

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>29 September 2022</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Equality, Diversity, Inclusion and Human Rights Independent Review Group</b>
<b>Presented By</b>	<b>Robin Iffla, Chair of the Equalities Independent Review Group</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

The purpose of this paper is to inform the Scottish Police Authority of the progress to date of the work of the Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG) established by Police Scotland in 2021 and to outline its plan of work for the year ahead.

## **1. Background**

- 2.1 Since the last report to the Board on 21 September 2021, where the Terms of Reference and Outcomes of the IRG were presented, the work of the IRG has progressed albeit not at the pace initially anticipated. This is due primarily to the impact of Covid-19 pandemic restrictions and churn in the membership of the group.
- 2.2 Over a six-month period during 2022, five of the original members of the group stepped down due to competing work commitments. That churn has, in turn, elongated the period it has taken for group to familiarise itself with the workings and structures of Police Scotland as new members have come on board.
- 2.3 The IRG now has a membership of 10 and is currently chaired by Robin Iffla with two vice chairs, Chris Creegan and Dr Victor Olisa. A list of the full membership is attached in appendix A. As the group shifts from discovery to implementation, each member has been aligned to a working group related to the key outcomes with a lead member taking responsibility for co-ordination.

## **2. Progress**

- 3.1 During the group's extended discovery phase, a series of hybrid workshops have been held. These workshops have enabled the group to consider, scope and review:
  - purpose, outcomes and timescales
  - the capacity and capability of the group
  - access to resources, advice and intelligence
  - the evolving policing context in Scotland and elsewhere in the UK
  - the level and commitment from, and relationship with, Police Scotland
  - overall approach to the review and future ways of working
- 3.2 It was determined that the purpose and key outcomes were still fit for purpose and aligned to Police Scotland's Equality Outcomes and its Equality, Diversity and Inclusion Employment Framework. By way of reminder, the IRG's key outcomes are:
  - **Culture**
    - Police Scotland has a clear diagnosis of existing cultures and behaviours and their impact, and a robust understanding of what successful cultural transformation would look like and how to achieve it.
  - **Strategic direction**

- Police Scotland has a clear Equality, Diversity and Inclusion Strategy with measurable outcomes, the delivery of which is embedded throughout the Service.
  - Police Scotland has an Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board that identifies best practice, continually reviews policies and procedures and drives innovation to promote Equality, Diversity and Inclusion throughout the organisation
  - **Training and development**
    - Police Scotland has a comprehensive training and development plan at every level of the service.
- 3.3 The IRG's approach is to act as a 'critical friend' to Police Scotland, working alongside the force. Its role is therefore akin to that of a participant observer. It is the group's view that this approach will enhance its ability to deliver on the key outcomes.
- 3.4 It is worth bearing in mind here that while the original recommendation in Dame Elish Angilioni's report was to commission an independent organisation to conduct the review, Police Scotland's approach was to establish an independent group of individuals with the knowledge, skills and experience (both personal and professional).
- 3.5 In our view, this approach has been beneficial in maximizing the diversity within the group and enhancing its ability to embed itself within Police Scotland while at all times maintaining its independence.
- 3.6 The capacity and capability of the group was to the fore when selecting the new members to ensure the broadest range of diversity within the group thereby increasing its capacity to deliver meaningful, valid and workable recommendations.
- 3.7 The refreshed group has undertaken an assessment of the timescale required to deliver on the key outcomes. Its aim is to ensure that the workstreams established to implement the review conclude their work by autumn 2023 with a view to the group delivering its final report by the end of 2023.
- 3.8 The assessment undertaken has taken into account the churn within the group and the time needed for members to fully familiarise themselves with the internal and external context.
- 3.9 Given the scale and range of projects and initiatives being undertaken in the EDI and HR space by Police Scotland, discovery

phase has afforded the opportunity for all members to review policies, reports, reviews, inspections and papers. This, in turn has impacted and influenced group's thinking about the work needed to deliver on its outcomes.

3.10 The next section of this paper will provide an update on each of the respective workstreams.

#### **4. Strategic Direction**

4.1 Members of the IRG continue to attend and contribute to the EDI and HR Strategic Oversight Board (SOB). The group welcomes steps already taken by the service to adapt the approach of the SOB. While recognising that this will continue to be a collaborative and incremental process, the group is keen to see further progress made over the coming period to ensure that the SOB is fit for purpose.

4.2 The group has provided input into the recently published draft EDI Strategy for Police Scotland. We will continue to monitor and review its delivery with the two key outcomes on strategic direction in mind. We will also consider the impact it has on the direction and evolution of the SOB.

4.3 Initial interviews have been conducted with a number of the strategic leadership team and further interviews are planned in order to gain a fuller understanding of the commitment and progress to EDI & HR within the service.

4.4 Interviews will also take place with officers and staff across all ranks and grades to determine the depth of understanding, level of engagement and alignment of personnel to the strategic aims and objectives of the service.

