



Meeting	SPA Policing Together Oversight Group
Date	6 August 2024
Location	Pacific Quay, Glasgow
Title of Paper	Police Scotland Response to IRG Final Report
Presented By	ACC Catriona Paton, Policing Together
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Response to Practical Steps

PURPOSE

The purpose of this report is to provide Police Scotland's response to the Policing Together Independent Review Group (PT IRG) Final Report.

Appendix A provides a response from relevant business areas to the practical steps suggested by the IRG.

Members are invited to discuss the contents of this paper.

1 BACKGROUND

- 1.1 During the Scottish Police Authority (SPA) Board meeting in November 2020, the then Chief Constable Sir Iain Livingstone underlined his support of recommendation eighteen within Dame Elish Angiolini's Independent Review of Complaints Handling, Investigation and Misconduct Issues in relation to Policing. The recommendation states 'Police Scotland should be subject of a broader fundamental review of equality matters by an independent organisation'. The Chief Constable indicated that Police Scotland would commission additional external and expert support.
- 1.2 In February 2021 the Authority Board was updated that work had commenced to establish an Equality, Diversity, Inclusion and Human Rights Independent Review Group, now named the PT IRG, to complement and accelerate Police Scotland's activity in mainstreaming equality, diversity, and inclusion (EDI) throughout the service. The Group held its first meeting on 25 May 2021.
- 1.3 The IRG consists of one chair, two vice chairs and a further six members. Membership is reflective and representative of society with experience in equality matters and in advocating on behalf of underrepresented communities.
- 1.4 The IRG was intended to operate for 18 months. Due to expanded scope of the review and changes in membership, the time frame increased. During the lifespan of the IRG, there were significant developments within Police Scotland that affected the group's operations. This included the commitment from the then Chief Constable Sir Iain Livingstone to create an anti-racist and anti-discriminatory police service, the launch of the PT Strategy, and Sir Iain Livingstone's statement to the SPA Board on institutional discrimination. Additionally, the IRG's work expanded to include an in-depth examination of Police Scotland's efforts to address Violence Against Women and Girls (VAWG) and Sexism and Misogyny.
- 1.5 In May 2023 the IRG presented its first interim report to the SPA Board outlining preliminary findings and intended next steps along with their methodology for the final report. In December 2024, the second interim report was presented to the SPA PT Oversight Group. The final report is being presented together with Police Scotland's response, to PT SPA Oversight Group 6 August 2024.

2 IRG METHODOLOGY

- 2.1. The IRG was established to support Police Scotland in achieving sustainable improvement in EDI outcomes. Acting as a critical friend

and partner, the IRG offer expertise, guidance, oversight, and assurance to scrutinise Police Scotland's EDI activities.

- 2.2. Initial work of the IRG was to develop three outcomes; Culture Change, Strategic Direction and Training and Development were agreed. This aligned with Police Scotland's ambitions in the EDI space. The outcomes detailed specific success criteria and outlined how the IRG would collaborate with Police Scotland to drive change and achieve outcomes.
- 2.3. As the work of the IRG progressed to focus on detailed fieldwork, the Group moved towards a three sub-group approach. Acknowledging the overlaps and to aid consistency, membership across the sub-groups overlapped with full IRG meetings continuing monthly to share and discuss findings. A VAWG and Sexism and Misogyny workstream was also added to this structure.
- 2.4. The IRG was permitted access to all materials, documents, and data presented to Police Scotland's PT Strategic Oversight Board (SOB). Additionally, it had autonomy to request further information and consultation with officers and staff as necessary to fully understand, scrutinise and provide feedback on Police Scotland's EDI activity.
- 2.5. The IRG identified seven proxy themes which informed evidence gathering:
 - Governance and Oversight
 - Dealing with Complaints and Grievances
 - Policies and Practice
 - Learning, Training and Development (LTD)
 - Vetting
 - Role of Middle / People Management
 - Recruitment, Retention and Promotion
- 2.6. Fieldwork of the IRG included, extensive interviews with the service executive, senior leaders, and statutory and diversity staff associations (DSA), divisional site visits, attendance at strategic level PT meetings, and participation at various training and development courses. A strategic documentation review formed a significant element of the review. This included various external scrutiny reports.
- 2.7. The IRG's reporting framework has two frames of reference. The first references the level of assurance offered on the delivery of the PT Strategy under three categories:
 - Intent and commitment – the integrity of the service's commitment

- Strategic framework – the development of the strategic framework
 - Implementation and delivery – the pace and efficacy of implementation
- 2.8. The second provides the IRG's view of the prospects for progress during the remaining timeline of the PT Strategy 2022-26. The IRG report concludes by considering what the service's next steps should be to continue to progress the EDI agenda.

