SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.4

Meeting	**SPA People Committee**
Date	**31 May 2023**
Location	**MS Teams**
Title of Paper	**Sex Equality and Tackling Misogyny Update**
Presented By	**ACC Emma Bond, Local Policing North & C3**
Recommendation to Members	**For Discussion**
Appendix Attached	**Yes**

PURPOSE

This report provides an overview and update of the progress made by the Sex Equality and Tackling Misogyny Working Group, led by DCC Malcolm Graham since its inception in 2021, sets out what we have learned following extensive colleague engagement and set out steps underway to continue to focus on this area over the short, medium and longer term.

1. BACKGROUND

1.1 Police Scotland is taking a number of steps to enhance our understanding of the impact of sexism and misogyny, with an absolute focus on improving living experience of all colleagues across the service.

1.2 In late 2021, the Equality, Diversity and Inclusion & Human Rights Strategic Oversight Board (now known as the Policing Together Strategic Oversight Board) supported the establishment of a Sex Equality and Tackling Misogyny Working Group. Led by Deputy Chief Constable Malcolm Graham, the working group is taking an evidence-led approach to tackling sexism and misogyny. The working group includes statutory bodies, unions and diversity staff association representatives as well as senior leaders from across the service.

1.3 This work forms part of our Policing Together initiative to drive improvements in policing and in Scotland, ensuring that we reflect, represent and serve all our communities. Police Scotland has also welcomed the opportunity to discuss this work with the Policing Together Independent Review Group for scrutiny and advice.

1.4 The Chief Constable's public statement on these areas have given a clear direction for the service:

Misogyny, sexism and discrimination of any kind are deplorable. They should have no place in society and no place in policing. It is vital that, individually and as an organisation, we challenge our own and each other's behaviours in relation to misogynistic attitudes and actions. We have a duty and an opportunity to lead a change which improves the experiences of all women, including our own officers and staff. This starts with enabling and supporting those who speak up, who have a right to be heard without fear of detriment or victimisation.

1.5 Alongside consideration of sex equality and tackling misogyny internally, Police Scotland has been working closely with a range of key stakeholders and survivors on our Violence against Women and Girls Strategy.

1.6 Both of these areas of work are fully aligned with the wider Policing Together strategy and programme which have been a priority for the service. This is key to maintaining legitimacy, trust and confidence in policing in Scotland, particularly as wider policing issues are being highlighted across the UK and internationally.

1.7   Police Scotland has been focused on all of these areas for a considerable time. Improvements to this point have been recognised and the service has committed to do more as our engagement, insights and strategic direction continue to develop and mature.

1.8   The Sex Equality and Tackling Misogyny Working Group leads strategic consideration of this important area, as part of the wider Police Scotland Policing Together strategy, implementation plan and contributes to the significant work led by the Policing Together Strategic Oversight Board. The group was set up to focus on Police Scotland's commitment to provide a workplace that supports women, enhancing their lived experience of working within the organisation, achieved through creating an environment free of sexism and misogyny that stretches beyond inclusion to equity and ensuring that our workforce feel they belong in all areas of policing.

1.9   Following a range of initial engagement and evidence gathering the group set out plans to act across the following key areas:
- Data and insights
- Culture, values and behaviours
- Leadership
- Engagement and communications
- Training, education and awareness
- Mechanisms for supporting and reporting
- Policy and procedures

1.10   A priority area of early focus for the group has been leading engagement and communications with colleagues throughout the service to acknowledge existing concerns and seek to understand lived experience to inform a range of actions to enable and support change where appropriate.

2. COLLEAGUE ENGAGEMENT OVERVIEW

2.1   Colleagues were invited to share their experience of sexism and misogyny at work through an anonymous online survey and submit suggestions on how to create a more welcoming and inclusive working environment.

2.2   The survey was made available to all colleagues to learn more about their experiences. It ran from 16 August to 11 October 2022 and participants were provided with assurances about the secure storage of their data and guidance about access to support functions and information sources.

2.3   In addition, an online ideas platform enabled colleagues to share reflections and suggestions for what could be done to tackle sexism and misogyny. Interviews and engagement sessions with colleagues also helped to build a better picture of the nature of challenging experiences and how those in a position to make a difference responded.

2.4   The engagement was undertaken with a commitment to confidentiality and discretion. This approach has built trust amongst colleagues and they were able to share their views openly with the service without any concerns around identification or breach of confidence.

2.5   This aligns with the approach to consider shared insights for the wider Policing Together Strategy and Violence Against Women and Girls. Participants and stakeholder representatives have welcomed the trauma-informed approach taken to working with victims, survivors and colleagues. Bespoke engagement approaches are carefully designed for each engagement programme to safeguard participants' privacy, whilst providing reassurance that in sharing their experiences, people are contributing to meaningful change.

2.6   The insights shared in the appendix for this report provide detailed findings and lived experience to enable full and open consideration on what we have learned from colleagues and how this will shape our approach to build lasting change going forwards.

2.7   **Online Survey and focus groups** – there were 528 responses to the online survey. Over 150 colleagues signed up from the survey to take part in focus groups and 1-1 interviews which have been completed. This engagement is a strong, positive starting point in what will be an ongoing dialogue as we all work together to achieve long overdue and long term cultural change.

2.8   An insights pack has been prepared to provide an understanding of the lived experience of colleagues throughout the service. Findings have highlighted that Sexism and Misogyny impacts colleagues across operational/specialist policing, corporate services, geographic locations, police staff and police officers and does not vary by length of service.

2.9   Across survey responses, positive views of the work to tackle sexism and misogyny were shared. These included:
- Sexism and misogyny has generally improved over the years – there have been particular improvements since the early 2000s but there are still areas that need improvement. This work is a

positive step and is a 'testament to the fact Police Scotland are trying to tackle it'.
- The organisation is learning from past mistakes and putting effort into change. It is clear that the organisation and its leaders are taking 'proactive steps' to address issues and make change. This improves colleague confidence in the organisation.
- Female leadership is viewed positively. This is seen as a positive step, showing the organisation is willing to listen, accept and modernise – colleagues no longer see it as 'token gestures to have females on shift'.
- The visible work (for example, the working group, engagement activities, actions and information on the intranet) shows these behaviours will not be tolerated.
- Improved arrangements to support flexible working plans is a positive step forward.

