

## Senior Leadership: Part 1

### Section 5: Senior Leadership

This section comprises of 4 questions and examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels, then the individual actions they take. This section is worth 8.5% of your total score.

Within this section, senior leaders are split between two levels - board level and senior management. For more information about how we use these two terms, please see [here](#).

**Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.**

#### Board level staff

#### 5.1 How does the organisation support board level employees to understand the issues that affect LGBT people?

**Tick all that apply**

**GUIDANCE:** The support given should be systematic in its implementation.

- A. Reverse mentoring opportunities for board level employees
- B. Promote LGBT specific conferences or seminars to the board level employees
- C. Other

#### Describe each option selected:

A. Reverse mentoring opportunities for board level employees

Our LGBT staff network offers reverse mentoring routinely to Executive Board since 2013 and new members are specifically targeted. All Executive Board members were recently reminded of this opportunity at the Exec Board in June 2018 by [REDACTED]. Many have already taken this opportunity. One executive board member is currently undergoing the process and another about to commence. Our [REDACTED] specifically referenced his positive experience of the programme at this year's conference on 22nd August 2018 and encouraged other senior managers to

	<p>participate . Another Exec Board member [REDACTED], specifically referenced how helpful he found the programme during our “ Thank you for Being a Friend” film which was launched at the aforesaid staff equality conference . All Exec Board members who have been through the programme have reflected privately ( and some publicly) that they failed to appreciate that coming “out” at work was an ongoing experience for staff and not a one-off event and that they have gained considerable insight about what it means to be an LGBT employee from participating in the programme.</p>
<p>B. Promote LGBT specific conferences or seminars to the board level employees</p>	<p>[REDACTED], is a member of the Executive Board and also a [REDACTED] of COPFS which is our LGBT allies programme. In this role he takes responsibility for alerting fellow Board members to forthcoming events. At our Exec Board meeting in June 2018, [REDACTED] who was appearing on his behalf (due to illness) as a temporary Exec Board member promoted the forthcoming Stonewall conference on 23rd Nov 2018 and has sought expressions of interest. This promotion by Ruth was fully endorsed by our [REDACTED], at the same Exec Board meeting and he agreed that COPFS would provide tickets for those members of the Exec Board who wish to attend.</p>
<p>C. Other</p>	<p>Executive Board members are invited yearly to our annual staff equality conference which has been running since 2012. Each conference features an LGBT awareness raising session. At last year's conference on 17th August 2017 a session was delivered on allies and our LGBT ambassador spoke from personal experience on how he was helped by an ally when facing a difficult experience at work. We also showed our "Talking Heads" film which features LGBT staff speaking about their experience. At this year's conference on 22nd August we held a session on reverse/two way mentoring mentoring and showed our “ Thank you for being a Friend” film on the benefits of the allies programme .Our Proud in COPFS network has an annual stall at the event where they promote our Friends of Proud in COPFS allies programme and the No Bystanders campaign. Three Executive Board members attended the 2017event and eight attended the 2018 event which led to two more non-executive directors signing up to our allies programme.</p>

## 5.2 In the past year, which of the following activities have members of the board engaged in?

Tick all that apply

**GUIDANCE:** Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met periodically with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- E. Spoken at an internal LGBT event
- F. Spoken at an external LGBT event
- G. Engaged with senior management to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy
- I. Attended an external LGBT event, for example Pride
- J. Other

### Describe each option selected:

A. Communicated a strong message on sexual orientation equality	At our Staff Equality conference on 22nd August 2018 our [REDACTED], delivered a speech to staff which included the following " through targeted recruitment initiatives to specific communities and by engaging in positive action such as the Stonewall diversity champions programme we have sent a very clear message to communities that we are an inclusive employer and are committed to equality. I have been piloting a new two way mentoring programme with [REDACTED] which I hope will be another way in which we can take positive action to develop staff who are in a minority. Our work on reverse mentoring is but one means by which we demonstrate our very clear commitment to sexual orientation equality -the new two-way programme will enhance this approach and will be opened out to all characteristics providing a genuine development opportunity to all staff who wish to participate"
B. Communicated a strong message on trans equality	[REDACTED], who is a member of the Executive Board, led a Trans Allies session at the Stonewall Scotland conference on 17th November 2017 and spoke about his personal experience of his friend's son who had recently changed his gender identity. He emphasised the need to be thoughtful and respectful of people going through

