



**SCOTTISH POLICE
AUTHORITY**
ÙGH DARRAS POILIS NA H-ALBA

Agenda Item 3.7

Meeting	SPA People Committee
Date	28 August 2025
Location	Webex
Title of Paper	Bi-Annual Policing Together Update
Presented By	Assistant Chief Constable Catriona Paton, Policing Together
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - 6 Monthly Policing Together Performance Report

PURPOSE

The 6 Monthly Policing Together Performance Report provides Members with an overview of Police Scotland's Policing Together progress and evidences our mainstreaming approach to equality, diversity, and inclusion.

This iteration of the Performance Report can be viewed as an interim report ahead of full reporting in November 2025. Members are invited to discuss the content and provide feedback on its structure to enable continuous development and satisfy the scrutiny responsibilities of the People Committee.

1 BACKGROUND

- 1.1 The Policing Together Strategy was published in September 2022 and refreshed at the midway point in August 2024. It sets out the strategic direction for the equality, diversity, and inclusion (EDI) and human rights (HR) ambition of Police Scotland.
- 1.2 The SPA and Police Scotland Joint Equality Outcomes for Policing 2025 – 2029 were published on 30 April 2025. They were developed based on engagement with internal and external stakeholders and consideration of a wide range of evidence. The Joint Equality Outcomes for Policing are being embedded within the Policing Together Strategy Implementation Plan which is a key delivery mechanism for the Outcomes.
- 1.3 A mapping and alignment exercise was carried out to draw all recommendations and actions from inspections and audits into the PT Implementation Plan. This work was reported to the SPA People Committee in February 2025 as part of the HMICS Thematic Inspection of Organisational Culture Progress Report. The work brought all EDI, culture and HR actions under one co-ordinated and streamlined Implementation Plan.
- 1.4 The 6 Monthly Performance Report (Appendix A) now incorporates updates in respect of the Policing Together Strategy, the Equality Outcomes and the HMICS Inspection of Organisational Culture negating the need for separate reporting.
- 1.5 In addition to the 6 monthly Performance Report to SPA People Committee, the SPA Policing Together Oversight Group receive Quarterly themed progress reports.

2 6 Monthly Performance Report – Structure

- 2.1 The report at Appendix A is presented ahead of a full performance report in November 2025 which will cover Q1 and Q2 April to September 2025. The report will continually develop as we strengthen our use of the Culture Dashboard and identify key measures and insights for our outcomes and actions which will further demonstrate our performance.
- 2.2 The summary section of the report provides a high-level update outlining our key areas of progress, achievements and any barriers or delays to delivery.

- 2.3 The mainstreaming section, section 1, details strategic updates demonstrating how Police Scotland are integrating EDI across the organisation.
- 2.4 Section 2 provides data from the Culture Dashboard which demonstrates progress towards our Policing Together Vision.
- 2.5 A tracker has been included at section 3 which provides a brief and high-level update on each of the Master Actions within the PT Implementation Plan. The tracker shows alignment to PT Strategy Outcomes, the Equality Outcomes, and the HMICS Inspection of Organisational Culture Recommendations.
- 2.6 Exception reporting is included at section 4. This provides further detail on any key updates within the Tracker. The section is structured in the same way as the SPA and Police Scotland present their legislatively required, two yearly, Equality Outcomes Progress Report:
- We said we would
 - We have
 - We achieved
 - We Will
- 2.7 It is requested that members discuss the contents of the report and provide feedback on its structure and the level of detail contained within. It is the intention that this report will continually develop to increasingly show the impact our activity is having on the lived experience of colleagues and on service delivery.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4 PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications in this report.

5 LEGAL IMPLICATIONS

- 5.1 There are legal implications in this report. The work outlined within complies with the Equality Act 2010.

6 REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications in this report. Failure to deliver upon our Policing Together Strategy and Equality Outcomes and make progress in terms of the recommendations within external scrutiny reports will have a negative reputational impact. The robust governance structure in place will ensure that progress is made against the identified deliverables.

7 SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8 COMMUNITY IMPACT

- 8.1 There are no community impacts due to this report however improvements made due to activities will impact positively on communities.

9 EQUALITIES IMPLICATIONS

- 9.1 There are equality implications in this report. Delivering on the Policing Together Implementation Plan will contribute towards improved equity and diversity and positive working environments. The ongoing programme of work to become an anti-racist and anti-discriminatory service also contributes to removing inequalities.

10 ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper and provide feedback.

Police Scotland

6 Monthly Policing Together Performance Report

Contents

1. Introduction.....	3
2. Summary	4
3. Mainstreaming of Equality, Diversity and Inclusion.....	5
4. Culture Dashboard / Performance Measures	8
5. Policing Together Implementation Plan Tracker.	12
6. Policing Together Implementation Plan Exception Reporting.	19
7. Additional Information	28
8. Appendix A – Strategic Alignment	29
9. Appendix B – Policing Together Strategy	30
10. Appendix C – Equality Outcomes	31

Introduction

Our 6 Monthly Policing Together Performance Report describes progress towards outcomes within the Policing Together Strategy and the SPA and Police Scotland Joint Equality Outcomes for Policing 2025 - 2029. The report evidences our service wide mainstreaming approach to equality, diversity, and inclusion (EDI) supported by additional activities as required.

The Equality Outcomes were developed to align to the Joint Strategic Outcomes for Policing and are underpinned by the Police Scotland 2030 Vision and the Policing Together Strategy. Full alignment can be seen in [Appendix A](#).

Our Policing Together Strategy was published in September 2022 and refreshed at the midway point in August 2024. It set out the strategic direction for equality, diversity, and inclusion and human rights ambitions of Police Scotland. 4 key pillars have been identified as critical to delivery of our Vision: Leadership, Learning, Communities and Communications. A visual representation can be seen at [Appendix B](#).

Our [Joint Equality Outcomes for Policing](#) were published in April 2025 based on engagement with internal and external stakeholders and consideration of a wide range of evidence.

The Joint Equality Outcomes for Policing and their objectives are being embedded within the Policing Together Strategy Implementation Plan. The Policing Together Implementation Plan is the most prominent mechanism for delivering the Equality Outcomes and is how the effectiveness of delivery is measured and reported on. [Appendix C](#) presents the Equality Outcomes and Objectives.