3. EMERGING THEMES

3.1 Common inappropriate comments and behaviours
- Behaviours being exhibited both in and outside of the workplace, including while off duty
- Being excluded and isolated at work, particularly if a complaint is made, the individual is often bullied and intimidated by peers
- Female colleagues being treated as lesser than male colleagues and not given the same credit or recognition; in many cases male colleagues being given credit for their work
- Promotions of female colleagues labelled as 'tokenistic' or implied comments of them being undeserving
- Female officers with senior rank facing insubordination from male colleagues as work is questioned and asks are ignored

3.2 Unfair treatment in the workplace and direct discrimination
- Fear of challenging or calling out behaviours due to rank culture
- Flexible working plans denied or questioned and colleagues working part-time treated lesser than
- Promotion and progression is discouraged and sometimes withheld from colleagues
- Being overlooked for positions, even if qualified, due to gender, personal circumstances and working plans in place
- Lack of support and understanding of flexible working plans
- Concerns and issues raised not being taken seriously or taken through the grievance process
- Concerns raised over not having suitable uniform (i.e., trousers) and body armour for female officers

3.3 Impacts of these behaviours on colleagues

- Colleagues have suffered with a lack of confidence in their ability and skill set but also a lack of confidence within the organisation
- Impact carries through to home life, affecting family and friends
- Hesitations on starting a family with the fear of negative effects on career prospects
- Being discouraged from raising formal grievance but also being withheld information regarding progress of a grievance submitted
- Male colleagues highlighted the need for change but also regret for not feeling empowered enough to stand up and challenge behaviours
- Colleagues have also highlighted concerns on how behaviours within the organisation affect the service we are providing the public

4. INSIGHTS – CONCLUSIONS AND CONSIDERATIONS

4.1   The engagement and insights have highlighted key areas of focus to continue to build on the progress made to date as follows:

- Be aware of how we lead. Leaders facilitate culture, values and behaviours. We must lead by example, challenge behaviours and empower teams. Colleagues need to feel safe to call out behaviours and feel supported when they do. Leadership must be inclusive, visible and accountable across the service to inspire positive change.
- Cultivate visible change to ensure that a zero tolerance approach to sexism and misogyny is the reality. This plays an essential part in fostering confidence in colleagues that if they raise an issue, this will be addressed in appropriate and supportive ways.
- Support leaders to lead change together through meaningful colleague engagement, reflective practice and being courageous.
- Deliver education and training that focuses on lived experience from real situations and on the wrongdoings of perpetrators as the problem. Colleagues felt that a Moodle training package would minimise the importance of the key issues.
- Provide safe spaces for reporting and for colleagues to provide ways to feedback and raise concerns anonymously.
- Consider an informal mediation process that could involve coaching or training. Colleagues felt this would be beneficial for resolving issues without raising formal grievances.
- Consider means of measuring our values and behaviours and how consistently these are applied across the service. Understand how things are changing, how things are getting better, and what we still need to work on. Allowing challenge and accountability, shared learning and recognition of good practice.

- Continue the conversation around sexism and misogyny. Colleagues are aware of the change that is required and many want visible and meaningful engagement to continue.

4.2 The Strategic Leadership Board considered a final insights report on 7 March 2023 and committed to the next steps that are set out in the final paragraphs of this report. The insights were shared with all colleagues by DCC Graham via a message to all staff, short film and update on the Policing Together site.

4.3 This engagement with officers and staff is just one part of an ongoing Policing Together programme to improve equality, diversity and inclusion in the service and to better represent communities across Scotland. This has included the service committing to, supporting and hosting the Women in Policing Conference. The conference successfully provided an opportunity to consider a range of perspectives adding value to the wider ongoing programme of work in the service.

4.4 Going forwards, oversight and monitoring of progress will form part of the wider progress reporting approach for the Policing Together Programme.

5. ACTIONS UNDERWAY AND NEXT STEPS

5.1 Overall, the findings of the colleague engagement align well with the identified areas of focus for the sex equality and tackling misogyny group supported by a range of progress to date. It is also recognised that the insights correlate and align with work that is underway, led by the ACC Policing Together and Strategic Oversight Board. This particularly applies to training, mechanisms for reporting and policy and procedures.

5.2 It is recognised that some of the actions to enable change will require a focus over the medium and longer term to ensure the positive impacts aspired to. Where it is possible to provide early resolution to concerns raised this is being progressed at pace, however, embedding some areas of culture change will require a longer period of sustained effort and focus. This will continue to be monitored as plans are implemented and the impacts of work underway is measured. It is also likely as work in this area continues to be an area of focus that we could see an increase in reporting of concerns. It will be important that the reasons for concerns and the resolution/outcomes are captured to enable the service to continue to evidence the change in approach to both recognising and resolving issues at an early stage in a supportive

manner. Change activities will include empowering leaders across the service to embed good practice, ensuring reports are dealt with promptly and in a supportive manner, and the capturing of data and feedback to improve outcomes and to communicate progress to officers and staff.

5.3   Moving forwards the approach to support and enable change, based on the insights, will be progressed as follows:

    5.3.1 **Sex Equality and Tackling Misogyny Oversight Board** – the Board will be chaired by DCC Malcolm Graham and meet three times a year to agree plans and oversee progress.

    5.3.2 **Sex Equality and Tackling Misogyny Delivery Group** – a new sub-group will be chaired by ACC Emma Bond and developed to support, enable and drive forward a range of key change activities that respond to the insights. The group will meet every two months with the first meeting held on 24 May 2023.

