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HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

# Thematic Inspection of Police Scotland Training and Development – Phase 2

October 2021

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Improving Policing Across Scotland

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# HM Inspectorate of Constabulary in Scotland

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HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012<sup>1</sup> and has wide ranging powers to look into the 'state, effectiveness and efficiency' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).

We have a statutory duty to ensure that the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions
- The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to enable us to carry out our functions
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit
- Where our report identifies that the SPA or Police Scotland is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the SPA to take such measures as may be required. The SPA must comply with any direction given
- Where we make recommendations, we will follow them up and report publicly on progress
- We will identify good practice that can be applied across Scotland
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.<sup>2</sup>

**This inspection will be undertaken by HMICS under section 74(2)(a) of the Police and Fire Reform (Scotland) Act 2012 and a report will be laid before the Scottish Parliament under section 79(3) of the Act.**

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<sup>1</sup> Chapter 11, Police and Fire Reform (Scotland) Act 2012.

<sup>2</sup> HMICS, [Corporate Strategy 2017-20](#) (2014).



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## Our inspection

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During 2020, the impact of coronavirus on different communities began to emerge and amplified pre-existing inequalities in society. The murder of George Floyd by a police officer in America in May 2020 reignited debate about disproportionate policing of certain groups, and was the catalyst for a new wave of protests around the world against racism.

By the time we published our Thematic Inspection on Police Scotland Training and Development, Phase 1 report in September 2020<sup>3</sup> (Phase 1 Report), it was clear that issues of equality, diversity and inclusion were more important than ever. The Phase 1 report highlighted a lack of diversity training provided by Police Scotland to police officers and staff in leadership roles. In the introduction to that report I stated my intention to carry out a further inspection focusing specifically on Police Scotland's recruitment, retention, development and promotion of people from under-represented groups.

In November 2020, the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Police<sup>4</sup> (Dame Elish Review) was published. That report raised concerns about diversity training as well as other equality issues, including the negative experiences of some officers from under-represented groups. One of its 81 recommendations was that Police Scotland should be subject of "a broader, fundamental review of equality matters by an independent organisation." The recommendation stated that the review should take account of the HMICS inspection into Police Scotland's recruitment, retention, development and promotion of under-represented groups.

The Terms of Reference for this Phase 2 Training and Development inspection were published in March 2021. This inspection focuses on the internal aspects of equality, diversity and inclusion, given the importance of a police service that is reflective of the communities it serves in order to maintain public trust and confidence. We have looked at all protected characteristics, but have compared and contrasted the progress made in relation to two, as follows:

- Sex – the representation of women in policing
- Race – the representation of people from minority ethnic backgrounds in policing

In June 2021, we published our report on Police Scotland's response to hate crime, which again pointed out gaps in diversity training, and recommended that Police Scotland review its approach to dealing with hate crime experienced by its own police officers and staff.

This Phase 2 report describes the significant progress Police Scotland has made since our Phase 1 report was published in September 2020. This has been delivered in the challenging context of the coronavirus pandemic. The inspection found evidence of genuine commitment at the most senior levels of Police Scotland to ensure that the service is welcoming and inclusive.

Where the evidence is less clear is the extent to which the strong message from the top is being translated into action that has a positive impact on the day-to-day experience of police officers and staff from under-represented groups working in Police Scotland. The limitations of data available to help the service understand the impact of its activities, identify trends and make improvements, was a recurring theme in this inspection.

Racism, sexism, homophobia, and other forms of intolerance are pressing issues for the whole of society, not any one organisation. A cursory look at social media responses to Police Scotland's messages about targeted recruitment events, is sufficient to show the depressing levels of ignorance amongst some members of the public. It would be naïve to think some of these views are not shared by some of the 23,000 employees of Police Scotland.

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<sup>3</sup> HMICS, [Thematic Inspection of Police Scotland Training and Development - Phase 1](#), 15 September 2020.

<sup>4</sup> SG, [Police complaints handling, investigations and misconduct issues: independent review](#), 11 November 2020.



Police Scotland carried out its own analysis of responses on social media to an announcement about a recruitment event in August 2021 aimed at encouraging applications from people from minority ethnic communities. Almost every comment was negative about this approach. The most common themes being:

- Mistaking Positive Action<sup>5</sup> for Positive Discrimination (which is illegal)
- Thinking Police Scotland is racist due to “Positive Discrimination”
- Believing that the event will guarantee a job and that this is unfair
- Resentment that ethnic minorities are getting more support and opportunities than everyone else
- Anger that there is not a similar event just for white people

These responses show there is widespread misunderstanding of the need for positive action to help overcome barriers for people from some groups so that the police service can represent all of the communities it serves. There is no shortage of white men applying to join the police.

Unfortunately during the Phase 2 inspection, our team heard of attitudes being expressed within the service that were similar to those outlined above. Officers from minority ethnic backgrounds who had been encouraged to apply and join the police through the efforts of the Positive Action Team<sup>6</sup> reported negative comments from colleagues, including supervisors, suggesting that they had joined the service through an easier route. This is not true. The Positive Action Team’s activities are aimed at ensuring everyone has fair access to the recruitment process, which is the same for all applicants.

These sorts of attitudes affect the extent to which officers from minority ethnic backgrounds feel they belong in the police service.

Over recent decades, the representation of women in policing has increased significantly, reflecting wider societal changes about the role of women. In Police Scotland, recent intakes of new recruits have been roughly 50% women. Overall workforce figures show that 32% of Police Scotland police officers are women. This compares favourably with other forces, for example the Metropolitan Police Service has just under 28% women officers overall.

As well as highlighting positive progress, our report also raises areas for improvement in relation to the force’s approach to the recruitment, retention, development and promotion of people from under-represented groups.

I would like to thank all those in Police Scotland and the SPA who contributed to this inspection, as well as everyone who took the time to respond to our online survey. I am very aware of the additional work generated by any of our inspections however visible, independent scrutiny of policing is important for public confidence, even during a pandemic.

**Gill Imery**

HM Chief Inspector of Constabulary in Scotland

October 2021

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<sup>5</sup> Positive Action is a range of measures allowed under The Equality Act 2010 which can be lawfully taken to encourage and train people from under-represented groups to help them overcome disadvantages in competing with other applicants.

<sup>6</sup> The Positive Action Team are a dedicated resource within Police Scotland who provide support to people from under-represented groups who are considering a career in policing.

# Key Findings

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## Outcomes

- Police Scotland and the Scottish Police Authority now have joint equality outcomes, which demonstrates a joint commitment to achieving equality goals
- Overall workforce profiles show that 32% (5709) of police officers are female, and 1% (253) of police officers are from Black Minority Ethnic backgrounds, which is not representative of the general population (51.1% female, 4% Black Minority Ethnic backgrounds)
- Recruitment from under-represented groups, notably females and people from minority ethnic backgrounds, has increased over the past year
- The force has made progress recently in producing better quality equality and diversity data, particularly in relation to recruitment and promotion processes, including 'dashboard insights'
- Manual collation of data on recruitment is still required, which is time consuming, resource intensive, and hampers the ability of the force to provide timely equality and diversity data
- The data on leavers shows that a disproportionately higher number of females and Black Minority Ethnic officers leave Police Scotland for reasons other than retirement
- Data gaps exist around development and retention, which need to be addressed in order to track 'end to end' career progression, to understand trends, and to inform strategy
- There is a lack of clear recording mechanisms and data capture of diversity information in relation to access to training opportunities, including when access is denied; misconduct and grievance procedures, and those who leave prior to retirement
- There is inconsistency in the way in which equality and diversity data is presented by Police Scotland, with some reports and briefing papers containing a mixture of figures and percentages

## Leadership and Governance

- The Scottish Police Authority has re-established its People Committee, the terms of reference for which include a commitment to seeking evidence of an organisational culture which values diversity and a workforce that is representative of the communities Police Scotland serves
- There is a strategic commitment and drive by the force executive and senior management team to improve diversity in the workplace, to make Police Scotland more representative of the community it serves, and to embed diversity, equality and inclusion throughout the organisation
- Police Scotland has introduced an Equality, Diversity, Inclusion, and Human Rights Strategic Oversight Board (EDI&HR SOB) to mainstream equality, diversity and inclusion throughout the organisation, in all aspects of planning and delivery while ensuring statutory obligations of the Equality Act 2010 are fulfilled