3 IRG REPORT

- 3.1 The IRG final report acknowledges various factors that have influenced policing in Scotland, including changes in the police workforce and fiscal constraints. It takes note of key developments such as the Rhona Malone case, the Sheku Bayoh inquiry, and the scrutiny of the Metropolitan Police Service following the murder of Sarah Everard. The report further acknowledges that findings are presented at the midway point of the PT Strategy timeline.
- 3.2 The report points out the significant commitment from the senior leadership team and investment in a wide range of initiatives which promote EDI and address issues of discrimination in the service and that PT is an important step in joining them together. The publication of the PT strategy and statement on Institutional discrimination made by Sir Iain Livingstone and its re-affirmation by Chief Constable Jo Farrell has been highlighted as evidence of this dedication.
- 3.3 The creation of a dedicated ACC role for PT is highlighted. The IRG welcomed the creation of this post in their first interim report and urged Police Scotland and the SPA to support, protect and consider the role in succession planning. The IRG acknowledge the merge of PT and Partnerships Preventions and Community Wellbeing (PPCW) and the shift from a primarily internal focus to include the impact on external service delivery. The IRG suggests this presents a timely opportunity to review the overall aim and objectives of PT to ensure a clear narrative and set of outcomes are in place, as well as the correct level of resource to deliver on ambitions.
- 3.4 The report further suggests streamlining is required to the PT governance structure. These suggestions align to activity being taken forward by the newly appointed ACC for Policing Together.

- 3.5 The report highlights the importance of PT in providing a framework for oversight and enablement however stresses implementation and delivery cannot be from the centre alone. The report suggests as well as consideration to the capability and capacity of the core PT team, ownership, priorities, and implementation requires to be considered at local level. Police Scotland agree and recognise the importance of local ownership, drive and visibility of PT. ACC PT is currently leading on a review and refresh of PT governance and resources.
- 3.6 In terms of Implementation and delivery, a concern raised is the vast number of initiatives and programmes across the organisation, national, local or by staff associations, which risk overwhelming the system and have a lack of clear priorities and outcome measures. The PT Performance and Impact group will have a focus on streamlined prioritisation and co-ordination of activity.
- 3.7 A concern highlighted within the report is the response to the acknowledgement of institutional discrimination which revealed some resistance to the strategic commitment on the ground. This is reflective of the very nature of discrimination in that, if not experienced, it is not easily seen or identified by staff. Importantly the findings of a further staff survey revealed that 75% were having more conversations about Institutional Discrimination which is a foundational step in raising awareness, understanding, acknowledgment and ultimately positive influence.
- 3.8 There is rightly a prominence within the report on the EqHRIA process. The development of online tools and engagement across divisions to support better use of EqHRIAs is acknowledged, as well as some good examples of senior ownership. However, the IRG highlight progress in embedding an impactful EqHRIA across the organisation has been slow, inconsistent and feels overly focused on process rather than outcome. The ACC for Policing Together has recognised this as a priority area for the service. To drive the work forward with increased rigor an EqHRIA Strategic Oversight Group has been established. The Group will review the overall approach to the EqHRIA and oversee the work of the EqHRIA Improvement Group. Additionally, BDO are carrying out an internal audit of EqHRA and will report in November 2024. This will give additional focus and impetus to this work.
- 3.9 The IRG agree that training is a way to embed values and ethics. It recognises the work to thread EDI throughout training programmes and suggests a priority must be to continue to embed EDI and anti-

discrimination into existing training. The IRG make comment on the evaluation of training and state that clearer plans for analysing data and measuring impact of EDI training is an important step to help meet strategic aims. Using data and insights to measure outcome and impact of all Policing Together activity is a priority focus for Police Scotland and there is a need to continually improve in this area. The development of the Culture Dashboard will assist in this regard as will continuing to seek and use feedback on course content and its application in the workplace. Additionally, a career journey is being developed to anchor all training relevant to PT.