5.4   **Leadership and Engagement –** the insights reflect the need for ownership and responsibility for areas of change to sit with leaders, managers and supervisors across the service. At present, the actions are being driven by the working group, however, it is proposed that the Delivery Group will continue to design, develop and support change with an expectation that leaders across the service will own, promote, ensure and embed good practice.

5.5   This commenced with a round of engagement to share the insights and consider actions with all Portfolio Boards from March/April 2023, and thereafter all Senior and Divisional Management Teams across the service including all national and local divisions, led by DCC Graham and leads from the Delivery Group. Additional materials have been developed in support of this activity. Each leadership team is being encouraged and supported to align improvement actions within their existing People Plans and People Board structures to ensure important considerations are embedded within business as usual for action and oversight.

5.6   Colleagues shared their ideas and feedback at a dedicated, inclusive workshop session on Tuesday 23 May. This is being brought together to underpin, inform and shape a range of actions going forwards.

5.7   In addition, a wider ongoing dialogue will be underway shortly, aligned to Your Leadership Matters. The engagement will enable

ongoing conversations with colleagues who can be actively involved and:

    5.7.1 Encourage interaction between everyone and facilitate exchange of ideas and feedback, respectful of lived experience.

    5.7.2 Create opportunities for colleagues to hold each other to account.

    5.7.3 Understand how things are changing, how things are getting better, and what we still need to work on.

5.8   **Communications** – An underpinning communications strategy has been developed and captures correlation with the Violence against Women and Girls Strategy and aligns with the overall Policing Together communications approach.

5.9   **Data and Insights** – this work is progressing at pace to ensure that the impact of the changes led by the group are evidenced and understood over time and the initial survey findings will be used as a baseline. There will be close alignment to the reporting framework set out in Equally Safe and the work to continue to develop measures in support of Policing Together.

5.10 Actions being progressed by the Delivery Group will be aligned with the implementation planning and monitoring arrangements for Policing Together. This will ensure updates on progress can be monitored by the Policing Together Strategic Oversight Board, SLB and SPA in one cohesive reporting structure going forwards.

6.   FINANCIAL IMPLICATIONS

6.1   There are no financial implications in this report.

7.   PERSONNEL IMPLICATIONS

7.1   There are no personnel implications in this report.

8.   LEGAL IMPLICATIONS

8.1   There are no legal implications in this report.

9. REPUTATIONAL IMPLICATIONS

9.1 There are reputational considerations on the insights and next steps within the service. Public perceptions of policing could be impacted by some of the information that is shared in the public domain, which could in turn impact on trust and confidence in policing. Close consideration will be given to the tone and narrative of reporting with an underpinning communications and engagement strategy.

10. SOCIAL IMPLICATIONS

10.1 This area of work will enable the service to maintain and build trust and confidence in policing.

11. COMMUNITY IMPACT

11.1 This are of work will enable the service to maintain and build positive relationships with the public and communities of Scotland.

12. EQUALITIES IMPLICATIONS

12.1 EDI is embedded in this area of work. All appropriate assessments will be completed, mitigating actions undertaken and inclusive, accessible engagement will be in place.

13. ENVIRONMENT IMPLICATIONS

13.1 There are no environmental implications in this report.

RECOMMENDATIONS

This paper and appendix is submitted to People Committee members for discussion.

Sexism and Misogyny
Key Findings

Scottish Police Authority
May 2023

Strategy, Insight and Engagement
May 2023

Contents

- Introduction
- Engagement methodology
- Summary
- Conclusions and considerations

Main Findings
- Colleague expectations
- Colleague perceptions and experiences
- PSD data insights

Introduction

Sex Equality and Tackling Misogyny Working Group

In late 2021, the Equality, Diversity and Inclusion & Human Rights Strategic Oversight Board (now known as the Policing Together Strategic Oversight Board) supported the establishment of a Sex Equality and Tackling Misogyny Working Group.

This work forms part of our Policing Together initiative to drive improvements in policing and in Scotland, ensuring that we reflect, represent and serve all our communities.

Led by Deputy Chief Constable Malcolm Graham, the working group is taking an evidence-led approach to tackling sexism and misogyny.

The working group includes statutory and diversity staff association representatives as well as senior leaders from across the service.

Police Scotland has also welcomed the opportunity to discuss this work with the Policing Together Independent Review Group for scrutiny and advice.

Areas of focus

POLICING TOGETHER

Sex Equality and Tackling Misogyny
Working Group

A priority area of early focus for the group has been leading engagement and communications with colleagues throughout the service to acknowledge existing concerns and seek to understand lived experience to inform a range of actions to enable and support change where appropriate.

Following a range of initial engagement and evidence gathering the group set out plans to act across the following key areas:

- Data and insights
- Culture, values and behaviours
- Leadership
- Engagement and communications
- Training, education and awareness
- Mechanisms for supporting and reporting
- Policy and procedures

OFFICIAL

Evidence-led approach

We are taking an evidence-led approach to tackle sexism and misogyny in the workplace. We are doing this by:

- Taking a trauma informed approach to ensure colleagues feel safe, protected and comfortable in the space we have created for them to share their experiences and stories.

- Being inclusive by opening up the conversation into understanding that sexism and misogyny is for colleagues of any gender. The purpose of engaging and involving colleagues is to understand and listen to lived experiences and ideas on how the organisation can best tackle this issue and areas for change together.

- This engagement provides insight into the enablers of sexism and misogyny (i.e. societal, cultural and structural) together with our values, principles and behaviours for policing together and creating safe and positive working environments.

Mixed engagement methodology

Qualitative and quantitative data gathering to:

- Capture colleagues lived experience of sexism and misogyny in the workplace
- Examine the impacts and consequences of the problem on self and others
- Determine aspirations and expectations of positive working environments
- Establish what changes need to be made for creating safe and equal work practices

Online survey

An online survey was shared with all colleagues, providing the opportunity for those who have experienced and witnessed sexism and misogyny. The survey included 13 closed and 8 open-ended questions.

