

Meeting	Authority Meeting
Date	29 September 2022
Location	Via Video Conference
Title of Paper	Equality, Diversity and Inclusion Strategy
Presented By	DCC Fiona Taylor
Recommendation to Members	For Approval
Appendix Attached	Yes Appendix A - Equality, Diversity and Inclusion Strategy 2022 to 2026 Appendix B - Equality, Diversity and Inclusion Implementation Plan 2022 to 20226

PURPOSE

The purpose of this paper is to present Police Scotland's Policing Together: Equality, Diversity and Inclusion Strategy for approval, and its accompanying EDI Strategy Implementation Plan.

Members are invited to discuss and approve the content of this paper.

1. BACKGROUND

- 1.1 Policing Together: Equality, Diversity and Inclusion Strategy is part of Police Scotland’s strategic framework, aligned to our Joint Strategy for Policing and our strategic outcomes.



- 1.2 Our approach to EDI will inform and support future work to update the organisation’s People Strategy, as well as work already underway to develop a Violence Against Women and Girls Strategy.

- 1.3 The EDI Strategy focuses on Police Scotland’s internal response towards equality, diversity and inclusion (EDI) issues. The Strategy is cognisant of how it informs our service delivery, as well as our capacity to recruit and retain officers and staff who are representative of the communities we serve. It reflects the police service, with SPA and Forensic Services considering their own workforces and workplaces.

- 1.4 Complementary work is also underway to develop a Human Rights Framework which will articulate Police Scotland’s rights based approach to policing.

2. DEVELOPMENT OF THE STRATEGY

- 2.1 During the Scottish Police Authority (SPA) Board Meeting in November 2020, the Chief Constable underlined his support of

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recommendation 18 contained within Lady Elish Angiolini's Independent Review of Complaints Handling, Investigation and Misconduct Issues in relation to Policing which states: 'Police Scotland should be subject of a broader fundamental review of equality matters by and independent organisation'.

- 2.2 In response, the service set up an Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board, led by DCC Fiona Taylor to draw together all appropriate activity under one Board for appropriate strategic direction and guidance.
- 2.3 To provide additional independent oversight and support an Equality, Diversity, Inclusion and Human Rights Independent Review Group (EDI & HR IRG) was established to complement and accelerate Police Scotland's activity in mainstreaming equality, diversity and inclusion throughout the service. The EDI & HR IRG, developed a bespoke set of IRG outcomes, aligned with the Joint Strategy (2020), which focusses on three key areas: strategic direction, cultural change and training and development.
- 2.4 In September 2021, plans to develop an Equality, Diversity and Inclusion strategy for the service were agreed, setting out a clear strategic direction for EDI work currently underway as well as future ambition in this area.
- 2.5 Significant engagement work with stakeholders was carried out throughout the development of the strategy. Insights from colleague engagement and direct engagement with staff associations shaped initial content. A full range of statutory bodies, unions and staff associations provided feedback on the final draft.
- 2.6 Groups involved during the Equality, Diversity and Inclusion Strategy development process include:
 - Police Scotland's Executive
 - Equality, Diversity, Inclusion and Human Rights Independent Review Group (EDI & HR IRG)
 - Scottish Police Authority (Board members and officials)
 - Leaders and colleagues across departments including People and Development (including Equality, Diversity and Inclusion, Leadership and Talent), Training and Development, Partnerships, Prevention and Community Wellbeing, Corporate Communications
 - Diversity Staff Associations (Christian Police Association,

Disability and Carers Association, Scottish LGBTI Police Association, Scottish Police Muslim Association, Scottish Women's Development Forum, SEMPER Scotland)

- Statutory Staff Associations (Association of Police Scotland Superintendents, Scottish Police Federation, Unite the Union, Unison)
- Maria Maguire KC
- Scottish Government

- 2.7 The EDI & HR IRG was engaged with, and provided constructive feedback, on the draft strategy throughout its development and will continue to provide invaluable guidance as work progresses to implement the EDI Strategy. The IRG will also form part of the governance framework underpinning EDI activity.
- 2.8 The EDI & HR Strategic Oversight Board and EDI Employment Group have been updated throughout the development of the strategy. The Senior Leaders Forum was also briefed on the strategy development approach, as well as the expectations of leaders across the service to support and drive key areas for change.
- 2.9 The final draft of the EDI strategy was shared with key stakeholders across July and August 2022 for further feedback and input. This included SPA Board Members and officials, IRG members, Police Scotland Executive, Diversity Staff Associations, ASPs, Scottish Police Federation, Unite the Union, Unison and Maria Maguire KC.
- 2.10 The EDI Strategy brings together work already underway under the banner of Police Scotland's Policing Together initiative, which aims to deliver improvements to how policing in Scotland reflects, represents and serves all communities, with new activities.

3. IMPLEMENTATION PLAN

- 3.1 The EDI Strategy builds on a significant range of work that has been underway in the service for a considerable period of time. Implementation of the EDI Strategy will require a whole service approach and to ensure appropriate arrangements, oversight and measures of success are in place. How Police Scotland intends to achieve this is set out within the accompanying Implementation Plan.
- 3.2 For awareness of members, there are areas within the Implementation Plan which continue to be developed and more detail will be available in due course.

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- 3.3 The delivery of the EDI Strategy and its Implementation Plan are priorities for Police Scotland, however fully realising our ambition is dependent on appropriate funding being made available to deliver the resources required.
- 3.4 Progress on the implementation plan will be monitored and reported through existing governance arrangements, supported by the EDI Secretariat.
- 3.5 A range of methods, including the Policing Together intranet site, will be used to communicate progress and opportunities to colleagues.
- 3.6 A communications plan is in place to launch the strategy to colleagues and the wider public.
- 3.7 Both the strategy and plan are presented to the Authority for approval.

4. FINANCIAL IMPLICATIONS

- 4.1 The EDI Implementation Plan sets out the financial implications of each commitment within the EDI Strategy.

5. PERSONNEL IMPLICATIONS

- 5.1 The draft EDI Implementation Plan sets out where there are additional resource requirements to deliver each commitment within the EDI Strategy.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications as a result of this proposal.

7. REPUTATIONAL IMPLICATIONS

- 7.1 The EDI Strategy and Plan will enable the service to maintain and build trust and confidence in policing.

8. SOCIAL IMPLICATIONS

8.1 The EDI Strategy and Plan will enable the service to maintain and build trust and confidence in policing.

9. COMMUNITY IMPACT

9.1 The EDI Strategy and Plan will enable the service to maintain and build positive relationships with the public and communities of Scotland.

10. EQUALITIES IMPLICATIONS

10.1 An Equality and Human Rights Impact Assessment has been completed and the summary will be published with the final strategy.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no known Environmental and Sustainability implications. Although Police Scotland seeks to positively impact on its carbon footprint through a more efficient use and deployment of resources, fleet and estate footprint.

RECOMMENDATIONS

Paper submitted to the Board for approval.

Police Scotland

Equality, Diversity and Inclusion Strategy 2022-26



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Chief Constable's Foreword



A society where everyone can thrive and flourish flows from Police Scotland's purpose to improve the lives and wellbeing of our fellow citizens, for the benefit of all.

Discrimination should have no place in society and no place in policing.

Shamefully, disadvantage and injustice persist and policing has an important role to play as, collectively, we build a country where everyone knows they are safe and secure.

We have listened to our communities, including our own officers and staff, and of course all of us know policing is not immune from the challenges of racism, sexism, homophobia and discrimination.

Our values of integrity, fairness, respect and upholding human rights demand we meet these challenges head-on. We are resolute in our determination to do so.

Providing everyone with a fair, just and effective policing response is our moral responsibility and legal duty. It is also an operational imperative.

Effective policing is enabled and enhanced when all our communities have confidence in the police. Confidence to come forward; trusting that they will be listened to and treated fairly, with dignity and respect; assured that we will respond professionally, with high levels of operational competence.

Police legitimacy is drawn from the bond of trust with our communities. Building and maintaining that relationship with all our communities is vital.

Discrimination has no place in policing in Scotland. Our Policing Together strategy outlines the action we are taking to champion equality and inclusion so that we tackle sexism and misogyny and we become an actively anti-racist organisation.

A Service where every officer and member of staff can flourish and thrive with the knowledge they are welcome and valued for their true and authentic selves.

I am realistic about the challenges ahead – there are no quick fixes or easy answers for challenges with deep roots through history.

This strategy sets out how we will begin to address complex and insidious wrongs.

Leadership and commitment is required from every officer and each member of police staff across everything we do – a whole organisation effort driven with genuine commitment, rigour, persistence and energy.

A great strength of policing in Scotland is our diversity - anyone can be a police officer. We must attract, retain and promote a diverse workforce to reflect and represent our communities.

It is vital we provide our officers and staff with the tools and skills they need to create a positive workplace where people are able to challenge their own and each other's behaviours and attitudes.

We will build a culture ready to understand and acknowledge when we get things wrong, and apologise and take proportionate and timely action to put them right.

We will establish a programme of training to enable and empower every officer and member of police staff to play their part, with the support and scrutiny of critical friends.

Building an anti-discriminatory Service is my ambition, direction and expectation for Police Scotland. It is demanded by our standards of professional behaviour; our code of ethics; and by our values and purpose.

We will continue to listen to our communities; to our officers and staff; to our dedicated and passionate staff associations; and to independent review as we apply the rigour, focus and leadership this essential priority needs.

Our officers and staff are the key to the success of policing in Scotland. We are Policing Together with our communities to build a better society and a better police service.



Sir Iain Livingstone QPM
Chief Constable

Case for change

Significant events

What unites the officers and staff of Police Scotland are our values of integrity, fairness, respect and our commitment to upholding human rights, alongside our shared mission to keep people safe. Policing is so often the service of first and last resort and we ask a lot of those who step forward to serve their communities.

