



Meeting	Authority Meeting
Date	25 May 2023
Location	Crowne Plaza Hotel, Glasgow
Title of Paper	Equality, Diversity, Inclusion and Human Rights Independent Review Group (EDIHR IRG)
Presented By	Robin Iffla, Chair of EDIHR IRG
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – IRG Membership

PURPOSE

The purpose of this paper is to inform the Scottish Police Authority of the progress to date of the Equality, Diversity, Inclusion and Human Rights Independent Review Group (EDIHR IRG), by means of its first interim report.

Members are invited to discuss the contents of this paper.

**Police Scotland
Equality, Diversity, Inclusion and Human Rights Independent
Review Group**

First Interim Report April 2023

1. Purpose

- 1.1 This is the first of two interim findings reports which the Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG), established by Police Scotland in 2021, will issue in 2023 ahead of its final report in early 2024. In this report we set out our emerging reporting framework and provide an indication of our initial findings based on data and evidence gathered to date.
- 1.2 It is important to stress that the work of the IRG is ongoing. These are therefore early findings, based on partial gathering and analysis of the evidence and data we intend to consider. We are also conducting our review in a live implementation and delivery context. Our findings, and crucially our assessment of Police Scotland's progress in relation to equality, diversity, inclusion and human rights (EDIHR), will therefore evolve over the course of the review.
- 1.3 We are, of course, aware that Police Scotland is on a journey with regard to the development and implementation of EDIHR strategy. Since the establishment of the IRG there have been a number of key developments in that regard:
 - In 2021, December it approved the creation of a single EDI Action Plan that sought to capture a number of separate diversity action plans across protected characteristics which were mapped to identify areas of commonality, cross over and duplication. An oversight group was established in February 2022 to oversee progress and report to its EDI & HR Strategic Oversight Board on a regular basis.
 - In September 2022, Police Scotland launched its first EDI strategy, Policing Together, covering the period 2022-2026, complemented by an implementation plan which sets out how the strategy's 21 commitments will be delivered. A mapping exercise revealed that of the 21 commitments 16 had actions

in progress, completed or embedded under the governance of the EDI Action Plan Oversight Group.

- The EDI Action Plan has subsequently been subsumed under the Policing Together EDI Strategy Implementation Plan with governance and oversight of the Strategy assigned to the Policing Together Implementation Group (previously the EDI Action Plan Oversight Group), which met for the first time in January 2023.

- 1.4 These developments represent a significant, consolidated commitment to EDI on the part of Police Scotland over the past two years. We have been grateful for the opportunity to contribute to them. Assessing the extent to which the pace and efficacy of delivery matches that commitment is embedded in our review approach and strategic outcomes.
- 1.5 We recognise that it is not a simple process to compare the work that has been done and is being done in Police Scotland with the police organisations in England and Wales, however, we believe that our knowledge and experience gives us the authority to make some statements that highlight the position that Police Scotland is currently at in relation to the governance structure.
- 1.6 The Scottish Police Authority has clearly stated its support and guidance for the work that it expects from the Police Service of Scotland. It has supported, at the request of the Chief Constable, the creation of an executive post to lead the work under the umbrella of Policing Together, which is the primary programme for delivering Equality, Diversity, Inclusion and Human Rights in Police Scotland.
- 1.7 The Chief Constable has unequivocally stated that he will lead a police service that is anti-racist and anti-discriminatory, with full commitment to implement actions and activities that will involve every member of the organisation that is an inclusive service, which delivers the highest quality service to all communities in Scotland.
- 1.8 We recognise that the Chief Constable was the first Chief Officer in the United Kingdom to state that he will lead an anti-racist police service and we commend this commitment.

