



Agenda Item 3.5

Meeting	Policing Together Strategic Oversight Board
Date	27 November 2023
Location	Video Conference
Title of Paper	Sex Equality and Tackling Misogyny - Update
Presented By	Davina Fereday, Research and Insight Manager, Police Scotland
Recommendation to Members	For Discussion
Appendix Attached	Appendix One: Action Plan: Sex Equality and Tackling Misogyny

PURPOSE

The purpose of this paper is to provide a progress update on action underway on the Sex Equality and Tackling Misogyny work stream of Policing Together.

1. Background

- 1.1 From August 2022, the Sex Equality and Tackling Misogyny Group, led by DCC Malcolm Graham, undertook colleague engagement to understand the extent of the issue in Police Scotland, using an evidence-led approach to discover how best to tackle sexism and misogyny.
- 1.2 Colleagues were invited to share their experience of sexism and misogyny at work through an anonymous online survey and submit suggestions on how to create a more welcoming and inclusive working environment.
- 1.3 The Sex Equality and Tackling Misogyny Delivery Group, led by ACC Emma Bond, have developed a plan to respond to the insights and work stream leads are in place to enable progress in key areas.

Updates

- 1.4 The action plan which is directing the current and future work of the Sex Equality and Tackling Misogyny Delivery Group is attached as appendix one to this report.
- 1.5 Action is being taken under the four key areas – Culture and Leadership; Communication and Engagement; Working Practices and Estates; and Governance and Reporting. A high-level update on progress is provided for each.

2. Culture and Leadership

- 2.1 The leadership work stream has had an early focus on research around best practice training and development programmes around policing, local government and across the private researching best practice for leadership training/development programmes across policing, local government and the private sector. A benchmark request has been sent to all police forces in the UK.
- 2.2 In addition, a review of our internal leadership training/development to identify if any products specifically mention SETM and tools/methods that are delivered that supports addressing SETM in the workplace. Once this data is collected and reviewed, recommendations will be brought to Leadership and Talent and the SETM Delivery Group.

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- 2.3 Promotion was key area for consideration from colleague insights and a range of actions are being developed. This includes engaging with a number of comparable policing services to understand best practice and capture any quick wins to support colleagues.
- 2.4 A range of online and in-person events have taken place to highlight key areas of concern and consider best practice approaches as follows:
- 'You rarely see abuse directed at men': A look at the sexist abuse women police officers face online. Dr Susan Watson, York University
 - Casey Review – Key steps the Met must take to address its institutional racism and sexism. John Fox, Portsmouth University
 - The Why Event – in person session engaging senior leaders across the service.

Communication and Engagement

- 2.5 The work stream has been focusing on a number of areas below:
- Raising awareness of colleague insights with the SMTs/DMTs into the New Year, with further colleague engagement and ongoing support to understand issues specific to the service areas where needed.
 - The SETM intranet site is nearly complete. This will be accessed via the Policing Together intranet site and will contain all relevant information, communications, events and links with relevance to the SETM delivery programme. Linked to this is a further push on the dialogue platforms. Space has been booked on the feature banner on the intranet.
 - Police Scotland's That Guy campaign relaunched w/c 30th Oct on social media with new content and influencers. We are now considering a creative for internal audiences, taking on board some of the discussion at the recent Why? Event. Ongoing support will be provided to promote online discussion/academic events. Our support for 16 Days will include internal as well as external content, this is being finalised.

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- Creating storyboards of colleague lived/living experience to support wider communication and learning.
- Online colleague engagement platforms to keep colleagues engaged and involved with 'you said we're doing feedback'; and, to identify solutions and good practice together supporting the SETM work streams. These will be published on a dedicated SETM intranet page.
- Lanarkshire SETM Engagement Pilot will take place in Q Division in November focusing on how to report and challenge behaviours. Plans are also in place to replicate this in OSD; and
- A communications strategy has been developed and agreed.

2.6 Colleague insights confirmed that many of those who took part in the initial engagement welcomed opportunities to continue to share their lived experiences and to make suggestions for the service. Information is provided below on engagement that has been launched to enable colleagues to continue to participate. Insights and actions will be shared in updates to future meetings.

- **Colleague Collaboration Space (Dialogue)**

This online engagement platform is open to all colleagues and is a continuous conversation, where you can interact with colleague suggestions and make your own.

Share your thoughts on how our policies and procedures can make a difference and ensure Police Scotland is a safe place for everyone, free of misogynistic and sexist behaviours.

[Visit the Sexism and Misogyny: Colleague Collaboration Space](#)

- **Use your 'Photo voice' (Citizen Space)**

Photo voice is an innovative research approach which enables participants to capture and share an insight into their world. Using this platform, we are inviting all colleagues to submit photographs that highlight your everyday experiences of sexism and misogyny in the workplace.