The survey received a total of 528 responses.

Dialogue: Ideas for Change

Colleagues were able to submit an **idea**, **rate** and **comment** on posted ideas on our Dialogue platform.

The challenge presented:
- How can policing organisations tackle sexism and misogyny?
- As colleagues, how can we all support each other?
- How can policing workplaces keep all colleagues safe and protected so everyone has an equal opportunity to thrive?

Focus Groups and Interviews

Colleagues were invited to participate in focus groups and depth interviews. The Research and Insight team conducted:

- 6 focus groups with 21 female colleagues;
- 34 depth interviews with 26 female and 8 male colleagues;
- One peer-led male focus group is planned in December.

Sexism and Misogyny: Your Ideas for Change — Police Scotland Dialogue

Colleague feedback on approach

Progress has been made in this area, but efforts must continue to make more progress

Colleagues see improvements over the years which continue to move at pace e.g. flexible working, female leadership.

Colleagues welcome Police Scotland's commitment and approach to understanding and tackling the problem, including efforts to hear all colleagues' perceptions and experiences.

The approach to colleague engagement was generally viewed positively by colleagues and enabled some colleagues to voice their experiences for the first time in a safe space.

The visible work (for example, the working group, engagement activities and information on the intranet) shows behaviours will not be tolerated.

Equal organisations

Colleagues were asked what an equal organisation looked like to them, how they should behave and what values they should adhere to.

How we lead, model behaviours and support colleagues is a strong theme.
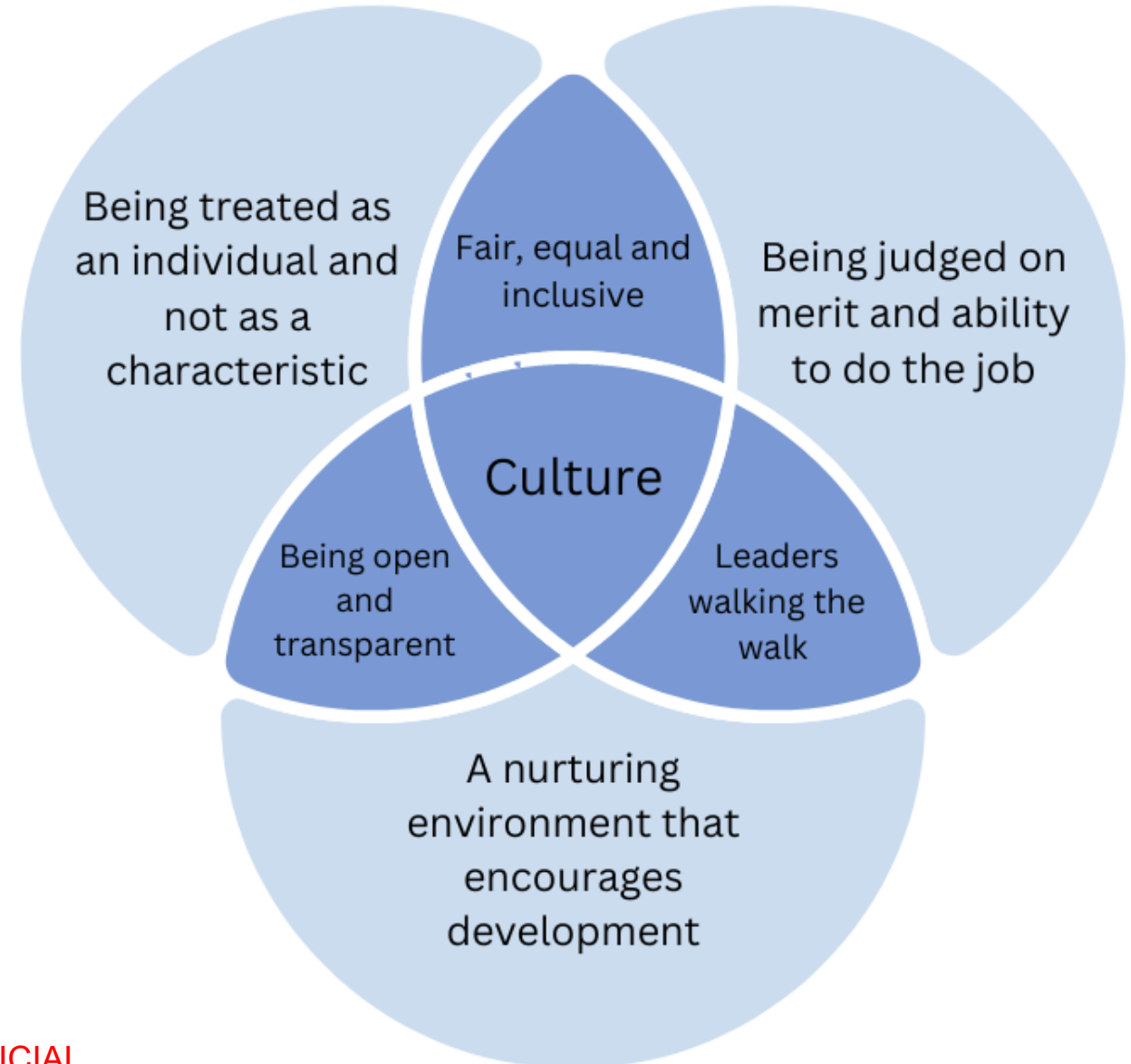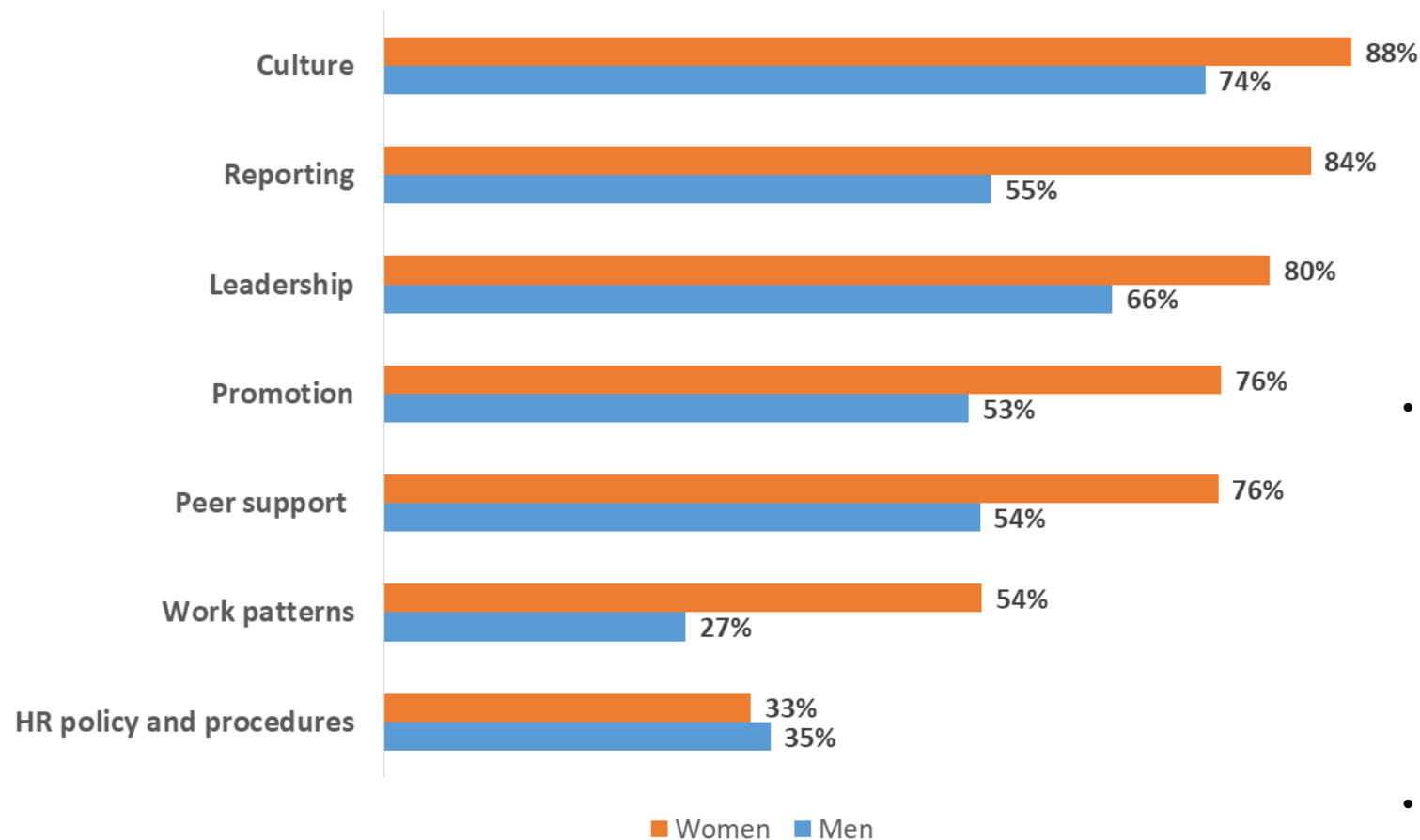
Perception and experience