2. Background

- 2.1 Since the last report to the Scottish Police Authority Board on 29 September 2022, where progress on the work of the IRG was presented, the work of the group has continued apace, shifting from scoping and discovery to implementation and evidence gathering.
- 2.2 Following the appointment of Dr Victor Olisa to work on a consultancy basis with Police Scotland in February 2023, the IRG now has a membership of 9. The group continues to be chaired by Robin Iffla with Chris Creegan and Pheona Matovu acting as vice-chairs. A list of the full membership is attached in appendix A.
- 2.3 Each member contributes to one or more working group related to the key outcomes on culture, strategy and training and development, with a lead member taking responsibility for coordination. Angela Voulgari has taken responsibility for a parallel, deep dive case study on Police Scotland's work on sexism and misogyny which we will cover in our second interim report.

3. Outcomes and approach

- 3.1 The high-level focus of the group's work continues to centre on the four key outcomes across three areas established at the outset of its work:
 - **Culture**
 - Police Scotland has a clear diagnosis of existing cultures and behaviours and their impact, and a robust understanding of what successful cultural transformation would look like and how to achieve it.
 - **Strategic direction**
 - Police Scotland has a clear Equality, Diversity and Inclusion Strategy with measurable outcomes, the delivery of which is embedded throughout the Service.
 - Police Scotland has an Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board that identifies good practice, continually reviews policies and procedures and drives innovation to promote Equality, Diversity and Inclusion throughout the organisation.
 - **Training and development**
 - Police Scotland has a comprehensive training and development plan at every level of the service which drives

culture change, supports the effective implementation of its EDI strategy as well as deepening the awareness among all staff of EDI and anti-discrimination issues in relation to everyday practice.

We have expanded the training and development outcome since establishing the outcomes to ensure it fully reflects the role and purpose of training and development in relation to EDIHR.

3.2 As the implementation phase of the group's work has progressed, the IRG has identified seven proxy themes which we anticipate will form the basis of our reporting framework in relation to those four outcomes. These themes, which are not mutually exclusive, are:

- Governance and Oversight
- Dealing with Complaints and Grievances
- Role of Middle/People Management
- Policies and Practice
- Training and Development
- Recruitment, Retention, and Promotion
- Vetting

We had originally included Vetting within the Recruitment and Promotion theme, but on reflection concluded that it needed to be a theme in its own right.

3.3 This has enabled the group to carefully consider what forms of data and evidence it will need to assess the level of assurance it can offer Police Scotland in relation to the four key outcomes.

3.4 The overarching context for consideration of data and evidence is provided by Dame Elish Angiolini's Report on Complaints. Investigations and Misconduct, published in 2020, recommendation 18 of which gave rise to the establishment of the IRG.

3.5 Of particular relevance to the IRG's review are Dame Angiolini's observations on a range of matters including frontline resolution, promotion readiness, supervision culture (particularly at middle management level), the threshold for statutory misconduct, the experiences of minoritised groups, the role of 'canteen culture', and the role of diversity staff associations and the Scottish Police Federation in relation to EDIHR.

3.6 The principal forms of data and evidence being gathered by the IRG include:

- Internal policies, reviews, reports and administrative data produced by Police Scotland
 - External reports and reviews including relevant HMICS thematic inspections and ongoing reviews conducted out with Scotland
 - Interviews and discussions with a range of key personnel in senior managerial roles, specialist units, and representatives of the diversity staff associations and the Scottish Police Federation
 - Interviews and group discussions with officers and staff across a sample of four divisions, three geographic and one operational.
 - Observations of the delivery of training courses
- 3.7 The insights described in section 5 of this interim report draw primarily on qualitative evidence gathered via the interviews, discussions, and observations we have conducted to date. During the next phase of the review, as well as gathering further primary data, we will endeavour to consider this qualitative evidence in the context of administrative data including for example, data on complaints, grievances, misconduct, recruitment, retention and promotion, and documentary evidence and online information held by Police Scotland.
- 3.8 The most significant recent review of relevance to the IRG's work out with Scotland is Baroness Casey's review into the standards of behaviour and internal culture of the Metropolitan Police Service. Police Scotland is the second largest police service in the UK after the Metropolitan Police Service and covers the largest geographical area of any territorial police service.
- 3.9 Baroness Casey's report was published as we were drafting this interim report. The Casey review covers some of the same terrain as our own review but with a broader remit and has been conducted in a parallel but nevertheless distinct policing context.
- 3.10 Prior to the report's publication, we had already made contact with the Casey Review team. It is our intention to meet further with representatives of the team to learn more about their approach, findings and conclusions. This will enable us to consider their relevance to our own review and our assessment of Police Scotland's progress on EDIHR.

