

<b>Meeting</b>	<b>SPA Authority Meeting</b>
<b>Date</b>	<b>29 September 2021</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Police Scotland Equality, Diversity, Inclusion and Human Rights Independent Review Group</b>
<b>Presented By</b>	<b>Robin Iffla, Chair of the Equalities Independent Review Group</b>  <b>Chris Creegan, Vice Chair of the Equalities Independent Review Group</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Terms of Reference</b> <b>Appendix B – IRG Outcomes</b>

**PURPOSE**

This paper updates the Scottish Police Authority Board on the position of the newly established Police Scotland Equality, Diversity, Inclusion and Human Rights Independent Review Group.

Members are invited to discuss the contents of this paper.

## **1. BACKGROUND**

- 1.1 During the Scottish Police Authority (SPA) Board Meeting in November 2020, the Chief Constable underlined his support of recommendation 18 contained within Dame Elish Angiolini's Independent Review of Complaints Handling, Investigation and Misconduct Issues in relation to Policing. The recommendation states that 'Police Scotland should be subject of a broader fundamental review of equality matters by and independent organisation'. The Chief Constable indicated that Police Scotland would commission additional external and expert support.
- 1.2 In February 2021 the SPA Board was updated that work had commenced to establish an Equality, Diversity, Inclusion and Human Rights Independent Review Group (EDI & HR IRG) to complement and accelerate Police Scotland's activity in mainstreaming equality, diversity and inclusion throughout the service.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 The EDI & HR IRG is now fully established with an independent chair, two vice chairs and seven other members. Robin Iffla was identified, by consensus of members, as chair for the Group with Angela Voulgari and Chris Creegan acting as vice chairs.
- 2.2 Members of the IRG have vast experience in matters relating to equality, diversity and inclusion and have experience in advocating on behalf of minority communities.
- 2.3 The IRG met for the first time on 25 May 2021. Since that date there have been two further meetings where members discussed and agreed the Terms of Reference (TOR) for the Group and have developed a bespoke set of IRG outcomes. The TOR and outcomes are attached at Appendix A and B respectively.
- 2.4 The outcomes complement Police Scotland's Equality Outcomes and EDI Employment Framework and will align with key strategic drivers for the Service, including the Joint Strategy for Policing 2020 objectives and the People Strategy 2018-2021.
- 2.5 The outcomes focus on three areas; cultural change, strategic direction and training and development. They are accompanied by clearly defined success criteria and specify how the EDI & HR IRG will scrutinise, feedback and assist Police Scotland to effect change and deliver upon the outcomes.

- 2.6 The Group are permitted access to all material, documents and data presented to Police Scotland's Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board (EDI & HR SOB) and has the autonomy to request additional information and/or consultation with officers/staff as deemed necessary by the IRG Chair in order to understand, scrutinise and feedback on Police Scotland EDI activity.
- 2.7 Going forward agenda items at the EDI & HR IRG will be aligned to the outcomes and will be determined by members following a review of EDI & HR SOB papers. This will enable further and more in-depth scrutiny and discussion in relation to current Police Scotland activity and initiatives.
- 2.8 The IRG will be in place for an anticipated term of 12 to 18 months. A report on findings and progress towards the outcomes will be publically reported via the Scottish Police Authority Board in September 2022.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There will be financial implications for Police Scotland. Members are remunerated for their time spent and all reasonable expenses are reimbursed.

### **4. PERSONNEL IMPLICATIONS**

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

### **5. LEGAL IMPLICATIONS**

- 5.1 This update and the work contained within supports compliance with the Equality Act 2010.

### **6. REPUTATIONAL IMPLICATIONS**

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

## **7. SOCIAL IMPLICATIONS**

- 7.1 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.
- 7.2 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.

## **8. COMMUNITY IMPACT**

- 8.1 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.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 The content of this 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.

## **10. ENVIRONMENT IMPLICATIONS**

- 10.1 There are no environmental implications.

### **RECOMMENDATIONS**

Members are invited to discuss the contents of this paper.

