



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>29 August 2024</b>
<b>Location</b>	<b>Webex</b>
<b>Title of Paper</b>	<b>Policing Together - Sex Equality and Tackling Misogyny Impact Measures</b>
<b>Presented By</b>	<b>ACC Catriona Paton, Policing Together</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes Appendix A – Revised Governance Structures</b>

**PURPOSE**

The purpose of this paper is to provide an overview of recent work to streamline the Policing Together (PT) governance structure and outline progress towards refreshing the vision and 4 pillars of Policing Together.

In addition, the paper provides an overview of engagement with stakeholders and staff associations and explains how this engagement informs PT activity. This update is in furtherance of action PC – 20231127 – 004.

Members are invited to discuss the contents of this paper.

## 1 INTRODUCTION

- 1.1. Police Scotland is now at the midway point of its four-year Policing Together (PT) strategy. Since publication of the Strategy there has been a number of significant developments including, the then Chief Constable Sir Ian Livingstone's statement to the SPA Board on institutional racism and discrimination, and the merge of the Partnerships, Preventions and Community Wellbeing (PPCW) Portfolio with that of PT. This presents an ideal opportunity to refresh the PT governance structures and the vision and pillars of PT.
- 1.2. Policing Together (PT) engagement requires a comprehensive approach that involves both internal and external engagement.
- 1.3. Internally, staff associations play a crucial role in facilitating effective communication and collaboration within the organisation. They make valuable contribution towards delivery of Police Scotland's strategic outcomes. This has been reflected in the updated PT governance structure.
- 1.4. Externally, engaging with stakeholders is essential for effective policing. By involving community members, advocacy groups, and local organisations, Police Scotland can gain valuable insights into the needs and expectations of the communities it serves. As part of the ongoing work to refresh the PT Strategy vision and 4 pillars, the impact on external service delivery and community confidence is being considered and included.

## 2 POLICING TOGETHER GOVERNANCE REFRESH

- 2.1. There is a need to streamline strategic oversight of PT to drive EDI priorities and to re-align the internal governance structures with the SPA PT Oversight Group.
- 2.2 Appendix A provides a visual of the new governance structure.
- 2.3 A significant change will be the renaming and updated remit of the Performance and Impact Group. It will be renamed the Tasking and Performance Group and will have the additional responsibility for co-ordinating and tasking based on reports from key business areas on progress towards milestone, issues, barriers, and potential solutions.
- 2.4 To date, Police Scotland's work on Sex Equality and Tackling Misogyny (SE&TM), although aligned to PT, has been delivered separately. This has resulted in a reduced level of collaboration in

delivery of strategic outcomes. It has been agreed that SE&TM will now fall under the wider PT framework. The SE&TM Delivery Group will report to the Tasking and Performance Group, providing a unified approach. The Police Scotland Culture dashboard under development will strengthen this alignment further with a shared set of data providing a clear understanding of issues and the collective impact of activity.

- 2.5 A review of all Terms of Reference (TOR) within the governance structure will take place ahead of the next governance cycle. A final suite of documents will contain the updated governance and TOR'S and the PT vision, pillars and commitments aligned to a communications strategy which will be developed.

### **3 VISION AND 4 PILLARS REFRESH**

#### Vision

- 3.1 The aim of PT, as laid out in the strategy, was an ambitious vision in comparison to the aims and visions of other police organisations in the United Kingdom. For example, the overtly stated aim of becoming an anti-racist organisation, was not an aim that any other police service in the UK sought to achieve at that time.
- 3.2 With the public acknowledgement on 25 May 2023 by the then Chief Constable, Sir Iain Livingstone, that Police Scotland was institutionally racist and discriminatory, which has been described as a historic moment, the vision for Police Scotland was propelled far further forward than was stated in the already ambitious vision of the strategy. From that moment the vision in the strategy was below what was now required following the public acknowledgement.
- 3.3 In December 2023, the decision was made to merge the portfolios of PT and Partnerships, Preventions and Community Wellbeing (PPCW), now called the Policing Together Division. The new combined portfolio provides the ideal combination that would link the internally focused activities of PT with the external service delivery activities of PPCW. This merger also provides the incentive to review the original PT vision.
- 3.4 The new and merged division is called 'Policing Together'. It has been recognised that this may result in an element of confusion due to the original concept of 'Policing Together' being a workstream

and branding which brought together EDI activity across the service. This will be considered going forward as part of the work to refresh PT, its vision, and pillars.