We do not operate in isolation from the wider landscape in the UK and internationally and in order to maintain the bond of trust and confidence we enjoy with communities, we have a responsibility to reflect upon and respond to those events which have placed a spotlight on policing. Much has happened in recent years to bring us to this moment and the opportunity to set out our strategic direction for policing in Scotland.

The inequalities inherent within society and the needs and experiences of specific communities are factors to which we must pay close attention. We must also recognise the impact that the actions of individuals can have, putting at risk the confidence of the public in police services.

The murder of George Floyd by a police officer during his arrest in Minneapolis in 2020 sparked worldwide protest against police brutality and systematic racism. Across the United Kingdom, protestors also took to the streets in solidarity to protest against racial injustice in policing.

Events such as this must drive reflection and change. We will take full account of benchmarking analysis, the outcome of

grievance investigations, PIRC enquiry conclusions, employment tribunal decisions and public inquiry findings. We will demonstrate our commitment to organisational learning, continuous improvement and the adoption of good practice at all levels.

When we get it wrong, we must accept our failings, apologise, learn, and do everything we can to put things right. This goes beyond simply delivering training in equality, diversity and inclusion. It is about following up training with a determination to seek out and combat discrimination in any form and embedding the right culture across our organisation which aligns to our values and purpose.

Listening to our people and communities

The [Joint Strategy for Policing \(2020\)](#) sets out commitments for Police Scotland to engage with our officers and staff, the individuals and communities we serve as well as our partners and other key stakeholders. In doing so, we must respond to concerns raised.

The shifting demographic of Scotland has a major influence on how public services must learn and adapt to the changing requirements of daily policing within our communities. Views gathered through public and colleague engagement have been crucial in how we strengthen our people policies, procedures and recruitment activity to ensure that we do not exclude any groups from communicating with or working in our organisation.

We have a duty under the [Equality Act 2010](#) to identify and work towards Equality Outcomes for our staff and the communities we serve. They provide a focus on key areas of Equality, Diversity and Inclusion to eliminate discrimination, advance equality of opportunity and foster good relations. In 2021 Police Scotland and the Scottish Police Authority set [Equality Outcomes for 2021-23](#), and these have been embedded within the Strategic Outcomes set out within this strategy.

To support the development of this strategy, extensive engagement work was undertaken to capture the views and experiences of our colleagues, including utilising the findings of the Your Voice Matters survey. We also involved partners, trade unions, statutory staff associations and diversity staff associations and we are grateful for their support and input.

These discussions helped establish key themes and specific areas to address within this strategy. We are grateful to colleagues and partners who shared their experiences and provided suggestions for improvement. It is evident that there is a shared commitment to cultural change and to ensuring our people are provided with the support and professional development they need to contribute to achieving our ambitions. Taking visible action and inspiring confidence amongst our officers and staff is necessary for all of us to truly be ourselves and perform at our best.

We will continue engagement with colleagues, sharing lived experiences and expected standards of professional behaviour through our Policing Together platform. Prior to the engagement undertaken to develop this strategy, we embarked on a series of discussions with our colleagues to listen and learn more about their lived experiences. Our Truth to Power sessions are an invaluable resource and will help shape our response to these issues going forward.

External reviews and findings

External scrutiny of Police Scotland has provided much for us to learn from. The [Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing](#), led by The Rt. Hon. Lady Elish Angiolini DBE QC, was published in November 2020. It concluded that incidents of discriminatory conduct within Police Scotland are under-reported. The report also raised concerns over “canteen culture” and how internally focused issues can impact upon public perception.

Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) has provided recommendations to enable us to continue to tackle inequalities in the workplace. The Thematic Inspection of Hate Crime 2021, Thematic Inspection of Training and Development Phase 1 (2020) and Phase 2 (2021) highlighted areas for improvement with regard to support provided to people with protected characteristics, the provision of diversity training, and the recruitment, retention and career progression opportunities for people from under represented communities.

Looking Ahead

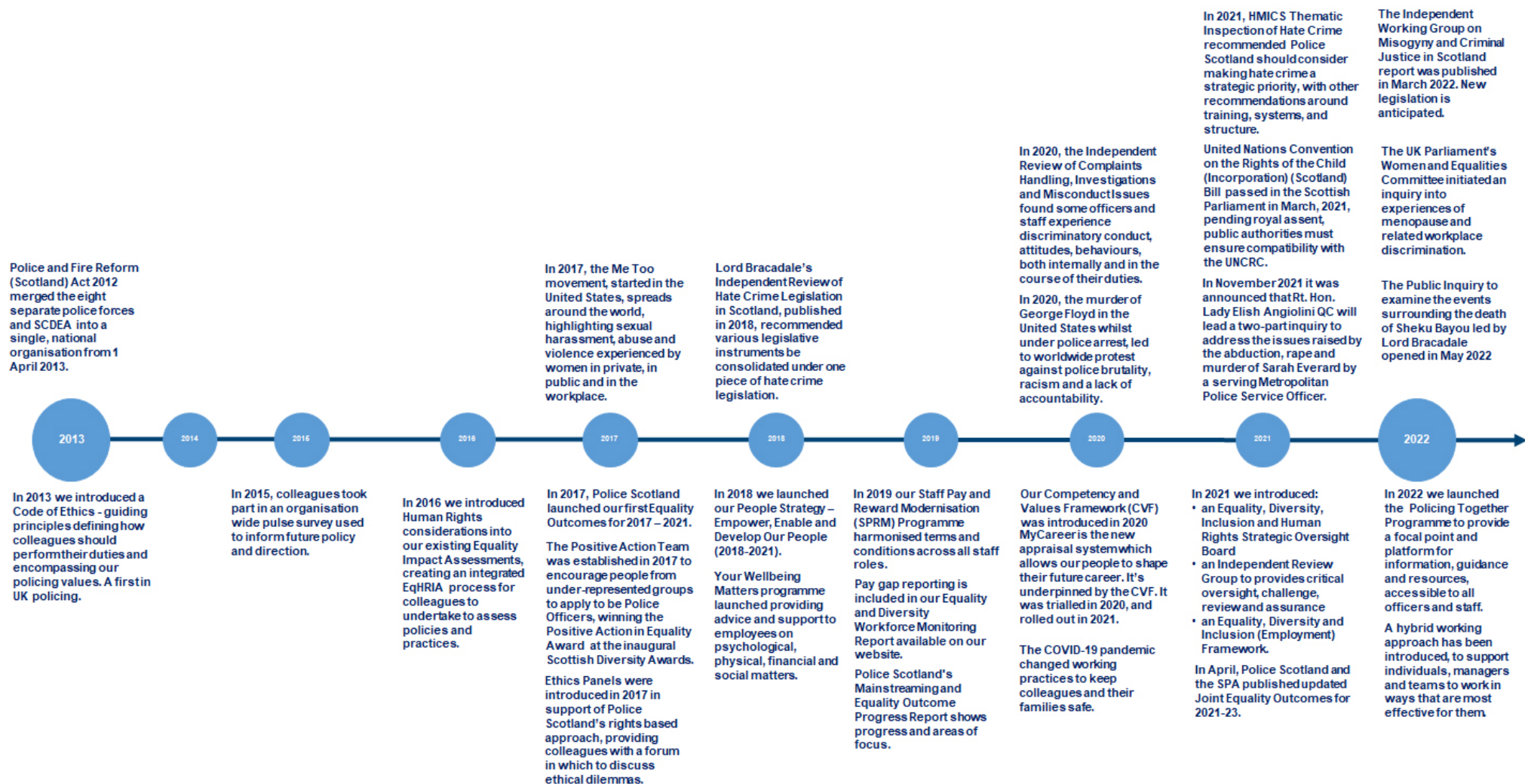
The Scottish Government's [Programme for Government 2021-2022](#) "A fairer, greener Scotland" highlights a number of proposed legislative factors that may impact how the organisation moves forward. These include the Hate Crime Strategy 2022, Gender Recognition Reform Bill, Human Rights Bill, Learning Disability, Autism and Neurodiversity Bill and Disability Equality Plan 2022.

The House of Commons Women and Equalities Committee has launched an inquiry into workplace issues surrounding menopause. The inquiry will consider workplace practices, whether enough is being done to support menopausal women, and the extent and nature of any discrimination that is being experienced. The inquiry will also consider whether further legislation is required, including potential amendments to the [Equality Act 2010](#).

[Baroness Kennedy's Working Group](#) on Misogyny and Criminal Justice in Scotland, published its findings in March 2022. Its recommendations included creating a Misogyny Criminal Justice (Scotland) Act containing a public misogynistic harassment offence; an offence of stirring up hatred against women and girls; an offence of issuing threats of, or invoking, rape or sexual assault or disfigurement of women and girls; and a new statutory aggravation of misogyny. The Scottish Government will consider the findings and recommendations in due course.

We will continue to monitor developments in these areas. Acting in accordance with our values, as well as responding to legislative change, will ensure we provide appropriate support to our officers and staff and continue to deliver a first class service to communities. Engaging and communicating with and amongst colleagues is important to our success, including the sharing of lived experience. We will use our Policing Together platform to do so. It will also provide access to key information, and reinforce expected standards of professional behaviour.

Timeline



Plan on a page

Our vision		<p>Police Scotland is welcoming, inclusive and representative of the communities we serve. Our people demonstrate our values, know that they belong and can fully be themselves.</p>	
Outcome 1	Outcome 2	Outcome 3	Outcome 4
<p>We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.</p>	<p>Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.</p>	<p>We are committed to creating an inclusive culture which is supportive and welcoming, where colleagues feel they belong and can be at their best.</p>	<p>Our colleagues represent and reflect the communities we serve and keep safe.</p>
Our commitments			
<p>Communicate on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations.</p> <p>Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment.</p> <p>Regularly review our policies to ensure they do not contain unconscious bias.</p> <p>Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace.</p> <p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination, equality, diversity and inclusion.</p> <p>Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout.</p>	<p>Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated resource within People and Development with view to enhancing our services to meet demand.</p> <p>Establish a permanent independent review group to provide support and advice to ensure progress is being made.</p> <p>Develop a rights based approach to policing framework to build on existing practices to coordinate and support activity across the service.</p> <p>Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles.</p> <p>Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences of individuals joining the service</p> <p>Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities.</p>	<p>Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework.</p> <p>Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.</p> <p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.</p> <p>Introduce an independent advocate to support colleagues raising concerns around discrimination.</p> <p>Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.</p> <p>Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.</p>	<p>Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.</p> <p>Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics.</p> <p>Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances.</p> <p>Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave.</p>

Outcome 1:

We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.