Alternatively, you may wish to submit photographs of positive action you have seen in the workplace, in relation to tackling sexism and misogyny.

[Visit the Sexism and Misogyny: Use your 'Photo voice' page](#)

Working Practices and Estates

- 2.7 Scoping and development work is underway to develop action plans for the key areas set out in the plan including fair and equal access to training and a review of working practices.

Governance and Reporting

- 2.8 A range of activity is underway to explore and address the need to enable effective internal and external reporting mechanisms to report inappropriate conduct. A session to share and embed the insights in next steps has taken place.

Next Steps

- 2.9 The SETM Delivery Group and leads continue to design, develop and implement a range of measures to respond to colleague insights and concerns around sex equality and tackling misogyny. Delivery is monitored and supported by the SETM Oversight Board.

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 no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications in this report.

If we do not respond in a transparent and collaborative manner to tackle sexism and misogyny within the organisation it could have a significant impact on our reputation among our people and the public. It could also detriment the significant positive impact delivered by Policing Together.

7. SOCIAL IMPLICATIONS

7.1 There are social implications in this report.

Sexism and misogyny are an issue that affects not just Police Scotland but society as a whole. This work proudly demonstrates we are committed to tackle this issue and lead by example in the communities we serve.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are equality implications in this report.

Tackling sexism and misogyny aligns to our core values and commitment to achieving and promoting an organisational culture where people are treated with dignity and in line with our core values of integrity, fairness and respect. Without this proportionate and tangible response we would negatively impact this commitment.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

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Sexism and Tackling Misogyny Delivery Group Action Plan

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Contents

- Introduction
- Strategic alignment

Action Plan

- 1. Culture and Leadership
- 2. Communication and Engagement
- 3. Working Practices and Estates
- 4. Governance and Reporting

Introduction

The implementation plan includes 4 evidence-led work streams focused on the enablers of sexism and misogyny. Activities within these work streams have been prioritised based on colleague insights and data for tackling sexism and misogyny. These work streams are being taken forward by the cross-service Steering Group members, led by ACC Bond.

1. Culture and Leadership
2. Communication and Engagement
3. Working Practices and Estates
4. Governance and Reporting

The plan is aligned to the wider strategic landscape (see below) and related reviews of policy and practice for example, raising an issue and the grievance process. The findings of the HMICS culture inspection will be incorporated once available.

The delivery of a Violence Against Women and Girls strategy aligns with the following strategic outcomes from the [Joint Strategy for Policing \(2020\)](#):

- **Outcome 1:** threats to public safety and wellbeing are resolved by a proactive and responsive police service.

Within our [Joint Equality Outcomes for Policing 2021](#)

Outcome 4, Violence Against Women and Girls - Confidence and Support

reflects the challenges and barriers preventing the reporting of violence against women and girls..



Our [Policing Together Equality, Diversity and Inclusion Strategy](#) outlines the action we are taking to champion equality and inclusion. We will tackle discrimination and become a service where all colleagues can flourish and thrive with the knowledge they are welcome and valued for their true and authentic selves.

Our strategic response to Violence Against Women and Girls aims to support the delivery of a society and culture where women and girls live free from all forms of violence, abuse, exploitation, and harassment.

Theme 1: Culture and Leadership

Key words: visible and accessible leadership, call out culture, challenge, accountability

Our colleague engagement demonstrated negative experience relating to culture and leadership:

- Micro aggressions and overt displays of sexist and misogynistic behaviours from peers and management.
- “Boys club” culture is certain areas of policing. Female colleagues have often felt isolated, left out and overlooked during team briefings.

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- Colleagues have expressed that policing culture does not empower colleagues, particularly those who are young in service, as fear of speaking up against colleagues may leave them isolated or alienated. This is particularly true if these behaviours are being exhibited by more senior ranking officer for fear of calling out may negatively impact their career progression and development opportunities.
- We need to be aware of how we lead. Leaders set the tone and facilitate culture, values, and behaviours. We must lead by example, challenge behaviours, and empower teams. Colleagues need to feel safe to call out behaviours and feel supported when they do.
- We need to deliver meaningful education and training that focuses on lived experience from real situations and on the wrongdoings of perpetrators as the problem.