4. Context and environment

- 4.1 Our review takes place ten years after the creation of Police Scotland. The legacies of the eight regional forces which preceded it and the experience of transitioning to a single police service, also encompassing services previously run by the Scottish Police Services Authority, have been frequently referred to by those we have had discussions with to date. Of note is the perceived impact of the leadership of the service over the last decade, in particular the change to a performance culture post 2012.
- 4.2 We have heard repeatedly that the culture of policing in Scotland has been influenced by demographic changes to the workforce over the last 20 years, in particular a generational shift towards more liberal social attitudes. This trend was seen as mirroring changes in society at large. However, there is a perception that attitudes within the service are still 'catching up' with society. Incoming probationers were said to be both more enlightened and more likely to speak up and challenge a traditional command and control culture. However, it was reported to us that this willingness to speak up and challenge ebbed away the longer officers stayed in the service.
- 4.3 We heard significant concerns about financial investment in the service and the negative impact of fiscal constraints on infrastructure, including the dilapidation of the police estate in some areas (which we observed at first hand) and the quality of technology, for example systems which do not speak to each other resulting in additional and potentially unnecessary administration, and equipment without the necessary levels of functionality or appropriate for officers' particular needs and characteristics.
- 4.4 Time and again we heard about the impact of the fragility of other public services on the nature of local policing whereby 80% of response time is absorbed by social welfare issues, often mental health related, rather than crime. There was an overwhelming sense that the police service is the last person standing, the one that is unable to walk away.
- 4.5 Alongside all these challenges we heard about the ongoing impact of political priorities, both national and local, and the wider external context relating to trust in UK policing, notably the constant stream of news about the Metropolitan Police Service. There was a general acknowledgement that Police Scotland was far from immune from the issues raised (both the Rhona Malone case and the Sheku Bayoh case among others were cited).

- 4.6 There was a widespread view that while discriminatory attitudes were far from a thing of the past in Police Scotland, there had been a marked shift over the past decade. However, our interviews with both key interviewees and divisional staff revealed instances of ongoing discrimination against minoritised communities, including first-hand accounts of racism, sexism, and homophobia.
- 4.7 Our interviews also suggest that those who do not experience everyday forms of discrimination equate this to an absence of occurrences of discrimination within the workplace. During the next phase of the review, we will seek to build as accurate a picture as possible of the current extent and prevalence of such experiences within the service.

5. Early Insights on Key Themes

- 5.1 The insights described below provide a snapshot of some of the issues raised in relation to the key themes in our provisional reporting framework. They are not intended to be exhaustive but rather to provide a flavour of some of the main issues raised in our evidence gathering to date. Some of these insights relate directly to EDIHR strategy while others are more contextual. However, all are relevant to Police Scotland's ability to make meaningful progress in relation to our four strategic outcomes above.

Governance and Oversight

- 5.2 Our overall impression is that there is a clear understanding of, and belief in, the Executive's commitment to the EDIHR agenda. However, we have also been left with a strong impression of an awareness gap between those responsible for oversight and leadership and the reality on the ground, in particular the ownership of the agenda at middle management level (Sergeant, Inspector, Chief Inspector).
- 5.3 The greatest challenge we heard, and observed, to driving cultural change within the service was the pressures on frontline resourcing. This is something we want to return to and attempt to quantify over the next phase of the review. However, at this stage, our sense is of a real concern for morale because of the impact on the ability to take time off and the concomitant effect on work-life balance. This is felt most acutely in frontline policing and by those dealing with the operational consequences of such pressures, including grievances. In this context there was felt to be little or no space to reflect or devote time to learning, training and development on EDIHR issues.