Each and every one of us are protected from discrimination and harassment by the Equality Act 2010, including as we discharge our duties and in the workplace. No matter which protected characteristics an individual or group may possess, everyone, has the same rights to fair treatment in any aspect of life, both legally and morally.

While we will always adhere to the principles of fairness and due process, Police Scotland has a zero tolerance position towards all forms of discrimination, bullying or harassment in relation to an individual's *age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other characteristics that may be identified as being protected by law in future*. There is no hierarchy of protected characteristics; all direct and indirect discrimination related to any, or a combination of, these characteristics is unacceptable.

Policing has a crucial influence in ensuring Scotland is a welcoming and fair place for all and we must reinforce the message to our people, partners and the communities that we serve that any form of discrimination is unacceptable.

Our culture will generate trust, with employees feeling safe and supported to report issues. Furthermore, all our processes and procedures, whether they relate to internal organisational issues or the services we provide, must be well communicated; and followed fairly and equally for all.

Our approach will continue to encourage our people to lead inclusively and embed good practice in their service areas.

Although progress has been, and continues to be made, in improving equality, diversity and inclusion across the organisation, we recognise we must identify, acknowledge and challenge discrimination at all levels in our society. To uphold our shared values of integrity, fairness, and respect, we will ensure our culture and practices are anti-discriminatory.

Bullying and harassment

Bullying and harassment run in direct opposition to our values and will not be tolerated within Police Scotland.

In the summary report for Police Scotland's Your Voice Matters survey, 2,651 respondents were asked if they had experienced being put down or treated in a condescending manner. The findings showed that 42.6% had answered that they had experienced this at least once within the previous 12 months of the survey. 6.8% of respondents reported experiencing this on a weekly or an even more frequent basis.

Alongside support for colleagues experiencing these issues, we recognise the need to provide training and guidance to support line managers. We will equip them with the skills and confidence to respond appropriately to incidents of bullying and harassment.

Our Policing Together platform will contain a definition of what constitutes bullying and harassment and be clear about the consequences of engaging in such conduct. It will set out our expectations of appropriate conduct for our officers and staff as well as support mechanisms for those who need them.

A particular focus of our work will be consideration of our grievance procedure, building upon a review already underway, we will deliver a straightforward, effective and fair process our people can have confidence in. Improved training and communication on the process will be provided in order to best support our colleagues.

Anti-racism

Our position on racism is, and always will be, that it has no place in society or in policing. We will be firm and progressive as we become an anti-racist organisation. Those with racist views do not belong in Police Scotland and they do not represent our organisation.

Public trust and confidence are the central measures of our success and legitimacy – we will seek to strengthen these through developing the organisational culture we describe in this strategy and will not hesitate to act where racism takes place.

The Black Lives Matter movement, which rose to prominence following the death of George Floyd, has highlighted the lack of trust some minority ethnic groups and individuals have in the police and called into question the legitimacy of actions taken by police officers across the world.

Within the United Kingdom, a UK Parliament Home Affairs Committee review of progress since the [1999 Macpherson Report](#) highlighted the serious and deep rooted racial disparities that still exist.

The report's overall aim of demonstrating fairness across all aspects of policing, eliminating racist prejudice and racial disadvantage remains to be fully achieved.

Our approach to being an actively anti-racist workplace begins by continuing to develop our organisational culture by addressing any cultural or institutional racism; acknowledging there is a need for better representation in the service, particularly in senior roles and establishing clear objectives to work towards as an organisation.

Despite the 2010 Equality Act legally protecting people against discrimination, inequalities remain within society and workplaces. An [independent review](#) by Baroness McGregor-Smith, on race in the workplace, found a historic bias which favours white individuals over individuals of ethnic minority.

“There is discrimination and bias at every stage of an individual’s career, and even before it begins. From networks to recruitment and then in the workforce, it is there”.

Baroness McGregor-Smith

By listening to colleague experiences and by acknowledging events and issues impacting on black and ethnic minority colleagues, we can ensure there are safe spaces where colleagues feel valued and comfortable to bring their authentic selves to work.

We will support all officers and staff to improve their knowledge around these issues and encourage conversations on race, everyday racism and anti-racism. While we acknowledge that some topics surrounding racial inequality are particularly sensitive and should be approached with respect and consideration, we will not avoid such conversations.

We will consistently review our recruitment practices to ensure that they are non-discriminatory, and appreciate that unconscious bias can be harmful to our organisation and the people we serve. Our recruitment, retention and promotion policies will be underpinned by our race inclusive stance and subject to regular evaluation to help improve retention and provide paths for career development that are fair to all officers and staff.

We support the Scottish Government's Public Sector Race Commitment. As one of the largest public sector organisations within Scotland, it is critical we continue to ensure our recruitment policies support minority ethnic people moving into, staying and progressing in our employment. To embed sustainable, long term change, we will look to secure additional expertise in race inclusion.

Tackling misogyny

The culture within policing has been the subject of widespread media coverage and in some cases criticism in recent years. Much scrutiny arose following the murder of Sarah Everard in the south east of England in 2021 by a serving officer from the Metropolitan Police Service. This event led many women to share their experiences with male officers and staff who not only hold misogynistic and sexist views but acted upon them.

Sexism and misogyny do not belong in our organisation. We will take every opportunity available to us to deliver a robust response, ensuring we rid policing of those who demonstrate discriminatory beliefs or have committed acts of violence or other forms of harm.

Our commitment extends to leading a range of initiatives to support and enable colleagues throughout the organisation across the following important areas, through our Sex Equality and Misogyny work programme:

Behaviours, culture and values;

- Leadership;
- Training, learning and awareness
- Supporting and reporting;
- Policies and procedures;
- Communication and engagement; and
- Data and insights.

We will strengthen our recruitment and vetting procedures to ensure unsuitable individuals cannot pursue or continue careers in policing. We will support external recommendations for transparency during misconduct investigations and explore options to support the creation of a list of barred individuals for the Scottish public sector to prevent unsuitable individuals pursuing careers within the public sector.

Work is also underway to develop Police Scotland's Violence against Women and Girls strategy. This will set out how we will contribute towards a society where women are safe from harassment, abuse and exploitation as well as building and improving upon public trust and confidence.

Our external campaign, [That Guy](#), launched with the focus on men accepting a greater amount of responsibility for their actions and the language they and other men around them use to help contribute to a culture change. To support the cultural changes our organisation requires, we will deliver an internal facing campaign to challenge and address unacceptable views and behaviour within the workplace.

Our commitments

Communicate on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations.

Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment.

Regularly review our policies to ensure they do not contain unconscious bias.

Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace.

Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination, equality, diversity and inclusion.

Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout.

Outcome 2:

Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do

Cultural shifts

Human Rights are the foundation of our work and we have duty to protect and respect the fundamental rights of individuals. A human rights based approach to policing defines our relationship to the people and communities we serve and the obligations we have to respect and protect human dignity. Legislation plays a critical role in guiding and informing our work, however within a rights based approach to policing we must actively demonstrate our understanding of human rights in our interactions with the people we serve, and in our professional decision making.

The consent, support and co-operation of our fellow citizens lies at the heart of the identity and legitimacy of policing in Scotland. To ensure that bond is as strong as possible, policing must fully represent and reflect the communities it serves. We are committed to better understanding equality, diversity and inclusion issues as well as how we can effectively support those with protected characteristics.

The [HMICS Thematic Inspection of Police Scotland Training and Development Phase 1](#) found that since the formation of Police Scotland in 2013, there has been no programme of leadership development training other than the First Line Managers Course. It recommended all officers and staff receive training on equality, diversity and inclusion as well as specific diversity training for senior colleagues on promotion.

Evidence heard by Lady Elish Angiolini's review revealed that, although there was a drive to recruit officers from Black, Asian and minority ethnic communities, the experiences of some recruits led them to leave the organisation. The review recommended that enhanced diversity and unconscious bias training needs to be provided more widely, regularly and consistently across Police Scotland.

Police officers take an oath of office, adhere to a [code of ethics](#) and must adhere to the [Standards of Professional Behaviour](#). They are subject to a strict regulatory framework which is essential for the preservation of public confidence and the proper discharge of their duties as police officers.

The Standards of Behaviour include the obligation to "report, challenge or take action against the conduct of other constables which has fallen below the Standards of Professional Behaviour." Officers are expected to challenge colleagues who breach the standard of equality and diversity and exhibit racist or discriminatory behaviour, as are our staff.

Supporting our people

We all have a responsibility to better understand equality, diversity and inclusion as well as ensuring our professional decision making and actions align with our values and a human rights based approach.

This goes beyond understanding our legal obligations towards listening and responding to the lived-experiences of colleagues to improve support provided and minimise unintentional harms.

Taking practical measures to embed and mainstream a human rights based approach into our strategies, policies and practices empowers our people and strengthens our capability to meet our legal obligations.

Significant value is placed on policing in Scotland and we have a strong bond with the public we serve. We stand in a unique position of trust where the onus is on our people to build and maintain the confidence of diverse communities. By remaining receptive to scrutiny and feedback from our partners, citizens and the communities we serve we can demonstrate ongoing transparency.