Summary

The Policing Together Implementation Plan is a fluid document. It currently holds 16 Master Actions and a total of 75 tasks which will deliver on the Actions. All Master Actions and Tasks have been drawn together from the Policing Together Strategy and the many EDI, culture and human rights inspections, reviews and audits Police Scotland have recently been subject to. Of the 16 Master Actions 2 are pending closure and will be proposed, with supporting evidence, as complete at the next Policing Together Implementation Group in October 2025. The 2 Master Actions are

- We have considered the resources required to improve inclusion across the service and have bolstered resources in key areas.
- We have a sound, tried and tested, approach to responding to and monitoring progress towards findings and recommendations of inspections, audits and reviews.

The 11 recommendations and the Areas for Development within the HMICS Thematic Inspection of Organisational Culture within Police Scotland are contained within the Implementation Plan. 2 recommendations are now closed (Recs 8 and 11) and 4 are being considered for closure (Recs 2, 3, 6 and 9) with Evidence Submission Forms being prepared.

Of the 18 recommendations made within the EqHRIA BDO Audit 10 are now complete.

The SPA and Police Scotland Joint Equality Outcomes for Policing were published 30 April 2025 and are in the processes of being embedded within the Implementation Plan.

Significant progress has been made across our new Learning and Communities Pillars of Policing Together which is reported within section 4 of this report.

The Policing Together Tasking and Performance Group has been enabled by the production of analytical exception reports using data and insights from our newly launched Culture Dashboard. The Group also receives a Public Confidence report and key updates on on-going research and insights including insights packs from our workforce survey. Section 5 of this report provides further detail on how the Policing Together Tasking and Performance group is operating and provides key findings and an overview of work on-going in their regard.

Mainstreaming of Equality, Diversity and Inclusion

This section of the report covers strategic updates that highlight how equality, diversity and inclusion (EDI) is being mainstreamed throughout Police Scotland. It covers key pieces of work which cuts across the various strategic outcomes relevant to EDI.

People Strategy

In 2024, Police Scotland published a revised People Strategy for 2024-2027. It represents the commitment to achieving the people focused outcome within the Joint Strategy for Policing 2023: Policing for a safe, protected and resilient Scotland, to ensure our people are supported through a positive working environment, enabling them to serve our communities. The People Strategy also upholds and complements the Policing Together Strategy and supports the delivery of the Joint Equality Outcomes for Policing. This approach to mainstreaming EDI into the People Strategy is further strengthened by the inclusion of EDI activities within People Plans which supports the national and local delivery of the People Strategy.

Human Rights

We are committed to embedding and strengthening a human rights-based approach across Police Scotland. In 2023 we commissioned a Baseline Assessment of Human Rights to understand strengths and where we are already effectively integrating human rights, and any weaknesses or gaps where further work is required. Work has accelerated to deliver on the recommendations presented in the Baseline Assessment. We have appointed a Human Rights Advisor to provide expert advice in this area and support delivery.

Equality and Human Rights Impact Assessment (EqHRIA)

The Equality and Human Rights Impact Assessment (EqHRIA) is an important tool in ensuring equality and human rights considerations are mainstreamed into all relevant functions, policies, procedures and practices. The Authority commissioned an internal audit on EqHRIA, with findings presented in November 2024. The recommendations aligned to findings within the EDI & HR IRG report, the Baseline Assessment of Human Rights and the HMICS Inspection of Policing Culture. The audit re-enforced the need to expedite work in this area in relation to strengthening the process, ensuring consistent and effective use of EqHRIA's and providing effective governance and training. Police Scotland invested in this area by employing a EqHRIA Development Lead and 2 EqHRIA Development team members. The members of staff are supporting delivery of recommendations and will drive improvements to the EqHRIA process. In addition, our Human Rights Advisor has been engaged to advise on and support this work. The EqHRIA Improvement Group which is chaired by Policing Together Chief Superintendent oversees delivery of this work.

Sex and Gender Review

In support of our Sex and Gender Review, a governance structure has been established to oversee the breadth of work Police Scotland is progressing to review its policies, procedures and practices. This work is seeking to provide practical advice and guidance to aspects of policing impacted by the UK Supreme Court ruling on 16th April 2025. The Sex and Gender Oversight Group is chaired by Chief Superintendent Policing Together. Sub-groups have been created in relation to Data Standards, Search, and Single Sex Corporate Impacts. The terms of reference for the Sex and Gender Oversight Group will capture the specific remits of the sub-groups as an Appendix.

Work has commenced to collate and understand which policies, procedures or practices across the service are impacted by the Supreme Court ruling and require to be reviewed as a result.

A further review has commenced to look at the guidance, policy and practice across the organisation which is impacted by the High Court judgement on 16 July 2025 in relation to police participation in Pride events and the wider matter of impartiality in policing. This review will be undertaken through the sex and gender governance structure.

We continue to remain receptive and agile to the wider dynamic environment and as such the remit of our Sex and Gender Oversight Group and its sub-groups are specific but will remain flexible to incorporate additional considerations where required.

Independent Policing Advisory Council

Following a review of Police Scotland's approach to Independent Advice the Independent Policing Advisory Council (IPAC) was established. Its establishment marked the closure of the National Independent Strategic Advisory Group (NISAG) and the Border Policing Command IAG. The EDI & HR IRG closed following its final report in August 2024, and the Professional Reference Group (PRG) will close at the conclusion of the Public Inquiry into the death of Sheku Bayoh. The creation of the IPAC delivers on our Policing Together Strategy commitment to establish a permanent Independent Review Group.

Following a recruitment process, 11 members, 6 of whom were already part of the Community Advisor Cadre, were appointed. An onboarding event took place to introduce Police Scotland to members. Inputs were provided on various specialist departments and the role and responsibilities of the IPAC, and its members was discussed.

The group has a diverse membership with lived and learnt experience across the protected characteristics, an extensive collective knowledge of EDI and a wealth of experience at strategic level across the public, private and third sector, including in advisory and advocacy roles. All

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members are vetted to NPPV Level 2, have been issued with a contract of employment and are in the process of signing non-disclosure agreements. The chair and vice-chair will be selected by consensus of members.

The Terms of Reference for the Group outlines the IPAC purpose to 'act as a critical friend and partner supporting Police Scotland to deliver sustainable improvement to EDI and HR outcomes across the service. The IPAC will offer informed expertise, guidance, challenge and assurance on Police Scotland policy, procedures and practices protecting the reputation of the police service and safeguarding against adverse impact on any section of the internal or external community.'

The visibility of the work, role and remit of IPAC is being supported through the delivery of a detailed communications plan to develop understanding and promote connection across the organisation.

Culture Dashboard / Performance Measures

Our culture dashboard is aligned to our Policing Together vision:

- Police Scotland is welcoming inclusive and representative of the communities we serve.
- We will create working environments where people know they belong and demonstrate our organisational values.
- This will be underpinned by a human rights approach to policing, focused on delivering the highest standard of service for all our diverse communities.