- Members of the force executive have taken on roles as executive sponsors for defined equality, diversity and inclusion portfolios, and related diversity staff associations. This is a positive development, which has resulted in a range of action plans being developed and reported to the EDI&HR SOB
- Diversity staff associations now have a regular opportunity to highlight issues for their members through a standing item on the agenda for the EDI&HR SOB. At present this item comes at the end of lengthy meetings
- 'Talk Truth to Power' sessions have taken place, which have helped senior leaders understand the issues faced by police officers and staff from under-represented groups
- The reported experience of individuals from under-represented groups indicates that the leadership message from the force executive is not always being received, understood and acted upon consistently throughout the organisation
- Appendix 1 includes some direct quotations from people from under-represented groups who responded to the HMICS survey. These relate to individual experiences of working in Police Scotland
- Police Scotland's external and internal messages on diversity can appear tentative and overly concerned about saying 'the wrong thing' on complex and sensitive topics
- Police Scotland does not currently have a retention strategy

## Planning and Process

- The recruitment and selection process can take up to 12-18 months to complete. Procedures for processing applications involves voluminous paper files which is time consuming and inefficient
- Applicants do not receive any updates during the lengthy process
- The Police Scotland Standard Entrance Test has been revised in an effort to ensure fairness for all candidates and is currently being piloted
- The criteria against which candidates are assessed for fitness includes an evaluation of the effort being made by candidates and their recovery period, which is based on opinion
- The assessment stage of the recruitment and selection process for police officers now incorporates the Competency Values Framework, in order to assess candidates' values and behaviours to ensure they align with the values of Police Scotland
- Police Scotland does not ask candidates for feedback on the recruitment process
- There is an exit interview process, which is voluntary and takes place after the individual has given written notification of the decision to leave



## People

- Police Scotland has commenced the roll out of its 'Your Leadership Matters' training, which has a strong diversity theme
- Many officers and staff have not received any comprehensive diversity training since joining the organisation, including officers and staff responsible for delivering national policy for equality, diversity and inclusion
- The remit of the Positive Action Team is limited to the recruitment function only, and there is no formal ongoing support for officers from under-represented groups, other than that provided by the diversity staff associations
- Police Scotland is in the main a welcoming organisation. Some individuals from under-represented groups continue to experience instances of careless language and hurtful comments, making them feel marginalised
- There remains an issue with non-disclosure by individuals of their diverse characteristics for fear of adversely affecting their career prospects
- Pregnancy, caring responsibilities and the need for flexible working can still present barriers to progression, and have a disproportionate impact on female officers and staff
- The introduction of online delivery of training (due to the pandemic) has resulted in wider access to courses in an environment that suits individual needs
- Personal career development is self-driven and dependent on a supportive line manager
- Promotion applications also require an assessment of performance from the line manager
- There remains little visibility of under-represented groups in senior ranks and management levels
- Police Scotland's Professional Standards Department has recently been restructured and newly appointed staff have been provided with training on unconscious bias

## Resources and Partnerships

- The Positive Action Team has six members of staff covering the whole organisation. They are committed and dedicated to improving diversity within the workforce
- Police Scotland has allocated insufficient resources dedicated to engaging with under-represented communities, proactively attracting and supporting applications from people from under-represented groups
- The work of the Positive Action Team is not universally understood, with some apparently thinking lower or different standards are applied for those joining with the support of positive action
- Police Scotland's recruitment and selection teams continue to operate with disparate and outdated legacy IT systems that were in place prior to the formation of Police Scotland in 2013
- The administration processes are highly resource intensive, requiring manual input for all candidate data at the application stage and throughout the selection process



- The use of different IT systems to record equality and diversity information, with varying levels of functionality and lack of ability to link with one another, continues to be a barrier to Police Scotland understanding fully the diversity of its workforce
- Police Scotland has strong partnership relationships with a wide range of strategic partners in the equality, diversity and inclusion arena
- Each diversity staff association has evolved differently, with some being long-established and having funding, and others being relatively new. The growth of some has been organic, with groups started by police officers or staff with particular protected characteristics which they feel are not represented
- The Equality Diversity Inclusion and Human Rights Strategic Oversight Board is improving the links between diversity staff associations, statutory staff associations, unions, and Police Scotland
- There are currently 450 Special Constables in Police Scotland, which is significantly lower than in 2014 (when there were 1400 Special Constables)
- There has been a lack of co-ordination in approach to recruiting, training, developing and equipping Special Constables, resulting in them feeling undervalued and frustrated



# Recommendations

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## **Recommendation 1**

Police Scotland should develop timely, meaningful equality, diversity and inclusion data and the capability to analyse the data to identify and understand trends, and to inform strategy and priorities in relation to recruitment, retention, development and promotion of people from under-represented groups.

## **Recommendation 2**

Police Scotland should assert a strong and bold position in its external and internal communications on equality and diversity matters, that it is an anti-discriminatory and inclusive organisation.

## **Recommendation 3**

Police Scotland should consider developing a retention strategy, recognising that retention is equally as important as recruitment, and explaining the role everyone in the organisation has in creating an environment that is truly welcoming and inclusive.

## **Recommendation 4**

Police Scotland should improve the information available to potential applicants, clarify the standards required to pass the selection process, and introduce a system of keeping applicants informed about the progress of their application.

## **Recommendation 5**

Police Scotland should consider introducing a process for applicants, both successful and unsuccessful, to provide feedback on the recruitment process, in order to learn and improve.

## **Recommendation 6**

Police Scotland should devise a programme of refresher training in equality, diversity and inclusion for all members of the organisation. Priority should be given to tutor constables and first-line managers, given their vital role in supporting people joining the organisation and retention of staff.

## **Recommendation 7**

Police Scotland should review the resource levels, location, and remit of the Positive Action Team to maximise the benefit of dedicating resource to engaging with under-represented communities, and proactively attracting and supporting applications from people from all under-represented groups.

## **Recommendation 8**

Police Scotland should identify ways to improve the understanding of the public and the understanding of its own workforce about the role and purpose of the Positive Action Team.

## **Recommendation 9**

Police Scotland should accelerate its ongoing efforts to introduce an electronic recruitment system including implementing the diversity insights module at the earliest point of delivery.

## **Recommendation 10**

Police Scotland should consider improving its understanding of the specific needs of each diversity staff association and reviewing the level of support provided accordingly.



## Background and Context

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1. The National Performance Framework<sup>7</sup> sets out a long-term vision for the kind of country Scotland should be, underpinned by the values “we are a society which treats all of our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way.”
2. In 2019, the Scottish Government established a Ministerial Population Taskforce to consider Scotland’s future population challenges. The Taskforce produced Scotland’s first population strategy, “A Scotland for the Future: The opportunities and challenges of Scotland’s changing population”,<sup>8</sup> which was published on 15 March 2021. The work required to harness the opportunities and to address the challenges of changing demographics, is set out in the context of the Scottish Government’s National Performance Framework.
3. The Scottish Government published its Equality outcomes and mainstreaming report<sup>9</sup> on 24 March 2021. The report states that the desire for a just and fair society is core to the Scottish Government’s purpose: to create an even more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth. It sets out the progress the Scottish Government is making in mainstreaming equality and diversity as an employer and as a decision maker. This report also references the National Performance Framework, highlighting the National Outcome in relation to equality and human rights.
4. The Cross Justice Working Group on Race and the Workforce was established in October 2020 to look specifically at the diversity of the workforce of Scotland’s justice sector (police, COPFS, courts, prisons, law society and legal aid board) and provide a cohesive approach to tackling barriers to employment and support cross system learning. The terms of reference of the group acknowledge the issue of race equality has long been recognised as essential to ensuring effective and fair operation of Scotland’s justice system. The wide membership of the group served to highlight the experience of minority ethnic people in Scotland extended throughout all aspects of the justice system in Scotland.
5. In September 2020, we published our Phase 1 Training and Development report,<sup>10</sup> which focused largely on leadership training and continuous professional development.
6. We made three recommendations relating to equality, diversity and inclusion, as follows:

**Recommendation 9** – Police Scotland should initiate an Equality and Human Rights Impact Assessment (EqHRIA) at the earliest possible stage in the development of all training and development products, so that the implications for equality and human rights are considered and addressed from the start.

**Recommendation 10** – Police Scotland should ensure that diversity training is provided and mainstreamed into leadership courses at all levels as a matter of urgency.