	<p>this experience and to show this in our dealings with trans colleagues, witnesses, victims and accused persons. He made clear in this presentation COPFS's commitment to trans equality.</p>
<p>C. Met periodically with the LGBT staff network group</p>	<p>██████████ is a member of our Executive Board and also chairs our Equality Board. In this capacity he meets on a regular basis throughout the year at our quarterly Equality Board meetings with members of the Board which includes the chair of our LGBT staff network "Proud in COPFS" and another network member who leads on our Stonewall application. The staff network is virtual to maintain confidentiality therefore it would not be possible for him to meet in person with the entire network group. The Proud chair therefore attends the Equality Board to represent the members of the network and provide feedback to ██████ on their behalf.</p>
<p>D. Reviewed top line LGBT monitoring reports and actions</p>	<p>Our Equality outcomes include an outcome in respect of the diversity of our workforce which reads as follows : COPFS is an inclusive employer with a workforce which proportionately reflects the diversity of Scottish society and where staff have an equal opportunity to achieve their full potential. Our evidence in respect of this outcome is reviewed regularly through our Equality Board, chaired by ██████, a member of the Executive Board. This includes LGBT data monitoring updates and actions to encourage LGBT people to join our workforce. The most recent review of our outcomes was at our Equality Board on 24th May 2018 which ██████ chaired. In addition ██████ updated Executive Board members on the latest LGBT data/actions at the senior leaders forum in January 2018 where 5 executive Board members were present and this gave them the opportunity to reflect upon the most recent LGBT staff data and the actions we were taking to achieve our equality outcome on achieving a diverse workforce.</p>
<p>E. Spoken at an internal LGBT event</p>	<p>██████████ members, spoke at the Proud in COPFS network's social event "Out and Proud" on 22nd August 2018 in Glasgow where they both spoke to the network and engaged in a Q&amp;A session.</p>
<p>F. Spoken at an external LGBT event</p>	<p>██████████ spoke at the Stonewall Scotland's award ceremony in Edinburgh on 8th March 2018 to accept our award as Top Public Sector Employer in Scotland.</p>
<p>G. Engaged with senior management to discuss LGBT equality</p>	<p>██████████, a member of the Executive Board, in his role as Deputy Crown Agent chairs the Local Court Leadership Board which is the largest meeting of senior managers across COPFS .Membership includes 9 senior civil servants and 9 senior business managers. He has a quarterly standing item on the agenda to discuss equality issues including LGBT equality. Our Equality Champion, ██████, provides an</p>

	<p>update which includes actions being undertaken by our sheriffdom equality networks to promote LGBT equality. He also meets bi-yearly with the six chairs of our sheriffdom equality networks( all senior managers) to discuss their business plans which must include actions to promote LGBT equality and reviews our performance quarterly in relation to our Stonewall application in his role as chair of the Equality Board which is attended by 12 senior managers.</p>
H. Reviewed and/or approved an LGBT inclusion action plan	<p>██████████, a temporary member of the Executive Board ██████████ became the temporary chair of the COPFS Equality Board in August 2018 and in this capacity he recently reviewed the action plans of our staff equality networks. This included the Proud in COPFS network. Our LGBT ambassador submitted his yearly business plan to ██████████ for approval. This year's plan was reviewed and approved by ██████████ on 16 August 2018.</p>
I. Attended an external LGBT event, for example Pride	<p>██████████ is a Deputy Crown Agent and member of the Executive Board. ██████████ attended the Edinburgh Pride Event on 16th June 2018 where ██████████ supported our staff who were hosting a stall at the event on behalf of COPFS.</p>
J. Other	<p>██████████ is a Deputy Crown Agent and member of the Executive Board. He attended the Edinburgh Pride event on 16th June 2018 and the Glasgow Pride event on 14th July 2018 where he supported staff who were hosting a stall on behalf of COPFS. The ██████████, also delivered a message on trans equality to staff at our staff equality conference on 22 August 2018. He stated “I was delighted to see that we were on the front foot when it came to introducing our Transitioning at Work policy which I hope sends a clear signal that we are committed to trans equality in our workplace. We were also at the forefront in appointing a non-binary ambassador. I have been encouraged by the fact that transgender people now have the confidence to apply for posts with us. That doesn't happen by accident-but rather through all the many efforts you have been making to raise confidence in the Transgender community “</p>

