotland receive funding (combination of Scottish Government and Police Scotland funding) to enable their work to be carried out. The SWDF does not receive any additional supplement/grants from the Police Service of Scotland.

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Appendices

Appendix	Title	Document
Appendix A	ACPOS Gender Agenda Scotland 2004	 W:\NationalWDF\ National WDF\Gender
Appendix B	ACPOS Gender Agenda Scotland 2008-2011	 W:\NationalWDF\ National WDF\Gender
Appendix C	Gender Representation in Fife Constabulary's Specialist Posts	 W:\NationalWDF\ Performance Sub-Gro
Appendix D	Scottish Police Authority (Interim) Job Evaluation Scheme Outcome	 W:\NationalWDF\ National WDF\WDF- J