- 5.4 Against this backdrop, we have encountered a sense of what we have referred to as 'initiativitis', where a constant stream of initiatives, projects, activities, and communications, all of which are well intentioned and have merit, are not joined up in practice.
- 5.5 Prior to undertaking interviews at divisional level, we had already gained an impression of this from ongoing attendance at and observation of the Policing Together (EDIHR) Strategic Oversight Board. During our conversations, it became clear that communication on EDIHR issues via email, intranet and poster campaigns was seen to be of limited value in shaping attitudes, behaviours and understanding in the absence of time being set aside for face-to-face peer learning and reflection on practice.
- 5.6 Speaking to those in more senior ranks at divisional level, it became even more clear that operationalisation of strategy is a significant barrier to progress. We gained a sense of 13 divisions all trying to reinvent their own wheel and a concern that there is an urgent need to streamline and prioritise the number and range of initiatives so that they can work more effectively to improve culture and behaviours. A related concern is the service's approach to the evaluation of initiatives which appears piecemeal and to lack consistency and rigour. The aforementioned creation of the executive post to lead the Policing Together Programme will be addressing these matters and we will be closely monitoring the effectiveness and impact of this work. We shall be reporting on this in the coming reports.

Dealing with complaints and grievances

- 5.7 In her report, Dame Angiolini commented on the need to improve frontline resolution and increase the use of less formal avenues to reduce conflicts. At this stage in our review, our impression is that the tendency to jump straight to formal grievance processes without the opportunity to pursue mediation persists with a consequential significant administrative burden. For senior managers this can be a drain on time and resource which prevents a clearer focus on driving improvement.
- 5.8 Alternatively we encountered a degree of scepticism and even outright fear about raising concerns at all, either informally or formally, because it can just lead to the person being moved and the issue being avoided. We heard of people being 'punished' for raising issues or concerns, for example being sidelined within teams or moved to a less convenient location.

- 5.9 We also heard of poor behaviour being known and seen 'in plain sight' with no action being taken; a vicious circle of the personnel affected not having the confidence to report concerns, peers not speaking up and managers not taking action, exacerbated where the concern relates to a manager.
- 5.10 A further point raised by Dame Angiolini related to the definition of 'misconduct' to raise the threshold for matters which go down the statutory route. We heard anecdotal concerns about the formal process undertaken by the Professional Standards Department (PSD) taking too long and concluding that the matter should be dealt with via local resolution, by which time it was too late to take effective action. By the same token we are aware of one instance where significant efforts to dismiss an officer were frustrated by obstacles beyond Police Scotland's control.
- 5.11 Either way, PSD was seen as critical in setting the tone and concern was raised about how consistent it was in addressing EDIHR issues. It was suggested that the department needed a deeper knowledge of EDIHR issues and how they manifest or are breached in workplace settings. There was also a view that PSD were more prepared to act where there were breaches involving an element of criminality but less prepared to address issues of misconduct involving aspects of discrimination related to protected characteristics.
- 5.12 While it was clear to us that progress is urgently needed in this area, there appears not to be a settled view on how this might happen. On the one hand there was a view that PSD should take a stronger lead, on the other a concern that local and senior managers are disempowered from decision making. These are issues which we want to discuss with the PSD and this will be an important component of the next phase of our review.
- 5.13 In this context there was a divergence of view among those we spoke to about the commitment to introduce an independent advocate to support colleagues to raise concerns about discrimination. While the majority of diversity staff associations and some senior divisional managers saw merit in the commitment, others were more sceptical and the Scottish Police Federation were opposed believing that it undermined their role.

Role of Middle/People Management

- 5.14 We encountered significant concerns about the absence of effective performance management systems during the first decade of Police Scotland's existence. Middle managers (Sergeants, Inspectors, Chief Inspectors) were considered to be the most neglected in this regard and at the same time the most important in helping to understand and shape culture on the frontline.
- 5.15 We heard repeatedly that people are not assessed, trained to be managers and that promotion is secured by demonstrating technical skills and experience. Middle managers were described as the 'sponges' who had to absorb issues from the top and bottom, resulting in pressing and competing workloads, with insufficient training and guidance.