**Recommendation 11** – Police Scotland should review the current approach to delivering training with a view to providing more flexible options for accessing training through the use of technology, and at different times and locations.

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<sup>7</sup> SG, [National Performance Framework | National Performance Framework](#).

<sup>8</sup> SG, [A Scotland for the future: opportunities and challenges of Scotland's changing population](#), 15 March 2021.

<sup>9</sup> SG, [Equality outcomes and mainstreaming: report 2021](#), 24 March 2021.

<sup>10</sup> HMICS, [Thematic Inspection of Police Scotland Training and Development - Phase 1](#), 15 September 202.



7. In November 2020, the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing report,<sup>11</sup> written by Dame Elish Angiolini, was published (hereafter referred to as the Dame Elish Review).
8. It stated that some people from minority communities may not trust the police due to their experiences in their country of origin, and that “in the police service and the wider community attitudes have not changed as much as they should have since 1999 – or as much as we may like to believe they have”. The Dame Elish Review highlighted the importance of community engagement to build relationships and confidence necessary for policing by consent.
9. The Dame Elish Review also commented on cultural issues within Police Scotland, and emphasised the need for an inclusive environment where everyone feels comfortable and can thrive. It raised concerns about the lack of support for officers subjected to racial abuse on duty. The review recommended:

All Police Scotland officers and staff should receive training on unconscious bias, equality legislation and diversity; this should be updated throughout their career, with the opportunity for refresher courses at regular intervals (Recommendation 66)
10. Our thematic inspection of Police Scotland’s response to hate crime,<sup>12</sup> which was published in June 2021, also raised the issue of lack of support for police officers and staff who were subjected to hate crime, as well as repeating concerns about training and shortcomings in data collection and analysis.
11. These three reports (the HMICS Phase 1 Training and Development Report; the Dame Elish Review, and the HMICS Hate Crime Report) all highlight issues about the availability of diversity training, and the quality of data.
12. Diversity training for police officers and staff is key to achieving effective community engagement, which builds community confidence. Attracting police recruits from the full range of communities depends on the levels of trust and confidence those communities have in the police. Internally, diversity training has a direct impact on the environment and the behaviours experienced by people from under-represented groups once they have joined the police.
13. The quality of data is vital for Police Scotland to understand what the issues are, how they can be addressed, and to see the impact of any measures it introduces.
14. During this Phase 2 Training and Development inspection, we have seen significant effort on the part of Police Scotland to address the recommendations of previous reports.
15. In response to our Phase 1 report, Police Scotland produced an action plan to address the recommendations. The actions include work to review the diversity content across all leadership courses, and to develop a plan to ensure the provision of diversity training for all senior officers and staff. Police Scotland is also developing an EqHRIA tool to support the development of all new courses and programmes.
16. Importantly, Police Scotland has delivered “Your Leadership Matters” training, with a strong emphasis on equality, diversity and inclusion, to senior members of the service.

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<sup>11</sup> SG, [Policing - complaints handling, investigations and misconduct issues: independent review](#), 11 November 2020.

<sup>12</sup> HMICS, [Thematic Inspection of Hate Crime](#), 3 June 2021.



## Methodology

17. In recognition of the significant challenges facing the force at the time of the inspection, notably the COVID-19 pandemic, and in order to minimise the impact of the inspection on the force, the HMICS inspection team selected around 80 officers, staff and Special Constables for interview. We also interviewed representatives of the SPA, staff associations, trade unions and diversity staff associations. In line with public health guidance, all interviews were conducted remotely using Microsoft Teams.
18. Small, virtual focus groups and interviews with officers and staff based in the north, west and east command areas of the force were also carried out.
19. For some areas of our inspection we compared statistics and practice with a number of forces in England, and with the British Transport Police (BTP).
20. The team reviewed an extensive range of relevant documentation, including policies, procedures, performance and management information, strategies, plans and course materials.
21. As part of this inspection, an online survey was developed to seek the views and experiences of current and former police officers, staff members and Special Constables. The survey was live between 21 June 2021 and 16 July 2021. This was an open, online survey, and was promoted via social media, the HMICS website, and by Police Scotland. We are particularly grateful to Police Scotland for sending a letter to former Police Scotland staff members and police officers from under-represented groups, signposting them to the HMICS survey. In total the survey received 542 responses, 330 of whom identified as current employees of Police Scotland and 212 who had since left the organisation.
22. An analysis of the survey is provided at Appendix 1. As per the Terms of Reference of the inspection, data has then also been broken down in order to provide more comparative detailed findings for two protected characteristic groups, sex and ethnicity, with a focus upon female employees, and those from minority ethnic backgrounds. In order to explore experiences that may be related to these protected characteristics, individuals have been included in a group if they identify with these categories. It should be noted that this means that individuals may have been included in more than one group.
23. The results of the survey come with the caveat that this is a self-selecting group of respondents, arguably more motivated to provide a response if they have had a negative experience. By its nature, the survey results do not reflect the experience of everyone in the organisation, however HMICS believes it is vital to listen to the voices of people from under-represented groups describing their experience of working in Police Scotland.

## Outcomes

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24. As a public body Police Scotland has a general duty to comply with the Equality Act 2010 which requires it to have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
  - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
  - Foster good relations between people who share a relevant protected characteristic and those who do not.
25. Police Scotland also has duties as part of the Equality Act 2010 (Specific Duties)(Scotland) Regulations 2012, as amended, to publish equality outcomes (at least every four years), report progress against them (at least every two years), and report progress to mainstream the general equality duty (at least every two years).
26. The broad purpose of the Equality Act duties are to integrate consideration of equality and good relations into day-to-day business activities. Whilst there is a legal obligation to comply there are broader benefits such as, an improved ability to provide services to meet the diverse needs of users, to have a more diverse workforce that better represents the communities served, and a more productive workforce due to the supportive working environment created.
27. As the specific duties under the regulations are intended to embed equality into existing systems and frameworks, equality outcomes should align with strategic business priorities.
28. Police Scotland published its 2017-2021 Equality and Diversity Mainstreaming and Equality Outcomes progress report on 30 April 2021.<sup>13</sup> This outlined progress made in mainstreaming equality and provided updates in relation to each of its seven equality outcomes. It also provided details of ongoing initiatives to make further improvements in relation to the two equality outcomes relevant to its workforce (outcomes 6 and 7). The Chief Constable signaled the important progress that had been made but acknowledged that:

*“there was much still to do to ensure policing in Scotland supports and enables all people to thrive, flourish and fully be themselves”.*
29. On 30 April 2021, Police Scotland and the SPA also published new joint equality outcomes,<sup>14</sup> following extensive engagement both internally and externally, including engagement with diversity staff associations, unions, statutory associations and stakeholders, and having considered feedback received from an electronic survey.
30. This is the first year joint outcomes have been produced, the previous set of outcomes only relating to Police Scotland. This is a positive step, demonstrating a joint commitment to work towards achieving equality goals.

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<sup>13</sup> Police Scotland, [Equality and Diversity Mainstreaming & Equality Outcomes Progress Report 2021](#).

<sup>14</sup> Police Scotland and Scottish Police Authority, [Joint Equality Outcomes for Policing 2021](#).



31. There are now four equality outcomes (previously two) relevant to recruitment, retention and development of staff with key objectives and activities set out to achieve them:

Equality Outcome	Objectives	Activities - focus on:
<p><b>Equality Outcome 5:</b> We use timely insights from workforce diversity monitoring to support evidence based planning and decision making</p>	<ul style="list-style-type: none"> <li>■ We have improved systems and processes in relation to equality, diversity and inclusion monitoring</li> <li>■ We have a suite of accessible monitoring reports with clear diversity and inclusion insights</li> <li>■ Leaders understand and use insights to inform planning and decision making</li> </ul>	<ul style="list-style-type: none"> <li>■ Outlining clear diversity monitoring and reporting requirements and priorities</li> <li>■ Improvement of data systems and capabilities including addressing systems access issues and developing the use of analytics software</li> <li>■ Using ongoing communications to build confidence in our monitoring and share insights from diversity monitoring</li> <li>■ Considering sexual orientation monitoring options and how to record non-binary identities</li> </ul>
<p><b>Equality Outcome 6:</b> Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights</p>	<ul style="list-style-type: none"> <li>■ Leaders will be provided with effective and practical tools to support their peoples' diverse needs</li> <li>■ Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion</li> </ul>	<ul style="list-style-type: none"> <li>■ Improving and developing leadership training in relation to equality, diversity and inclusion</li> <li>■ Inclusion of equality, diversity and inclusion in leadership development programmes</li> <li>■ Using lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders</li> <li>■ Improving and developing accessible equality, diversity and inclusion SOPs, guidance documents and tools</li> <li>■ Using ongoing communications to support continuous learning</li> </ul>
<p><b>Equality Outcome 7:</b> Resignation rates of under-represented groups are proportionate to our current workforce profile</p>	<ul style="list-style-type: none"> <li>■ We understand why individuals from under-represented groups choose to end their employment with Police Scotland/SPA</li> <li>■ We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA</li> </ul>	<ul style="list-style-type: none"> <li>■ Identifying barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback</li> <li>■ Establishing programmes to tackle the barriers to the retention from those from under-represented groups</li> <li>■ Using ongoing communications to promote an inclusive culture and values</li> </ul>
<p><b>Equality Outcome 8:</b> We have inclusive recruitment and promotion processes in place that prevent</p>	<ul style="list-style-type: none"> <li>■ We understand internal and societal barriers to attracting individuals from under-represented groups to join Police Scotland/SPA</li> </ul>	<ul style="list-style-type: none"> <li>■ Identifying the internal and societal barriers to under-represented groups joining Police Scotland/ SPA</li> <li>■ Delivering a recruitment</li> </ul>



unnecessary barriers affecting under-represented groups	<ul style="list-style-type: none"> <li>■ We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices</li> </ul>	<p>system and processes that supports inclusive recruitment practices</p> <ul style="list-style-type: none"> <li>■ Using inclusive attraction strategies and positive action activities</li> <li>■ Ongoing development of diversity monitoring and reporting</li> <li>■ Bespoke development programmes to increase promotion opportunities for under-represented groups</li> </ul>
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32. These equality outcomes are aligned to strategic outcome 5 of the SPA Corporate Plan, the Forensic Services Strategy and strategic outcome 4 of the Joint Strategy for Policing 2020, which sets out the strategic direction and associated outcomes for policing.<sup>15</sup>

33. Strategic outcome 4 states:

*“Our People are supported through a positive working environment, enabling them to serve the public”*

34. Its commitments include ensuring:

- Ready access to good quality, visible local leadership and management support
- Provision of comprehensive training, support and equipment to perform roles safely and effectively
- Opportunities to develop in current roles or to seek further development towards new roles or promotion
- A culture that supports innovation and provides opportunities to contribute and develop leadership skills
- A culture of inclusivity, where diversity of background and perspective is valued
- A strong positive organisational culture through implementation of the Competency and Values Framework (CVF).

35. Equality outcome 3, which relates to having meaningful engagement with people from and across protected groups, also has some relevance<sup>16</sup> as it sets out an associated activity of providing training/awareness opportunities for officers and staff.

36. The employment focused equality outcomes (outcomes 5 – 8) are aligned to and support the Police Scotland’s Equality, Diversity and Inclusion (Employment) Framework, which in turn supports the Police Scotland People Strategy.<sup>17</sup> Progress updates on equality outcomes and in relation to the framework will be provided in workforce equality, diversity and inclusion assurance reports to the People Committee of the SPA. The development of joint equality outcomes should ensure both organisations are working to the same equality priorities and improve scrutiny and delivery of outcomes across policing in Scotland.

<sup>15</sup> Police Scotland and Scottish Police Authority, [Joint Strategy for Policing \(2020\) Policing for a safe, protected and resilient Scotland](#).

<sup>16</sup> Aligned with strategic outcome 3 of the Joint Strategy for policing 2020: The public, communities and partners are engaged, involved and have confidence in policing.

<sup>17</sup> Police Scotland, [People Strategy - Empower, enable and develop our people, 2018-2021](#).



37. Performance measures, to support delivery and underpin this work, are incorporated within Police Scotland’s performance framework.<sup>18</sup> This includes a number of performance questions (PQ) relating to workforce development and workforce demographic and the management information (MI) required to answer them. In relation to workforce demographic these are:

Workforce Demographic	PQ	<ul style="list-style-type: none"> <li>■ To what extent has Police Scotland developed and promoted best practice in its delivery of Equality Outcomes?</li> <li>■ To what extent is Police Scotland representative of communities?</li> </ul>
	MI	<ul style="list-style-type: none"> <li>■ Force profile – sex, race, disability, sexual orientation, age</li> <li>■ Promotion profile – sex, race, disability, sexual orientation, age</li> <li>■ Recruitment profile – sex, race, disability, sexual orientation, age</li> <li>■ Number of recruitment events focusing on under-representation.</li> </ul>

38. Having management information on workforce demographics is therefore an integral part of demonstrating progress against these equality outcomes. HMICS considers that in order to accurately report progress, a baseline of evidence requires first to be established ideally disaggregated by protected characteristics which includes both numerical and qualitative data, and that any evidence gaps need to be identified and mechanisms put in place to fill them. Thereafter, timely data and accompanying analysis can be used to chart progress accurately.

39. The new Joint Equality Outcomes acknowledge the need to improve data systems and capabilities and to develop the use of analytics software, identifying this as an activity essential to the outcome of having timely insights from workforce diversity monitoring to support evidence based planning and decision making (outcome 5).

40. Although there has been some improvement recently in producing better quality data, particularly in relation to recruitment and promotion processes, including “dashboard insights” and summary reports, Police Scotland is still on a journey in relation to having timely, meaningful data and in-depth analysis to identify trends to inform strategy and priorities. This has been recognised by Police Scotland, for example in a briefing provided to the SPA board on 24 February 2021 in relation to workforce diversity, inclusion and equality in policing.<sup>19</sup> Police Scotland advised that its ability to understand and analyse diversity data was limited, often because of system issues. It acknowledged there was a need to improve the availability, consistency and quality of such data, which should be properly disaggregated to ensure that all decisions are evidence based. This was identified as a workstream which would be overseen by the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board (EDI&HR SOB).

41. An example where challenges to the availability of data are encountered is in recruitment and selection. Manual collation of data is still required which is time consuming, resource intensive and hampers the ability to produce timely equality and diversity data. HMICS was told there was optimism that the new e-recruitment system, under development at the time of inspection, will transform these manual processes. In addition, the introduction of the associated “diversity insights” package scheduled for later this year should also provide more granular equality and diversity data. This is long overdue.

<sup>18</sup> Police Scotland, [Performance Framework 2020/21](#)

<sup>19</sup> SPA, [Authority meeting briefing paper - Workforce Diversity, Inclusion and Equality in Policing - agenda item 9](#), 24 February 2021.



42. Despite the difficulties in manual collection of data, recruitment figures, which include a breakdown of sex and ethnicity, are collated and reported.
43. The Police Scotland quarter 4 performance report January to March 2020/21<sup>20</sup> reported figures for the 29 March 2021 intake:
- 180 police officers were successfully recruited
  - 54% (98) were males
  - 46% (82) were females
  - 12% (22) were from minority ethnic groups
44. March intakes for the years 2019 and 2020 were reviewed and compared with the March 2021 intake and the male/female/ minority ethnic<sup>21</sup> breakdown was as follows:

	Total recruits	% Male	% Female	% Minority Ethnic
March 2019	181	55%	45%	4%
March 2020	351	57%	43%	4%
March 2021	180	54%	46%	12%

45. It is encouraging to see an increase in recruitment of both female and minority ethnic individuals. However, recruitment forms only part of the picture and overall workforce profiles must also be considered. In a briefing paper to the SPA resources committee for its meeting on 18 December 2020 (“December 2020 briefing paper”) Police Scotland provided equality and diversity data for the period 1 April 2019-31 March 2020<sup>22</sup> which included workforce, rank and leavers profiles (Appendices C – J).<sup>23</sup> Much of this data is either replicated in information provided in Police Scotland’s Equality and Diversity Employment Monitoring report for 2019/20<sup>24</sup> and/or features in Police Scotland’s Mainstreaming and Equality Outcomes report 2021.<sup>25</sup>
46. Of note, the equality and diversity workforce and rank profiles provided in the briefing paper gave the following breakdowns for sex and race:
- Sex: 32% (5709) of police officers were female, 38% (2051) of police staff were male, and 32% (167) Special Constables were female (an increase of 1% respectively from 31/3/19)
  - Black Minority Ethnic (BME) Profile: police officers 1% (253), police staff 2% (87), and Special Constables 2% (10) (an increase for police staff, other profiles remaining the same as at 31/3/19)
  - White Minority Ethnic (WME) Profile: police officers 2% (341), police staff 1% (81), and Special Constables 2% (9) (the same percentages as at 31/3/19)
  - Moving from constable to higher ranks, the proportion of female representation reduces, with only 27% (993) of all officers at sergeant or above being female (an increase of 2% on the previous year)
  - The percentage of BME and WME officers at the rank of sergeant or above was 1% (44 and 49 respectively) - the same percentage as the previous year.