Of the survey sample:

- **81%** agree sexism and misogyny is an issue

- **86%** of female colleagues have either been subjected to and/or witnessed sexism and misogyny

- **>40%** of male colleagues have witnessed sexism and misogyny

- Around **50%** agree the organisation is tackling it

Enablers of sexism and misogyny

% Agree contributes to sexism or misogyny in policing

Category	Women	Men
Culture	88%	74%
Reporting	84%	55%
Leadership	80%	66%
Promotion	76%	53%
Peer support	76%	54%
Work patterns	54%	27%
HR policy and procedures	33%	35%

■ Women ■ Men

*Please note, "% agree" is made up of "Extremely likely," "Likely," and "Somewhat likely," responses

- Women and men believe **culture, values and behaviours**, contribute the most.

> "There has been a culture of acceptance of sexist and misogynistic behaviour in policing for a considerable length of time (and in broader society) and it still exists; albeit not as prominent or as widespread as before. Strong messaging, leadership, peer support and the right processes are essential in making the changes we need to make"

- The biggest divergence in opinion between men and women (29 percentage points) is **reporting and how we deal with issues raised**.

> "We're conditioned not to make complaints as police officers generally, and I think women feel this in particular when it comes to sexism. Things are written off as 'banter' and you don't fit in if you challenge that, you're a trouble maker"

- Another area of difference in opinion between women and men (by 27 percentage points) included **work patterns** with 54% of women agreeing it was factor.

Examples of behaviours

- **Leaders** determine and sustain behaviours. If supervisors and senior managers show sexist and misogynistic behaviours towards colleagues, certain individuals will also follow suit as these behaviours are seen to be acceptable.

- **Disregarded and treated differently in meetings** e.g. expected to take the minutes, views and ideas not being acknowledged, not being addressed by their rank, compared to male counterparts, male colleagues asked their opinion first.

- **Insubordination** particularly after promotion to supervisor rank where male colleagues might not respond to delegation and question decision making. This also applies where officers move to corporate functions and managed by female police staff.

- **Bullying and intimidation** following reported incidents and calling out behaviours for male and female colleagues speaking up; often labelled as a 'grass' and 'not able to take a joke'.

- **Comments and inappropriate behaviours** from peers and supervisors in and outside work e.g. on team nights out. Male and female colleagues have shared experiences where this has made them uncomfortable, particularly situations involving senior ranking officers.

- **Boys club culture in parts of the service** where *'The real team meetings happen on the golf course'.* Often colleagues disguise or label sexist behaviour as 'banter' and if someone challenges this or calls it out, they are labelled as not being able to take a take a joke and subsequently isolated from the team.