4.5 We will continue to work towards ensuring that Police Scotland can demonstrate tangible progress towards ensuring that its strategy and policies are embedded within the service and drive tangible progress in relation to good practice.

4.6 The commitment of the Chief Constable to ensure that Police Scotland will become an actively anti-racist, anti-misogynist organization, in which discrimination will not be tolerated, clearly articulates the strategic direction of the service. We will continue to monitor the progress towards achieving that aim.

## **5. Training and Development**

- 5.1 The group recognises that training in and of itself, will not achieve the changes required in strategic direction and culture shift. Rather, a “whole life” approach, of displaying and living the values and standards and code of ethics in terms of EDI and HR, is required and expected of all who work in the service. The training and development programmes currently in use, and being developed, therefore require to have these principles embedded within them.
- 5.2 The group is in the process of reviewing the working practices and programmes within Learning Training and Development (LTD) in order to assess and better understand the purpose and outcomes relative to the vision for a comprehensive training and development plan within Police Scotland.
- 5.3 Members have attended the specific one-day EDI and HR inputs given to all new recruits. Some have also attended the “power hour” sessions designed to raise awareness of the various protected characteristics and unconscious bias.
- 5.4 The compilation of the initial observations on these programmes is still in progress and, when finalized, will be the subject of detailed scrutiny and discussion by all members of the wider group.
- 5.5 A comprehensive review of the large variety of additional training and development programmes which are in place across the service in varying degrees is ongoing. It is intended that this will assist the group in ensuring that each officer and staff at all levels receives exemplary knowledge and understanding of EDI and HR, leading to the highest standard of service delivery which will maintain public confidence.
- 5.6 With particular reference to leadership development it is understood that programmes such as Your Leadership Matters for 1<sup>st</sup> and 2<sup>nd</sup> line managers and the Cimplexity for Chief Inspectors, Superintendents and Chief Superintendents on the identification of Critical Incidents are now ongoing. The group will continue to monitor and evaluate these programmes.

## **6. Culture**

- 6.1 While the approach to the Strategic Direction and Training and Development workstreams is shared amongst members, it was recognised that although Culture would have a lead member, the workstream transcended all aspects of the group’s work.

Consideration of culture will therefore feature across all three workstreams.

- 6.2 The group recognises the enormity of the task in hand in relation to culture change. A significant number of events and developments, both internally and externally (locally, nationally and internationally), have shaped the challenge facing the service.
- 6.3 In order to inform the group's thinking on what cultural transformation might look like and how it can be achieved, the group continues to review thematic inspections and external reports relative to Police Scotland and beyond. The group's approach will involve liaison with external bodies, agencies, and communities, including the Federation and the diversity staff associations.
- 6.4 With this in mind, the group has established a dialogue with the team lead by Baroness Casey currently conducting a review of culture with the Metropolitan Police, and the Independent Review Body looking at the National Police Chief Councils Race Action Plan and its implementation.
- 6.5 The group has also sought to establish a dialogue with the HMIC in the light of the inclusion of a thematic inspection on culture in its 2022-25 Scrutiny Plan. We are keen to ensure that our respective programmes of work complement each other and avoid unnecessary duplication.
- 6.6 In order to get a clearer view of the impact of culture on those intending to join the service and those entering it and their experiences through their initial training to the conclusion of their probationary period, the group intends to work with the leadership within LTD to identify a number of students who would be willing to participate in the review. A detailed plan which is intended to generate empirical evidence is in the process of being designed.

## **7. Conclusion and next steps**

- 7.1 The group's view is that the critical friend approach referred to previously has so far been productive. The level of openness, transparency and cooperation from the executive members and those thus far interviewed, has all allowed the work of the group to be progressed unhindered. In particular, the level and quality of support afforded by the EDI and HR secretariat has been invaluable.
- 7.2 The group welcomes the proposal within the draft EDI and HR Strategy to have a standing IRG going forward. We believe this has the potential to play a critical role in driving strategy and we will

reflect on how this commitment might best be realised in developing our recommendations.

- 7.3 We are confident that the refreshed group, with a compliment of 10 experienced members and a clear understanding of the level of contribution required now has the capacity and capability to deliver the review. It is envisaged that all members will contribute between 2 and 4 days per month to the work of the group.
- 7.4 With this in mind, it is envisaged that the group will be in a position to deliver a comprehensive report to the Scottish Police Authority by the end of 2023. This report will provide a comprehensive account of the approach pf the group, its assessment of Police Scotland’s progress in relation to each of the key outcomes and recommendations for delivery moving forward.

#### **RECOMMENDATION**

Members are requested to discuss and note the information contained in this report.

## Independent Review Group (IRG) Members

Robin Iffla - Chair

Chris Creegan – Vice Chair

Dr Victor Olisa – Vice Chair

Zosia Weirzbowica Fraser

Pheona Matovu

Angela Voulgari

Ian McLaughlan

Nhabeela Rahmatullah

Iain Stewart

Rowena Arshad

Alastair Pringle