Data pulled from the Policing Together dashboard shows progress has been made across this vision:

Representative of the communities

The table below demonstrates our workforce is becoming increasingly representative of communities, except for religion/belief where there is a decreasing trend. It is recognised there remains work to do to achieve representation in line with the Scottish Census.

Characteristic	PT Programme Launch Q1 2021/22	Current Q1 2025/26	% Points from 2022 Scottish Census	Trend
Female Workforce	40.5%	42.1%	-9.91%	Increasing
Female Officer	32.9%	34.4%	-17.60 %	Increasing
BME	1.7%	2.0%	-5.08%	Increasing
White Minority	2.0%	2.5%	-3.31 %	Increasing
LGB	3.9%	4.7%	-1.20%	Increasing
Disability	5.5%	5.8%	No comparable data	Increasing
Religion/Belief	33.0%	28.7%	-10.69	Decreased

**The baseline data has been captured from the launch of the Policing Together programme in Q1 2021/22. The publication of the Policing Together Strategy followed this juncture in September 2022.*

The data below is provided from the 2024 'Your Voice Matters' workforce survey. The forthcoming 2025 survey, and our commitment to annual surveys, will enable direct comparison against the 2024 results. It will provide reliable insights and will begin to give a sense of our cultural change

Journey. We are unable to compare the 2024 survey results with our previous 2021 workforce survey due to their differing structures and them being measured on a different scale.

The response rate to the 2024 survey (51%) compared to that of the 2021 survey (31%) is a good indicator that our workforce feels more confident the organisation will listen and act upon feedback. It is an indicator that colleagues feel empowered to engage honestly and openly and share their experiences of being an employee within Police Scotland.

Welcoming, Inclusive and Sense of Belonging

Your Voice Matters Survey Question	2024 Survey % of Strongly Agree or Agree
Your Team is a positive and inclusive environment	81%
Leaders create positive and inclusive working environments	70%
Our Organisation values diversity and different ways of thinking.	71%
Leaders are pro-active in understanding my needs	64%
Have a sense of belonging	52%
Express myself openly and honestly	57%

The below data has been drawn from our culture dashboard and can be used as an indicator of increased workforce confidence to be one's authentic self and trust to disclose personal characteristics.

There continues to be a steady **decrease** in the number of police officer's and police staff who **'choose not to disclose'** for the protected characteristics of disability, race, religion or belief and sexual orientation. This has been the trend on an annual basis since 2017.

Characteristic	Q1 2020/21	Q1 2025/26	Trend
Race	6.18%	4.86%	Decreasing
Sexual Orientation	11.7%	9.5%	Decreasing
Disability	8.3%	6.6%	Decreasing
Religion / Belief	12.52%	10.16%	Decreasing

Demonstration of organisational values.

Your Voice Matters Survey Question	2024 Survey % of Strongly Agree or Agree
Express behaviours which are consistent with our values.	74%
Our culture fosters a call out culture equipping all to challenge inappropriate behaviours	52%
Leaders call out inappropriate behaviour or comments	65%

High standard of service for all communities.

The below data is from our:

User Experience Survey: This is our independent anonymous survey to measure and enhance people's experience of contacting Police Scotland. The survey is sent via text message to a sample of people (approx. 14,000 each month) who have contacted police. It receives approximately 1,200 responses each month. It has been expanded to include those engaging with our complaints process. The survey captures data about a user's contact experience, through to the response received from police, their satisfaction with attending officers and overall satisfaction. Regular analysis of open-ended responses helps the Service understand what drives satisfaction with police and supports wider efforts to support our people to do their jobs well.

Your Police Survey: This is our local police survey. It continuously runs all year and anyone who lives in Scotland can influence local policing in their area through this survey. We use the feedback to understand public confidence, where we can improve and build on what we are doing well and inform opportunities for partnership working and collaboration. The survey is hosted on Police Scotland's Engagement Hub and is fully accessible meaning that people who use screen readers and other assistive technology can take part. We also ensure the survey is available in an easy read version and with British Sign Language description videos.

Survey Type	Survey Question	PT Programme Launch Q1 2021/22	Current Q1 2025/26	Same Period Last Year Q1 2024/25
User Experience	Satisfied or very Satisfied with overall experience with Police Scotland	68.3%	70.7%	69.4%
When breaking down satisfaction rates of people's overall experience with the police by protected characteristics it was found to remain relatively consistent throughout. The satisfaction rates of overall experience in Q1 2025/26 across protected characteristics ranged from; LGBT+ having the lowest at 67.9% satisfaction and female having the highest at 76.4% satisfaction.				
User Experience	Satisfied or very satisfied with the way they were treated by officers who attended the incident	80.1%	84.8%	82.1%
When looking at the satisfaction rates in Q1 2025/26 across protected characteristics of how people felt by their treatment, 16-24 year olds had the lowest satisfaction at 75.7% and female had the highest at 88.2%.				
Your Police	Strongly agreed or agreed they have confidence in the police in their local area	41.3%	42.5	34.4%
Your Police	Strongly agreed or agreed the police in their area are friendly and approachable	62.2%	62%	57.5%

**The baseline data was captured from the launch of the Policing Together programme in Q1 2021/22. The publication of the Policing Together Strategy followed this juncture in September 2022.*

**Figures for Your Police exclude 'don't know' responses.*

**Due to the nature of the User Experience Surveys and Your Police Surveys it is expected that data will fluctuate.*

Policing Together Implementation Plan Tracker.

The below information has been extracted from the Policing Together Implementation Plan. Updates are purposely high-level. More detailed updates by exception will be reported within Section 4.

Red = Not Started, **Orange** = Ongoing, **Yellow** = Pending Closure, **Green** = Complete.

Master Action	PT Strategy Outcome Alignment	Equality Outcome Alignment	RAG	High Level Update
Resources Consider the long, medium and short term resources of improving inclusion within the service.	3. We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.	N/A	Yellow	3 of 3 tasks to deliver upon this Action have been complete or are pending closure. The People & Development function has undergone a restructure to create capacity and efficiency across the full function, including Equality, Diversity and Inclusion. Policing Together division has been created, with additional resources put in place to deliver on EDI & HR ambitions. The Independent Policing Advisory Council has been established. This Master Action is pending closure. (See section 4.)
Leadership Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.	3. We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.	6. Leadership and Colleague Experience	Orange	1 of 7 tasks to deliver upon this Action is complete or pending closure. HMICS Recommendation 1 is being delivered under this Master Action. All signature leadership training products have EDI embedded as a 'golden thread' throughout the programmes. Regular reviews take place for continuous improvement. Your Leadership Matters (YLM) is the flagship programme which contributes significantly to the delivery of this Master Action. Phase 2 continues with delivery complete to 3,800 First Line Mangers.