Examples of concerns around working arrangements include:

- Lack of support for flexible working plans, maternity leave and paternity leave, and colleagues working part time treated differently. Colleagues shared experiences of being seen as "useless" and "half a shift".

- Being discouraged from promotion, learning and development and applications not considered without discussion.

- Being overlooked for promotion due to maternity, and told they forfeit their policing career by having families. For some colleagues, they have been made to feel that if they have children, they will no longer be able to do their job.

- Not selected for certain roles and allocated other positions based on their gender despite capability and training.

Challenging these behaviours

Colleagues reflected on whether they felt able to call out behaviours in the workplace and if they felt empowered to do so.

- **Female colleagues** said they feel there is **no point** in challenging behaviours as this could cause more problems for them on the team, particularly if the behaviour is viewed by others as 'banter'.

  "When actually could I prove it wasn't banter? Not really, but it wasn't. There was nowhere really for me to go."

- **Male colleagues** said the policing culture is a barrier to calling out behaviours, particularly if it is against a more senior officer as it could have potentially harmful consequences for career development.

  *"…far too much final say in what happens a lot of the time, and that puts a culture where **are you going to necessarily going to challenge a boss, if they're going to be the person who decides?**… but nobody will challenge that because [they're] going to be the one who decides who gets the temp jobs who gets all the opportunities, so you're not going to be the one who speaks up to that… **or if you do your going to be sacrificing probably your own career….**"*

Often, perpetrators are well regarded by leaders, or are the victim's line manager. This acts as a barrier to escalating and exacerbates worries of being viewed as a "problem" or a "grass". Colleagues often described how it was easier to **"get on with it"** and not report or challenge the behaviours, and wait to be moved to a different business area or division.

*"Sergeants need to have the confidence, and be seen to be challenging. Not making an example of folk, but identifying problems in general. Explain there and then that that isn't acceptable.
It's that kind of social credit thing, this org runs on that. Rank is one thing, but even standing in a team. You have your probationers, then middle of the ground, then senior cops, were mainly guys. It's not nearly as bad as it used to be. You respect service and respect rank, **but that is so dangerous, its makes it hard for folks to challenge anything**."*

*"If someone crosses the line, not being afraid to say to them…like "going to not say that?" or "I'm uncomfortable with that kind of language…"and then it stops. Because I've worked in environments where if you say something like that…automatically you're then the target for the next lot of abuse.
I would say, because of there's a mix of people, you're not standing alone. Generally if you call it out, someone will say "right….reign it in" it opens up discussions sometimes."*

"I'm in a really good position, with my line managers, I have a route I can do down if I do have any concerns. Can test how the attitudes would be around it. I am lucky I have that route. But if I was a probationer, and I witnessed someone say vile/misogynistic stuff/bad attitudes where would I go, who would I talk to? The police fed, it's the same old boy's network. You don't know where folk's loyalties lie. That's the thing in an organisation with 20k people, that kind of blue backs blue, unfortunately that translates into really negative behaviour."

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Raising an issue or grievance

Colleagues discussed negative outcomes resulting from challenging unlawful behaviours.

The overall consensus is that support within the organisation is limited and negative consequences are common for those who make these complaints. Key findings include:

- "Having a target on your back" when raising issues and grievances, being labelled a "trouble maker" and "red marked" during their career.

- Impact on working relationships and negative work environments after raising a grievance, causing difficulties on a daily basis, bullying, intimidation and feelings of isolation.

- Not feeling supported by management for those who have raised incidents or formal grievances, referring it to 'victim blaming'. This is particularly seen in areas which have a strong "boys club" culture, with perpetrators often being the ones to receive the support and consequences for their actions.

- Personal implications, including mental health, physical health and in personal lives, with wellbeing reducing.

Colleagues shared that experiencing these, or witnessing it happen to others, discourages them from raising issues, and therefore challenging behaviour, again in future, as they do not see it to be worth the negative impact.

*"I do think that if you do challenge you get made out to be the baddy, **the feds telling you not to bother,** it's because there's no consequence at the end of it. Even if you put a grievance in it just comes down to a discussion and a resolution, nothing gets done. People are scared to speak about it. **It needs strong people to stand up for those coming through so they know people will support them.** Where I was working before everyone came to me for advice because I was there for so long and because I stopped putting it up with it."*