3.5 In light of the above developments, it was agreed that the vision should be reviewed and refreshed, retaining the core of the original vision but expanding it to include more of a service delivery focus. A suitable first draft of the refreshed vision for Policing Together is below:

- Police Scotland is welcoming inclusive and representative of the communities we serve.
- We will create working environments where people know they belong and can fully be themselves.
- Our people will demonstrate our values to deliver the highest standard of service for all our diverse communities.

#### Pillars

3.6 Work to achieve the four outcomes and twenty-one commitments of the PT Strategy are currently grouped under the following four pillars.

**Leadership** - Meaningful and sustainable change will require persistent focus and leadership. We recruit and promote people who share our values and behaviours and give officers and staff the tools and skills they need to lead culture change. Cultural change is everyone's responsibility and will be driven by leaders across the organisation.

**Training** - Seeks to address racism, misogyny, and all forms of discrimination within policing in Scotland. We recognise most officers and staff act in accordance with our values and standards every day. We also know that to continue to deliver excellent service in an ever-changing world, there is more we can learn about ourselves and others through continuous professional development.

**Prevention** - The way we conduct ourselves, both on and off duty, is fundamental to maintaining public confidence and essential to policing by consent.

**Communication** - Corporate Communications have commenced an organisation-wide behaviour change campaign which over time, will positively impact on organisational culture. This is a long-term approach with campaign objectives split across three phases.

- 3.7 The original pillars were indicators of inputs, and the revised model should show what progress is being made from the inputs and start to measure outcome. It is therefore proposed that the new pillars should be as follows:

**Leadership** – Meaningful and sustainable change will require persistent focus and leadership. We recruit and promote people who share our values and behaviours and give officers and staff the tools and skills they need to lead culture change. Cultural change is everyone’s responsibility however leadership is key to driving it forward across the organisation.

**Learning** (instead of the Training and Prevention pillars) – The combination of direct training and examples of behaviours that have breached the Standards of Professional Behaviour and Codes of Conduct, should provide officers and staff the knowledge to learn and develop their understanding and improve behaviours.

**Communities** – Measuring community confidence rather than community contacts is intended to measure the impact of all contacts, whether planned or spontaneous, with different communities, particularly seldom asked, seldom heard communities.

**Communication** – The aim is to expand communication from information exchange to a dialogue between colleagues internally and with individuals, groups, and communities externally.

- 3.8 The work to refresh the vision was presented at the SPA PT Oversight Group in June. This vision and pillars refresh has also been socialised at the Senior Leadership Forum, the PT Tactical Group and PT Strategic Oversight Board. Feedback is being considered to finalise the refresh of the vision and pillars.

## 4 INTERNAL ENGAGEMENT

- 4.1 In July 2023 the Policing Together Collaboration Group was established, with representatives from all diversity staff associations, statutory staff associations and trade unions. In

addition, Policing Together, People and Development, Learning, Training and Development, Recruitment and Promotion and Corporate Communications are represented.

- 4.2 The PT Collaboration Group is in place to co-ordinate activities of the staff associations and unions and to ensure alignment with the aims of Police Scotland. The group seeks to increase visibility of Diversity Staff Association (DSA) action plans and identify cross over and opportunities for collaboration and joint working, particularly in matters of intersectionality.
- 4.3 The Group provides a safe space for respectful dialogue allowing staff association and trade unions to discuss and explore different viewpoints, come to solutions, and inform/advise Police Scotland on complex matters of diversity and inclusion.
- 4.4 The contribution made by staff associations is valued, and this Group aims to maximise the resources, capacity, and funding available to achieve joint goals. The group will also provide a mechanism to raise and resolve any identified issues and barriers to progressing activity.
- 4.5 The PT Collaboration Group has been built into the revised PT governance structure. It will be co-chaired by ACC Policing Together and Head of Human Resources. The Group will feed into the PT Tasking and Performance Group and/or the PT Colleague Group as appropriate. If required, matters can be escalated to the PT Tactical Group.