<p>Learning</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>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.</p> <p>2. Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.</p>	<p>6. Leadership and Colleague Experience</p>		<p>2 of 5 tasks to deliver upon this Action are complete or pending closure.</p> <p>Anti-Discrimination training is being delivered across the organisation.</p> <p>Act Don't React is being delivered across the organisation as face-to-face training. It is based on behavioural science and focuses on a human informed approach to Policing. (See section 4)</p> <p>EDI is fully embedded in Leadership and Talant training programmes. E.g. YLM, PLDP, PMDP.</p> <p>Two EDI e-learning products have been delivered.</p> <p>X4 EDI related Empower Hours are available as CPD.</p> <p>The 'Creating an Inclusive Climate' learning programme has been delivered.</p> <p>Deconstructing Institutional Discrimination is delivered as part of the PMDP.</p> <p>The probationer training programme now includes an input on the History and Ethics of Policing and Policing in a Diverse Society.</p> <p>The Policing in a Diverse Society toolkit is progressing towards publication.</p>
<p>Communication</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>2. Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.</p>	<p>6. Leadership and Colleague Experience</p>		<p>3 of 6 tasks to deliver upon this Action is complete or pending closure.</p> <p>Our Policing Together platform is now maintained as BAU and is the go-to place for EDI and human rights communications.</p> <p>Anti-Racist messaging has and will continue to routinely feature in the values campaign and in Inclusion Calendar messaging and is mainstreamed throughout relevant communication plans.</p> <p>A HeForShe intranet site was created and fully refreshed and contains toolkits, resources, key messaging and signposting.</p>

<p>Colleague Engagement</p> <p>Develop ongoing Colleague Engagement Plan, ensuring opportunities for officers and staff to participate and contribute to the delivery of change.</p>	<p>3. We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.</p>	<p>5.Representation and Colleague Voice</p>		<p>1 of 5 tasks to deliver upon this Action is complete or pending closure</p> <p>HMICS Recommendation 8 is being delivered under this Master Action. It relates to implementation of an engagement and feedback framework. Rec 8 has been closed.</p> <p>Development of a bespoke colleague engagement digital platform remains underway. Surveys, focus groups, feedback sessions, citizens space, and dialogue platforms are regularly used to enable colleagues to input into decision making.</p> <p>The development of a Colleague Panel has been pended.</p>
<p>Reporting Mechanisms</p> <p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to equality, diversity and inclusion.</p>	<p>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.</p>			<p>2 of 6 tasks to deliver upon this Action are complete or pending closure.</p> <p>HMICS Recommendation 7 is being delivered under this Master Action.</p> <p>The revised grievance and resolving workplace issues procedure was published on 22 July 2024.</p> <p>A Fair Play Advisor has been appointed.</p> <p>A PECSS Act Implementation Team are in place, with specific training on workplace behaviours, challenging and reporting.</p> <p>In terms of aftercare for misconduct and grievance cases, Investigative wellbeing guidance has been re-written and updated to improve experience for all. Welfare support officers have been issued with a new aid memoire to support staff.</p> <p>PSD are awaiting the HMICS Review of Conduct Recommendations.</p>
<p>Colleague Support</p> <p>Provide support throughout the life cycle of careers and improve retention of colleagues with protected characteristics.</p>	<p>4. Our colleagues represent and reflect the communities we serve and keep people safe.</p>	<p>7. Colleague Support</p>		<p>2 of 8 tasks to deliver upon this Action are complete or pending closure.</p> <p>SEMPER Scotland Allies Network (SSAN) is in the final stages of creation, with a target launch date of 1st October 2025 to coincide with Black History Month. (Launch was delayed by one year from October 2024).</p> <p>A hate crime dashboard pilot is on-going across multiple divisions as a tool to enable welfare support for staff subject to hate crime.</p> <p>A paper will be presented at SPA People Committee on 28 August setting out both an immediate and long-term approach to supporting officers / staff who require duty modifications.</p>

				HeForShe Ambassador Network launched Nov 2023. Annual Ambassador Workshops are run.
Representative Workforce Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.	4. Our colleagues represent and reflect the communities we serve and keep people safe.	5.Representation and Colleague Voice		3 of 6 tasks to deliver upon this Action are complete or pending closure. Police officer recruitment/Internal recruitment is managed via an E-recruitment Applicant Tracking System (ATS). The system is a configurable platform that uses intelligent automation and data-driven insights to streamline the end-to-end hiring process from attracting candidates to onboarding. The work of the PAT is having a positive impact. Applications from female candidates has remained consistent for the last three financial years. Positive Action continues as BAU. The provision of the EDI insight report after each promotion process identifies areas for further analysis and action. Work is ongoing with the Fair Play Advisor to ensure equality throughout the promotion processes. A single People Board structure is now in place. Live PowerBI dashboards now capture staff turnover and are accessible to SLTs across the organisation. Weekly monitoring of FTE and leavers v probationer intakes are carried out.
Our Values Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework.	3. We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.	6. Leadership and Colleague Experience		0 of 2 tasks to deliver upon this Action are complete or pending closure. Both the CVF and MyCareer are being reviewed. HMICS Recommendation 3 is being delivered under this Master Action. It requires the probationer training Syllabus to be more reflective of frontline demand and the CVF. Changes have been made to the Probationer training programme and a full review and Training Needs Analysis has commenced. An Evidence Submission Form is being prepared proposing closure of this recommendation.
Human Rights Based Approach to Policing Develop a rights-based approach to police framework to build on existing practices to co-ordinate and support activity across the service.	2. Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.	N/A		4 of 10 tasks to deliver upon this Action are complete or pending closure. HMICS Recommendation 6 relation to re-enforcing the human rights and ethics based approach to Policing is being delivered under this Master Action. An Evidence Submission Form is being prepared proposing its closure. x3 EqHRIA dedicated staff have been recruited to progress improvements to the EqHRIA process. 10 of the recommendations from the BDO Audit are complete.