- 3.10 In terms of middle and people management, Police Scotland's investment in this area is noted in the report. The report however points out the weight of expectation on middle managers, time constraints, financial barriers, culture, and heavy workloads have a potential to derail ambitions to be an anti-racist and anti-discriminatory service.
- 3.11 Sex Equality and Tackling Misogyny and Violence Against Women and Girls are subject to a separate deep dive by the IRG. This has not yet been finalised however the IRG report a clear commitment to improvement in this area, which is seen by the depth and breadth of the internal SETM action plan and the externally facing VAWG strategy as well as the extensive consultation in their development.
- 3.12 Good practice and progress are highlighted throughout the IRG report as well as key considerations and suggestions from the IRG to maintain momentum and continue to deliver on the objectives of PT.
- 3.13 The IRG has not presented recommendations but has provided a series of practical steps it believes the service must take to continue to progress delivery of the PT Strategy and anti-discriminatory ambitions over the next 2 years. The table at Appendix A presents this information across the seven themes and provides a position from Police Scotland.

4 NEXT STEPS

- 4.1 The final IRG report and the accompanying response concludes the work of the IRG in its current format. It is recognised Police Scotland may require support for some aspects of the activities outlined in the IRG report. This will be considered on an individual basis. In addition, there is a commitment within the PT Strategy to

have a permanent Independent Review Group, however a review is on-going of all current independent advisory groups operating within Police Scotland. This work will enable Police Scotland to understand the most effective model of a single group to support the needs of the service.

- 4.2 The practical steps contained within Appendix A will be mapped with actions already in train as a result of internal strategies, reviews, and delivery plans, as well as external and independent inspection reports. This will ensure alignment and reduce duplication of effort, enabling the activity suggested to be progressed in the most effective way. The IRG report will be tabled and discussed at the PT Implementation Group. Where required the PT Strategy Implementation Plan will be updated with actions required to fulfil the practical steps. The terms of reference for the Implementation Group will also be updated to reflect the Groups new responsibility to monitor delivery of the practical steps within the IRG report.

5 FINANCIAL IMPLICATIONS

- 5.1. There are no financial implications in this report.

6 PERSONNEL IMPLICATIONS

- 6.1. There are no personnel implications in this report.

7 LEGAL IMPLICATIONS

- 7.1. There are no legal implications in this report.

8 REPUTATIONAL IMPLICATIONS

- 8.1. There are reputational implications in this report. Police Scotland and the IRG have committed to reporting publicly on the IRG's findings. Police Scotland have also made a public commitment to the Policing Together Strategy and to becoming an anti-discriminatory police service. There is a high level of public interest in this work.

9 SOCIAL IMPLICATIONS

- 9.1. There are no social implications in this report.

10 COMMUNITY IMPACT

- 10.1. There are no community implications in this report.

11 EQUALITIES IMPLICATIONS

11.1. There are equality implications in this report. Embedding EDI activities into planning and performance supports mainstreaming and will have a positive impact on equality. Successfully delivering on the PT Strategy will provide appropriate assurance in relation to compliance with the Equality Act 2010 and will impact positively on staff and public confidence in Police Scotland.

12 ENVIRONMENT IMPLICATIONS

12.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Appendix A – IRG Suggested Practical Steps and Police Scotland Response.

Theme	Practical Step	Police Scotland Response
Governance	Building the capacity and capability of the core Policing Together team to enable and support local and functional delivery. This would include project and programme management skills, monitoring and evaluation and EDI and HR expertise.	A Policing Together Vision refresh is taking place following the merge of PT with PPCW. This takes account of the resources required to deliver on a programme of this scale including the core PT team, specialist skills required and local resourcing.
	Bring key internal stakeholders together, including members of the senior executive and representation from Staff Diversity Associations, to agree a clear logic model / Theory of Change, a prioritised implementation plan and a shared narrative. The work done already to bring representation from the Diversity Associations into one group is a helpful step forward.	<p>The Group referred to is the Policing Together Collaboration Group. This group presents the opportunity to strengthen collaboration and alignment of PT related plans and people strategy activities.</p> <p>Further to this the PT Implementation Group brings key departmental senior leaders and staff associations together with the aim of providing peer review and oversight of the PT Implementation Plan.</p> <p>Both groups may present opportunities for this action to be considered.</p>
	Set out a streamlined, prioritised, programme that drives national and local priorities in a coherent way and can scale up on innovation.	A revised vision and governance structure is currently being developed for Policing Together. Part of this includes the PT Performance and Impact Group having a strong focus on prioritisation and co-ordination of activity. Further to this a plan of prioritised deliverables is being drawn up under the 4 pillars of PT. It will outline the projected timescales for delivery over a 1 month, 3, 6 and 12 month period.
	Review the role and membership of the Strategic Oversight Board (including its size	A governance review is ongoing at present, one of the recommendations within is to further streamline the SOB, both in terms of membership and