## **5 EXTERNAL ENGAGEMENT**

- 5.1 In December 2023, the decision was made to merge the portfolios of PT and Partnerships, Preventions and Community Wellbeing (PPCW). The new combined portfolio provides the ideal combination that links the internally focused activities of PT with the external service delivery activities of PPCW. This merger also provided the incentive to review the original PT vision to reflect PT's impact on external service delivery and community confidence.
- 5.2 A paper was provided to the SPA PT Oversight Group in June 2024 detailing work in this area. Internal and external consultation is required on the refreshed vision and pillars and this work remains on-going.

- 5.3 The PT Equality and Diversity Unit are responsible for external service delivery aspects of PT. The team pro-actively engages with national equality partners and community groups to understand community confidence, concerns, tensions and identify areas requiring action. Priority areas at present include work with African and Black communities and LGBTQI+ communities.
- 5.4 Policing Together staff alongside others are actively engaged in building stronger community ties and promoting collaborative policing within African and Black communities across Scotland. Through specific engagement initiatives, Dr Olisa is working towards building trust, understanding and cooperation between Police Scotland and communities.
- 5.5 The first African and Black Engagement Plan SLWG was held on 29 May 2024. The Plan is in its infancy and feedback is currently being gathered. The 2022 Census data has recently been published and is in the process of being analysed. Once the report is available it will be used to support and drive divisional engagement with African and Black communities and provide opportunities to identify community connections, gaps and to focus activity. In addition, the outcomes of the Operation Tarn public Inquiry will inform the African and Black Engagement Plan. The Census data will support understanding of our communities which is an important element as Police Scotland seeks to be representative of the communities it serves.
- 5.6 The LGBTQI+ Portfolio team have regular meetings with the LGBTQI+ Police Association to jointly work on projects, better understand stakeholder/partner engagement needs and reasons for lack of engagement. Engagement with partners enables us to better understand the needs of the community and focus our activities on key areas such as, breaking down barriers to reporting hate crime and building trust and confidence in policing.
- 5.7 A Citizens' Panel is currently being implemented for the service, which is the first time deliberative participation approaches have been utilised to inform policing. Shared Future CIC have been commissioned by the Research and Insight Team within Strategy, Insight and Engagement (SIE) to lead the process. SIE are working closely with Policing Together resources to ensure the process is meaningful. The recruitment of LGBTQI+ citizens will begin soon, with deliberations taking place from November to the end of February. An Oversight Group to advise and provide support and expertise, has been put in place. Members include a range of public,

private and third sector partners; this includes SPA representation. The first meeting of this group is on 5 August.

- 5.8 Police Scotland have access to a cadre of Community Advisors with specialist, experience, knowledge and background in disability, race & religion and LGBTQI+. They can be deployed as or when required to support and advice Police Scotland operationally or otherwise.
- 5.9 Strategy and Innovation department are seconding a staff member to Policing Together to assist in developing and coordinating work around the Community Engagement approach. Kevin Ditcham, Insight and Engagement Lead, started with the team on 29 July.

## **6 CONCLUSION**

- 6.1 In conclusion, Police Scotland remains committed to developing and maintaining strong internal and external partnerships to positively impact the outcomes of PT. The revised governance structure and the refresh of the vision and pillars will ensure mechanisms are in place to further embed engagement activity, both internally and externally in Policing Together. In addition, it aims to ensure PT activity is co-ordinated, is increasingly visible and understood and is driven locally across the organisation.

## **7 FINANCIAL IMPLICATIONS**

- 7.1. There are no financial implications in this report.

## **8 PERSONNEL IMPLICATIONS**

- 8.1. There are no personnel implications in this report.

## **9 LEGAL IMPLICATIONS**

- 9.1. There are legal implications in this report. This update and the work contained within supports compliance with work related aspects of The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

## **10 REPUTATIONAL IMPLICATIONS**

- 10.1. There are reputational implications in this report. Police Scotland made a public commitment to the Policing Together Strategy and to becoming an anti-discriminatory police service. It is necessary for the correct governance to be put in place to oversee and drive



delivery of our commitments. Failure to deliver and mainstream EDI across the organisation is likely to impact on public trust and confidence as well as the confidence of our workforce. There is an elevated level of public interest in this work. The confidence of our officers/staff, partners and the public are likely to be positively impacted by this work being successfully delivered.