				<p>The Standard Reporting Template has been revised with the explicit requirement for the EqHRIA to be produced as part of papers at governance meetings when required.</p> <p>A human rights advisor has been appointed and will liaise with LTD re humans rights training needs. This links to the training requirement in respect of EqHRIA.</p> <p>The Use of Force policy was reviewed through the lens of institutional discrimination. A further review is ongoing, supported by our Human Rights Advisor.</p>
<p>Culture Change</p> <p>Deliver demonstrable cultural change across the service.</p>	<p>3. We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.</p>	<p>5. Representation and Colleague Voice</p> <p>6. Leadership and Colleague Experience.</p> <p>7. Colleague Support</p>		<p>3 of 10 tasks to deliver upon this Action are complete or pending closure.</p> <p>Police Scotland's Culture Dashboard has been delivered. It will evolve as BAU. Key performance metrics have been identified from the Culture Dashboard for inclusion in the Performance Framework. The Dashboard will support improved performance reporting going forward to enable demonstration of culture change.</p> <p>The Policing Together Collaboration Group brings PS together with DSA, statutory staff associations and TU's to jointly deliver Policing Together objectives.</p> <p>The PT Implementation Plan was re-designed on 4 Action it is more streamlined, clearer and removes duplication, enabling identification of priorities and clear measures of success.</p> <p>An Evidence Submission Form is being prepared proposing closure of HMICS Recommendation 9 relating to investing in organisational development and design to develop a clear model of adopting culture change.</p> <p>An Evidence Submission Form is being prepared proposing closure of HMICS Recommendation 2 in relation to addressing inequalities between staff Groups.</p> <p>HMICS Recommendation 11 re putting in place a mechanism for monitoring progress against HMICS AFD has been closed.</p>

Policies, Procedures and Practice Regularly review our policies, to ensure they do not contain unconscious bias.	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.	7. Colleague Support		3 of 8 tasks to deliver upon this Action are complete or pending closure. Focus is now on the EqHRIA Improvement work which is key to policy and procedure review. Policy and procedure review is BAU with a paper endorsed in that respect. A current priority is the review of policy, processes and practices following the UK Supreme Court ruling on sex and gender. A governance structure is established for the review of sex and gender with 3 sub-groups in place: Data Retention, Search, and Single Sex Corporate Impacts. Interim guidance on both search, and access and use of workplace toilets, changing facilities and shower rooms has been published.
Effective Recommendation Management Police Scotland should respond transparently and pro-actively to adverse findings made against it and monitor implementation of recommendations.	N/A	N/A		1 of 1 task to deliver upon this Action is complete or pending closure. This action originated from the Human Rights Baseline Assessment. All recommendations made to Police Scotland from external scrutiny are now tracked centrally by the Audit Management Team using 4Action, Police Scotland's corporate action management system.
Reporting crime and community concerns Improve the confidence of minoritised communities to report crime and community concerns.		1. Reporting crime and community concerns - confidence and support		Tasks are currently being considered which will deliver upon the Equality Outcome objectives. A digital community engagement form and an engagement dashboard has been implemented to enhance both the capture of officer / staff engagement with communities and provide the ability to identify any engagement gaps at a local and national level. The review of Third-Party Reporting continues seeking to enhance the service by working with partners and Scottish Government. The Community Advisor structure has been refreshed, including the development of a new role profile, improved vetting and recruitment process, regular engagement events and introduction of a welcome pack.

Accessibility Improve access to information and enable people to communicate with Police Scotland in ways that meet their diverse needs.		2. Accessibility of services and communications		<p>Tasks are currently being considered which will deliver upon the Equality Outcome objectives.</p> <p>Work is ongoing on Video Remote Interpreting (VRI) to further assist our BSL communities with access to police services.</p> <p>Proactive community engagement events take place with BSL communities across Scotland and a communication aid is being piloted to support dynamic contact with members of the public from BSL, Disability and ESL communities.</p> <p>Work continues in relation to the Black and African engagement plan.</p>
Community engagement Improve engagement with our communities, using their insights and experience to shape how best to deliver services and work with partners to keep people safe.		3. Meaningful engagement		<p>Tasks are currently being considered which will deliver upon the Equality Outcome objectives.</p> <p>The LGBTIQ+ Citizens Panel have produced their report with a number of recommendations within. (See section 4)</p> <p>Community Relationship Specialists have been appointed and are undertaking significant work to engage with a variety of communities and support local policing teams to enhance their knowledge.</p> <p>Youth Engagement officers have been appointed. (See section 4)</p>

Policing Together Implementation Plan Exception Reporting.

Master Action: Resources	
Equality Outcome / Objective: All	
Status: Pending Closure	
We said we would:	<ul style="list-style-type: none"> Consider the long, medium and short term resources of improving inclusion within the service. 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. (PT Strategy -Outcome 2, Commitment 1) Establish a permanent independent review group and provide ongoing support to ensure progress is being made and hold us to account. (Outcome 2, Commitment 2) Build capacity of the core Policing Together team to enable and support local and functional delivery. This would include project and programme management skills, monitoring and evaluation and EDI & HR expertise. (IRG Practical Step 1)
We have:	<ul style="list-style-type: none"> Carried out a restructure of People and Development (P&D). Consultation is complete, with several senior appointments made. Full implementation is expected by end of summer 2025. The new structure creates capacity and efficiency across all P&D functions, including Equality, Diversity and Inclusion with the addition of a new management post. Reviewed our approach to independent advice and as a result established the IPAC. The IPAC absorbed and refreshed the remit of the NISAG and the EDI & HR IRG. (See section 1 of this report for further detail.) Merged two portfolios, PPCW and Policing Together to create Policing Together Division. The following resources have been recruited: <ul style="list-style-type: none"> A Strategic Equalities Advisor A Human Rights Advisor A Fair Play Advisor x 3 Community Relationship Specialists x 2 Youth Engagement Officers An EqHRIA Development Lead and x 2 EqHRIA Development officers. <p>Additionally, a Learning Pillar Team was resourced within Policing Together consisting of a PI, x4 PC's, x2 external trainer posts. This team has been</p>

	<p>established to equip all officers and staff with knowledge, skills and understanding of perspectives, other than their own, through delivery of bespoke training, including:</p> <ul style="list-style-type: none"> • Unity Through Learning (UTL) – Anti Racism Training • Act Don't React (ADR) • Policing in a Diverse Society (PIADS) <p>A PI has also been seconded to the CYP team to deliver the Children's Rights Impact Assessment process and support the EqHRIA development officers.</p>
We have achieved:	<ul style="list-style-type: none"> • Increased capacity through the Policing Together structure to bring to life our internal and external focus on being an inclusive, connected and effective policing service for everyone. • The capacity to deliver face to face anti- racism training. Our officers and staff had provided feedback stating they wanted and would benefit most from face-to-face training. • Much improved access to EDI and HR advice and an improved structure for independent advice which is more efficient and connected. The IPAC has a diverse membership, and a wealth of experience and skill sets across the protected characteristics and EDI. • Improved capacity and knowledge to deliver on the Communities Pillar focusing on understanding the needs of and engaging with our diverse communities. • Capacity to make important and necessary improvements to our EqHRIA process and to develop the CRIA process.
We will:	<ul style="list-style-type: none"> • Continue to monitor resourcing to improve inclusion across the service. • Develop and launch a Communications Plan to ensure the new IPAC structure is visible, understood and utilised by our organisation. <p>This Master Action is now complete.</p>