<sup>20</sup> Police Scotland, [Quarter 4 Performance Report](#), January to March 2020/21.

<sup>21</sup> Minority ethnic for these purposes denoted all recruits who disclosed any ethnicity other than White Scottish, White English, White Welsh, White Northern Irish or White Other British. There was a 50/50 split between white minority ethnic and black minority ethnic officers in the intake (the intake for 14 December 2020 also comprised 12% minority ethnic officers with a 50/50 split between white minority ethnic and black minority ethnic).

<sup>22</sup> SPA, [Resources committee briefing paper - Workforce Equality, Diversity & Human Rights - agenda item 4.1](#), 18 December 2020.

<sup>23</sup> Similar data was also produced in Police Scotland’s Equality and Diversity Mainstreaming and Equality Outcomes Progress report 2021.

<sup>24</sup> Police Scotland, [Equality and Diversity Employment Monitoring report 2019/20](#).

<sup>25</sup> Police Scotland, [Equality and Diversity Mainstreaming and Equality Outcomes Progress Report 2021](#).



47. The percentage of police officers with a BME background remains at 1% and has never risen above this.<sup>26</sup> Whereas, at the time of the 2011 census the Scottish population was comprised of 4% from a BME background. Although the results of the 2021 census are not yet available a paper produced by Glasgow Centre for Population Health in September 2017 projected that by 2021 this would increase to above 5% and by 2031 would be expected to be 7%.<sup>27</sup> Thus, representation within Police Scotland of those from a BME background remains lower than that of the general population of Scotland and it appears this disparity is set to widen further. It has been recognised for some time that the low levels of representation of those from BME backgrounds is associated with problems in retention of individuals once recruited.<sup>28</sup>
48. Underrepresentation of officers from BME backgrounds is not unique to Police Scotland. Home Office national statistics for the police workforce in England and Wales as at 31 March 2020 reported that whilst there had been a small increase of officers identifying as BAME<sup>29</sup> in England and Wales, from 6.9% in 2019 to 7.3% in 2020, underrepresentation was still an issue. The Metropolitan police had the highest proportion of BAME police officers with 15% of officers identifying themselves as such, which was still well below the proportion of BAME people resident in the capital (40%), according to the 2011 Census. The second highest was in the West Midlands where 12% of officers identified themselves as BAME compared with 30% of the local population.
49. With 51.5% of the Scottish population comprising of females, as at the 2011 census, a 32% representation of female officers within Police Scotland also falls short of being representative of the general population. The HeForShe<sup>30</sup> Gender Equality in UK Policing Annual report 2020<sup>31</sup> included data showing changes in representation of women across all police forces in the UK over the preceding 12 months, which included data of representation of women in senior roles (Chief Inspector and above). The data provided by Police Scotland was at 31 March 2020:

Police Force	% change (increase) - women officers	% change (increase/same) - women in senior roles	% women overall	% women in senior positions	Difference
Police Scotland	3.91%	11.46%	32.27%	25.48%	6.79 % less in senior roles than overall
Greater Manchester	9.31%	5.66%	31.43%	30.23%	1.20% less in senior roles than overall
West Midlands	1.92%	0.00%	31.59%	35.00%	3.41% more in senior roles than overall
Metropolitan police	8.67%	3.05%	27.88%	22.65%	5.23% less in senior roles than overall

<sup>26</sup> External evaluation – CRER submission to Justice Sub Committee on Policing 2017.

<sup>27</sup> Glasgow Centre for Population Health, [The changing ethnic profiles of Glasgow and Scotland, and the implications for population health](#) – Figure 4. September 2017.

<sup>28</sup> External evaluation – CRER submission to Justice Sub Committee on Policing 2017.

<sup>29</sup> Defined as Black, Mixed, Asian, Chinese or other.

<sup>30</sup> HeForShe is an inclusive worldwide movement that focuses on the needs of people across the gender spectrum. It seeks to create gender equality and equity throughout society. For policing, it relates to both within the workplace and within the policing response.

<sup>31</sup> HeForShe, [Gender Equality in UK Policing - Annual Report 2020](#).



50. This demonstrates that Police Scotland has made in-roads recently to improving representation of women in policing and the percentage of women within senior positions, however it still has a way to go when compared to other police forces such as Greater Manchester and the West Midlands police.
51. The diversity challenge is one that faces all organisations. The Scottish Government equality outcomes mainstreaming report shows that the Scottish Government has had more success than Police Scotland in terms of the representation of women and people from minority ethnic backgrounds. Women increasingly make up the majority of the Scottish Government workforce, comprising 53.5% of employees in 2018, and 55% in 2020. At the most senior levels (senior civil servant), the majority of staff are men (55.7% in 2020). Minority ethnic staff increasingly comprise more of the organisation's workforce, rising to 2.4% in 2020, compared to 2.1% in 2018. At senior levels in the Scottish Government, 2.8% are from minority ethnic backgrounds.
52. The Police Scotland Equality and Diversity Employment Monitoring Report 2019/20 provides data for leavers up to 31 March 2020 (total leavers 865). The December 2020 briefing paper provides percentages<sup>32</sup> for leavers between 01 April 2019 and 31 March 2020, compared to the workforce profile as at 31 March 2020, as follows:
- A higher proportion of females left through resignation (24%) and ill health retirement (16%) than males (17% and 6% respectively) compared to the overall workforce profile for female police officers
  - The proportion of leavers who identified as BME (2%) was higher than the overall Police Scotland profile of 1%. Whereas the proportion of leavers who identified as WME (1%) was lower than the overall Police Scotland profile of 2%. The proportion of leavers for both groups were the same as in 2019
  - Retiral was the most common reason for leaving for those who identified as White Scottish, Other White British and WME
  - Resignation was the most common reason for leaving for those who identified as BME and six (86%) out of the seven who resigned, were in their probationary period
  - The average length of service of those who resigned was lower for BME (two years) and WME (three years) when compared to White Scottish (eight years) and Other White British (six years).
53. The equality and diversity leavers profile for police staff disclosed that:
- A higher proportion of males retired (pension), retired for medical reasons or transferred to be a police officer
  - A higher proportion of females left through voluntary redundancy or end of a temporary contract
  - The proportion of leavers who identified as BME (2%) reflected the overall Police Scotland profile
  - The proportion of leavers who identified as WME (3%) was higher than the overall Police Scotland profile of 1%
  - The average length of service on resignation for those identifying as BME or WME was one years' service compared to six years' service for those identifying as White Scottish and five years for those identifying as Other White British.
54. The data indicates a disproportionately higher number of female and BME officers leave the organisation for reasons other than retirement.

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<sup>32</sup> Only percentages provided, not actual numerical values.