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	and seniority) to ensure it is driving the programme and focused on operationalising the strategy and that it is working effectively alongside the PTTG.	strategic focus. For example, SOB meetings will be held quarterly with members consisting of executive level officers and staff. The papers to it would have gone through the Tactical Group, where their contents would have been analysed in detail, leaving SOB to decide on the strategic aspects of the subject matter.
	Set out a clear plan and rationale for engagement with Diversity Staff Associations vs community engagement in supporting the delivery of Policing Together.	<p>The Policing Together Collaboration Group, jointly chaired by ACC PT and Head of Human Resources, will provide a clear structure to ensure engagement with Statutory and Diversity Staff Associations and Trade Unions.</p> <p>A 6 monthly public confidence report is provided to the PT Community Group and makes use of sources such as the 'Your Police Service' and 'user satisfaction surveys.'</p> <p>As part of the refreshed governance for Policing Together both the PT Collaboration Group and the Community Group will report to the same PT Tasking and Performance Group. This will ensure visibility and alignment of activity and insights derived from engagement internally and externally.</p>
	It is not apparent that Police Scotland has a clear understanding of how their Diversity Staff Associations can best support the service in its efforts and this feels like an important point for reflection and action, to ensure they are best able to support the delivery of the Policing Together agenda.	<p>This action can be considered via the Policing Together Collaboration Group and appears to links to the action above.</p> <p>There is an action within the Policing Together Implementation plan relating to resourcing of diversity staff associations which will be considered at the Policing Together Collaboration Group.</p>

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Evaluation and Data	<p>Pull together a clear picture of what data Police Scotland are currently collecting, including by protected characteristic, and why. Much of this may be due to historical priorities.</p>	<p>Police Scotland is subject to the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 as amended (the specific duties) and has a Duty to gather and use employee information.</p> <p>Since the IRG report was written, Police Scotland has embarked on the development of a culture dashboard. To that end the work explores what data is available and what can be used to provide an indication of culture change.</p> <p>A people and development Data Owners Group (DOG) is also operating. This group looks at wider P&D data with a view to cataloguing the data (including definitions and location of the data), recording agreed data standards, measuring, and improving data quality and providing visualisations to allow the Data Governance team and business users to effectively track and remediate Data Quality issues.</p> <p>Further to this an EDI sub-group to the DOG is currently being established and a TOR is being developed. The group will look specifically at the details and challenges in relation to EDI data and consider the barriers to sharing, accessing and using the data.</p> <p>ACC Policing Together has commenced work to develop a Data Strategy to support the development of the Culture Dashboard and drive performance.</p>
	<p>Building on the above, ensure a clear plan is in place for impact measurement and is aggregated to demonstrate the 'so what' for all Police Scotland strategies and actions. Use this data to support reporting to the SPA Oversight Group.</p>	<p>It is acknowledged this is required and it is a commitment of Police Scotland to continually develop performance reporting to ensure that we can evidence impact and outcomes of activities. The development of the cultural dashboard will assist in this regard.</p> <p>The revised Joint Equality outcomes for Policing will be published in April 2025. These will have performance measures built into them and will be</p>

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		<p>reported on every six months as part of the PT Performance Report and the legislatively required Mainstreaming and Equality Outcomes Report</p> <p>There is need to ensure alignment between the new EO and the PT Strategy. The PT Implementation plan also requires to be reviewed considering data becoming more readily available, to ensure measures of impact are attached to actions and used effectively to satisfy activity is having a tangible and sustainable effect.</p>
	<p>Ensure the service is clear as to the aim of publication of 'The Standard' and publication of misconduct cases and ensure there are clear measures in place to demonstrate you are achieving this aim (e.g., increase in confidence in the complaints system). Evaluate recent training modules on manager, officer, and staff confidence in the complaints system.</p>	<p>The publication of the Standard Newsletter is to raise awareness and provide preventative advice or guidance based on learning derived from sources including but not limited to Complaints, CHR's, Conduct, User Satisfaction and other Surveys, issues or themes raised through Preventions and Professionalism Ops Group and Dilemmas submitted or discussed at Ethics Groups etc. Similarly publishing misconduct outcomes is done so with the intention of raising awareness, and to emphasise the Standards of Professional Behaviour required and showing transparency around outcomes. This is done as a prevention measure and to build confidence in those who report that matters will be thoroughly investigated and where appropriate dealt with proportionately.</p> <p>There has not been a specific survey of staff in relation to confidence in the complaints system however there is continual and ongoing engagement with staff associations and within the question set of the current force-wide staff survey there are questions relating to bullying, harassment or discrimination faced by staff, the results from which will act as a measure of progress.</p> <p>PSD training and inputs provided to probationer training and other LTD courses are regularly reviewed to ensure they remain relevant and effective.</p>