To continue to do so effectively we must provide our people with the opportunity to develop the skills needed, with access to expert advice and support. We commit to providing suitable training for our officers and staff, including enhanced provision for those in supervisory or management roles, on equality, diversity and inclusion and ensure this takes place on an ongoing basis in the form of refresher modules at regular intervals.

Beyond formal leadership development and training, we will also explore opportunities to provide our people with the tools they need to understand issues related to equality, diversity, inclusion and anti-discrimination on an ongoing, informal basis. This activity will include campaigns, empathy building, positive narratives, awareness building, rigorous adherence to legal duties, training and peer support all of which will be continuously assessed and evaluated for effect. Here we will provide easily accessible resources hosted on our Policing Together platform as well as signposting to diversity staff association resources and external organisations with specialist knowledge and expertise.

We will create opportunities for our people to communicate and share their lived experiences to better inform our policies and service provision. We remain committed to our responsibilities under The Equality Act 2010 to eliminate discrimination and advance equality of opportunity for those with protected characteristics, however we also recognise our people are shaped by multiple factors as well as those not recognised within current legislation.

Our commitments

- Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated resource within People and Development with view to enhancing our services to meet demand.
- Establish a permanent independent review group to provide support and advice to ensure progress is being made.
- Develop a rights based approach to policing framework to build on existing practices to coordinate and support activity across the service.
- Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles.
- Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences of individuals joining the service
- Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities.

Outcome 3:

We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.

Cultural shifts

A career with Police Scotland can be incredibly rewarding but it is also challenging. Each day our people encounter difficult, often harrowing, situations unique to policing. They demonstrate professionalism and commitment within unpredictable and non-conventional working environments. At times, the demands of the role have not been supported by an internal culture that provides what our people need to feel respected, supported or valued at work.

As we seek to create a consistent, positive working environment for our people across the organisation we must also acknowledge sub-cultures which exist within shifts, teams or departments which have demonstrated unacceptable attitudes and behaviours.

Organisational culture is often understood as the way things are done within an organisation. It is influenced and shaped by values, behaviours and traditions, all of which build to help employees understand their organisation and connect with its purpose.

Lady Elish Angiolini's review found a canteen culture within some parts of the organisation. Early research into "Canteen culture" within policing was also referenced in the MacPherson Report. It is defined as discriminatory attitudes shared by ordinary workers that the organisation officially disapproves of.

The more recent identification here in Police Scotland demonstrates there is progress still to be made as we embed our strategy and associated work programme. How colleagues behave towards each other has the potential to impact on the service provided to the public.

Supporting our people

Police Scotland commits to building and maintaining a supportive workplace culture throughout our organisation where individual contributions and different perspectives are celebrated and valued. Our people should feel safe to express their full selves at work without fear of discrimination or other damaging consequences. Pockets of unacceptable conduct must be eradicated so that each and every division, department and team delivers a consistent experience for all colleagues.

To support our culture of inclusivity, we will avoid defensiveness in the face of criticism, be genuinely receptive to feedback and commit to delivering lasting change to improve the experiences of our officers and staff. We must enable and support those who speak up, who have a right to be heard without fear of detriment or victimisation.

In addition to current employee support, we will introduce an independent advocate to support those who feel that they have been the victim of discrimination. The advocate will have direct access to raise concerns to the Deputy Chief Constable Professionalism, Digital and Transformation, with appropriate safeguards in place, to ensure issues can be addressed swiftly.

Effective training and leadership development opportunities will be used to communicate expectations and standards of behaviour, supporting our people to develop the knowledge and skill sets needed to challenge discrimination and foster supportive and inclusive working environments throughout the organisation.

Our policing values are the foundation of our culture. They underpin our strategies, practices, policies, decision making and the individual interactions we have with colleagues and the communities we serve. We must demonstrate our values individually and collectively every day.

In 2021, we launched our [Competency Values Framework](#) (CVF), setting out the behaviours associated with an effective and ethical policing service. The CVF provides policing professionals with a consistent foundation and supports the delivery of a positive culture for the organisation as well as improvements to external service delivery.

Our commitments

- Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework.
- Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.
- Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.
- Introduce an independent advocate to support colleagues raising concerns around discrimination.
- Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.
- Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.

Outcome 4:

Our colleagues represent and reflect the communities we serve and keep safe.

Cultural shifts

Changing demographics influence both the services Police Scotland provides to the public and the support we provide to our people. Our ability to understand, support and respond to the needs and experiences of the communities we serve and our own officers and staff has a significant impact on public trust and confidence.

Colleague insights and recent reports indicate that there is more to do to improve trust and confidence. Evidence to the Lady Elish Angiolini review recognised increased focus on recruiting officers from Black, Asian and minority ethnic communities, however there were concerns that there was insufficient understanding of the reasons for attrition.

The HMICS report on Hate Crime said police officers and staff who have not been subjected to hate crime themselves do not understand the cumulative impact of multiple "minor" incidents on their colleagues. It was found that little support is offered to victims and repeat victims are not routinely identified. We must address these issues urgently if we are to truly understand the impact incidents of hate crime have on our people.

There is a similar drive to recruit female officers. Over the last five years, recruitment intake for females averaged 44.8% however, retention continues to be a problem. Of officers with five to ten years' service, 33% are female compared to 67% male. We must do more to support people from under-represented groups past initial recruitment stages and throughout the life cycle of their careers.

Supporting our People

It is essential to the legitimacy of policing and the maintenance of public trust and confidence that Police Scotland's workforce both reflects and respects the diversity found within our communities. Working alongside people with different backgrounds, identities and experiences supports better, more reflective, decision making and generates improvements to the services we deliver.

We have initiatives underway to improve the diversity of our organisation. The Positive Action Team supports the delivery of high calibre recruits into the organisation by hosting bespoke events to provide opportunities for people from under-represented groups to learn about Police Scotland. We will identify and address the issues impacting on the career progression of people with protected characteristics and do the work necessary to ensure we retain and support these colleagues.

To better understand the diversity within our organisation and improve our ability to provide responsive services and support, we will do more to understand the impacts of intersectionality, the complex, cumulative way in which the effects of multiple forms of discrimination overlap in the experiences of marginalised groups.

Introducing policies and initiatives to support all of our people throughout their careers will be essential to addressing the retention problems we face.

In the 2020/2021 exit survey data, 'domestic circumstances, work-life balance' was found to be the most commonly cited factor in people leaving the organisation. It is also important that we understand and help colleagues to adapt to significant life events, providing officers and staff with the support needed to ensure they can continue in careers they value.

We introduced the role of Hate Crime Champion to provide a network of officers and staff with enhanced understanding of hate crime who are readily available to support colleagues in identifying and tackling these issues. We are in the process of creating and reviewing a new Hate Crime Advisor (HCA) course to provide information, guidance and advice to all levels of the command structure.

We will do more to gain a better understanding of incidents where our officers and staff have become victims of hate crime, the impact these incidents have and the support our people need. The [Hate Crime and Public Order \(Scotland\) Act 2021](#) will see updates to training programmes for officers and staff. A new curriculum was introduced for probationer training in December 2020 and will be updated to reflect wider training provision.

Our commitments

Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.

Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics.

Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances.

Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave.

Demonstrating progress

The Equality Act 2010, places a duty on public bodies to have due regard when exercising their functions to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is known as the Public Sector Equality Duty. Although the subject matter of the Act is largely reserved to the UK Parliament, Scottish Ministers have the power (under section 153 of the Act) to supplement the Public Sector Equality Duty by placing specific duties on certain Scottish public authorities. Scottish Ministers used these powers to make the Scottish Specific Duties in 2012.

The Scottish Specific Duties are intended to provide a supporting framework to enable public authorities to better perform their Public Sector Equality Duties through enhanced data collection and evaluation and greater transparency and accountability. This should enable public authorities to better perform their duty with regard to the three needs of the Public Sector Equality Duties, and to mainstream equality in their everyday work.

We currently publish information to satisfy a number of regulations set out within the Scottish Specific Duties of the Public Sector Equality Duty. In addition to these statutory requirements, we also publish pay gap information on race, disability and sexual orientation.

The Programme for Government 2021-22, committed the Scottish Government to consulting on the operation of the Public Sector Equality Duty in Scotland and explore potential regulatory changes.

Police Scotland contributed to a consultation on these matters and will work to meet any future requirements, anticipated to come into force in 2025. In the meantime we will support inclusivity, celebrate the diversity of people and respect human rights.

In terms of other developments, we welcome the opportunity to sign up to the Scottish Government's commitment to tackle race inequality in employment. The commitment was made following the publication of key recommendations made by the Scottish Parliament's Equalities and Human Rights committee in a report into race equality in the employment market.

We publish information on our ethnicity pay gap in line with existing Public Sector Equality Duty requirements; however, we will review our recruitment procedures and processes and continue to do more to understand and remove any structural barriers to ensure we fully adhere to the recommendations made.

Governance and performance

In our Annual Police Plan for 2022-23 we have committed to ensuring the delivery and mainstreaming of equality, diversity and inclusion in our workforce across the service, as well as exploring gaps in existing and forecast skills required.

We have designed an Implementation Plan in support of this strategy which focuses on the milestones and timelines for embedding our commitments. Linked to our plans, our outcomes focused performance framework describes how we monitor and measure our progress on our priorities for policing, outcomes and objectives to evidence the impact of our policing approach for the public and communities in Scotland.

Police Scotland's outcomes focused performance framework is published annually and provides consistent reporting on the demands of policing, presenting appropriate insight to the SPA Board and the public for scrutiny. In addition, we have aligned measures regarding equality, diversity and inclusion into the framework to demonstrate the mainstreaming of delivery of our Joint Equality Outcomes. We will continue to report on progress.

Mainstreaming these measures into quarterly performance reporting will ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes. Quarterly Performance Reports support legislative reporting

requirements but also provide a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions

The Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board (EDI & HR SOB) was established in 2021 to coordinate work to improve equality, diversity and inclusion matters across the service. The Board will lead work to implement the strategy as well as continuing to ensure delivery against the Police Scotland's performance framework.