Policies and Practice

- 5.16 We heard that Police Scotland has no shortage of policies, including Standard Operating Procedures (SOPS), 'give me an issue and I'll find you a policy.' However, the extent to which they were up to date and fit for purpose was sometimes questioned, alongside a concern that their rigidity mitigates against managers exercising their own judgement.
- 5.17 This was combined with a fear of getting the SOPS wrong and of being on the backfoot, reacting to events rather than anticipating them. 'Hindsight policing' was said to contribute to low risk appetite, undermining discretion and in turn the professionalism of officers.

Training and Development

- 5.18 The use of self-directed learning via Moodle was almost universally criticised among those we have spoken to. It was repeatedly referred to as a 'tick-box' approach and easy to 'work around.' While it was seen as having some value in relation to technical or factual matters such as changes to legislation, it was considered to have little or no value in relation to raising awareness of EDIHR issues and driving changes in attitudes and values.
- 5.19 It was considered to be particularly ineffective for officers in frontline roles which were not primarily desk based. We heard consistently that valuing EDIHR should mean making proper time for it and delivering training face to face which should be targeted at those who need it and made a proper requirement.

- 5.20 We heard considerable skepticism that training and development is not mandatory or assessed in any meaningful way. In particular, we were told that Moodle was ineffective in driving the culture, values and behaviours needed to make Policing Together real on the ground including good people and performance management.
- 5.21 We heard that training on EDI issues is needed to assist those in supervisory positions to manage for equality. The lack of EDI training for those who are first line and middle managers results in them having to deal with a range of complex issues using their discretion based on individual moral judgements. There was a view that the current leadership and development modules were not sufficient, robust or effective in relation to EDI matters.
- 5.22 We were reminded that training can assist but should not be seen as a panacea for dealing with issues of prejudice, poor behaviour and discrimination. The current approach to EDI training was described by some as a 'knowledge dump' and it was thought that more time was required to properly deliver the training and to allow officers to process it. There was also a desire for training content to draw more heavily on Scottish examples and expertise.
- 5.23 The establishment of a pro-active training and development unit was welcomed but concerns were expressed that LTD did not currently have sufficient resources or staff to deliver all aspects of EDIHR training for example, to provide depth training to those undertaking Equality and Human Rights Impact Assessments.
- 5.24 From observation of training sessions, training material and in discussion with staff, more discussion is required as to how 'lived experiences' could be used to inform training content, policy directions, everyday policing as well as providing quality assurance. This is an area the training and development working group will focus on as part of the next stages of its work. The development of the need for a learning log was also identified to ensure that officers were supported to develop any gaps in their training or knowledge in EDIHR. We acknowledge the review being undertaken within LTD to address these issues and the creation and development of a bespoke face to face one day training programme for all personnel covering EDI and HR. Once again these will be subject to scrutiny and monitoring and reported on in coming reports.

Recruitment, Retention, and Promotion

- 5.25 We have already referred to the perceived inadequacy of promotion processes in relation to people management skills. We also encountered a perceived risk that MyCareer may drive the wrong sort of behaviours because it will be used primarily as an evidence gathering tool, driving mini-initiatives or 'pet projects' and evidence gathering for individual promotions rather than culture and system change.
- 5.26 We heard that it was easy to learn the language of the Competency and Values Framework but that there was insufficient focus on asking those seeking promotion how they are living it as part of their everyday practice. There was also a concern that the application of the Framework was less relevant to those with little interest in seeking promotion.
- 5.27 At the same time, we also encountered concerns about the high number of temporary promotions in place to fill gaps, sometimes over extended periods even where officers were deemed to have failed assessment processes.