Theme 1: Culture and Leadership

Commitments and actions

No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
1.1	<p>Deliver demonstrable cultural change across the service.</p> <p>VAWG Commitment: Ensure a zero-tolerance approach to violence against women and girls, sexism and misogyny within Police Scotland. (also at 2.2)</p> <p>Policing Together Commitment: Support a working</p>	<p>Policing Together</p> <p>Violence against Women and Girls</p> <p>People</p>	<p>ACC Bond</p> <p>Kirsty Louise Campbell</p> <p>Davina Fereday</p> <p>Barry Donnachie</p>	<p>Engagement with all SMTs and DMTs to build commitment to change (linked to action 2.2)</p> <p>Complete work to deliver cultural dashboard, populated by engagement insights and relevant reporting mechanisms via internal and external governance.</p> <p>Engaging via public sector (including Equally Safe at Work) and academic networks to track</p>		<p>Per 1.1 within VAWG Implementation Plan</p> <p>Per 3.2 within Policing Together Implementation Plan</p> <p>Public Confidence Implementation Plan</p>	<p>VAWG 1.1: Additional measures will be set out in the refreshed performance framework in June 2023</p> <p>Policing Together 3.2:</p> <ul style="list-style-type: none"> Your Voice Matters Survey Benchmarking of Your Voice Matters Survey Exit Survey data (EDI Data included) Sexism and misogyny survey analysis and progress Feedback from sexism and misogyny engagement events Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) – Focus on those with 5 or less years' service 	<p>SMT and DMT engagement sessions scheduled for completion by December 2023</p> <p>Engagement with networks is ongoing.</p> <p>Cultural dashboard by December 2023</p>

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.</i>			and adopt best practice. TBC – expert group plans Ensure alignment to both Policing Together, VAWG governance and Public Confidence governance.			<ul style="list-style-type: none"> Staff Associations – promotion of staff events, updates on ongoing work Feedback data on success of ally network, feedback from officers/staff on how this helps Qualitative feedback on truth to power sessions Focus groups with new recruits data over 2, 3, 4-year period 	
1.2	Equip managers and supervisors with the support, knowledge and skills to tackle sexism and misogyny within the workplace. Policing Together Commitment: Provide updated anti-discrimination and EDI training to all officers and staff at	Policing Together Violence against Women and Girls People	Alexis Hunter	Review all leadership training materials to ensure appropriate references to sexism and misogyny are included alongside other forms of discrimination. Per Policing Together etc. Develop and deliver communication skills training for managers and supervisors (difficult conversations,	TBC	Your Leadership Matters Per 2.4 within Policing Together Implementation Plan Per 3.6 within Policing Together Implementation Plan	Policing Together 2.4: <ul style="list-style-type: none"> Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. Evaluate success of the launch of EDI Training programme Track completion rates and assessment results of EDI e-learning package Number of EDI training days delivered Qualitative insights on the improvement in managers' knowledge and confidence in relation to EDI (from course evaluations and staff survey) Qualitative insights into how Police Scotland are providing 	TBC

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>regular intervals including enhanced training for supervisory and senior roles. (also at 1.4)</i></p> <p>Policing Together Commitment: Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination</p>			<p>managing performance)</p> <p>Ensure alignment with VAWG and the Public Protection Design Programme.</p>			<p>simplified and accessible management information, tools, procedures, guidance and communications relating to EDI</p> <p>Policing Together 3.6:</p> <ul style="list-style-type: none"> • Feedback from 'leaders' on how training helped them in their role, how they use it in day to day work etc. • "My Career" on intranet with toolkits etc. specific to leadership pathways/development – data for hits/number completed/taken part • Number of EDI training days delivered – on leadership • Your Voice Matters Survey • Benchmarking of Your Voice Matters Survey • Increased officer and staff satisfaction with resolutions to issues <p>Additional suggestions for APU consideration:</p> <ul style="list-style-type: none"> • Evaluation of Your Leadership Matters training • Evidence that senior leaders speak up on issues affecting people from underrepresented groups e.g. Statement re Institutional Discrimination 	

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
1.3	<p>Enable women to embark upon leadership roles at all levels and across the organisation.</p> <p><i>Policing Together Commitment: Provide support throughout the life cycle of careers and improve retention of colleagues with protected characteristics.</i></p> <p><i>Policing Together Commitment: Provide professional development opportunities for colleagues on career breaks,</i></p>	<p>Policing Together</p> <p>Violence against Women and Girls</p> <p>People</p>	<p>CS Hilary Sloan</p> <p>Nicky Page</p> <p>Brenda Irons-Roberts</p>	<p>Develop communication campaign materials to highlight and improve visibility of female leaders as well as tackle negative perceptions of promotion processes with SCOPE data.</p> <p><i>TBC – org led development scheme for women in policing/public sector to focus on professional and personal development</i></p>		<p>Promotion of Keep In Touch intranet page.</p> <p>Per 4.2 within Policing Together Implementation Plan</p> <p>Per 4.4 within Policing Together Implementation Plan</p> <p>Per 1.6 within Policing Together Implementation Plan</p>	<p>Policing Together 4.2:</p> <ul style="list-style-type: none"> • Lived experiences from Policing Together • Staff Associations insights/awards ceremonies/recognition of good work • Service profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) (Consideration for National Benchmark?) • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff) (Current Measure) (Consideration for National Benchmark?) • Your Voice Matters Survey • Benchmarking of Your Voice Matters Survey 	Autumn 2023