55. The new joint equality outcomes, particularly equality outcome 7, and the associated objectives and activities, are aimed at ensuring resignation rates of under-represented groups are proportionate to the workforce profile, by understanding the reasons individuals from under-represented groups choose to end their employment with Police Scotland/SPA, and tackling any barriers that exist. This includes reviewing exit interview feedback and promoting an inclusive culture and values.
56. At the time of inspection it was not possible to gauge progress made against these new equality outcomes. HMICS does however welcome the increased focus of equality outcomes linked to recruitment, retention and development of staff compared to the previous equality outcomes.
57. There is, of course, little point in attracting more individuals from under-represented groups to join the force if they are not retained within the organisation. This is not only an inefficient use of resource, but also risks damaging public trust and confidence in the communities to which recruits belong. HMICS therefore expects the force to be in a position to understand the various challenges faced by people from under-represented groups, not only in terms of those applying to join the organisation but also for those already within it. Having comprehensive data related to retention is a key element of having that understanding, in order to ensure Police Scotland makes their experience sufficiently rewarding to encourage them to remain within the organisation.
58. Despite this, data gaps still exist in relation to development and retention which need to be addressed in order to track “end to end” career journeys and progression.
59. For instance, there is a lack of diversity data for those accessing training programmes, important to personal development, and no measurement of the reasons why individuals do not attend or why approval is refused when this occurs. Although Police Scotland has the ability to obtain some diversity data for training, this requires manual interrogation of training records and a reconciliation with records kept on SCoPE which is cumbersome.
60. In the HMICS online survey, just under half (47.6%) of respondents would not recommend policing as a career to family or friends, and just over half (50.9%) would not recommend Police Scotland as an employer. These opinions appeared generally reflected in respondents’ experience of training and development opportunities. Only 27.9% of respondents expressed satisfaction with their access to training and development opportunities, and only 18.6% expressed satisfaction with opportunities for progression.
61. Grievance, training and misconduct data is routinely recorded, however, equality data is held separately relying on manual systems rather than end to end ICT. The gap for misconduct investigations was identified in the Dame Elish Review, which reported that Police Scotland had confirmed that neither the ethnicity of the member of the public nor the police officer(s) involved is recorded.
62. That said, HMICS is aware Police Scotland has previously provided some limited diversity data in this regard to the SPA. In a briefing paper for its meeting on 19 August 2020<sup>33</sup> a breakdown was provided:
  - A race profile was provided (percentages only) for those with grievances concluded between 1/4/18 and 30/6/20. This showed that 3% were for BME officers, which unlike other race profiles, was above the overall workforce profile of 1% BME officers. Analysis showed there was no common grievance reason for those identifying as BME and 100% had their grievances concluded either informally or on conclusion of stage 1<sup>34</sup> of the process.

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<sup>33</sup> SPA, [Authority meeting briefing paper - Workforce Diversity, Inclusion and Equality in Policing - agenda item 5](#), 19 August 2020.

<sup>34</sup> Stage 1 of the force grievance procedure is the earliest point of resolution in the formal process.



- Both sex and race profiles were provided for those suspended or on restricted duties due to misconduct investigations. Here the pattern broken down by ethnic origin broadly mirrored the overall force demographic for both WME and BME officers (2% and 1% respectively). However, when broken down by sex there was evidence of some disparity in the percentage of male officers suspended/restricted compared to female officers when looking at the overall force demographic.<sup>35</sup> The paper concluded it was difficult to offer any rationale for this disparity without further research.
63. HMICS was told that an improvement in diversity data capture is needed in this whole area and that this information is not collated/reported on with any regularity, although following the 2020 independent review work was ongoing in this area, in collaboration with the Police Investigations Review Commissioner (PIRC). HMICS was also told by some that they had either personally experienced or were aware of “over-scrutiny” of minority ethnic officers, which took the form of supervisors invoking formal performance management procedures in instances where informal procedures would normally only be warranted. This is another area where improved data could provide a better understanding of individual experiences that may affect retention.
  64. Whilst some leavers profile data is produced, exit survey results provides a snap shot of underlying reasons for leaving the organisation, however as this is voluntary does not provide a comprehensive view. This is another area that has been identified by Police Scotland for improvement and HMICS understands that work is ongoing in this area, overseen by the EDI&HR SOB.
  65. HMICS considers that clear recording mechanisms and data capture of diversity information is required in relation to access to training opportunities, including where access is denied; misconduct/grievance procedures; and those who leave prior to retirement. This should include the reasons, where known, to allow full analysis and complete the picture around retention.
  66. HMICS found an inconsistency in the way data is presented by Police Scotland in relation to equality and diversity. Some reports/briefing papers contain only percentage figures, which prevent any contextual analysis for the reader. In the interests of transparency and consistency, HMICS would expect to see Police Scotland reporting on the percentages and actual numerical values wherever possible.

### **Recommendation 1**

Police Scotland should develop timely, meaningful equality, diversity and inclusion data and the capability to analyse the data to identify and understand trends, and to inform strategy and priorities in relation to recruitment, retention, development and promotion of people from under-represented groups.

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<sup>35</sup> Male officers comprised 68% of the force demographic and 83% of males with misconduct investigations had been suspended/restricted compared with females making up 32% of the force demographic and 17% with misconduct investigations were suspended/restricted.



## Leadership and Governance

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### Scottish Police Authority

67. The Scottish Police Authority (SPA) has a statutory duty to scrutinise Police Scotland and hold the Chief Constable to account for the policing of Scotland. The SPA asserts its scrutiny role at regular meetings of the SPA Board and Committees. Since the publication of our Phase 1 Report a new chair has been appointed to the SPA, along with a number of other new members and the new officer roles at the SPA have been filled.
68. Regular updates in relation to equality and diversity are provided to the SPA Board by Police Scotland. A review of SPA Committees has led to the re-introduction of a standalone People Committee (previously the Resources Committee considered Finance and People matters). Separating people matters from resourcing issues allows dedicated time and space for the Committee to consider significant workforce issues, including equality, diversity and inclusion.
69. It is of note that the People Committee's Terms of Reference<sup>36</sup> are wide ranging, including:  
*“seeking evidence of an organisational culture which values diversity, ensuring that equality considerations are mainstreamed into workforce strategies, policies and plans, serving to attract, develop and retain a workforce which is representative of the communities which the Authority/Police Scotland serves”*
70. It is too early to provide any meaningful assessment of the re-established People Committee, which has only met twice (May 2021 and September 2021). HMICS will watch with interest to see the impact of the People Committee.
71. Representatives from the SPA sit on the EDI&HR SOB and on the Equality, Diversity and Inclusion Employment (EDIE) Group which assists effective liaison between Police Scotland and the SPA on these important issues.
72. The SPA Workforce Governance lead engages in setting the agenda and priorities for meetings of the Equality, Diversity and Inclusion Employment (EDIE) group, which includes identifying matters of interest which are then included in the six monthly updates to the SPA People Committee. These updates can include information on equality, diversity and inclusion issues in relation to recruitment and training.

### Police Scotland

73. Police Scotland has established the EDI&HR SOB, which was instigated by DCC Taylor, who is the chair. HMICS are represented on the EDI&HR SOB through the membership of Her Majesty's Chief Inspector of Constabulary (HMCIC).<sup>37</sup> The terms of reference state the purpose of this board is to mainstream equality, diversity and inclusion throughout the organisation, in all aspects of planning and delivery while ensuring statutory obligations of the Equality Act 2010 are fulfilled. The EDI&HR SOB reports to the Senior Leadership Board, chaired by the Chief Constable. Underneath the EDI&HR SOB there are a number of externally and internally focused sub groups.

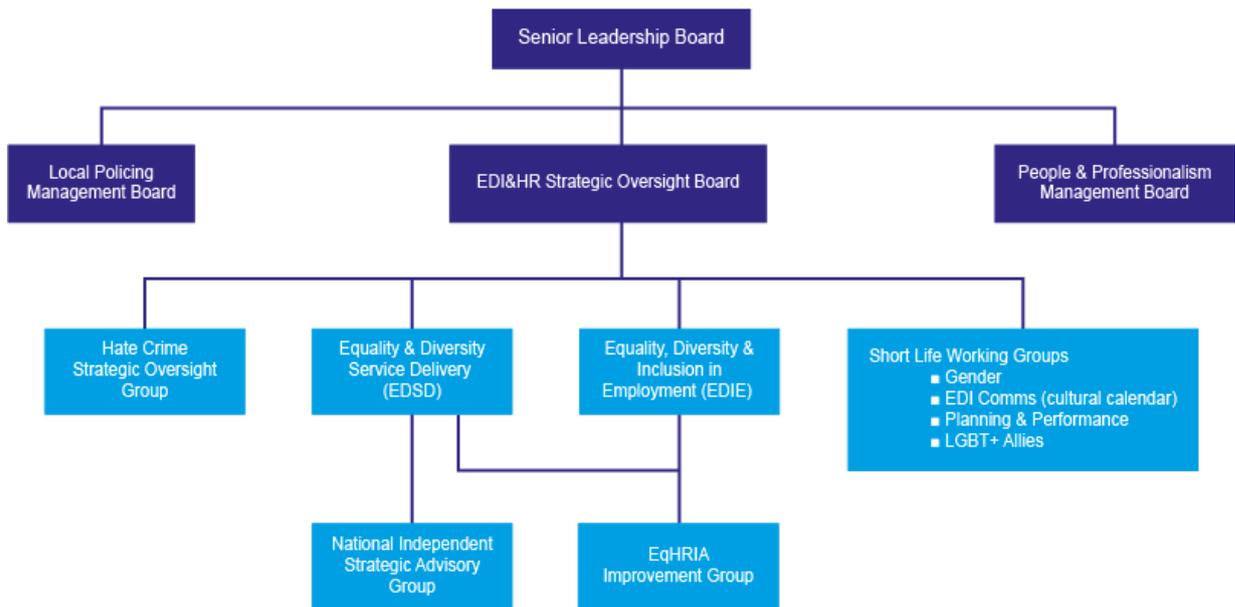
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<sup>36</sup> SPA, [Corporate Governance Framework of the Scottish Police Authority](#).