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	<p>Prioritise the organisation's capability to record and analyse complaints and grievances by protected characteristic and then establish transparent plans with impact measures to deal with any issues that arise.</p>	<p>The Centurion system was upgraded to version 4 in April 2024 and now has the capability to capture limited equality data. Work to upgrade to Version 8 is ongoing, which is due to go live in March 2025 and will enable the capture of equalities data from all individuals in the complaint process i.e., complainer, witness, subject officer, or member of police staff. This in time will provide sufficient data for meaningful analysis. Recording ethnicity has been added to recording and reporting processes following deaths or serious injury in custody or following police contact.</p> <p>P&D have responsibilities for reporting by protected characteristic.</p> <ul style="list-style-type: none">• Grievances (including about harassment)• Disciplinary action (including for harassment)• Dismissals and other reasons for leaving.
	<p>Be clear on the aim and objectives of EDI and anti-discrimination training in YLM and PMDP and ensure effective monitoring and evaluation (e.g., changes in attitudes and behaviours as a result of the training).</p>	<p>Inclusion is one of seven pillars within the PMDP, providing a dedicated intranet page of information, resources, and links. The two-day virtual training programme delivers a 90 minute 'Deconstructing Institutional Discrimination' Empower Hour facilitated by the CPD team. In line with the PMPD evaluation strategy all individual elements of the PMDP programme are evaluated using the Kirkpatrick model at levels 1- 4 as appropriate, with data shared with key stakeholders. Quarterly analysis of the evaluation is carried out resulting in proposed recommendations for continuous improvement.</p> <p>In line with the YLM evaluation strategy all individual elements of the YLM are evaluated using the Kirkpatrick model at levels 1- 4 as appropriate, with data shared with key stakeholders.</p>
	<p>Put in place monitoring and evaluation, disaggregated by protected characteristics, for</p>	<p>The monitoring and evaluation of protected characteristics will be facilitated with the upgrade to Centurion as described above. Work</p>

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	all vetting, misconduct and complaints cases and provide quarterly reports to the SOB.	remains ongoing to achieve the Centurion upgrade in the first quarter of 2025 subject to successful user acceptance testing.
EqHRIA	Undertake an independent review of progress and barriers in relation to the process / approach, ownership and implementation of current approach to EqHRIA, supported by the IRG.	<p>There is a comprehensive list of recommendations, as a result of the Policy Review workstream, which will address the points about EqHRIAs made in the IRG report.</p> <p>In addition, the EqHRIA Strategic Oversight Group and the EqHRIA Improvement Group has been established by ACC Policing Together to review the overall approach to EqHRIA in Police Scotland. Furthermore, there will be a full internal audit of the EqHRIA process, anticipated to report in November, which will assist with addressing the practical steps captured in the IRG report.</p>
	Ensure those responsible for leading EqHRIA practice are able to report on what difference their approach has made.	As above
	Policing Together should set a clear outcome measure on EqHRIAs with a specific focus on outcomes/impact.	As above
	Ownership for EqHRIAs should be escalated to senior leaders.	As above
	EqHRIA the new Support Handbook for First Line Managers to ensure that all protected characteristics are addressed (e.g., equity and inclusion in religion and belief) with links to guidance that will assist them to address	As above