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>maternity / paternity leave, adoption and fostering leave (also at 3.2)</i></p> <p><i>Policing Together Commitment: Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout (also at 3.1)</i></p>						<ul style="list-style-type: none"> • Exit Survey data (EDI Data included) • Positive action team recruitment events data – attendees/applications/Jobs offered etc <p>Policing Together 4.4:</p> <ul style="list-style-type: none"> • Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave • Review of creation and distribution of “My Career” tool kits • Review of professional accreditation/training made available • Exit Survey data (EDI)Data included) • Participation in annual survey capturing experiences of people who have been on career breaks <p>Policing Together 1.6:</p> <ul style="list-style-type: none"> • Feedback on Positive Action Team recruitment programme • Assessment of the impact of the changes to disciplinary procedures to ensure due process 	

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
							<ul style="list-style-type: none"> • Positive action team recruitment events data – attendees/applications/Jobs offered etc. • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured) <p>Additional suggestions for APU consideration:</p> <ul style="list-style-type: none"> • Officer and staff retention data 	
1.4	Raise awareness of sexism and misogyny issues amongst all colleagues through promotion of new and existing knowledge sharing resources, lived experience	Policing Together Violence against Women and Girls People	ACC Hussain CI Joanne McEwan Jason Peters CI Nathan Calderwood Brenda Irons-Roberts	Develop and disseminate learning materials to support colleague understanding of key issues and ensure accessibility across the service – physical and online resources. (Guide to Ally ship, Self-Led Education resources, Human Library film series).	TBC	<p>Per 2.4 within Policing Together Implementation Plan</p> <p>Per 2.6 within Policing Together Implementation Plan</p> <p>Per 1.4 Policing Together Implementation Plan</p> <p>Per 4.3 within Policing Together</p>	<p>Policing Together 2.4:</p> <ul style="list-style-type: none"> • Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. • Evaluate success of the launch of EDI Training programme • Track completion rates and assessment results of EDI e-learning package • Number of EDI training days delivered • Qualitative insights on the improvement in managers' knowledge and confidence in 	TBC

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p>networks and allies.</p> <p><i>Policing Together Commitment: Provide updated anti-discrimination and EDI training to all officers and staff at regular intervals including enhanced training for supervisory and senior roles. (also at 1.2)</i></p> <p><i>Policing Together Commitment: Ensure Policing Together Platform continues to be developed as an accessible</i></p>			<p>Ensure established cultural calendar features relevant gender-based events and information, including an enhanced focus on intersectional issues.</p> <p>Establishment and further roll out of lived experience and ally networks to connect colleagues across the service (REACH, Bloody Good Employer).</p> <p>Create mechanisms for divisional commanders and departments to share messaging around progress of equality outcome and Policing Together outcomes.</p>		<p>Implementation Plan</p> <p>Obtain and share EDI resources across the service.</p> <p>Review and update current cultural calendar on ongoing basis to ensure ongoing relevance.</p> <p>Design, development and launch of Human Library Services films.</p> <p>Host film launch events and ensure dissemination across organisation for sharing during team sessions.</p> <p>Establish appropriate formats for lived experience and ally networks, gather membership, agree aims and remit.</p>	<p>relation to EDI (from course evaluations and staff survey)</p> <ul style="list-style-type: none"> • Qualitative insights into how Police Scotland are providing simplified and accessible management information, tools, procedures, guidance and communications relating to EDI <p>Policing Together 2.6:</p> <ul style="list-style-type: none"> • Lived experience examples • Feedback from Policing Together IRGs • Progress report on development of Policing Together platform <p>Policing Together 1.4:</p> <ul style="list-style-type: none"> • Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. • Evaluate success of the launch of EDI Training programme • Qualitative review of policy for modified duties to consider more meaningful work. Feedback from staff/line managers • Number of EDI training days delivered • Track completion rates and assessment results of EDI e-learning package 	

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>EDI information portal, providing access to high quality resources and guidance designed to support and grow knowledge and mainstream activities.</i></p> <p><i>Policing Together Commitment: Provide training and support on people policies, procedures and toolkits to support understanding of everyday discrimination and</i></p>					and promote across service	<ul style="list-style-type: none"> • Survey on value of EDI Training provided • Number of EDI training days delivered and feedback • Number of staff on modified duties • Focus groups with staff on modified duties and with disabilities to assess progress • Regular monitoring and acting on feedback from wellbeing champions <p>Policing Together 4.3:</p> <ul style="list-style-type: none"> • “My Career” on intranet with toolkits etc. – data for hits or number who have completed/taken part. (focus on the ‘wider circumstances’) • CPD has development packages on intranet – data on how many hits/completions of these packages; “How to be an Ally; Inclusion starts with I; and Unconscious Bias” 	
			CS Trickett	The creation and ongoing maintenance of HeforShe toolkit to ensure materials are relevant.		Launch of Police Scotland HeForSheToolkit	Accessibility of relevant material across Police Scotland and content to empower and enable colleagues to have gender equality discussions.	End July 2023.