The Board meets quarterly and draws together equality, diversity and inclusion activity across the service. It oversees the progress towards Police Scotland's Equality Outcomes and the implementation of recommendations within the Lady Elish Angiolini report and HMICS's thematic inspections. The EDI & HR SOB is also overseeing the creation of a Police Scotland EDI Strategy, EDI Performance Report, EDI Communications Strategy and the Police Scotland EDI Action Plan.

The Equality and Diversity team will track progress against our priorities through monthly People & Development business as usual reporting and organisational performance reporting. We routinely undertake monitoring and benchmarking and use the findings from engagement surveys to help measure progress. We have a number of specific performance measures set against our employment Equality Outcomes in support of the following areas:

- Workforce insights
- Leadership
- Officer / staff retention
- Recruitment and progression

Ongoing engagement and insight

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. The insights gained from engagement activity helps to identify practical solutions and determine changes required to meet the needs of our officers and staff.

Extensive engagement activity, alongside the findings of the Your Voice Matters survey, helped shape our strategic ambition and activities. We intend to continue conversations with our people as work to implement the strategy progresses.

We will deliver a supportive, inclusive and anti-discriminatory culture where our people feel safe to be their true selves. We will identify and deliver appropriate engagement mechanisms to provide our officers and staff with ongoing opportunities to share their views and experiences.

The feedback gathered from this work will provide an invaluable and unique insight into the effectiveness of our initiatives as well as any challenges or opportunities we need to respond to.

Publication

Please contact us if you would like an alternative format of this document.

This strategy was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty. This document can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity>.

Separate impact assessments will be undertaken on work streams to deliver the commitments in the strategy. Please see the Equality, Diversity and Inclusion Implementation Plan for more detail.

Our Standards of Professional Behaviour

These standards reflect our expectations of our officers, whether on or off duty.

Honesty and integrity

We act with honesty and integrity and do not compromise or abuse our position.

Authority, respect and courtesy

We act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy in line with our values.

We do not abuse our powers or authority and respect the rights of all individuals.

Equality and diversity

We act with fairness and impartiality. We do not discriminate unlawfully or unfairly.

Use of force

We use force only to the extent that it is necessary, proportionate and reasonable in all the circumstances.

Orders and instructions

We give and carry out only lawful orders and instructions.

Duties and responsibilities

We are diligent in the exercise of our duties and responsibilities.

Confidentiality

We treat information with respect and access or disclose it only in the proper course of our duties.

Fitness for duty

When on duty or presenting ourselves for duty, we are fit to carry out our responsibilities.

Discreditable conduct

We behave in a manner which does not discredit the Police Service or undermine public confidence in it, whether on or off duty.

Challenging and reporting improper conduct

We report, challenge or take action against the conduct of others which has fallen below the Standards of Professional Behaviour.

Joint Equality Outcomes 2021-2023

Equality Outcome 1: Reporting Hate Incidents – Confidence and Support	Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support.
Equality Outcome 2: Accessibility of Services and Communication	People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs.
Equality Outcome 3: Meaningful Engagement	People from and across protected groups are meaningfully engaged, with their insight, expertise and lived experience being used to prioritise prevention and improve our joint services.
Equality Outcome 4: Violence Against Women and Girls - Confidence and Support	Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.
Equality Outcome 5: Workforce Insights	We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.
Equality Outcome 6: Leadership	Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.
Equality Outcome 7: Officer/Staff Retention	Resignation rates of under-represented groups are proportionate to our current workforce profile.
Equality Outcome 8: Recruitment and Progression	We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.

Police Scotland Equality, Diversity and Inclusion Strategy: Implementation Plan 2022-26



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Deputy Chief Constable's Foreword



Our officers and staff are united by our shared values of integrity, fairness, respect and our commitment to upholding human rights. Policing is so often the service of first and last resort and we ask a lot of those who step forward to serve their communities.

Whilst we have made progress since 2013 in establishing Police Scotland as an organisation with a clear ethical framework, we still have more to do. Ensuring our workforce of officers and staff engage positively and appropriately with each other and the public in order to maintain and build trust and confidence is critical.

We do not operate in isolation from the wider landscape in the UK and internationally. To maintain the bond of trust and confidence we enjoy with communities, we have a responsibility to reflect upon and respond to a number of high-profile events which have placed policing under sharp scrutiny.

We must recognise the impact the actions of individual officers and staff can have on the confidence the public in police services as a whole. Events such as these must drive reflection and a commitment to delivering real change, not quick wins.

When we get it wrong, we must accept our failings, apologise, learn, and do everything we can to put things right. This goes beyond simply delivering training in equality, diversity and inclusion. It is about following up training with a determination to seek out and combat discrimination in any form and embedding the right culture across our organisation which aligns to our values and purpose.

Our Implementation plan, in conjunction with the Equality, Diversity and Inclusion Strategy, will guide the delivery of our aims and activities to ensure Police Scotland is a welcoming and inclusive organisation where people know they belong and can fully be themselves without the fear of rejection, bullying, harassment or discrimination.

The plan covers all of the new commitments set out in the strategy, whilst also incorporating the range of existing activity underway to embed equality, diversity and inclusion within the service. Engagement is underway with commitment owners as to the current and upcoming activity for milestones and measures so we can ensure each activity is being progressed suitably and with the end goal of having the biggest positive impact to our people.



Fiona Taylor QPM
Deputy Chief Constable,
Professionalism, Digital and Transformation

Plan on a page

Our vision	Police Scotland is welcoming, inclusive and representative of the communities we serve. Our people demonstrate our values, know that they belong and can fully be themselves.		
Outcome 1	Outcome 2	Outcome 3	Outcome 4
We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.	Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.	We are committed to creating an inclusive culture which is supportive and welcoming, where colleagues feel they belong and can be at their best.	Our colleagues represent and reflect the communities we serve and keep safe.
Our commitments			
<p>Communicate on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations.</p> <p>Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment.</p> <p>Regularly review our policies to ensure they do not contain unconscious bias.</p> <p>Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace.</p> <p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination, equality, diversity and inclusion.</p> <p>Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout.</p>	<p>Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated resource within People and Development with view to enhancing our services to meet demand.</p> <p>Establish a permanent independent review group to provide support and advice to ensure progress is being made.</p> <p>Develop a rights based approach to policing framework to build on existing practices to coordinate and support activity across the service.</p> <p>Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles.</p> <p>Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences of individuals joining the service</p> <p>Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities.</p>	<p>Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework.</p> <p>Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.</p> <p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.</p> <p>Introduce an independent advocate to support colleagues raising concerns around discrimination.</p> <p>Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.</p> <p>Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.</p>	<p>Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.</p> <p>Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics.</p> <p>Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances.</p> <p>Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave.</p>

Outcome 1:

We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.

Each and every one of us are protected from discrimination, bullying or harassment under the Equality Act 2010. Police Scotland has a zero tolerance position towards all forms of discrimination, bullying or harassment

We will uphold these rights no matter which protected characteristic an individual or group may possess, whether it be race, sex, gender reassignment, marital status, sexual orientation, religion, beliefs, age, disability, marital status, race or pregnancy

We have a crucial influence in ensuring Scotland is a welcoming and fair place for all and we will reinforce the message to our people, partners and the communities we serve that any form of discrimination is unacceptable.

To uphold our shared values of integrity, fairness, and respect, we will ensure our culture and practices are anti-racist and anti-discriminatory.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
1	Communicating on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations	DCC Professionalism, Digital and Transformation Head of Corporate Communications	Ensure this message is delivered across all relevant communication plans	Review and evaluate progress	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	<ul style="list-style-type: none"> Feedback from Officers/Staff on what the anti-racist stance means to them. Corporate Communication social media insight from EDI related activity
			Review the cultural calendar which recognises agreed key events and dates throughout the year to encourage inclusion across our workforce to ensure it remains fit for purpose	In development	This will be met within existing revenue budgets and resources.	Complete – cultural calendar is published in Policing Together with a range of events, engagement and communications underway. This will continue to be monitored and updated.	
			Consider an appropriate and proportionate approach to negative and offensive comments posted in response to corporate communications	Communications plans developed as required	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	
			Ensure statements surrounding anti-racism are communicated and followed up routinely and consistently	In development	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	
2	Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment	Director of People and Development	Undertake a scoping exercise to ensure Police Scotland has the right tools in place to demonstrate an ability to deliver on the Scottish Governments Race Commitment	Complete assessment of the current position and future requirements to deliver on the Scottish Governments Race Commitment. Paper to SLB and SPA People Committee	This will be met within existing revenue budgets and resources.	Commenced with quarterly review and reporting of progress	<ul style="list-style-type: none"> Update when race commitment signed on what this will mean for Police Scotland. Measures will be added based on key areas of focus from the commitment in due course Feedback from community members/elected officials/Scottish Police Authority on why this commitment is important.