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	discrimination and harassment within the workplace.	
Systems and Processes	Measurable improvements in building line manager confidence in informal and mediation skills and techniques.	<p>The 'Creating a Positive Workplace' workstream has reviewed Police Scotland's approach to grievance, putting an emphasis on early resolution and interventions to issues experienced in the workplace. The support of external accredited independent mediators has been enhanced to assist with resolving areas of disagreement and conflict. The new service is available to supervisors who are encouraged to consider this as an early step to resolving issues.</p> <p>In addition, the launch of the new Grievance and Resolving a Workplace Issue procedure has been published on the Police Scotland Intranet and a dedicated intranet site has been set up. Information has been published on the new and enhanced mediation service to raise awareness and encourage its use.</p> <p>The PMDP complements this work with a focus on people management skills, self-awareness, empathy and building a culture of trust and inclusion. There is a dedicated module to creating a positive workplace within the PMDP which over time all line managers will undertake.</p>
	Monitor and evaluate the impact of line managers' use of the new Support Handbook and KIT Days to tackle aspects of EDI among serving officers and staff	<p>There is little context within the report to explain this practical step however in relation to grievance and complaints which the step is listed under, it may relate to toolkits produced as part of 'Creating a Positive Workplace.'</p> <p>Two toolkits have been published; 'Raising a Workplace Issue', for all officers and staff and 'Resolving a Workplace Issue' to support line managers. The toolkits are provided in the form of visual info-graphs and are housed on the Policy Hub alongside grievance resources.</p>

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		<p>In relation to KIT days (Keeping In Touch Days) a pregnancy and maternity toolkit is available to assist line managers to support their officers and staff.</p> <p>Use of the Cultural Dashboard and the 'Your Voice Matters' survey as well as other engagement, insights and data sources will assist Police Scotland to prioritise PT activity.</p>
	<p>Review and update the MyCareer appraisal system to embed specific questions on EDI, values and behaviours and reflect on different usage of reflection logs by gender (men more likely to promote their activity than women).</p>	<p>The purpose of MyCareer is under review and the evaluation outcome report recommendations are being progressed against the action plan.</p> <p>Potential decoupling of MyCareer gateway to promotion has been proposed and alternatives are currently being considered.</p>
	<p>Ensure fairness and transparency in the promotion system (e.g., EqHRIA of the promotion criteria and make up of panels). Undertake more detailed analysis of who is applying and getting promoted, who is not and why by protected characteristic.</p>	<p>Review of current version 15 EqHRIA for promotions is underway and will aim to capture and document ongoing good practice. Detailed EDI analysis on promotions related data is already undertaken by the EDI team following each National Police Promotion Process. Consideration on how best to share this data to be given.</p>
	<p>Introduce enhanced vetting processes for those who might hold sexist/misogynist attitudes and for potential perpetrators of VAWG. These assessments should be applied both to prospective trainees within Police Scotland, as well as existing employees, regardless of rank or length of service.</p>	<p>Recommendation 14 of the recently published Angiolini Inquiry Part 1 Report stated:</p> <p>"With immediate effect, every police force should commit publicly to being an anti-sexist, anti-misogynistic, anti-racist organisation in order to address, understand and eradicate sexism, racism and misogyny, contributing to a wider positive culture to remove all forms of discrimination from the profession. This includes properly addressing – and taking steps to root out – so-called 'banter' that often veils or excuses malign or toxic behaviour in police ranks."</p>

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		<p>For prospective employees, where there is evidence that an individual has committed offences such as domestic violence or any other VAWG based offence, there is a presumption against the granting of vetting clearance.</p> <p>For existing staff and officers, where adverse information comes to light involving sexist/misogynistic attitudes or conduct, a vetting review would be undertaken and further action considered.</p>
	Consider the introduction of a values-based approach to vetting and recruitment.	<p>Vetting is currently undertaken using a values-based approach. During vetting, checks are undertaken on open-source information and anyone who demonstrates views or conduct which does not align with Police Scotland's values and standards, or whose views or conduct could be seen to be discriminatory in nature would be refused vetting clearance.</p> <p>All recruitment assessments are unpinned by the Competency and Values Framework for police officers and staff. End-to-end review of police officer recruitment processes are underway by Police Scotland's Business Psychologists and will aim to deliver updated assessment exercises and an improved candidate journey in 2024.</p>
	Have a clear plan in place for recording exit interviews that include key EDI considerations such as discrimination that can be gathered and analysed by protected characteristics.	<p>Work to be progressed to understand how 1 to 1 exit interviews which are carried out by line managers are recorded and how they can be fed into the system.</p> <p>An Exit Survey is offered to all staff and officers leaving the organisation. work requires to be progressed in this area and analysis of the information from the survey is required.</p> <p>The P&D E&D team are doing work around the Leavers data from scope as part of Employment Monitoring reporting. This includes doing a deep</p>