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>application of equality and inclusion within the workplace. (also at 3.3)</i></p> <p><i>Policing Together Commitment: Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances.</i></p>		CS Trickett	<p>HeforShe comms and engagement:</p> <p>Update and refresh of the HeForShe sight to improve the intranet with key signposting, a range of toolkits and resources for Divisions/Depts. to assist them in relaying the message within their divisions to progress equality outcome and Policing Together activities.</p> <p>HeForShe working group to keep the HeForShe site updated with new materials.</p> <p>There will be signposting to Carers, information about gender identities, pregnancy, maternity,</p>		Launch of improved HeForShe Site	<ul style="list-style-type: none"> • Intranet activity, download of toolkit. • Generating discussion. • Demonstrating the intersectionality of gender equality and showing how this does not sit in isolation. There are links to everything we do and the importance of considering this through evidence-based decision making. 	August 2023

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
				parental, wellbeing and links to the Diversity Staff Associations.				
			CS Trickett	<p>HeForShe Ambassadors Network:</p> <p>Creation of a network to work towards challenging banter, behaviour and recognising sexism and misogyny within the workplace.</p> <p>The aim of the network is to provide support to encourage individuals to challenge and seek advice with a focus on allyship, linking in with ally programmes and the inputs delivered by probationer training.</p>		<p>Interest in participating in the network.</p> <p>Increase in the response to participate in the network.</p> <p>Attend national HeForShe Ambassador workshop – proposed date September.</p> <p>Ambassadors to empowered to deliver the toolkit</p>	<p>Improved awareness and education</p> <p>An increase in the number of inputs delivered by HeForShe.</p>	

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
				Event to launch HeForShe Ambassador Network – outlining expectations and what it means to be a HeForShe Ambassador				
			CS Trickett	Embed HeforShe into Divisional People Plans Toolkit trialled within OSD. Provide updates to P&D Advisors and People Partners to support Divisions/Depts.		Proof of concept delivered within OSD Armed Policing OSD highlight HeForShe on their intranet page and have associated action on their EDI Comms Plan	Increase in the number of divisions embedding HeForShe into their people plans, the measure of success will link to each individual division/dept.	November 2022

Theme 2: Communications and Engagement

Key words: building commitment, openness, transparency, doing things together

Throughout the engagement process, colleagues shared how much they valued the opportunity to share their lived experiences. For many this was their first opportunity to do so.

- Colleagues said they often feel that the executive and most senior ranking officers are not accessible to them. It has been expressed that there are barriers that limit or stop their ability to talk to senior officers. This often spans from middle management enforcing the rank culture. Colleagues said managers have told them that they “have to go through the ranks first”, limiting opportunities for colleagues to speak with those of a higher

rank. For some this made them feel there was a lack of transparency across the organisation.

- The insights emphasised we need to continue the conversation around sexism and misogyny. Colleagues are aware of the change that is required, and many want visible and meaningful engagement to continue.
- Going forward we must consider means of measuring our values and behaviours and how consistently these are applied across the service. Understand how things are changing, how things are getting better, and what we still need to work on. Allowing challenge and accountability, shared learning and recognition of good practice.

Theme 2: Communications and Engagement

Commitments and actions

No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
2.1	Deliver SETM Communications Strategy.		Brenda Irons-Roberts	Review agreed plan and set out a communications strategy for SETM.		Implement agreed strategy. Identify pilot division for communications with internal colleagues.		Complete
2.2	Executive to demonstrate ongoing commitment towards tackling sexism and misogyny within the service. VAWG Commitment:	Policing Together Violence against Women and Girls People	ACC Bond Kirsty-Louise Campbell	Make visible and renewed commitment to tackling discrimination, with particular reference to sexism and misogyny.		Embed key messaging into service wide communications on regular basis. Determine format, frequency and location of sessions.	VAWG: Additional measures will be set out in the refreshed performance framework in June 2023	SMT and DMT engagement sessions scheduled for completion by December 2023