"I think it's massively underreported, I do think people that report it they have the hope that theirs will be the ones that gets something done and it won't hit the old boys network, there are still one or two pushing it and its the ones that say they have nothing else to lose."
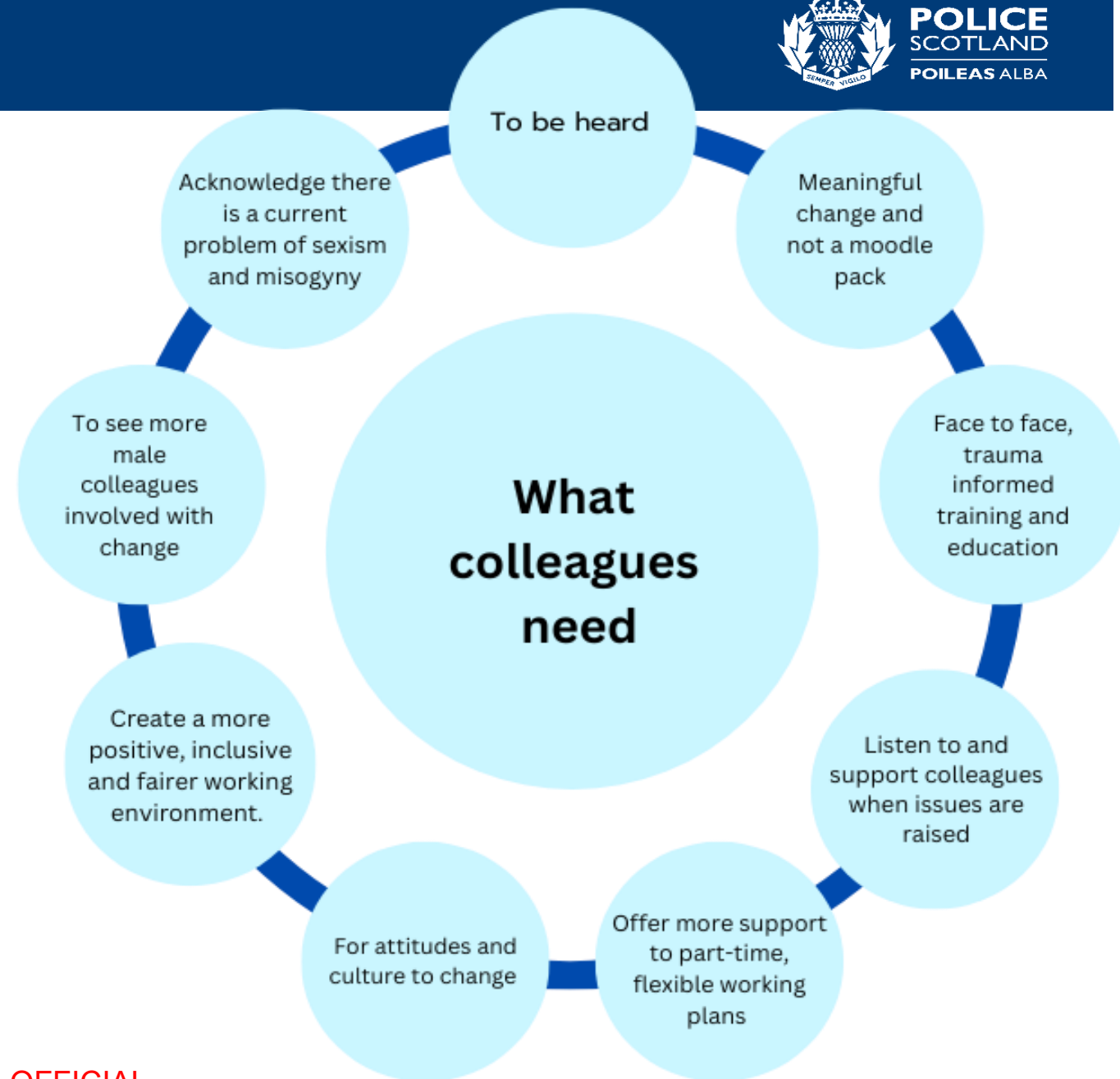
Impacts on colleagues

- **Incidents go under-reported** as there is a fear that speaking up will negatively impact their career progression and relationships with peers; do not believe they will be listened to or issues taken seriously, or because they'll be called a 'grass'. Behaviours are then allowed to continue.

- **Feeling have to work twice as hard** to justify and prove they belong. Colleagues have heard 'she's a good female officer' and often try and work harder than everyone else on shift so they can be judged on merit and their skillset, not by gender.

- **Male colleagues** feel shame and 'remorse' for not stepping forward to challenge behaviours, out of fear of career repercussions and backlash from their peers.

- **Reduced confidence** in their role and abilities, feeling undervalued and anxious about coming to work impacting their pride and performance. Feeling that they 'give up' because the environment is so negative.

- **Impacts on home life** and personal relationships as wellbeing suffers. Some colleagues have put off starting a family.

> "Any form of bullying / abuse has a long lasting negative impact. This builds barriers to productive working relationships and victims of such behaviour feel isolated and fail to reach their potential. Even if the victims of these behaviours move on to new roles they will carry these experiences with them."

> "…the exec don't realise how deep this is, I think they know folk don't report, but don't know how deep that issue is and how big of a thing it is for someone to come forward, because they don't think, I think if everyone did come forward, they'd be busy with complaints."

Colleague needs

What colleagues say they need and should expect from sharing their lived experience for the organisation to tackle sexism and misogyny.

To be heard

Meaningful change and not a moodle pack

Acknowledge there is a current problem of sexism and misogyny

Face to face, trauma informed training and education

To see more male colleagues involved with change

What colleagues need

Listen to and support colleagues when issues are raised

Create a more positive, inclusive and fairer working environment.

For attitudes and culture to change

Offer more support to part-time, flexible working plans

Dialogue: Ideas for change

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15 Ideas posted:

- Self awareness and emotional intelligence training
- Providing effective and anonymous 'Whistleblowing' Routes; Impartial safe spaces to report poor behaviours
- Greater use of mentoring
- Making HR (policy and procedures) easier to navigate.

- Establish Meaningful and Independent exit interviews
- Providing protected time for training; job sharing
- Working to identify and promote the right people for the role
- Expanding the application process to include more personality / morality aspects

"…We need to unlearn our bias. We need the time to explore Why this has happened. We need time to discuss how we can change. We need time to agree what needs to be done and how we can do that in our day to day business..."

"…Currently we offer women unachievable opportunities and effectively set them up to fail by not acknowledging the need for work life balance for people with caring responsibilities. In doing so we ignore an entire cadre of officers with valuable skill sets and qualities that could help our service thrive…"

"…look at misogyny, prejudice (including racism), mental health and the effects of trauma not just individually, but where they overlap.."