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		<p>dive into the reasons why officers and staff leave and identifying trends. The main reason for officers leaving remains retirement.</p> <p>The Positive Action Team Police Inspector conducts exit interviews for those leaving within their probationary period. EDI considerations are explored but not found to be drivers for leavers. Themes present include impact of work on probationer mental health, and dislike of the administrative burden of the role of police officer.</p>
Training and Development	Senior leaders and managers who shape the vision and values of Police Scotland should be offered training to acquire a more robust level of EDI and anti-discrimination knowledge.	<p>All leaders across Police Scotland will receive EDI training. All have completed the first EDI e-learning package which gave an understanding of personal and organisational responsibilities under the Equality Act.</p> <p>YLM has an inclusion strand with all senior leaders (C. Supt, Supt, and senior staff) receiving a reflective input as part of the programme.</p> <p>In Oct/Nov 2023 mid-level leaders (CI, Supt, Grade 6+ staff) received an inclusion session as a follow up to YLM and similarly, all first line managers (PI, PS and staff grades 5 and 6) are receiving an inclusion session as part of the YLM programme. Delivery to first line managers is currently ongoing through YLM and PMDP.</p> <p>The second e-learning package which is built on our values is currently live and all leaders will undertake this scenario-based training.</p>
	The forthcoming LTD strategy should develop a pyramid model for offering EDI and anti-discrimination training. The building blocks approach within the EDI e-learning module has begun that process.	<p>The draft Police Scotland Learning and Development strategy has been paused and instead, an annual training delivery plan has been agreed by all business areas involved in training which aligns with the People strategy. The plan is reported through the Strategic Learning and Development Governance Board.</p> <p>Police Scotland embarked on a defined and layered EDI training journey 2 years ago, the foundation being e-learning of which 2 have been</p>

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		<p>delivered. The programme is role and rank specific and LTD work in collaboration with Leadership and Talent to deliver this to the identified groups.</p> <p>Work has commenced to design interactive anti-discrimination training with a focus on anti-racism. Roll out will commence Q3 2024.</p>
	<p>Review the most effective methods for teaching EDI and anti-discrimination. We have heard concerns about Moodle and enthusiasm for more face-to-face, which is seen as more valued.</p>	<p>Police Scotland are almost two years into a co-ordinated EDI programme. We recently reached out to 16 industry experts who deliver cultural change programmes to large public and private sector organisation across the UK and were assured that all we were on the right path with all recommending a similar layered approach.</p> <p>E-learning has been used to set the tone, outline responsibilities under the Equality Act and reinforce our values.</p> <p>YLM and PMDP are being used to reach all supervisors at the various ranks/grades with dedicated interactive inclusion sessions.</p> <p>Interactive anti-discrimination training for non-supervisory officer will commence in 2024.</p>
	<p>Using the short life working group, which has been established, ensure that EDI and HR - and explicit anti-discrimination training be mainstreamed across all areas of LTD. EDI and HR and anti-discrimination have relevance to all areas of police activity.</p>	<p>A thematic review of all LTD products has commenced to ensure that equality, diversity, inclusion and human rights are threaded throughout.</p> <p>All LTD products start with a reminder of the standards of professional behaviour and the thematic review is identifying and importantly auditing, where EDI and Human Rights learning is reinforced.</p>
	<p>Ensure clear plans are in place to analyse data and measure the impact of all EDI and anti-</p>	<p>All individual elements of the EDI programme are evaluated using the Kirkpatrick model at levels 1-4 as appropriate with data shared with key</p>

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	<p>discrimination training, beyond simply numbers attending or satisfaction with materials.</p>	<p>stakeholders including Strategy and Innovation who have overall responsibility for organisational impact of Policing Together activity.</p> <p>The evolving Policing Together continuum continues to grow and provides an indicator of culture change.</p>
	<p>Given the relevance of this agenda to their functions, ensure PSD and Vetting staff all have an appropriate level of EDI and anti-discrimination training commensurate with the requirements of their roles.</p>	<p>All officers within PSD, including within the Force Vetting Unit, have access to and complete force wide training in relation to EDI and anti-discrimination including the EDI Moodle package and YLM relevant to their rank. Inputs on unconscious bias were previously delivered across PSD in 2021. EDI is also threaded through a number of the inputs on the PSD Induction Course and it is proposed that a specific input in relation to unconscious bias is included in the next course due to take place later in 2024.</p>