6. Some initial reflections on moving forward for Police Scotland

- 6.1 The IRG is committed to acting as a critical friend to Police Scotland. While our review remains a work in progress, we are keen to ensure that the evidence we gather can be used in real time and to be solutions focused rather than merely diagnostic.
- 6.2 We are obviously not yet able to offer a definitive level of assurance in relation to the strategic outcomes. Neither have we yet determined how we will calibrate our assurance in our final report and expect to cover this in our second interim report.
- 6.3 However, at this stage in our review, looking at the strategic outcomes as a whole, we are able to provide a medium to high level of assurance on commitment and intention but only a low to medium level of assurance on implementation and delivery. We think there are a number of things Police Scotland should consider in the meantime.

Developing a robust narrative on EDIHR

- 6.4 Despite demonstrably high levels of Executive commitment, in particular strong leadership from the Chief Constable, DCC Designate, and reasonable levels of awareness throughout the service, we think a more robust narrative on EDIHR is needed. In developing and refining such a narrative there are a number of things which might be taken into account.
- 6.5 It is not sufficient for officers and staff simply to know that EDIHR is important without a greater level of awareness of why and what the benefits of an inclusive anti-discriminatory culture are to everyone employed by the service and the public they serve. Moving beyond tick box learning on 'who they are and what we call them' is imperative.
- 6.6 It is vital that human rights is not merely the add-on in EDIHR delivery. It is therefore important that such a narrative is clear about where EDI sits within the Human Rights framework and in turn the relationship of human rights within an EDI framework. Inclusion is a two-way street and for some it clearly does not feel like that at present.
- 6.7 The baseline assessment of its current organisational approach to human rights which Police Scotland has commissioned Jane Gordon to undertake is a welcome step in this regard. The IRG has met with Jane and will be considering her conclusions in detail during the next phase of the review.
- 6.8 In developing such a narrative, Police Scotland needs to create meaningful spaces for discussion and disagreement where there are differences of understanding and perspective. It is also important that it addresses perceptions of inconsistency in taking forward EDI issues in relation to different protected characteristics which acknowledges intersectionality.

Rationalising 'initiativitis'

- 6.9 There is an urgent need to prioritise, streamline and mainstream EDIHR implementation. As we have indicated, we repeatedly encountered a sense of the service being overwhelmed by the sheer number of initiatives in the EDIHR space combined with a lack of co-ordination and joining up.
- 6.10 The recent appointment of ACC Duncan to lead on the Policing Together strategy with a small team around him is an important

step in our view. We particularly welcome the fact that this is to be his sole focus and would urge Police Scotland to ensure in conjunction with the Scottish Police Authority that this senior resource is supported and protected, and taken into account in succession planning.

6.11 In developing a more coordinated approach, a number of things are worth bearing in mind:

- There are no quick fixes, but less is more. We would urge a focus on a smaller number of initiatives which are followed through. In practice this means thinking hard about a 'Stop, Start, Continue' approach to rationalising the current array of initiatives, projects and plans.
- There is an urgent need to ensure that implementation is operationalized which means embedding EDIHR in day-to-day delivery. We suggest a deeper analysis of what mainstreaming is and how this approach can be applied to everyday activities and existing policies would ensure EDI is both embedded and threaded through the daily work of Police Scotland.
- Ensuring the SOB is fit for purpose is important in driving delivery. The level of commitment demonstrated at SOB meetings is unmistakable, but we would question whether in its current construct and format it provides the right level of scrutiny and focus.
- Co-ordination from the centre should mitigate against reinventing the wheel while at the same time allowing space for innovation and adaptation to meet the demands of local circumstances.
- Reviewing the approach to monitoring and evaluation of EDIHR initiatives and activities is key to effective coordination.

Getting to grips with culture

6.12 Culture cannot and will not be fixed by putting policies in place alone, or by periodic intervention. It requires those with management and supervisory responsibilities to be clear about what is permitted and promoted, and to normalise challenge.

6.13 Our perception is that there is currently a degree of 'ad hoc' in how issues of standards and conduct are taken forward across the service. In some areas it is clear that the issue is addressed as part of professional standards whereas in others behaviour such as

swearing or making inappropriate comments appears to be excused as 'banter' or overlooked.