"…We need to provide support to those who raise these matters and this can be done in such a way that we do not need to know the who. It could be enough to know its happening, invoke a campaign and the behaviours change/stop…"

"…HR policies can be, by their very nature, complex and/or littered with legality however this doesn't mean the supporting procedures and guidance need to be. From experience in other organisations, easy-to-find and easy-to-follow procedures can make a huge difference…"

"Public sector has a responsibility to lead the way and set a good example. Misogyny/sexism can undermine equal access for those who use the service. It can foster an oppressive environment for both women and men, and discourage women from choosing to work there/staying which can perpetuate the underlying problem…"

Dialogue: Ideas by theme

Overall there were 15 ideas across 6 themes:

Learning and Training	HR Processes	Reporting	Research	Recruitment	Male Peers
• Identify and promote persons through ability, experience and knowledge and not rely on self promotion • Create the capacity for colleagues to learn. This whole subject is about re-education - it won't happen without it. • There are no job-share opportunities within Police Scotland. People with caring responsibilities feel they either can't stay in or apply for certain posts/depts. • Mentoring could significantly help raise the visibility and understanding of some of the more subtle elements of sexism/misogyny • To be aware of how behaviours and actions impact others. Listening to people's opinions and ideas and acknowledging where ideas have come from.	• Simplify HR process and make people 'self-serve' in the first instance through simple, straightforward documents, followed by more dedicated support as required. This will helps in terms of engagement, encouragement and being visibly supportive. • Have timely, meaningful exit interviews, undertaken by an independent member of staff (e.g. HR and/or Staff Association representative) when staff either move internally to a new role or leave the organisation, patterns can be identified in cases where staff members haven't had the courage to speak to their colleagues about the conduct of an individual.	• Encourage everyone to speak out and report behaviours (experienced or witnessed) that are not in line with Police Scotland's Values. Whether this is an anonymous report to highlight what is happening or a colleague feels brave enough to put their name to a report, we need to understand as an organisation what the real position is - how can you address a problem if it cannot be seen? • PSOS/SPA should invest further in the 'integrity matters' portal to enable anonymous reporting with two-way dialogue (there are off-the-shelf solutions for this - such as 'Talk to Spot'). • When concerns about behaviours are raised they should be treated seriously At times there can be a detrimental impact on the person who raises the concerns and as a result matters that are a concern are accepted rather than challenged.	• Look at misogyny, prejudice (including racism), mental health and the effects of trauma not just individually, but where they overlap. Reduce conformity where it is not needed legally or by necessity. • Support research and data collection to understand the issue within the organisation and how other forces are tackling sexism and misogyny. • Work collaboratively with civil society organisations to develop and iterate upon current training and materials to identify and share good practices i.e., intranet training tools on moodle, posters, etc.	• Focus on promoting colleagues that can lead people and deliver sustainable change. Panels need to have a more varied group of assessors and the process needs to be focussed on behaviours not process. External specialists should be brought in as well as experienced partners, charities, local authorities etc. This would also release a significant amount of capacity back into the organisation. • In order to prevent people who have traits of being sexist and misogynistic working for the organisation, the application process should include somewhat of a personality test to determine attitudes and morals towards these matters.	• Treat men and women the same (i.e. with equity). Not all victims of sexism are women. There are men who experience sexism and misandry in the workplace. It may not be as common, or well reported, or as high profile, but the impacts on mental health, general wellbeing and attitude to work are just the same as women who are victims of sexism or misogyny.

Reasons why these ideas were important relate to:

- Introducing oversight from a party that does not work within Police Scotland to investigate serious complaints or oversee concerns raised, how they are resolved and impacts could enable greater confidence in challenging behaviours and bringing concerns to the attention of leaders.
- Dealing with issues at an early stage will improve staff morale, increase confidence in raising issues before considering moving to get away from the perpetrator, and reduce costs to the organisation through reducing staff turnover and the loss of expertise, in addition to removing the financial cost of recruitment and costs involved in cases that end up in industrial tribunals.
- Ensures everyone feels confident and able to speak and share their opinions and ideas, and for these to be listened to and respected regardless of gender or rank. Notice and call out unconscious attitudes and behaviours.

- Public sector has a responsibility to lead the way and set a good example. Misogyny/sexism can undermine equal access for those who use the service. It can foster an oppressive environment for both women and men, and discourage women from choosing to work there/staying which can perpetuate the underlying problem. Personality and morals are just as important as experience and education when it comes to applying for jobs, and more workplaces need to take it into consideration.
- Address misandry and misogyny together to show victims of sexism, that regardless of their sex, they will be given the same support and help when they come forward to report sexist behaviour.

Conclusions and considerations

This engagement has provided rich insights into understanding colleague experience and wider considerations for tackling sexism and misogyny.

1. Tackling sexism and misogyny within policing requires long term sustainable change. For example, in **how we lead, model behaviours and support colleagues together.**

2. Leaders determine and sustain behaviours. If supervisors and senior managers show sexist and misogynistic behaviours towards colleagues, certain individuals will also follow suit as these behaviours are seen to be acceptable. An engagement programme led by executive members who are visible and accessible, and brings senior managers and supervisors together to make change happen.

3. There are opportunities to enhance our approaches for supporting colleagues when raising an issue or a grievance in ensuring their voice and lived experience is taken seriously through:

* Providing safe and neutral platforms for colleagues to raise issues and concerns
* Ensuring colleagues can easily access support available to them
* Senior managers taking responsibility for their wellbeing and accommodating needs in a positive and proactive way, including acting and learning from complaints

4. Change takes time to embed and should be measured to enable challenge and accountability, and ensure colleagues are getting the support they need. To do this we need to triangulate and contextualise quantitative and qualitative data from colleague engagement, people and development, complaints and grievances to assess people's end to end journey, cause, effects and outcomes of complaints. There should be a record and review of actions and learning, taken by the responsible manager.

5. Colleagues should be kept engaged and involved with progress and shaping change that is appropriate and supportive to them. How we communicate and engage matters in gaining trust and confidence, and ensuring what we do is people focused.

Oversight Board and Delivery Group

- Focus on the enablers of sexism and misogyny, whilst linking to other Policing Together themes

  o Culture

  o Reporting

  o Leadership

  o Promotion

  o Peer Support

  o Work Patterns

  o HR policy and Procedures

What's needed?

- Collaborative delivery

- Tangible change

- Focused and prioritised activity

- Assessment of relevance and any action required regarding the Casey Report and other rest of UK findings as they emerge

- Ongoing accountability – SPA briefing

- Normalising the conversation

- Recognise the connections and avoid duplication

Further information

For more information or to find out more about this insight pack, please contact:

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