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
				<p>Sign the Scottish Government Race Commitment</p> <p>Embed within Police Scotland</p>			
3	Regularly review our policies, to ensure they do not contain unconscious bias	<p>ACC Professionalism and Assurance</p> <p>ACC PPCW</p> <p>Director of People and Development</p>	<p>Ensure the governance of the Police Scotland Record Set Guidance contains specific instruction for authors of service delivery policy and procedure on using EqHRIA to identify and mitigate</p>	<p>Publication of revised Governance of the Police Scotland Record Set Guidance</p> <p>Ongoing monitoring of EqHRIA through quality assurance for service delivery policy and procedure to ensure compliance</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Revised governance guidance published – October / November 2022</p> <p>Ongoing Scrutiny – quarterly (EqHRIA Improvement Group meeting)</p>	<ul style="list-style-type: none"> Feedback on those who use the policies from “Service Delivery Policy Support: the 'voice of the customer' survey” Assurance and evidence of compliance Assessment of the quality of policies and EQHRIAs reviewed, including addressing unconscious bias where it is found so that published documents are free from bias Improved practice and shared learning

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			against the risks of unconscious bias	and identify areas of concern Provide annual assurance that policy reviews have been undertaken and evidence how past and present issues are being addressed		Assurance, oversight and scrutiny – annually (EDI Strategic Oversight Board)	
			Implement the recommendations from the EqHRIA internal audit to ensure EqHRIAs are used effectively	Development of EqHRIA intranet space on Policing Together Publication of refreshed EqHRIA guidance and tools. Updated EqHRIA training.	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	
4	Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace	Director of People and Development ACC Professionalism and Assurance	Deliver anti-discrimination training across the organisation	Undertake scoping exercise to identify priority training needs and demonstrate how we implement these across the organisation Monitor identified training needs and emerging areas of training continuously to maintain best practice	Additional resource and financial investment will be considered as part of scoping.	Phase 1 Roll-out: October 2022- December 2022 April 2023- December 2023 January 2023-March 2023 July 2023- March 2024 Phase 2 Roll-out: November 2022- April 2024 Phase 3 Roll-out: April 2023- March 2025	<ul style="list-style-type: none"> • Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. • Evaluate success of the launch of EDI Training programme • Qualitative review of policy for modified duties to consider more meaningful work. Feedback from staff/line managers • Number of EDI training days delivered • Track completion rates and assessment results of EDI e-learning package • Survey on value of EDI Training provided • Number of EDI training days delivered and feedback • Number of staff on modified duties • Focus groups with staff on modified duties and with disabilities to assess progress • Regular monitoring and acting on feedback from wellbeing champions
			Review how Police Scotland supports officers and staff with	Review how Police Scotland records disabilities and	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			<p>disabilities and/or on modified duties</p>	<p>modified duties on SCOPE</p> <p>Provide clear guidance to support managers in understanding and applying the modified duties</p> <p>Review and evaluate processes for the requesting and management of reasonable adjustments</p> <p>Review the Disability in Employment SOP and develop associated Communications plan and briefings</p>		<p>Commenced with quarterly review</p> <p>Commenced with quarterly review</p> <p>From March 2023</p>	
			<p>Review the Wellbeing Champion Programme to ensure champions are equipped with appropriate support and training in relation to equality, diversity and inclusion</p>	<p>In development</p>	<p>This is likely to be met within existing revenue budgets and resources.</p>	<p>Scoping commenced with quarterly updates</p>	
<p>5</p>	<p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to equality, diversity and inclusion</p>	<p>ACC Professionalism and Assurance</p>	<p>Review and improve the process allowing officers/staff to report concerns allowing early stage informal interventions</p>	<p>Establish a new approach to reporting grievances based on insights from colleague and stakeholder engagement</p> <p>Monitoring of grievance procedure</p> <p>Provide colleagues accessing the grievance procedure assurance of</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p>	<ul style="list-style-type: none"> Review of progress of implementation of reporting mechanism Review development and implementation of oversight and performance measures

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
				<p>appropriate actions undertaken</p> <p>Produce guidance to support supervisor and managers</p> <p>Consider and implement the recommendations made by the Positive Working Environment SLWG</p>			
6	Strengthen our recruitment, vetting, performance and disciplinary procedures ensuring due process and fairness throughout	<p>Director of People and Development</p> <p>ACC Professionalism and Assurance</p>	<p>Implement Lady Elish recommendations</p>	<p>Review process for progressing disciplinary matters where there is potential criminality to reduce delays to internal processes where possible.</p> <p>Review disciplinary procedures for police staff.</p> <p>Revised procedure implemented</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p> <p>Commences early 2024</p> <p>2024, dependant on above</p>	<ul style="list-style-type: none"> • Feedback on Positive Action Team recruitment programme • Assessment of the impact of the changes to disciplinary procedures to ensure due process • Positive action team recruitment events data – attendees/applications/Jobs offered etc. • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured)
			<p>Establish a streamlined organisational wide approach to reviewing procedures</p>	<p>Develop an approach</p> <p>Implement the agreed approach</p> <p>Evaluate and learning</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p>	
			<p>Review Vetting Manual and associated risk management framework, ensuring vetting decisions are fair to all applicants.</p>	<p>Provide annual assurance of reviews into policy and procedures - Strategic Leadership Board/SPA People Committee</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>November 2022</p>	
			<p>Improve available information to applicants, clarifying standards and introducing a system</p>	<p>Review role based information available on Police Scotland Website and how this can better inform</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>March 2023</p>	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			<p>of keeping applicants informed throughout the application process.</p>	<p>prospective candidates</p> <p>Identify improvements to channels of communication to better inform progress of applications</p> <p>Introduce a process for all applicants to provide feedback on the recruitment process</p> <p>Outline implementation plan for the E Recruitment System for police staff and external and internal officers.</p> <p>Develop processes which capture organisational learning from the implementation of the E Recruitment process and informs improvements.</p> <p>Identify specific arrangements for the implementation of the diversity insights module.</p>			

Outcome 2:

Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.

Human Rights are the foundation of our work and we will protect and respect the fundamental rights of individuals. A human rights based approach to policing defines our relationship to the people and communities we serve and the obligations we have to respect and protect human dignity.

We will ensure we have a better understand of equality, diversity and inclusion as well as ensuring our professional decision making and actions align with our values and a human rights based approach. We will go beyond our legal obligations to ensure we listen and respond to the lived-experiences of colleagues to improve support provided and minimise unintentional harms.

We will embed and mainstream a human rights based approach into our strategies, policies and practices to empower our people and strengthen our capability to meet our legal obligations.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Resource / Finance	Timeline	Measures for success
1	Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated within People and Development with view to enhancing our services to meet demand	Director of People and Development	Review of P&D resources and structure to ensure the model remains fit for purpose taking account of short, medium and long term requirements	Review of departmental models within P&D Review and establish costs for additional resource Identification and application of new operating model	Resource and financial implications will be set out as part of the review process.	Scoping commencing with quarterly reporting on progress.	<ul style="list-style-type: none"> Progress report from People and Development on enhancement of EDI services/team
			Consider the long, medium and short term resource implications of improving inclusion within the service.	Mainstream equality and inclusion through broader collaboration across P&D priorities in particular recruitment, development, retention and wellbeing agendas Consider what additional collaboration is required across P&D areas to strengthen EDI approach going forward	This will be met within existing revenue budgets and resources.	Scoping commencing with quarterly reporting on progress.	
2	Establish a permanent independent review group and provide ongoing support to ensure progress is being made and hold us to account	Deputy Chief Constable Fiona Taylor (EDI Secretariat)	N/A	Review the terms of reference, membership, purpose and outcomes of the current Independent Reference Group & National Independent Strategic Advisory Groups. Prepare an options paper for approval of the Executive Formally establish the group, its governance	Current IRG members are remunerated for their involvement at a rate of £307 per day. This can be claimed in hours, £38.38 per hour. Reasonable expenses are also paid, such as public transport or a millage rate of £0.45 per mile with a passenger supplement of £0.05. The current IRG comprises eleven	January – March 2024	<ul style="list-style-type: none"> Publication of progress on formation of IRG Review progress from IRG on support and advice given

No.	Commitment	Lead	Actions	Milestones	Resource / Finance	Timeline	Measures for success
				route(s) and its secretariat function. Review progress made on an annual basis.	members, each completing between eight and twenty four hours of work per calendar month. A similar approach is likely to cost in the region of £40,000-£120,000 per annum, plus mileage and incidental expenses.		
3	Develop a rights based approach to police framework to build on existing practices to coordinate and support activity across the service	ACC Local Policing East	Progress the Human Rights Framework SLWG and develop a Human Rights Framework for the service	Agree an organisational approach Implement the new framework across the organisation	Resource and financial implications will be captured and set out in the agreed organisational approach.	Scoping commenced with quarterly reporting on progress.	<ul style="list-style-type: none"> To be agreed once the framework has been developed
4	Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles	Director of People and Development ACC Professionalism and Assurance	Equality, Diversity and Inclusion training to be mainstreamed throughout all existing training courses. Rank and role specific E&D training to be incorporated and refreshed into existing courses. E&D refresher training to be provided to all staff	Scope and agree resource requirement to roll this out Roll out refreshed training across Police Scotland Evaluate impact and learning Scope feasibility of regular refresher training Develop guidance and tools for supervisors which enables them to support the welfare of	Additional resources and funding will be set out following scoping for consideration.	Phase 1 Roll-out: October 2022- December 2022 April 2023- December 2023 January 2023-March 2023 July 2023- March 2024 Phase 2 Roll-out: November 2022- April 2024 Phase 3 Roll-out: April 2023- March 2025 Phase 1 Roll-out: October 2022- December 2022 April 2023- December 2023	<ul style="list-style-type: none"> Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. Evaluate success of the launch of EDI Training programme Track completion rates and assessment results of EDI e-learning package Number of EDI training days delivered Qualitative insights on the improvement in managers' knowledge and confidence in relation to EDI (from course evaluations and staff survey) Qualitative insights into how Police Scotland are providing simplified and accessible management information, tools, procedures, guidance and communications relating to EDI