6.14 While acknowledging that transforming culture requires long-term and sustained focus, we think there are steps which Police Scotland can take in the near-term which will help to build the foundations for change. These include:

- Developing a clearer narrative about why a more inclusive culture would benefit the service, both internally and externally
- Avoiding a one-size fits all to understanding the way canteen and locker room culture manifests across the service and therefore what needs to be done to change behaviours
- Ensuring that EDIHR is embedded in the promotion process in terms of what is sought and expected by panels – this is not about a single question
- Ensuring a concerted focus on face-to-face learning and development for middle managers – this is not about a single course or module and requires the use of a range of interactive tools such as peer intervention

Drawing on 'lived experience' well

6.15 In our view the diversity staff associations have a vital role to play in bringing 'lived experience' to the shaping and monitoring of policy. We would commend Police Scotland's efforts to support and involve the associations. However, we also encountered a sense of fatigue, burnout and retraumatisation among some of those who we spoke to about the impact of their participation.

6.16 We would therefore caution against being overly reliant on diversity staff associations to take work on EDIHR forward. This is not about reducing or marginalising their role, but rather about minimising burden and maximising impact. To state the obvious, involving diversity staff associations is an input not an outcome.

6.17 We would urge dialogue with their representatives about how the vital but limited resource they offer is used strategically, recognising that ultimately the push for change must come from, and be owned by, the majority.

6.18 In this regard we think it is important to acknowledge that there appears to be a divergence of opinion on aspects of the Policing Together strategy between the diversity staff associations and the Scottish Police Federation. A plurality of views is potentially

enriching as long as it avoids entrenchment. While this is everyone's responsibility, the leadership of the service has a key role. It should go without saying that there is a role for both in offering a 'lived experience' perspective and making progress on EDIHR.

Guarding against backlash

- 6.19 In our experience, there is always a risk of backlash when driving EDIHR. We have observed some evidence of this in our work to date. For example, we encountered the sense that minoritised staff are receiving 'preferential treatment', 'being needy' or 'getting more than they deserve', a concern that diversity staff associations are out to get their colleagues or not acting in the interests of the overall workforce and concerns about how EDIHR issues are taken forward in divisions which are less diverse.
- 6.20 This can manifest as an 'all lives matter' standpoint which undermines the experiences and contributions of those with protected characteristics or as pressure to get back to 'bread and butter' issues when there are constraints on resources. We would urge Police Scotland to be alert to the risks of a backlash, particularly in terms of the way EDIHR is promoted and communicated across the service.

7. Next steps for the IRG

- 7.1 This report offers a partial and provisional perspective on our review to date. It is not intended to be exhaustive. We still have much to do. We are enormously grateful to Police Scotland for the access we have been given to the service and to all those who have given their valuable time to us. We are especially indebted to colleagues in the EDIHR secretariat without whose efforts our review simply would not be possible.
- 7.2 It is worth saying that whatever the concerns described in this report we have been left in no doubt about the level of commitment to this agenda by Police Scotland and the leadership provided by the Chief Constable and the DCC Designate and their colleagues. We know that many of the issues we have highlighted will be known to them and will be in the process of being considered by the ACC Policing Together and his team.
- 7.3 Neither are we in any doubt about the level of commitment to effective policing throughout the service which reflected the 2021 findings of Durham University Business School which suggested that 'individuals within policing in Scotland are highly motivated to

provide meaningful public service and are personally committed to serving the wider community.’