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>Ensure a zero-tolerance approach to violence against women and girls, sexism and misogyny within Police Scotland (also at 1.1)</i>			Explore options to deliver informal in-person sessions led by ACC and senior colleagues across the service. Deliver update to Senior Leader's Forum 1 year on to demonstrate progress to date and next steps.		Deliver series of SETM focused sessions. Prepare SLF presentation.		In-person sessions - Autumn 2023
2.3	Develop ongoing colleague engagement plan, ensuring opportunities for officers and staff to participate and contribute to the delivery of change. VAWG Commitment: Carry out	Policing Together Violence against Women and Girls People	Kirsty-Louise Campbell Davina Fereday	Develop and deliver multi-platform colleague engagement plan to capture range of insights utilising resources including YVM, pulse surveys, focus groups, colleague collaboration		Develop and deliver colleague engagement plan. Analyse insights obtained and create reports to share with key stakeholders to inform and influence activity.	<ul style="list-style-type: none"> Participation rate and diversity of sample VAWG: <ul style="list-style-type: none"> Do communities feel engaged, listened to and part of the solution to VAWG? 	Mid-September 2023 (launch of colleague collaboration platforms) November 2023 (engagement approaches over the

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>meaningful engagement with women and girls to improve trust and confidence in Police Scotland's service provision.</i>			platforms (i.e. online dialogue platform and photovoice). Ensuring insights gained support the development of the cultural dashboard to measure the impact of related initiatives.			<ul style="list-style-type: none"> • Feedback from VAWG SEF • Engagement insights from continued work with key stakeholders and survivors 	medium and longer term)

Theme 3: Working Practices and Estates

Key words: equity, inclusivity, respectful and safe work

Colleague insights:

- Feeling of inequity and lack of support around flexible working, maternity leave and paternity leave, and colleagues working part time are treated differently. Colleagues often experienced flexible working plans being denied, and outcome dependent on the authorising manager.
- Colleagues have shared experiences of being overlooked for promotion due to maternity leave, and told they forfeit their policing career by having families.

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- Male colleagues also shared feeling like they could not take leave to help with their children, as some peers said it was the “woman’s job”. Some experiences were shared of annual leave requests to spend time with their children being denied.
- Female colleagues expressed their hope for more consideration into officer uniform. Issues were raised about the trousers and body armour.

Theme 3: Working Practices and Estates

Commitments and actions

No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
3.1	<p>Improve access to the organisation for women considering careers within policing.</p> <p><i>Policing Together Commitment: Build on and expand existing recruitment practices across all areas of the service with a focus on providing</i></p>	<p>Policing Together</p> <p>Violence against Women and Girls</p> <p>People</p>	<p>CS Hilary Sloan</p> <p>Brenda Iron-Roberts</p>	<p>Review current recruitment and promotion processes to identify participation barriers.</p> <p>Explore feasibility of permanent part time contracts as means to attract and retain candidates.</p>		<p>Correlate colleague insights with SCOPE data (DPU)</p> <p>Undertake academic literature review.</p> <p>Report on findings and develop plan to address issues highlighted.</p>	<p>Policing Together 2.6:</p> <ul style="list-style-type: none"> • Case study on individuals' experiences of recruitment processes • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Positive action team recruitment events data – attendees/applications/Job s offered etc <p>Policing Together 4.1:</p> <ul style="list-style-type: none"> • Insights from Diversity Staff Associations, Trade Unions and Staff Associations • Professional accreditations from EDI focussed 	Autumn 2023

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No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>positive experiences for individuals joining the service.</i></p> <p>Policing Together Commitment: <i>Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.</i></p> <p>Policing Together Commitment: <i>Strengthen our recruitment,</i></p>					<p>Communicate progress in female promotion and recruitment across roles to colleagues.</p>	<p>organisations (e.g. awards/training provided/independent reviews)</p> <ul style="list-style-type: none"> • Insight from Stonewall • Lived experiences from Policing Together • Academic review of policing demographics in Scotland • Corporate Communications updates on any directed recruitment campaigns • Workforce profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) 	

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No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>vetting, performance and disciplinary procedures to ensure due process and fairness throughout. (also at 1.3)</i>						<ul style="list-style-type: none"> Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) Benchmark Scottish Census data – 2022 Census should be published 2023. Stonewall Workplace Equality Index – Staff Feedback Survey (usually circulated later in the year) – questionnaire opened 25th July 2022. Stonewall Top 100 Employers List (last on list in 2018 = 90) Staff Survey Positive action team recruitment events data – attendees/applications/Job s offered etc <p>Policing Together 1.6:</p>	

No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
							<ul style="list-style-type: none"> • Feedback on Positive Action Team recruitment programme • Assessment of the impact of the changes to disciplinary procedures to ensure due process • Positive action team recruitment events data – attendees/applications/Job s offered etc. • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured) <p>(Consideration for National Benchmark?)</p>	
3.2	Deliver fair and equal access to training and development opportunities to	Policing Together Violence against	Supt. Emma Croft DPU	Collaborate with P&D and LTD colleagues to review		Engage with colleagues via survey, focus groups and	<p>VAWG:</p> <ul style="list-style-type: none"> • Confirmation of recommendations implemented 	January 2023