Master Action: Learning	
Equality Outcome: Leadership and Colleague Experience	
EO Objective: We have training and development programmes which increase the EDI knowledge and skills of our leaders and improve the experience of our diverse workforce.	
Status: ongoing	
We said we would:	<ul style="list-style-type: none"> • 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. (PT Strategy Outcome 3 Commitment 4) • Review the most effective methods for teaching EDI and anti-discrimination. We have heard concerns about Moodle and enthusiasm for more face-to-face, which is seen as more valued. (IRG Practical Step 27) • Senior leaders and managers who shape the vision and values of Police Scotland should be offered training to acquire a more robust level of EDI and anti-discrimination knowledge. (IRG Practical Step 25)
We have:	<ul style="list-style-type: none"> • Delivered two mandatory EDI Moodle packages to the organisation. Equality, Diversity and Inclusion and Upholding Our Values. • Provided face to face anti-discrimination training through the lens of anti-racism. Face to face training was requested by officers and staff who provided feedback on our EDI learning modules. • Developed and continue to deliver our Act Don't React' (ADR) training. ADR is face to face training based on behavioural science which teaches officers and staff to understand why someone may be acting in a certain way and how they can regulate behaviour, relate to the individual and reason with them to de-escalate and positively influence the situation. • Developed and delivered a bespoke training package for our service executive which focused on understanding institutional racism and anti-racism, prepared senior executive members to lead Police Scotland to meet the commitment to make Police Scotland an anti-racist organisation and ensured they are better equipped to promote a more inclusive workplace culture.
We achieved:	<ul style="list-style-type: none"> • A completion rate of 80.7% of the second Moodle package 'Upholding Our Values' with an 87% satisfaction rate and 93% agreeing they had confidence to apply the knowledge. • Delivery of 111 pilot UTL courses between November 2024 and April 2025 to 1129 colleagues and delivery of a comprehensive 'train the trainers' programme for 6 trainers to deliver Anti-Racist Training (re-

	<p>branded UTL course) across the organisation. Delivery of 35 Anti-racist training courses to 622 colleagues in June and July 2025.</p> <ul style="list-style-type: none"> • A significant reduction in use of force, injuries to officers, and recorded complaints against the police during the ADR 2-year pilot in Lothian and Borders Division. Extensive evaluation revealed: <ul style="list-style-type: none"> ○ Use of force by ADR trained officers was 17% lower. ○ Injuries to ADR trained officers was 29% lower. ○ A 6% reduction in reported assaults against ADR trained officers. ○ Recorded complaints against the police were 49% lower. • A total of 63 sergeants, constables and police staff from a wide spread of divisions and business areas have been trained to deliver the ADR programme through our train the trainer's model. • Recognition for ADR and our wider work in this space on Channel 4 News by Neil Basu. Following this mention Channel 4 has requested to film a news package with Police Scotland. • A common understanding across the service executive of anti-racism and their collective and individual responsibilities to lead an anti-racist and anti-discriminatory service.
We will:	<ul style="list-style-type: none"> • Continue to deliver Anti-Racism Training as BAU with 15 courses scheduled each month enabling training delivery to at least 225 officers/staff per month. In theory this would result in circa 1800 officers/staff being trained by 31 March 2026. Spaces lost due to unfilled courses will require to be minimised. • Embed ADR gradually across the organisation. • Continue to offer and provide EDI and institutional discrimination CPD products: Inclusion Starts With I, Being an Ally, Deconstructing Institutional Discrimination and Unconscious Bias.

Master Action: Reporting Mechanisms

Equality Outcome: N/A

EO Objective: N/A

Status: On-going

We said we would:	<ul style="list-style-type: none"> • Review our grievance process to ensure it is fair, non-discriminatory, transparent, conducted in a timely manner. (HRBA27) • Ensure colleagues feel safe to report issues and can be confident in the management and organisational response. (PT Strategy Outcome 3 Commitment 3)
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	<ul style="list-style-type: none"> • Rename and refocus our grievance process to resolution/mediation (HMICS R07) • Introduce an independent advocate to support colleagues raising concerns around discrimination. (PT Strategy Outcome 3, Commitment 4) • Improve throughcare and aftercare for misconduct and grievances cases. (HMICS AFD15)
We have:	<ul style="list-style-type: none"> • Revised our grievance and resolving a workplace issue procedure. Key changes were introduced which adhere to the ACAS code of practice and address key issues identified by users and stakeholders through consultation such as: <ul style="list-style-type: none"> ○ A review of language to create a better balance between informal and formal resolution. Language like 'investigate' and 'evidence' was removed due to their meaning in a policing context. ○ Creating opportunities to raise concerns early with the offer of a mediation service. ○ A new Appendix to the procedure that highlights the roles and responsibilities of those involved in the process along with a new checklist for Resolution Managers. • Rolled out the revised procedure (July 2024) and promoted key changes. • Set up an Implementation Group with representation from across Local Policing, P&D, PSD, SCD, OSD, C3, CJSD, statutory and diversity staff associations and trade unions. The Group delivers on an implementation plan focused on best supporting our people, influencing behavioural change across the organisation in respect of the revised procedure and identifying and implementing additional improvement activities. A key area of focus has been briefings and support across all business areas, with a particular focus on our line managers. • Developed and released guidance on workplace mediation. • Developed and released guidance for witnesses and subjects of grievances. • Formally launched our Mediation Service to support increased focus on early resolution. A mediation intranet page is available providing more information on the service, what to expect from mediation, how to access support and how to make a referral. • Appointed a small investigation team for complex, protracted grievance cases consisting of police staff. They support the business in dealing with the increased number of employee relations cases to minimise risk and release capacity within divisional management.