- 7.4 We are also aware that a range of actions relevant to the early insights described above are in development or early implementation stage. These include EDIHR related training for both senior and middle managers, the introduction of a package called Inclusion Moments designed to assist middle managers in improving confidence in discussing EDIHR matters, and plans to reduce the level of overtime worked by officers. As we move to the next stage of the review we are keen to understand the impact of these actions on the ground and in practice.
- 7.5 We are in the process of scoping out the next phase of our review and would welcome observations and ideas from Police Scotland not only on our work to date and the insights shared in this report but also on our proposed areas of focus moving forward. They include but are not limited to the Professional Standards Department, Human Resources and Learning, Training and Development.
- 7.6 We are keen to explore progress in relation to vetting both in recruitment and promotion, and during an individual’s police career. We are also working with the Strategy and Analysis team on a longitudinal research proposal regarding the experiences and perspectives of probationers.
- 7.7 We have also met with the team leading on Equality and Human Rights Impact Assessments (EqHRIAs) to hear about the evolving picture of training and communications there and we are aware that they plan to launch an online hub of resources and tools shortly. We are keen to further explore what needs to be done to drive meaningful practice.
- 7.8 As previously mentioned, a key task for the next phase will be to contextualise the qualitative data we are gathering in a thorough appreciation and analysis of available administrative data. We are also keen to take further opportunities to observe operational delivery.
- 7.9 In the spirit of extending our role as a critical friend to Police Scotland in its endeavours on EDIHR, we look forward to working alongside the Policing Together team and their colleagues at national level and offering observation and constructive input on implementation at divisional level where opportunities arise.

- 7.10 Priorities in terms of further external engagement include the HMICS, particularly in relation to its thematic inspection on organisational culture, and as discussed the Casey Review team.
- 7.11 All these aspects of our work and the range of evidence and data sources previously mentioned will be critical to us in reaching an informed view about what level of assurance we can offer at the conclusion of our review which will be shared in our final report in early 2024. We will be providing a further interim report in early autumn 2023.
- 7.12 We have emphasised throughout this report our commitment to working with Police Scotland as a critical friend. This has allowed for our input to help develop incremental change to policy and practice and we will continue in that vein.

8. FINANCIAL IMPLICATIONS

- 8.1 There are financial implications for Police Scotland. IRG members are remunerated for their time spent and all reasonable expenses are reimbursed.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no new direct personnel implications associated with this report. The IRG are supported by the already established Police Scotland EDI Secretariat.

10. LEGAL IMPLICATIONS

- 10.1 There are legal implications in this report. This update and the work contained within supports compliance with the Equality Act 2010.

11. REPUTATIONAL IMPLICATIONS

- 11.1 There are reputational implications for Police Scotland. The work of the IRG supports Police Scotland to deliver on its strategic priorities. It will assist to fulfil Police Scotland's commitment within its Policing Together Strategy, People Strategy and EDI Employment Framework to provide the best possible working environment in which its workforce can thrive. This in turn enables the workforce to provide the best possible service to the communities of Scotland enhancing public trust and confidence.

12. SOCIAL IMPLICATIONS

- 12.1 There are social implications in this report. Members of the IRG are reflective and representative of society providing expertise and knowledge relative to communities of Scotland. Through their vast experiences dealing with matters of equality, diversity and inclusion they will support Police Scotland to ensure continued delivery of high quality service which is sensitive to the needs of diverse communities.
- 12.2 The work scrutinised and supported by the IRG will not only bring improvements to service provision but will enhance employee relations and improve policing culture to the benefit of officers and staff, promoting Police Scotland as an employer of choice.

13. COMMUNITY IMPACT

- 13.1 There are community implications in this report. The IRG will support the work carried out to recruit, retain and develop a diverse workforce. This will include scrutiny and improvement to training and development at all levels of the organisation. Without a well skilled, supported and motivated workforce the confidence placed in service delivery and the legitimacy of policing communities could be compromised.

14. EQUALITIES IMPLICATIONS

- 14.1 There are equality implications in this report. The content of this paper will positively support equality, diversity and human rights in the workplace ensuring Police Scotland is accessible as an employer to all our communities.

15. ENVIRONMENT IMPLICATIONS

- 15.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

Appendix A

IRG Membership

Robin Iffla (Chair)
Chris Creegan (Vice Chair)
Pheona Matovu (Vice Chair)
Angela Voulgari
Ian McLaughlan
Nhabeela Rahmatullah
Iain Stewart
Rowena Arshad
Alastair Pringle