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

	Name	Job title
Person 1		
Person 2		
Person 3		
Person 4		
Person 5		

Senior Leadership: Part 2

Senior Management level staff

5.3 How does the organisation support senior management to understand the issues that affect LGBT people?

Tick all that apply

**GUIDANCE:** The support given should be systematic in its implementation.

- A. Reverse mentoring opportunities for senior management level employees
- B. Promote LGBT specific conferences or seminars to senior management level employees
- C. Other

Describe each option selected:

A. Reverse mentoring opportunities for senior management level employees	Reverse mentoring opportunities are regularly promoted to our senior management. When the programme was first launched publicly several years ago a number of our senior civil servants and heads of business management participated. Our Equality champion now individually approaches senior staff members not involved in the initial programme and encourages them to participate as most of our senior managers have been through the process.
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	<p>Our new [REDACTED], is currently being reverse -mentored by one of our Proud in COPFS members so it remains an active programme and senior managers have commented publicly and privately about how helpful they found the programme. [REDACTED], Sheriffdom PF for North Strathclyde made reference to how helpful she had found the reverse mentoring programme in a talk at the staff equality conference on 22nd August on two-way mentoring. [REDACTED] who is currently going through the programme has advised her LGBT mentor that she found the programme thought provoking, that it allowed her to consider the impact of being an LGBT member of staff within COPFS and that she will be mindful of this in her role as HR Director</p>
<p>B. Promote LGBT specific conferences or seminars to senior management level employees</p>	<p>[REDACTED], our Equality Champion, is responsible for promoting LGBT specific conferences/seminars to our senior management teams. She does this through the quarterly Equality standing item on the agenda of the Local Court Leadership Board (LCLB) and through the Local Court leadership board group e-mail. Her most recent promotion was the Stonewall Scotland conference which is due to take place on 23 November 2018 and which she highlighted at through the LCLB group e-mail on 3 September 2018. Following her promotion of last year's event the November 2017 conference was attended by an Executive Board member and 3 other senior managers. The Local Court Leadership board represents the most significant proportion of senior managers across COPFS and includes 9 senior civil servants and 9 senior business managers.</p>
<p>C. Other</p>	<p>Senior managers are invited to the annual staff equality conference which has been running since 2012. Each conference has an LGBT specific item on the programme. This year's programme on 22nd August 2018 featured two LGBT specific items-a session on two-way mentoring featuring the pilot undertaken between our senior LGBT ambassador and our [REDACTED] and the launch of our "Thank you for being a Friend" allies film. The two-way mentoring session was delivered by senior manager Laura Mundell who highlighted how helpful she had found LGBT reverse mentoring and how delighted she was to now lead on two-way mentoring which would provide a positive development opportunity for LGBT staff to be mentored by a senior manager. The "Thank you for Being a Friend" film featured two senior managers and an exec Board member - all of whom highlighted the benefits of engaging in the allies programme. There was also an LGBT stall at the staff equality conference manned by two LGBT ambassadors with a variety of LGBT material available. Excluding the eight Executive Board attendees there were 4 further senior civil servants, 6 senior legal managers and 5 senior business managers at this year's conference</p>

**5.4 In the past year, which of the following activities have senior management engaged in? Tick all that apply.**

**Tick all that apply**

**GUIDANCE:** Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met periodically with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- E. Spoken at an internal LGBT event
- F. Spoken at an external LGBT event
- G. Engaged with the board to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy
- I. Attended an external LGBT event, for example Pride
- J. Mentored or coached other senior leaders
- K. Other

**Describe each option selected:**

A. Communicated a strong message on sexual orientation equality	<p>██████████, our Equality Champion and a senior civil provided the introduction segment for our “ Thank you for being a Friend” film which was launched and broadcast at our staff equality conference on 22nd August and which will be available to all staff on our internal website, Pf Eye. She is recorded as saying “We set this initiative up to show our continued support to our LGBT colleagues and to demonstrate our strong commitment to sexual orientation and trans equality. This visible support has proven to be invaluable to them.”</p>
B. Communicated a strong message on trans equality	<p>██████████ addressed our new intake of legal trainees on 5 Feb 2018 and 4 Sept 2018 where she stated:" We currently have three LGBT ambassadors including a transgender ambassador. The corporate support provided to these ambassadors and the Proud network hopefully underlines to you the importance which COPFS places on sexual orientation and trans equality in the workplace." She then stated " We also need to be sensitive to other issues such as sexual orientation and gender identity. There are many people within the LGBT community who are reluctant to report crimes due to their desire to maintain privacy. They</p>