**Appendix A**

<b>TITLE:</b>	<b>EQUALITY, DIVERSITY, INCLUSION AND HUMAN RIGHTS INDEPENDENT REVIEW GROUP (IRG)</b>
<b>MEMBERSHIP:</b>	The IRG will have an independent chair, vice chair and a committee of up to 12 people. Members (all of whom are independent of Police Scotland) will have experience of advocating for underrepresented communities and of delivering equality and diversity outcomes in academia and the public, private and third sectors
<b>CHAIR:</b>	Robin Iffla (Independent Chair)
<b>VICE CHAIR:</b>	Angela Voulgari / Chris Creegan
<b>MEMBERS:</b>	Jen Ang Chris Creegan Zosia Weirzbowica Fraser Caroline Gillwood Robin Iffla Pheona Matovu Dr Victor Olisa Sir Geoff Palmer Bill Scott Angela Voulgari
<b>ATTENDING:</b>	Other attendees at discretion of Chair or as required by specific agenda items.
<b>QUORATE:</b>	The quorate for the Independent Review Group is a simple majority of members (including Chair or Vice-Chair) who must be present for the duration of the meeting. Representatives and professionals who have been approved to attend will not contribute to quorate numbers.
<b>PROCESS OWNER:</b>	DCC People and Professionalism.
<b>DECISION MAKER:</b>	Chair following member discussion.
<b>PURPOSE:</b>	The purpose of the Independent Review Group (IRG) is to act as a critical friend and partner supporting Police Scotland to deliver sustainable improvement to Equality, Diversity and Inclusion (EDI) outcomes across the service. The IRG will provide informed scrutiny of Police Scotland's EDI activity by offering expertise, guidance, critical oversight, challenge, review and assurance. The IRG will report their findings publically.

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### REMIT:

The role and remit of the Independent Review Group will be to:

- Determine and set outcomes for the Group which align with the objectives of Police Scotland, in order to assist the Service to deliver on its EDI agenda.
- Constructively challenge Police Scotland in terms of thinking, policy, practice and initiatives relating to equality, diversity, inclusion and human rights.
- Review the work of the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board (SOB) to ensure the purpose and priorities of the Board align with service wide activity and support ongoing learning and the identification of areas for improvement.
- Provide independent scrutiny, challenge and advice on the development and delivery of equality, diversity, inclusion and human rights workstreams and plans in relation to employment and service delivery.
- Provide insight into the perspectives, needs and concerns of diverse communities / groups to inform decision making and enhance service delivery.
- Assist with the identification of exemplary practice outwith Police Scotland and thereby identify opportunity to accelerate and enhance performance and delivery of the Service's equality, diversity, inclusion and human rights objectives.
- Share expert knowledge and experience to encourage innovation and learning.
- Engage with members of the SOB and Police Scotland to enhance the identification of risk and provide insight on effective mitigation measures.
- Provide transparency through independent reporting on progress made in mainstreaming equality, diversity, inclusion and human rights throughout the Police Service of Scotland; supporting, enhancing and maintaining public confidence. Report via the Scottish Police Authority's public Authority Meeting.

### METHOD:

- Face to face / MS Teams meetings of the Independent Review Group. Bi-monthly meetings to be held for a period of 12-18 months or with greater or lesser frequency as deemed necessary by the Chair in consultation with DCC People & Professionalism.

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- Access to all material, documents and data as directed by the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board (SOB) Chair, or requested by panel members and with the agreement of the SOB Chair in line with information sharing agreements and GDPR. Documents will be provided to panel members in advance of meetings where practicable or will be made available at meetings.
- Key updates and documents may be provided to panel members on an ad hoc basis between meetings at the direction of the SOB Chair or at the request of panel members.
- It is envisaged that IRG members will be required to devote approximately 1 day (8 hours) per month, to performing their role. This will include time spent at IRG meetings and time spent digesting reading material as required. This can consist of full or part days at members' discretion. The chair may require additional preparation time.
- Additional meetings or consultation with officers or staff members of Police Scotland deemed necessary by the Chair or requested by panel members and with the agreement of DCC People & Professionalism.

### GOVERNANCE:

- Chair to maintain strategic oversight of the IRG through attendance at the bi-monthly meetings or through briefings by the Vice Chair in their absence.
- Chair with assistance from EDI secretariat to set agenda for IRG meetings, agree relevant material to be accessed by panel members. Where relevant and appropriate, request the attendance of subject matter experts / leads and review and agree / discount panel member's recommendations as necessary.
- Police Scotland EDI Secretariat to manage all communications and administrative requirements of the IRG members and to complete and circulate minutes, actions and recommendations following each meeting.
- Members will maintain confidentiality, agree to sign Information Sharing Agreements and Non-Disclosure Agreements, enabling the organisation to have an open dialogue on policing challenges and practices, and receive challenge, feedback and advice.
- Police Scotland representatives and IRG members will maintain confidentiality enabling members to raise issues/concerns and disclose and discuss sensitive topics pertaining to their area of expertise/communities.