No.	Commitment	Lead	Actions	Milestones	Resource / Finance	Timeline	Measures for success
				<p>officers/staff who are subject to a hate crime</p> <p>Explore options to deliver unconscious bias training to officers and staff to support understanding</p>		<p>January 2023-March 2023</p> <p>July 2023- March 2024</p> <p>Phase 2 Roll-out: November 2022- April 2024</p> <p>Phase 3 Roll-out: April 2023- March 2025</p>	
			<p>Provide support for probationary constables in relation to matters of equality, diversity and inclusion</p>	<p>Review and update probationer diversity training with stakeholders to ensure fit for purpose.</p> <p>Include external speakers and DSA to deliver inputs to probationer training intakes</p> <p>Provide BME probationary officers with tutor constables who have received appropriate training on unconscious bias</p>	<p>Additional resources and funding will be set out following scoping for consideration.</p>	<p>Phase 1 Roll-out: October 2022- December 2022</p> <p>April 2023- December 2023</p> <p>January 2023-March 2023</p> <p>July 2023- March 2024</p> <p>Phase 2 Roll-out: November 2022- April 2024</p> <p>Phase 3 Roll-out: April 2023- March 2025</p>	
5	Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences for individuals joining the service	Director of People and Development	<p>Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA</p> <p>Use inclusive attraction strategies and positive action activities to improve the experience of individuals seeking to join the service</p>	<p>In development</p> <p>Review of recruitment events aimed at minority communities to explore opportunities to work with partner agencies to assist with the recruitment drive</p>	<p>This will be met within existing revenue budgets and resources.</p> <p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p> <p>Commenced with quarterly review</p>	<ul style="list-style-type: none"> • Case study on individuals' experiences of recruitment processes • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Positive action team recruitment events data – attendees/applications/Jobs offered etc

No.	Commitment	Lead	Actions	Milestones	Resource / Finance	Timeline	Measures for success
				Ongoing development of diversity monitoring and reporting for recruitment processes			
			Capture and review experiences of individuals seeking to join the service (including those are unsuccessful)	In development	This will be met within existing revenue budgets and resources.	Scoping underway with quarterly review	
6	Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities	Head of Corporate Communications Director of People and Development ACC PPCW	Continue to develop and enhance Policing Together	Ongoing reporting of activity via EDI SOB Ensure accessibility is embedded across the platform External launch of Policing Together platform Develop case studies which capture the experiences of officers/staff from different protected characteristics Regularly review and update the Knowledge Hub which provides a central page for Equality, Diversity and Inclusion Information which links to specific intranet areas for reference materials	This will be met within existing revenue budgets and resources.	Commenced with quarterly review By November 2022 Commenced with quarterly review Commenced with quarterly review	<ul style="list-style-type: none"> Lived experience examples Feedback from Policing Together IRGs Progress report on development of Policing Together platform

Outcome 3:

We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.

Our officers and staff carry out demanding and challenging jobs. In order to carry out these roles, we will support our people through an internal culture, making them feel respected and valued.

Organisational culture is a collection of values and beliefs which create the environment in which employees work. It influences service provision at all levels. We will create a culture which allows all of our officers and staff to flourish, acknowledging the recent identification of 'canteen culture' within Police Scotland, a phenomenon which puts public trust in policing at risk.

We will work towards a supportive workplace culture which values diversity and contributions from all officers and staff. We will avoid defensiveness in the face of criticism, and enable those who speak up in order to improve our workplace and practice.

We will communicate expectations and acceptable standards of behaviour to our officers and staff, both in the course of everyday interactions and in training. This will support our people in developing the knowledge and skills they need to foster supportive and inclusive working environments

Our commitments

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
1	Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework	ACC Lead	Relaunch and promote Police Scotland's values to raise awareness of language discipline and respectful dialogue	In development	This will be met within existing revenue budgets and resources.	By November 2022	<ul style="list-style-type: none"> Feedback from Officers/Staff on new CVF "My Career" – Competency and Values Framework Training – completion rate by staff/officers Qualitative feedback to understand the anticipated cultural change and any challenges/barriers to this change
		Director of People and Development Head of Corporate Communications	Carry out benchmarking to explore the benefits of 'no bystanders' guidance and training	In development	Additional resources and funding will be set out following scoping for consideration	Commenced with quarterly review	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
2	Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership	DCC Professionalism, Digital and Transformation DCC Crime and Operational Support (sexism and misogyny) ACC Local Policing East ACC Local Policing West Director of People and Development	Ensure systems and practices within our working environment reflect Police Scotland's values and respect for diversity	Review and improve the Equality, Diversity and Dignity SOP Develop evidence-based local actions within people plans to foster a local culture of inclusion and address any identified barriers to individuals feeling comfortable to be their genuine selves at work Encourage the celebration of diversity within our organisation to raise awareness and support understanding Ensure systems and forms enable officers and staff to record their identities appropriately Ensure stop search guidance and procedures are sufficient, appropriate and proportionate for officers to respectfully search non-binary/trans people Ensure planning of events, operations and conferences cater for dietary requirements based on faith and there are facilities for prayer Explore options to recognise the contribution of colleagues with specialist skill sets, personal or cultural knowledge	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	<ul style="list-style-type: none"> • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Exit Survey data (EDI Data included) • Sexism and misogyny survey analysis and progress • Feedback from sexism and misogyny engagement events • Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) – Focus on those with 5 or less years' service • Staff Associations – promotion of staff events, updates on ongoing work • Feedback data on success of ally network, feedback from officers/staff on how this helps • Qualitative feedback on truth to power sessions • Focus groups with new recruits data over 2, 3, 4 year period.

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			<p>Develop mechanisms whereby officers and staff can inform the development of practice and policy within our working environments</p>	<p>Strengthen our relationships with relevant partners, working with Diversity Staff Associations and statutory staff associations to enhance our awareness of diversity matters</p> <p>Improve understanding of the specific needs of each diversity staff association and review the level of support provided accordingly</p> <p>Support the EDI colleague panel</p> <p>Establish a BME support network for officers and staff</p> <p>Data/monitoring action – review the workplace monitoring categories including undertaking relevant benchmarking</p> <p>Create an LGBTI Allies Short Life Working Group to review how Allies best support LGBTI colleagues</p> <p>Develop mechanisms to use ongoing two-way dialogue with diversity stakeholders to ensure better informed decision making by under-represented management teams</p> <p>Establish a process for monitoring the experiences of new recruits from protected characteristics, over a 3 – 4 year period</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p>	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			<p>Provide guidance to officers and staff on how to contribute to a comfortable and safe working environment</p>	<p>Encourage officers and staff at all levels of the organisation to become Allies</p> <p>Ensure Estates have processes and guidance in place for developing new or upgrading current police buildings to ensure respectful consideration is being given towards accessibility</p> <p>Develop guidance on the impact of fasting on individuals at work, and the support available</p> <p>Work with internal and external stakeholders to identify priority issues based on robust data and design solutions</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Commenced with quarterly review</p>	
3	<p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response</p>	<p>Director of People and Development</p> <p>ACC Professionalism and Assurance</p>	<p>Monitor trends within organisational culture and adapt safe reporting mechanisms appropriately</p>	<p>In development</p>	<p>Financial and resource implications will be identified and reported as part of the scoping underway</p>	<p>Scoping commenced with quarterly review</p>	<ul style="list-style-type: none"> • Monitor changes in policy with regards to organisational response • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Data from reporting tool target areas
			<p>Bring Your Leadership Matters to all leaders within the organisation to assist leaders in connecting our values to their behaviours</p>	<p>In development</p>	<p>Financial and resource implications will be identified and reported as part of the scoping underway</p>	<p>Scoping commenced with quarterly review</p>	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			Consider a tool to create a safe and supportive environment for employees who have experienced incidents of bullying, harassment, and hate related to a protected characteristic to feel they can safely report concerns	In development	This will be met within existing revenue budgets and resources.	Scoping commenced with quarterly review	
			Scope feasibility of 'The Guardian Service'	In development	This will be met within existing revenue budgets and resources.	Scoping commenced with quarterly review	
4	Introduce an independent advocate to support colleagues raising concerns around discrimination	DCC Professionalism, Digital and Transformation	Explore options regarding introduction of an independent advocate to support colleagues raising concerns around discrimination	In development	Financial and resource implications will be identified and reported as part of the scoping underway	Scoping commenced with quarterly review	<ul style="list-style-type: none"> Review implementation of independent advocate and then subsequent support provided Grievances data (Possible EDI Data captured) Complaints data (Possible EDI Data captured)
			Enhance transparency, consistency and fairness in employment and complaints processes through the Fair Play Programme pilot	In development	This will be met within existing revenue budgets and resources.	Scoping commenced with quarterly review	
5	Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement	Director of Strategy and Analysis	Develop and recruit a colleague panel to support and challenge the full range of EDI Work to consider SOB work and share considerations	Design proposals shared for consideration (September) Recruitment of colleague panel members (October)	This will be met within existing revenue budgets and resources.	First meeting by December 2022.	<ul style="list-style-type: none"> Qualitative feedback will be captured initially after 6 months from all members to share their experience and capture suggestions for improvements. Thereafter feedback will be captured informally on an ongoing basis with an annual confidential survey to assess progress and areas to develop/improve.

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
				Arrangements for first panel and meeting (November/December)			
6	Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination	Director of People and Development	<p>Provide enhanced training for supervisors on people management skills</p> <p>Delivery of leadership training package in relation to equality, diversity and inclusion</p> <p>Training and subsequent guidance documents available for supervisors on how to manage EDI concerns within their team</p>	<p>In development</p> <p>In development</p> <p>Inclusion of equality, diversity and inclusion in leadership development programmes</p> <p>Development of lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders</p>	<p>At present, this will be met within existing resources and funding allocations, however, this will remain under review as the programme of training develops to continue to meet the needs of the service.</p> <p>Additional resources and funding will be set out following scoping for consideration</p> <p>Additional resources and funding will be set out following scoping for consideration</p>	<p>Commenced with quarterly review</p> <p>Commenced with quarterly review</p> <p>Scoping commenced with quarterly review</p>	<ul style="list-style-type: none"> • Feedback from 'leaders' on how training helped them in their role, how they use it in day to day work etc. • "My Career" on intranet with toolkits etc. specific to leadership pathways/development – data for hits/number completed/taken part • Number of EDI training days delivered – on leadership • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Increased officer and staff satisfaction with resolutions to issues

Outcome 4:

Our colleagues represent and reflect the communities we serve and keep safe

Our ability to understand, support and respond to the need of the communities we serve is crucial to providing an effective policing service. Working alongside people with different backgrounds, identities and experiences supports better, more reflective, decision-making and generates improvements to the services we deliver. In order to foster the trust that allows us to understand our communities, we need to reflect these communities and support officers and staff from minority ethnic communities.