	<p>may not be “out” within their community and would not welcome the public intrusion which may result from a criminal prosecution. We have to be sensitive to this when we make decisions as fiscals on whether or not to prosecute. People within the transgender community face not only these concerns but also further issues regarding how they are addressed in court and what facilities are made available to them... these issues are hugely complex ..how important it was to communicate with this community so that we fully understood the gender reassignment process"</p>
<p>C. Met periodically with the LGBT staff network group</p>	<p>██████████, our Equality Champion and a senior civil servant meets quarterly with the chair of the Proud in COPFS through our Equality Board meetings and through our regular Stonewall planning meetings throughout the year and meets with the Proud chair and her other LGBT ambassadors( who are network members) for one-to one catch-ups during the year. She also meets regularly with a further Proud network member in his role as lead on the Stonewall application. The LGBT staff network group is virtual to maintain confidentiality therefore it would not be appropriate for her to meet them as a group in person but she regularly communicates to them via messages on their newsletters and forum and met some of the network at their recent “ Out and Proud” event on 22nd August 2018.</p>
<p>D. Reviewed top line LGBT monitoring reports and actions</p>	<p>██████████ in her role as Equality Champion is responsible for reviewing the results of our bi-annual data gathering exercise and for reviewing the analysis of data which is included in our Equality Mainstreaming report which was published on 30 April 2017 and will require to be published again in 2019.This data includes analysis of our LGBT staff. Actions to improve the proportion of our LGBT staff are included in our Equality Outcomes plan which ██████████ reviews for our Equality Board-most recently in May 2018. ██████████ reviewed the LGBT data for a presentation she provided to our senior leaders forum (including all senior civil servants) in January 2018 ; for the update she provided to the Equality Board in May 2018 ; and for the staff equality conference in August 2018. She reviews actions to improve recruitment via the regular meetings she holds with sheriffdom network leads , with the chair of the Proud network and with her LGBT ambassadors.</p>
<p>E. Spoken at an internal LGBT event</p>	<p>██████████ attended the Proud network’s “Out and Proud “ event in Glasgow on the evening of 22nd August 2018 where she spoke to the network and engaged in a Q&amp;A session along with two executive board members.</p>
<p>F. Spoken at an external LGBT event</p>	<p>██████████ and ██████████ provided a presentation to guests at the Stonewall Scotland awards ceremony on 8th March 2018 in Edinburgh.</p>

G. Engaged with the board to discuss LGBT equality	[REDACTED], our Equality and Victims Champion is invited periodically to Executive Board meetings in this corporate role and also when she is covering for her immediate line manager, [REDACTED]. Her most recent attendance was June 2018 where she discussed Pride events, the Stonewall conference and LGBT reverse mentoring.
H. Reviewed and/or approved an LGBT inclusion action plan	[REDACTED], Equality Champion is responsible along with the Chair of the Equality Board for reviewing the action plans of all the staff equality groups. This includes the LGBT staff network whose action plan was reviewed and approved by [REDACTED] and the Equality Board chair on 16 August 2017.
I. Attended an external LGBT event, for example Pride	[REDACTED] Stonewall Scotland conference on 17th November 2017 and formed part of a panel discussion on authentic leadership.
J. Mentored or coached other senior leaders	[REDACTED], senior business manager for North Strathclyde is currently reverse mentoring [REDACTED] Director of HR.
K. Other	<p>[REDACTED], our Equality Champion and David Casey, senior business manager for North Strathclyde, attended the Stonewall UK awards ceremony in London on 31 January 2018.</p> <p>[REDACTED] also opened the Train the Trainer event on 16th March 2018 with a short speech at the Scottish Prosecution college in Glasgow. This was an event which COPFS hosted for Stonewall and involved training teachers on LGBT issues.</p> <p>[REDACTED] also provided specific LGBT specific procurement training to senior business managers within COPFS at a training event on 29th August 2018.</p>

**Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.**

	Name	Job title
Person 1	[REDACTED]	[REDACTED]
Person 2	[REDACTED]	[REDACTED]
Person 3	[REDACTED]	[REDACTED]
Person 4	[REDACTED]	[REDACTED]
Person 5	[REDACTED]	[REDACTED]