	<ul style="list-style-type: none"> Recruited a Fair Play Advisor who will ensure the organisation demonstrates a full commitment to upholding the principles of fair play and the broader theme of equalities. The Advisor acts as an independent third-party reporter for incidents of discrimination and unfair treatment. The Fair Play role is inextricably linked to the notion of belonging and is a layer of protection offered by the Service to better ensure that individuals feel secure, represented, empowered, and justly treated. This new role will also assist in enhancing confidence in the transparency and fairness of the grievance, complaints and discipline processes. Re-written our investigative wellbeing guidance for the complaints process updating it to improve experiences for all involved. Issued welfare support officers with a new aid-memoire to better support officers and staff who are involved in the complaints processes.
We achieved:	<ul style="list-style-type: none"> 27 trained mediators (End Q4 2024/25.) A caseload of 19 mediation referrals representing and 16% increase on the previous year. (End Q4 2024/25). Delivery of a mediation input to 500 managers (July 2025)
We will:	<ul style="list-style-type: none"> Continue to raise the profile of mediation and advocate for its use. Develop case studies to use within the People Management Development Programme and to use on the intranet. <p>The review of the grievance procedure is now complete, and progress will continue as business as usual.</p>

Master Action: Community Engagement	
Equality Outcome: Meaningful engagement	
EO Objective: We have provided opportunities for people to engage with us and participate in local and national decision making. We have evolved and enhanced effective partnership relationships focused on improving community engagement.	
Status: On-going	
We said we would:	<ul style="list-style-type: none"> Establish an LGBTIQ + Citizens panel to assist with building trust and confidence across the community.

<p>We have:</p>	<ul style="list-style-type: none"> Established the LGBTIQ + Citizens panel with 27 participants who were randomly selected to incorporate the many diverse identities within the LGBTIQ+ community. To ensure a robust, fair, and unbiased process, an independent Strategic Oversight Group was also recruited, bringing together representatives from the Scottish Government, the voluntary sector, educational sector, and other community groups. Enabled members of the panel to participate in 10 sessions with 25 hours of deliberation on the question <i>“What does Police Scotland need to change and do to build greater trust and confidence amongst LGBTIQ+ people?”</i> Received 16 recommendations which were prioritised by the panel. Themes covered: <ul style="list-style-type: none"> Training and education Transparency, trust, and accountability Community engagement and visibility Internal police culture Feeling safe, seen, and welcome when interacting with police. Ensured that those who are not normally part of the decision-making process were able to voice their concerns, ideas, and lived experiences.
<p>We achieved:</p>	<ul style="list-style-type: none"> A successful trial of a new engagement approach which brought together a randomly selected group of people together to take part in deliberative dialogue informing a set of recommendations for the Service.
<p>We will:</p>	<ul style="list-style-type: none"> Consider the report and provide a response to members of the citizen’s panel. Map the recommendations to the PT Implementation Plan and incorporate as appropriate. Put a communications plan in place to launch the report publicly

Master Action: Community Engagement	
Equality Outcome: Meaningful engagement	
EO Objective: We have resources, training and opportunities for policing to connect and engage with diverse communities.	
Status: On-going	
We said we would:	<ul style="list-style-type: none"> Enhance our ability to connect and engage with diverse communities to understand community needs, experiences and expectations and build trust and confidence.
We have:	<ul style="list-style-type: none"> Recruited a senior Youth Engagement Officer and a Youth engagement officer who bring a wealth of experience to policing. They have raised their profile internally, built relationships with external partners to deliver on shared goals and support engagement with children and young people and have run engagement sessions to learn from the experiences and hear the views of children and young people. Recruited three Community Relationship Specialists to focus on enhancing community relationships with minoritised communities. The specialists work with colleagues in PT Division and Strategy, Insight and Engagement to enhance understanding of networks, geography, and demography and will support the service to use relationships effectively with key individuals and community organisations.
We achieved:	<ul style="list-style-type: none"> Better insights through engagement with a diverse range of Children and Young People. Between February and June 2025, the Youth Engagement Officers engaged directly with 175 children and young people across Scotland, the youngest being 10 years of age and the oldest 21. The median age was 14. 56% was boys and men, 43% girls and women and 1.8% trans/non-binary. 16% of those engaged were care experienced, 16% had a disability and 9% were from black and minority ethnic communities. Key themes of engagement were safety, schools, weapons and attitudes towards police. A better understanding of what can be improved in our approach to engaging with children and young people. This includes consistency in approach to youth engagement and promoting police as a solution, our approach to school-based officers and understanding the drivers of violence involving children and young people.

We will:

- Work with a wider representation of children and young people, particularly those from across often underrepresented groups to understand what they want to see and improve their trust and confidence in the police as a solution.
- Expand the youth engagement officer's connection to all 13 divisions and do more engagement with local officers to understand their experiences of interacting with children and young people and how they can be supported.
- Dive deeper into the experiences of children and young people to understand their experiences when they have encountered police. This will inform our principles on how we should engage with them.
- Conclude a period of traditional stakeholder mapping, towards the creation, in the 2025-26 financial year of a modern and reliable tool for tracking communication with key community stakeholders.