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<b>LEVELS OF APPROVAL:</b>	Full approval rights for policy, strategy and direction.
<b>SECRETARIAT:</b>	Police Scotland EDI Secretariat Team.
<b>FREQUENCY:</b>	Bi-Monthly.
<b>REPORTING RESPONSIBILITIES:</b>	Reports publically via the Scottish Police Authority.
<b>REVIEWED</b>	July 2021
<b>APPROVED</b>	27 July 2021



**Purpose:**

- Determine and set outcomes for the Group which align with the objectives and vision of Police Scotland, in order to assist the Service to deliver on its EDI agenda.
- Clearly state the key areas in which the Group will scrutinise and provide feedback.

**Proposed outcomes for the Group:**

**1. Culture change:**

- 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.

**How we will do it:**

- Provide insight into the perspectives, needs and concerns of diverse communities / groups to inform decision making and enhance service delivery.
- Guide Police Scotland on what positive cultural change should look like and how it can be evidenced.
- Advise what measures and insights Police Scotland should adopt that will help ensure progress is being made and that positive culture is being mainstreamed throughout the organisation.

**What it will look like:**

- Police Scotland has a workforce who, fully understand the organisations values and importance of the code of ethics and are committed to upholding the Services' Values at all times.
- Police Scotland provides the correct support to new recruits enabling them to be their authentic self at work and feel valued and supported.
- Police Scotland has mechanisms in place to listen to and understand the experiences of officers and staff from under-represented groups at a local and national level, ensuring any issues or barriers are identified and resolved.

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- Police Scotland has a culture where officers/staff feel confident to challenge and/or report negative behaviours, and can expect clear responses.
- Police Scotland has a culture where all managers/supervisors understand their role in enforcing the Service's Values and robustly dealing with any discriminatory behaviour quickly.
- Police Scotland officers and staff understand the impact that negative behaviours, actions and decisions can have on colleagues and members of the public/communities, both overt discriminatory behaviour, as well as micro-aggressions.
- Police Scotland's Executive/managers understand their responsibilities/ownership to drive culture change and are held accountable.

### **2. 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 best practice, continually reviews policies and procedures and drives innovation to promote Equality, Diversity and Inclusion throughout the organisation

#### **How we will do it:**

- Constructively challenge Police Scotland in terms of thinking, policy, practice and initiatives relating to equality, diversity, inclusion and human rights.
- Review the work of the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board (SOB) to ensure the purpose and priorities of the Board align with service wide activity and support ongoing learning and the identification of areas for improvement.
- Share expert knowledge and experience to encourage innovation and learning.
- Engage with members of the SOB and Police Scotland to enhance the identification of risk and provide insight on effective mitigation measures.

#### **What it will look like:**

- Police Scotland's' strategic outcomes include an explicit commitment to Equality, Diversity and Inclusion and Human Rights.

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- Police Scotland has a clearly defined Equality, Diversity and Inclusion Strategy that is flexible and sustainable, with a positive approach to continuous improvement and on-going revision.
- Police Scotland is able to demonstrate tangible progress and grow to a position where their policies are leading in good practice.
- Police Scotland has an in-depth understanding of its strategy and is able to demonstrate reflection and learning and how this has been used to continually improve Service Delivery and Employee Relations.
- Police Scotland has a clear direction and commitment to progress in the area of Equality, Diversity and Inclusion, and that the ambition is well resourced both in terms of time and financially.

### **3. Training and Development**

- Police Scotland has a comprehensive training and development plan at every level of the service.

#### **How we will do it:**

- Assist with the identification of exemplary practice outwith Police Scotland and thereby identify opportunities to accelerate and enhance performance and delivery of the Service's equality, diversity, inclusion and human rights objectives.
- Provide independent scrutiny, challenge and advice on the development and delivery of equality, diversity, inclusion and human rights training, workstreams and plans in relation to employment and service delivery.

#### **What it will look like:**

- Police Scotland has exemplary Equality, Diversity and Inclusion training for all new officers and staff, which is regularly refreshed throughout their service, and embedded in all other training opportunities.
- Police Scotland's officers/staff are provided with the knowledge and understanding, tools and guidance to deal with matters relating to Equality, Diversity and Inclusion, including hate crime and incidents. Ensuring a consistent and high standard of service delivery, which maintains public confidence.
- Police Scotland has leaders who are confident and skilled in dealing with Equality, Diversity and Inclusion matters, and take a proactive approach in developing their skills through training and awareness opportunities on an ongoing basis.
- Police Scotland has an awareness of what comprehensive Equality, Diversity and Inclusion training and development looks like and what the translation in to practise means.

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- Police Scotland has the ability and process to continually review training to identify any future gaps.
- Police Scotland has trainers who are skilled and knowledgeable in Equality, Diversity and Inclusion through lived and learned experiences, delivering EDI training.