We will ensure recruitment and retention practice reflects the need to support people from underrepresented groups past initial recruitment stages and through fulfilling careers in the police. We will explore and develop initiatives to improve the diversity within our organisation, recruiting high-calibre employees from groups less likely to be represented within Police Scotland.

We will also seek to understand the effect hate incidents have on officers and staff. We will identify those who have been the victims of such incidents and ensure they are given the support and help they need.

A key enabler of our strategy and equality outcomes is the development of data and insights. This will continue to be an important area of current and continued development work to enhance our overall reporting to support transparent and effective decision making.

Our commitments

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
1	Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible	Director of People and Development Director of Strategy and Analysis	Use demographic data to support the design of recruitment campaigns in order to deliver a workforce reflecting our communities	Review diversity data across the end to end career journey and identify areas for improvement in the analysis of EDI employment monitoring data. Develop plans to develop and improve employment monitoring processes and reporting. Identify continuous improvements to employment monitoring and reporting processes and make recommendations to EDIE and/or EDI &HR SOB. Review findings of the Independent Review Group report and develop an improvement plan for consideration by the EDI &HR SOB in response to EDI data related recommendations.	This will be met within existing revenue budgets and resources.	Underway with quarterly review	<ul style="list-style-type: none"> • Insights from Diversity Staff Associations, Trade Unions and Staff Associations • Professional accreditations from EDI focussed organisations (e.g. awards/training provided/independent reviews) • Insight from Stonewall • Lived experiences from Policing Together • Academic review of policing demographics in Scotland • Corporate Communications updates on any directed recruitment campaigns • Workforce profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Benchmark Scottish Census data – 2022 Census should be published 2023. • Stonewall Workplace Equality Index – Staff Feedback Survey (usually circulated later in the year) – questionnaire opened 25th July 2022. • Stonewall Top 100 Employers List (last on list in 2018 = 90) • Staff Survey • Positive action team recruitment events data – attendees/applications/Jobs offered etc
			Review Exit Interviews of those leaving the organisation and those leaving specialist roles to	Implement identified improvements		This will be met within existing revenue budgets and resources.	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
			identify common themes relating to EDI				
			Increase collaboration and communication Diversity Staff Associations with regards Positive Action events/recruitment events	In development	This will be met within existing revenue budgets and resources.	Commenced with quarterly review	
			Continue to design and develop high quality data and insights across all of our EDI and workforce data to ensure transparency, support colleagues and enable evidence based planning and decision making	Agree the approach to EDI employment monitoring reporting and publication Agree terms of reference and set up the collaborative Data and Insights Group Develop a full work programme for data and insights with milestones To identify continuous improvements to employment monitoring and reporting processes Identify relevant insights and emerging trends from employment monitoring Promote organisational learning based on the findings of employment monitoring, benchmarking, environmental scanning and sharing of best practice	This will be met within existing revenue budgets and resources.	Scoping commenced and quarterly review By October 2022 By January 2023 Scoping commenced and quarterly review Scoping commenced and quarterly review Scoping commenced and quarterly review	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
2	Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics	ACC Lead Director of People and Development	Raise awareness of the opportunities Positive Action provides to help ensure our workforce is representative of our communities	In development	This will be met within existing revenue budgets and resources.	Scoping commenced and quarterly review	<ul style="list-style-type: none"> • Lived experiences from Policing Together • Staff Associations insights/awards ceremonies/recognition of good work • Force profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff) (Current Measure) • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Exit Survey data (EDI Data included) • Positive action team recruitment events data – attendees/applications/Jobs offered etc
Ensure that all people plans have a focus on communicating that promotion standards apply to every candidate equally, regardless of protected characteristics	In development	This will be met within existing revenue budgets and resources.	Scoping commenced and quarterly review				
Deliver bespoke programmes to support the personal and professional development of under-represented groups	In development	Financial and resourcing implications will be reported at the end of scoping.	Scoping commenced and quarterly review				
Develop organisational response to colleague retention	Engage with Strategy and Innovation to include overarching commitment within the new People Strategy Develop proposal for the EDI & HR SOB that links the EDI commitment to the People Plans Consider the SG recruitment toolkit designed to support diversifying and ensure compliance with principles	This will be met within existing revenue budgets and resources.	March 2023				

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
				<p>Progress the SG principles related to Fair Work to support retention because PSoS/ SPA is a Fair employer</p> <p>Review findings of the Independent Review Group report and develop an improvement plan for consideration by the EDI &HR SOB in response to EDI Strategy related recommendations.</p>			
3	Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances	<p>Director of People and Development</p> <p>ACC Professionalism and Assurance</p>	<p>Ensure that policy regarding protected characteristics is easily accessible</p>	<p>Scope to consider how best to provide intersectional EDI information</p> <p>Ensure that policy is easily accessible to all</p> <p>Lay out a mechanism by which advice and support regarding policy is available to those who want it</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>Scoping commenced and quarterly review</p>	<ul style="list-style-type: none"> • “My Career” on intranet with toolkits etc. – data for hits or number who have completed/taken part. (focus on the ‘wider circumstances’) • CPD has development packages on intranet – data on how many hits/completions of these packages; “How to be an Ally; Inclusion starts with I; and Unconscious Bias”
			<p>Review, refresh and publicise the ‘Diversity Booklet’, with due consideration given to intersectional issues.</p>	<p>Withdraw publication of existing guidance.</p> <p>Review/benchmarking of materials.</p> <p>Consultation with key stakeholders.</p> <p>Develop new guidance document.</p> <p>Ensure document is available on Knowledge Hub</p>	<p>This will be met within existing revenue budgets and resources.</p>	<p>November 2023</p>	

No.	Commitment	Lead	Actions	Milestones	Resource / Finances	Timeline	Measures for success
4	Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave	All leads	Develop a local action to ensure those on maternity/paternity/shared parental/career breaks/adoption and fostering leave are informed in relation to career development opportunities while they are off and receive appropriate training/development as part of their return to work plan	In development	This will be met within existing revenue budgets and resources.	Scoping commenced and quarterly review	<ul style="list-style-type: none"> • Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave • Review of creation and distribution of “My Career” tool kits • Review of professional accreditation/training made available • Exit Survey data (EDI Data included) • Participation in annual survey capturing experiences of people who have been on career breaks
			Local People Boards to use equality monitoring data to ensure equal access to opportunities for development of officers and staff with protected characteristics	Analyse and share findings from employment monitoring data in relation to career development processes including analysing data by division/dept where appropriate/possible	This will be met within existing revenue budgets and resources.	Commenced and quarterly review	
			Develop and implement an annual survey to capture the experiences of people who have been on career breaks	Development of survey Implementation of, and data analysis from, survey	This will be met within existing revenue budgets and resources.	Annually from January 2023	

Governance and Performance

Effective scrutiny and oversight are key elements to ensure policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive and robust arrangements for the governance of this plan and monitoring our performance.

Both the Equality, Diversity and Inclusion Strategy and Implementation Plan reflect the recommendations made by the HMICS Thematic Inspection of Police Scotland's Training and Development Phase 2 report published in October 2021. Activity to satisfy the recommendations made within the report are being progressed through appropriate governance mechanisms and coordinated by an Action Plan. Actions have been mapped to show alignment against our Joint Equality Outcomes and the Equality, Diversity and Inclusion strategy.

Prior to publication, the plan is presented to the SPA for appropriate scrutiny and consideration. Upon publication, activities related to the commitments are monitored through Police Scotland's established performance reporting processes, informed by our performance framework. These reports are presented to the SPA to ensure accountability on the progress being made.

This implementation plan is aligned with Police Scotland's Performance Framework. Our Analysis and Performance Unit are working to develop accurate and responsive Equality, Diversity and Inclusion measures and data in order for us to assess progress against our strategic objectives.

Equality, diversity and inclusion

Our work is carried out in advancement of Equality Outcomes, as is our interactions with the communities we serve and our own staff. These can be found along with our commitment and duties to equality, diversity & inclusion at:

<https://www.scotland.police.uk/about-us/equality-and-diversity/>.

The development of this plan has been informed and improved by a programme of engagement with staff associations and partner agencies. This engagement has reinforced the framing of this plan as one step in Police Scotland's journey of improvement.

Like the Joint Strategy: Policing for a safe, protected and resilient Scotland, the Annual Police Plan, and Police Scotland's enabler strategies, our Equality, Diversity and Inclusion Implementation plan is itself subject to the Public Sector Equality Duty.

As such, the Equality, Diversity and Inclusion Implementation plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA).

Separate impact assessments will be undertaken for the activities described in this plan as required.

Engaging with us

Police Scotland's aim has been to build approaches to equality, diversity and inclusivity through meaningful engagement that reaches all colleagues. Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability.

The approach involves and engages our people, as well as understanding their needs, in shaping change that affects them and their working environment. As a result, communities experience a better service. We know from research that the colleague and public experience are connected - our approach to equality, diversity and inclusivity within the organisation will be felt by those we serve, impacting public confidence and trust in police.

Our engagement and evidence gathering is led by our Research and Insight service alongside academia and the wider research community to build our understanding and knowledge in this area. This includes undertaking internal engagement and commissioning independent evaluation and assessments of the service from a people and public perspective.

In addition to external engagement with key stakeholders and partners, we have engaged with diversity staff associations throughout the development of the strategy. Work with equality and diversity groups has complemented advice from our People and Development, and Partnerships, Prevention and Community Wellbeing departments.

We will continue to engage with staff associations and partners in an effort to improve our strategy and practice throughout the lifespan of this plan.