## **11 SOCIAL IMPLICATIONS**

11.1. There are no social implications in this report.

## **12 COMMUNITY IMPACT**

12.1. There are no community implications in this report.

## **13 EQUALITIES IMPLICATIONS**

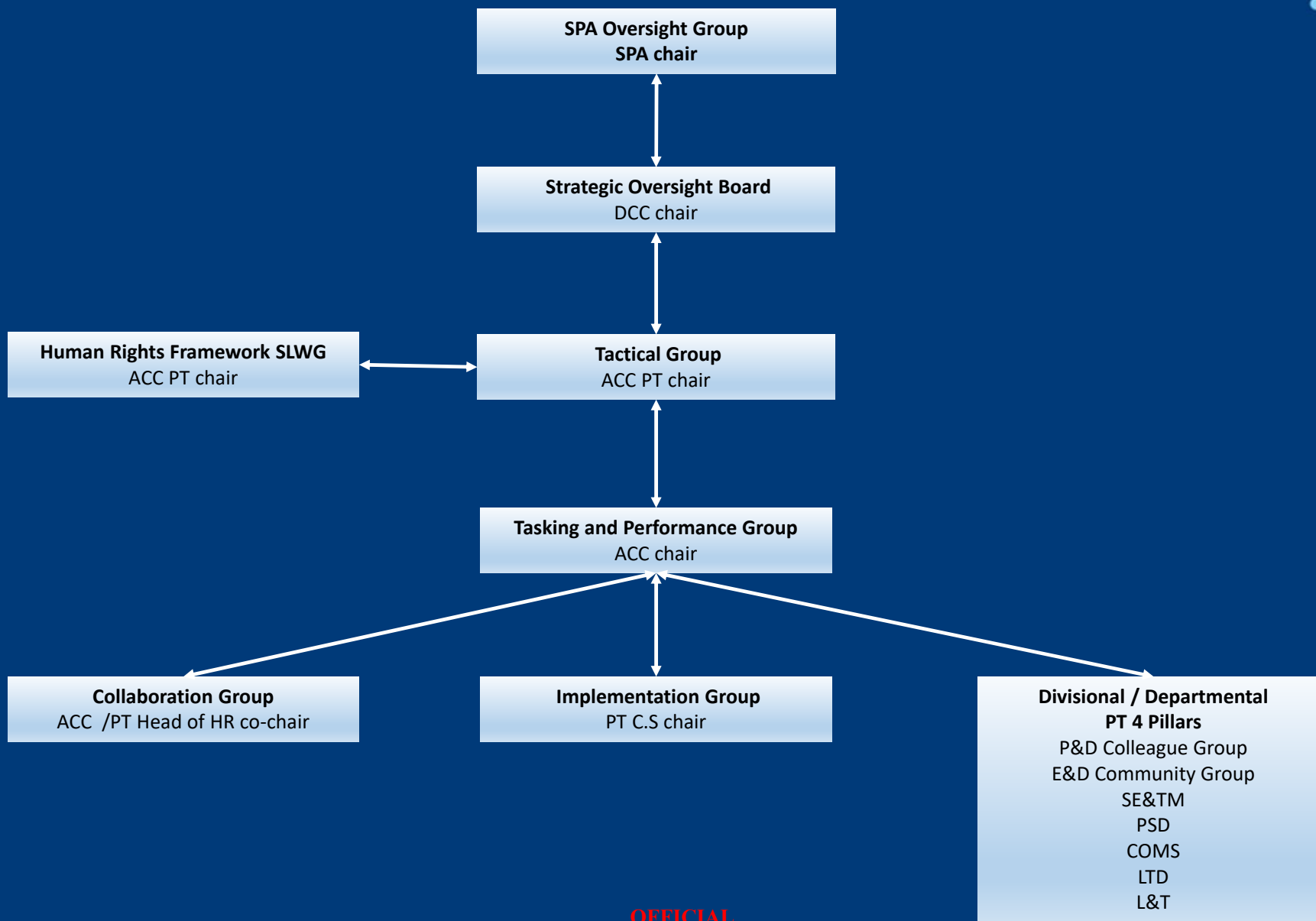
13.1. There are equality implications in this report. The activities noted in this paper all aim to promote equality, diversity, and Human Rights.

## **14 ENVIRONMENT IMPLICATIONS**

14.1. There are no environmental implications in this report.

## **RECOMMENDATIONS**

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



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