<sup>37</sup> HMCIC attends the EDI&HR SOB as an observer.



74. The governance arrangements for equality, diversity and inclusion issues within Police Scotland are outlined in the following chart:



75. An Independent Review Group (IRG) has also been established by Police Scotland to provide independent scrutiny of all of the Police Scotland activities aimed at mainstreaming equality, diversity and inclusion, and eliminating discrimination. In the Dame Elish Review, published in November 2020, one of the recommendations related to the need for fundamental review by an independent organisation:

**Recommendation 18** – In the light of the very worrying evidence that I have received, I consider that issues related to discrimination and their impact on public confidence in Police Scotland should be the subject of a broader, fundamental review of equality matters by an independent organisation.

HMICS is of the view that the review of Police Scotland’s approach should have been commissioned by someone other than Police Scotland, however the Chief Constable made an early public statement that Police Scotland would be commissioning additional external and expert support, and the formation of the Independent Review Group was announced at the Scottish Police Authority meeting in February 2021.

76. The leadership from the Chief Constable and from the force executive was identified by many staff interviewed as being positive when it came to equality and diversity issues. Almost all of those HMICS interviewed highlighted the leadership of DCC Taylor, responsible for the People and Professionalism portfolio, as being instrumental in the progress the force have made recently in relation to equality, diversity and inclusion issues.

77. Within a policing context, equality and diversity issues are relevant both externally (service delivery) and internally (employment). We heard from a number of people who feel that because these issues are so closely aligned and interdependent, the introduction of the new EDI&HR SOB, which provides oversight of both issues, should improve coordination and lines of communication.

78. In support of the work of the EDI&HR SOB, each strand of diversity has been allocated an executive lead in the form of an Assistant Chief Constable. Each lead has established a relationship with the relevant diversity staff association, and has taken on the role of sponsor. This has been viewed as a positive development and has resulted in action plans being developed and progress reported to into the EDI&HR SOB.



79. The EDI&HR SOB covers an impressive range of work, and demonstrates the commitment of the Chair, DCC Taylor, to achieving improvement. Due to the wide ranging nature of the business being covered, meetings of the Strategic Oversight Board are lengthy (around four hours in duration), and there are multiple documents circulated along with the agenda. Part of the purpose of the Strategic Oversight Board is to give diversity staff associations an opportunity to air issues affecting the communities they represent. At present, the input from diversity staff associations comes at the end of the agenda, when there is often very little time left in the meeting. Police Scotland should consider bringing the agenda item for the diversity staff associations closer to the start of the meeting.
80. A number of sub groups are responsible for progressing various work streams and reporting into the EDI&HR SOB, some with a service delivery focus and others covering employment matters. Some people spoken to believe better scheduling of when those sub groups meet, in relation to the EDI&HR SOB, is needed to optimise the throughput of work. It may take some time for this work to bed in and for outcomes to be delivered.
81. A series of 'Talk Truth to Power' sessions took place from October 2020, involving members of the force executive, the force diversity staff associations, and their members, enabling officers from under-represented groups to explain their lived experience in an honest and frank way. Attendees were invited to openly discuss their personal experiences in a safe space and to express what action they feel could support the organisation in creating a more inclusive culture.
82. The 'Talk Truth to Power' sessions have undoubtedly helped senior leaders to understand the issues faced by officers and staff from under-represented groups, and have informed action plans to address the issues raised, which has included the introduction of Reverse Mentoring. This knowledge does not seem to have cascaded through the ranks of the organisation to reach all levels. There is an inconsistency of engagement across the organisation. Some middle managers and senior officers have taken on roles as allies, ambassadors and mentors for officers and staff from under-represented groups, while others seem less engaged. It cannot be right that the level of engagement and interest shown in diversity issues depends on individual personalities.
83. For recruits and new starts in Police Scotland, the attitude and behaviour of tutor constables and first line supervisors will have more impact on their daily experience than that of very senior officers. HMICS considers that diversity training for tutor constables and first line supervisors is vital to ensure that police officers and staff from under-represented groups feel welcome and included in Police Scotland.
84. According to our survey results, there were mixed views about the role of senior leaders in matters relating to equality, diversity and inclusion:
  - The positive messages were that higher numbers of people agreed than disagreed that equality, diversity and inclusion issues were a priority for senior managers, that they were supported by their managers on these issues, and that there were leaders that they could relate to
  - The negative messages were that higher numbers of people felt they were not included in decisions that affected their work, that they were not supported by senior leadership on issues of equality, diversity and inclusion, that staff were not encouraged to engage in safe conversations about these issues, and that senior leadership was not equipped to manage a culturally diverse workforce
  - Specific results on the latter point include: only 17.5% of female respondents and only 19.7% of respondents from a minority ethnic background agreed that senior leadership is equipped to effectively manage a culturally diverse workforce



- A lack of support from senior leadership was perceived both at the individual level and in terms of addressing issues of diversity and inclusion. This was often coupled with a lack of visibility and poor communication from senior leaders
  - Many felt that senior leadership itself was not diverse or inclusive. Whilst it was recognised by some that efforts were being made for a greater focus on equality, diversity and inclusion at a senior leadership level, much more needed to be done, including having greater diversity within the senior management team
  - At line management level, some respondents reported bullying and/or inadequate support, and a lack of trust in reporting experiences of discrimination or harassment to first line managers.
85. The experiences of individuals indicate the leadership message from the force executive is not being received, understood and acted upon consistently throughout the organisation.
86. HMICS has been encouraged by the progress that has been made in the provision of leadership training since the publication of our Phase 1 Report. The delivery of 'Your Leadership Matters' training to the 250 senior leaders in Police Scotland, including Superintendents and Chief Superintendents, had a deliberate focus on equality, diversity and inclusion. This is tangible evidence of the force's commitment and investment in this area.
87. The challenge for the force will be the delivery of this training to Sergeants and Inspectors, which would mean delivery of the training to over 5,000 people in Police Scotland. HMICS would also like to see tutor constables being provided with this important developmental opportunity, particularly given the significant influence they can have on the experience of probationary officers and potentially their decisions to stay or leave the organisation. Delivery of this important training will hopefully assist in better preparing line managers and tutor constables in relation to their equality, diversity and inclusion responsibilities.
88. The CIMplexity Course<sup>38</sup> we referenced in our Phase 1 report is currently being refreshed, in order to reflect best practice in community relations in the modern era. This training has a significant focus on diversity and community engagement in the context of the police response to complex critical incidents.

### Organisational culture

89. The culture within Police Scotland was referenced regularly throughout our inspection as something that needs to improve to be more welcoming to those from under-represented groups. This was also highlighted within the results of the Police Scotland exit survey 2020/2021 as something which influenced some individuals' decision to leave. This also featured strongly in the Dame Elish Review, she highlighted that:

*'The culture and behaviours of those in supervisory positions is particularly critical in setting the tone and character of the culture of the department or station in question'.*

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<sup>38</sup> The CIMplexity Course provides development for police leaders in the management of critical incidents involving diverse communities.