Additional Information

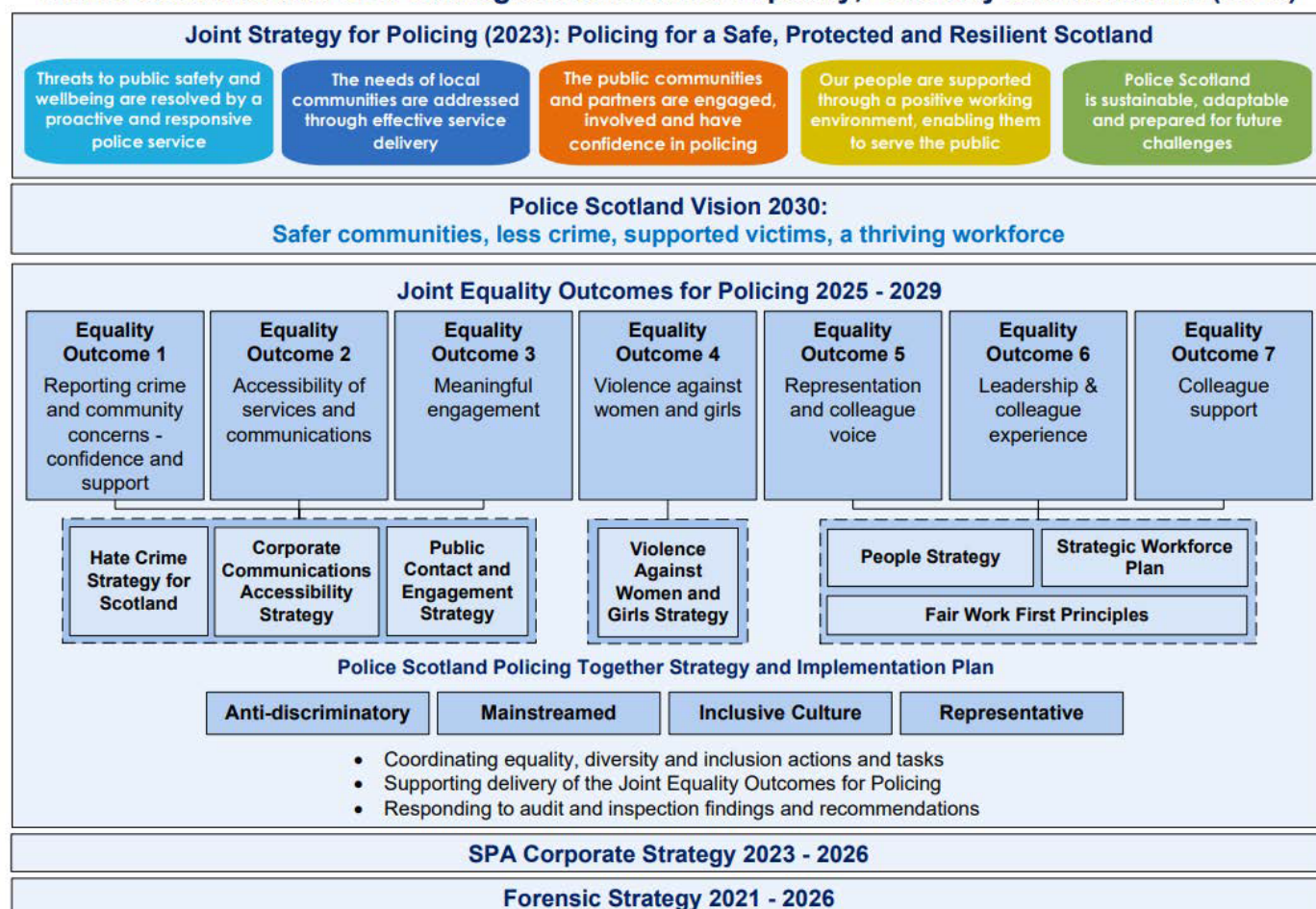
The Policing Together Tasking and Performance Group is chaired by ACC Policing Together and sits quarterly. The Group receives exception reports from the Culture Dashboard, a Public Confidence Report and updates on research being carried out which relates to Policing Together.

Receiving the Analytical Exception Report and the Public Confidence Report enables the Group to understand performance against the Policing Together Implementation Plan and to identify, through discussion and applying context to the data, any rationale for exceptions, gaps in activity, and/or trends needing explored further or addressed.

Going forward, the outputs from the work carried out at the Tasking and Performance Group will be reported within the 6 Monthly Policing Together Performance report.

Appendix A – Strategic Alignment

Police Scotland and SPA Strategic Overview for Equality, Diversity and Inclusion (2025)



Appendix B – Policing Together Strategy

Our Vision

- Police Scotland is welcoming inclusive and representative of the communities we serve.
- We will create working environments where people know they belong and demonstrate our organisational values.
- This will be underpinned by a human rights approach to policing, focused on delivering the highest standard of service for all our diverse communities.

Leadership

Learning

Communities

Communications

Strategy Outcomes

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 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 people safe.

Appendix C – Equality Outcomes

Equality Outcome 1 – Reporting Crime and Community Concerns - Confidence and Support

By 2029, minoritised communities will have greater confidence to report crime and community concerns.

- We have a better understanding of our communities and the complex social and cultural challenges they face which impact/influence decisions to report crime and concerns.
- We have clear governance structures in place for local policing partnerships, aimed at enhancing third party reporting.
- We have robust mechanisms in place to monitor community tensions.
- We have improved experience and awareness for victims and witnesses, detailing processes involved from initial report, investigation and accessing tailored support.

Equality Outcome 2 – Accessibility of Services and Communications

By 2029, people will have improved access to information and be able to communicate with us in ways that meet their diverse needs.

- We have an increased awareness of the barriers people face accessing our services and used lived experience to shape our approach and improve access.
- We have reviewed practices and policies regarding mechanisms for minoritised communities to report crime and reduced practical and accessibility barriers.
- We have delivered accessible and online reporting options as laid out within our Public Contact and Engagement Strategy.
- We have ensured all Police Scotland documents available.

Equality Outcome 3 – Meaningful Engagement

By 2029, we will have improved engagement with our communities, using their insights and experience to shape how best to deliver services and work with partners to keep people safe.

- We have provided opportunities for people to engage with us and participate in local and national decision making.
- We have evolved and enhanced effective partnership relationships focused on improving community engagement.
- We have delivered services using lived experience from people within protected groups and those who represent their interests.
- We have resources, training and opportunities for policing to

Equality Outcome 4 – Violence Against Women and Girls

By 2029, we will have supported societal change in ending Violence against Women and Girls, support those at risk of becoming victims of violence, and those facing violence are safer and confident that the police will be responsive to their needs.

- We will continue to secure the trust and confidence of Women and Girls to ensure they report violence, abuse, exploitation and harassment to the Police.
- We will continue to support Women and Girls who are affected and/or are survivors of violence, abuse, exploitation and harassment.
- We will continue to ensure our partnerships are effective and are focused on Harm Prevention and seeking Justice for Women and Girls who are affected and/or are survivors of violence, abuse, exploitation.

Equality Outcome 5 – Representation and Colleague Voice

By 2029, minoritised groups are better represented in policing, have an improved colleague voice and our decisions are informed by relevant workforce data and insights.

- We have inclusive recruitment practices that remove barriers and support improving representation in the workplace.
- We have fair career development practices that support colleagues in their career journey.
- We have a better understanding of the needs of minoritised groups through improved colleague engagement mechanisms.
- We have reduced EDI data gaps and improved workforce EDI data and insights which inform our decision making.

Equality Outcome 6 – Leadership and Colleague Experience

By 2029, colleagues from minoritised groups have an improved colleague experience through the enhanced equality, diversity and inclusion knowledge, skills and behaviours of our people leaders.

- We have training and development programmes which increase the EDI knowledge and skills of our leaders and improve the experience of our diverse workforce.
- We have improved evaluation mechanisms that allow better understanding of the impact of our training and development programmes.
- We have leaders who know and behave in line with our values at all times.
- We have organisational learning mechanisms that support continuous learning of our leaders.

Equality Outcome 7 – Colleague Support

By 2029, colleagues from minoritised groups have their needs met more proactively through improved accessibility, technology, equipment, facilities and family friendly provisions.

- We have internal policies, guidance, systems and communications that are more accessible.
- Our people have better access to technology, facilities, equipment, and reasonable adjustments that meet their needs.
- We have an improved range of family friendly provisions and support.
- We have appropriate flexibility that supports our people while meeting operational requirements.