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No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
.	<p>all officers and staff.</p> <p>VAWG Commitment: <i>Adopt a person centred and trauma-informed approach to support victims and witnesses of violence.</i></p> <p>Policing Together Commitment: <i>Provide professional development opportunities for colleagues on career breaks,</i></p>	<p>Women and Girls</p> <p>People</p> <p>Learning and Development</p>	<p>Davina Fereday</p>	<p>specialist training to better understand colleague experiences and identify challenges and opportunities from SETM perspective.</p> <p>Review current Police Scotland Mentoring Programme, focusing on access and uptake to identify areas for improvement.</p>		<p>interviews to capture experiences.</p> <p>Deep dive analysis within SCD and OSD</p> <p>Informal engagement with specific training venues for specialist services to understand context and capture feedback.</p> <p>Undertake academic</p>	<ul style="list-style-type: none"> Additional measures will be set out in the refreshed performance framework in June 2023 <p>Policing Together:</p> <ul style="list-style-type: none"> Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave Review of creation and distribution of "My Career" tool kits Review of professional accreditation/training made available Exit Survey data (EDI Data included) Participation in annual survey capturing experiences of people who have been on career breaks 	

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No .	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>maternity / paternity leave, adoption and fostering leave (also at 1.3)</i>					literature review (SIE) Liaise with Learning and Development Strategy Team to ensure strategic alignment. Report on findings and develop plan to address issues highlighted. Promotion of Keep In Touch intranet page.		

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No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
3.3	<p>Improve working practices to better support and meet the needs of colleagues across the service.</p> <p><i>Policing Together Commitment: Regularly review our polices to ensure they do not contain unconscious bias.</i></p> <p><i>Policing Together Commitment: Provide training</i></p>	<p>Policing Together</p> <p>Violence against Women and Girls</p> <p>People</p>	<p>Supt. Emma Croft</p> <p>Estates</p> <p>Davina Fereday</p>	<p>Review the development process for policies and procedures, via a gendered and intersectional lens.</p> <p>Capture insights on current challenges and concerns to understand the lived experience of colleagues and identify quick fix issues for resolution.</p>		<p>Engage service wide with teams on working practices to capture best practice.</p> <p>Undertake benchmarking to establish best practice.</p> <p>Engage with SIE colleagues to determine approach and gather insights to support review of</p>	<p>Policing Together 1.3:</p> <ul style="list-style-type: none"> • Feedback on those who use the policies from "Service Delivery Policy Support: the 'voice of the customer' survey" • Assurance and evidence of compliance • Assessment of the quality of policies and EQHRIAs reviewed, including addressing unconscious bias where it is found so that published documents are free from bias • Improved practice and shared learning <p>Policing Together 1.4:</p> <ul style="list-style-type: none"> • Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages. 	Autumn 2023

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No	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
.	<i>on people policies, procedures and toolkits to support understanding of everyday discrimination and application of equality and diversity within the workplace (also at 1.4)</i>			<p>Improve accessibility of flexible working arrangements , enabling more colleagues to work in way that meets their personal requirements.</p> <p>All of the above linked to action 2.3.</p>		<p>policies, process and guidance.</p> <p>Liaise with SIE People Strategy development team to ensure strategic alignment.</p> <p>Ensure all policies and procedures are developed with active involvement of representative colleagues.</p>	<ul style="list-style-type: none"> • Evaluate success of the launch of EDI Training programme • Qualitative review of policy for modified duties to consider more meaningful work. Feedback from staff/line managers • Number of EDI training days delivered • Track completion rates and assessment results of EDI e-learning package • Survey on value of EDI Training provided • Number of EDI training days delivered and feedback • Number of staff on modified duties • Focus groups with staff on modified duties and with disabilities to assess progress 	

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No .	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
							<ul style="list-style-type: none">Regular monitoring and acting on feedback from wellbeing champions <p>Additional suggestions for APU consideration:</p> <ul style="list-style-type: none">Number of flexible working applications and the number granted as a % of number of male/female staff in organisation, incl divisional breakdownProportion of flexible working requests refused split by genderProportion of flexible working applications refused by rank/band split by gender% of posts where "flexible working will be considered" split by division	

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Theme 4: Governance and reporting

Key words: anonymous and/or confidential reporting, external and impartial support, mediation

Colleague insights:

- Colleagues feel there is 'no point' in reporting behaviours as they go unchallenged, unchecked and the perpetrator received no consequences. This has been explained from colleagues witnessing what fellow

colleagues and peers have gone through when going through the reporting system.

- By holding colleagues, of all levels including leadership, to account, show that these behaviours will not go unchecked, it will encourage and empower colleagues to come forward and also challenge behaviours in the future.
- We need to provide safe spaces for reporting and for colleagues to provide ways to feedback and raise concerns anonymously and/or confidentially.

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- We should consider an informal mediation process that could involve coaching or training. Colleagues felt this would be beneficial for resolving issues without raising formal grievances.

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Theme 4: Governance and reporting

Commitments and actions

No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
4.1	Develop appropriate performance reporting mechanism to track progress of deliver group commitments		Tina MacLucas	Develop focused KPIs to enable progress reporting		Develop and deliver performance measures.		September 2023
4.2	Demonstrate progress and impact of delivery group to Police Scotland Executive and Scottish Police Authority.		ACC Bond	Agree key project governance milestones.		Identify relevant dates (Agreed to date: SLB October 2023 Progress report, SPA People Committee November 2023 Full	N/A	Per meeting dates

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
						Update in Policing Together Report)		
4.3	<p>Ensure effective internal and external reporting mechanisms are in place to report inappropriate conduct.</p> <p>VAWG Commitment: Design and implement a dedicated mechanism to allow people to report misogyny, abuse of</p>	<p>Policing Together</p> <p>Violence against Women and Girls</p> <p>People</p>	CS Cat Henderson	<p>Scope current reporting mechanisms and approaches and present options for improvement to Executive,</p> <p>Develop and deliver communications plan on breaches of professional boundaries, including promotion of existing reporting mechanisms such as Integrity Matters, PSD Gateway,</p>		<p>Review NPCC National Anti-Abuse and Corruption Line.</p> <p>It is likely that the proposed anonymous line being offered by Crimestoppers will be superseded by the National Anti-Corruption and Abuse line detailed above.</p>	<p>VAWG:</p> <ul style="list-style-type: none"> • Colleague Survey <p>Policing Together 3.3:</p> <ul style="list-style-type: none"> • Monitor changes in policy with regards to organisational response • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Data from reporting tool target areas <p>Policing Together 1.5:</p> <ul style="list-style-type: none"> • Review of progress of implementation of reporting mechanism • Review development and 	<p>August 2023 – NPCC have now put bids for the National Anti-Corruption and Abuse Line out to tender.</p> <p>Planned roll-out of the UK wide for November 2023 – DSU O’Brien engaged with</p>

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<p><i>position, domestic abuse and sexual misconduct on behalf of police officers and staff.</i></p> <p><i>Policing Together Commitment: Ensure that all colleagues feel safe to report issues and can be confident in the management and organisational response.</i></p> <p><i>Policing Together Commitment:</i></p>			<p>Crimestoppers and Line Management.</p> <p>Support delivery of recommendations generated following review of current grievance process.</p> <p><i>Culture shift platform is being considered as part of the Grievance work by P+D which will enable all colleagues to highlight concerns and issues anonymously, allow the organisation to monitor and track</i></p>		<p>De-confliction of any crossover in reporting proposals between National Anti-Corruption & Abuse line and new reporting mechanisms under consideration by P&D.</p> <p>Engage with 3rd sector organisation to raise awareness of breaches of professional boundaries.</p>	<p>implementation of oversight and performance measures</p> <p>Additional suggestions for APU consideration:</p> <ul style="list-style-type: none"> • Change in type or severity of complaints/reports as culture matures - breakdown of complaint category with sexism and misogyny marker • Complaints of sexism and misogyny split by gender, race and sexual orientation incl. divisional breakdown • Proportion of complaints/grievances relating to sexism or misogyny split by rank 	NPCCAG on implications of this.

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
	<i>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination and EDI.</i>			<p><i>all cases, and gain actionable insights and identify potential patterns of behaviour.</i></p> <p><i>P+D are carrying out training for colleagues to be skilled in mediation. Mediators will act as an impartial person in workplace issues, to allow facilitation of discussions with a view to mutually agreeing a suitable resolution.</i></p>		<p>Review outcomes of grievance review (i.e. safe reporting platform)</p>	<p>(including probationary officers)</p> <ul style="list-style-type: none"> • Allegation decisions (split by decision) - breakdown of complaint category with sexism and misogyny marker • Action taken for complaint allegations (split by action) breakdown of complaint category with sexism and misogyny marker • Action taken for conduct allegations (split by action) breakdown of complaint category with sexism and misogyny marker • Number of whistleblowing 	

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No.	Commitment	Strategic Alignment	Lead	Actions	RAG	Milestones	Performance Measures	Deadline
							complaints (reports not from victim) <ul style="list-style-type: none">• Proportion of employees re-vetted• Proportion of vetting refusals based on VAWG concerns	

RECOMMENDATIONS

Members are invited to discuss/approve the governance of the group and proposed actions based on information we have and information we seek to find through any identified knowledge gaps.

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