90. Those who responded to the HMICS survey also commented on how they experienced the culture of Police Scotland:
- Many felt there was a lack of support, with too much negative competition and poor treatment of police staff
  - Many felt there was a lack of respect, particularly with negative attitudes and a lack of inclusivity towards those with protected characteristics which impacted upon people's willingness to report discrimination and harassment
  - Many described experiences of bullying and/or discrimination. Several had also experienced poor treatment or a lack of support from their managers. This included a whole range of behaviours, including sexual assault and harassment, jokes, innuendo, unfair and unequal treatment and a lack of opportunities and support. Many did not feel confident in reporting such experiences, or lacked confidence that appropriate steps would be taken if/when they did report
  - 35.7% of female respondents agreed that sexist jokes and misogynistic remarks are not tolerated, 33.8% had experienced discrimination, and 28.5% had experienced harassment
  - 44.2% of respondents from a minority ethnic background agreed that racial, ethnic and religious jokes are not tolerated within the organisation, 28.3% had experienced discrimination, and 25.6% had experienced harassment
  - Whilst it was recognised that the force were taking some steps towards addressing the culture of the organisation, it was felt that a more inclusive working environment for everyone was needed, with a holistic approach that addressed and removed nepotism
  - Some felt that "positive discrimination" was negative in terms of disadvantaging others or overlooking people with better experience for the role
  - Appendix 1 includes some direct quotations from people from under-represented groups who responded to the HMICS survey. These relate to individual experiences of working in Police Scotland.
91. Dame Elish also highlighted concerning behaviour within her report, stating:
- 'I was deeply concerned to hear about the experiences of officers and staff from Black, Asian and minority ethnic communities, as I was to hear about discrimination experienced by female police officers and by LGBTI officers'.*
92. Some of the responses to our survey were mirrored in a number of our interviews, where accounts were provided of inappropriate behaviours and/or language. In line with the terms of reference of this inspection, we have focused primarily in the protected characteristics of sex and race, and our findings would indicate there still remains a considerable cultural challenge for the force. It is also worthy of note, that we also found equally concerning evidence relating to the treatment of people with a disability.
93. HMICS is aware that Police Scotland has made significant efforts to understand the experience of people working within the organisation. The 'Talk Truth to Power' sessions, which started in October 2020, show a commitment to listening to people from under-represented groups. Police Scotland is also improving the approach to exit interviews, in order to understand the reasons why some people choose to leave the organisation. In 2021 Police Scotland commissioned Durham University Business School to undertake a comprehensive whole workforce survey called 'Your Voice Matters', which resulted in a response rate of over 31% (7,389 responses).



94. The National Police Chiefs' Council Diversity, Equality and Inclusion Strategy<sup>39</sup> has leadership at the centre and gives clarity of leadership and action that is required by the police service across three categories; organisation, communities and partners. HMICS believes the challenge for the force is to ensure that leaders, throughout the organisation, are properly trained, equipped and supported to maximise the talents and skills of people from all backgrounds and to better understand communities, enhancing the ability of the force to respond to their needs.

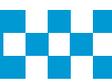


95. HMICS consider that effective communication with communities, partners and the workforce sets the tone of the organisation in relation to leadership. Police Scotland's external and internal messages on diversity can appear tentative and overly concerned about saying 'the wrong thing' on complex and sensitive topics.
96. We found that this is not helped by the fact Police Scotland are not equipped to maximise the use of social media in communicating a strong and consistent message that the force is anti-discriminatory, and a welcoming and inclusive place for people from under-represented groups to work. The inability of the force to respond, in real time, with key messages to negative comments on social media was provided as an example of an area where the force need to improve. We heard the force are progressing the development of a cultural calendar, which will assist the force in proactively acknowledging culturally significant events throughout the year.

## Recommendation 2

Police Scotland should assert a strong and bold position in its external and internal communications on equality and diversity matters, that it is an anti-discriminatory and inclusive organisation.

<sup>39</sup> NPCC, [Diversity Equality Inclusion Strategy](#), May 2018.



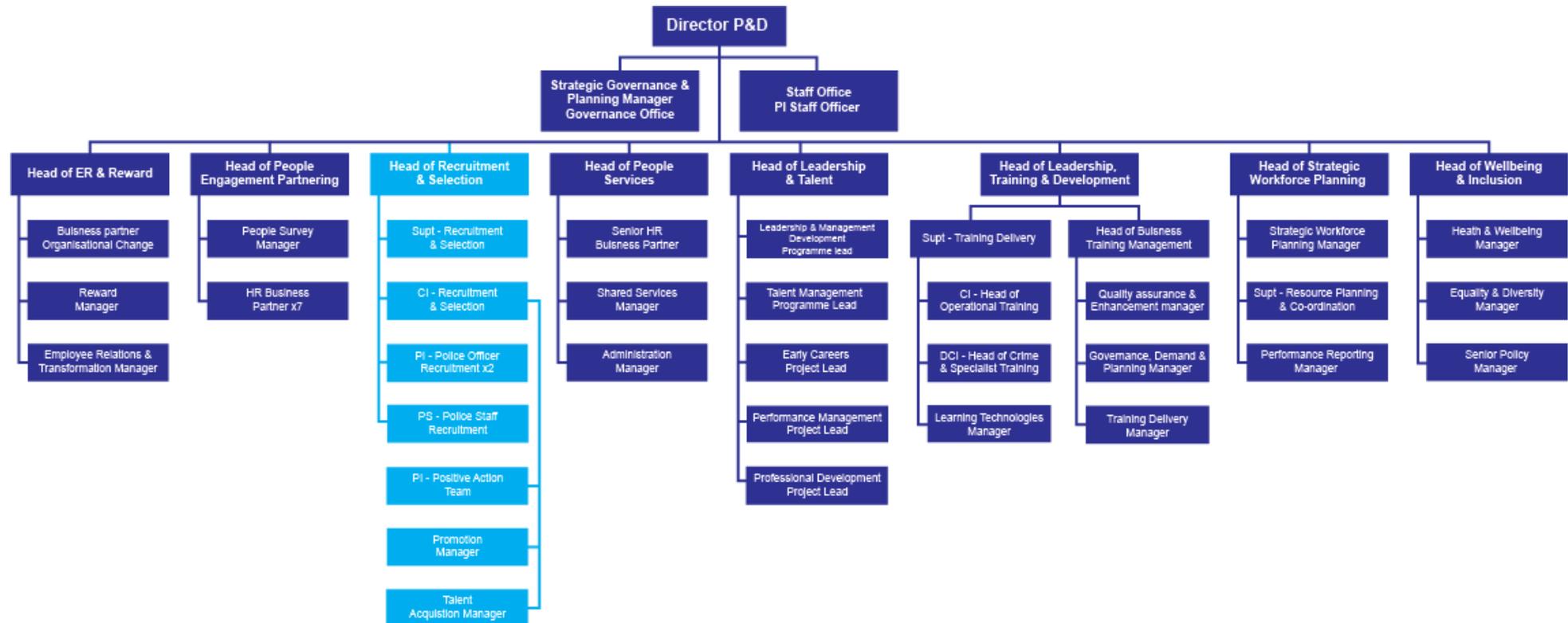
## Recruitment and Selection Department

97. The Director of People and Development has responsibility for the recruitment and selection function within Police Scotland. People and Development is currently under the direction of the Deputy Chief Constable (DCC) for People and Professionalism, therefore providing close alignment of equality and diversity employment issues to the EDI&HR SOB.
98. HMICS understands the People and Development portfolio is to be realigned to the Deputy Chief Officer for Corporate Services, Strategy and Change. The DCC for People and Professionalism will retain the strategic lead for equality, diversity and inclusion matters within Police Scotland.
99. The Head of the Recruitment and Selection Department is a senior member of police staff, with corporate sector experience and background in human resources, specialising in recruitment. The head of department is supported by a Superintendent and a Chief Inspector. The blend of police officers and staff in the departmental senior management team (SMT) provides for a balance of knowledge and experience across employment and policing issues.
100. The Police Scotland Strategic Workforce Plan (SWP) was presented to the SPA Board in January 2021, it sets out a number of design principles for the future shape of the organisation including: *A human rights focused, inclusive service that engages with its communities, maintains high levels of public confidence and has a workforce that is representative of the diversity of the communities that it serves.*
101. In an effort to improve diversity within the workforce, Police Scotland has pursued a strategy of positive action, whereby a small, dedicated Positive Action Team of six staff, form part of the Recruitment and Selection Department. At the time of our inspection the Positive Action Team Sergeant had been abstracted to work on the e-recruitment project and had not been replaced. HMICS believes the work of the Positive Action Team is important, but questions how much impact such a small team can have on such a complex and large challenge.
102. We heard that members of the force executive have been very supportive of the Positive Action Team, since it was instigated in 2016, regularly becoming involved in attraction events at Police Scotland College, Tulliallan and by lending their support to the Introduction to Policing Programme.<sup>40</sup> We found little evidence of ongoing engagement with senior leaders in Local Policing Divisions and other departments, missing the opportunity to exchange feedback from communities and positively influence colleagues' views of their role. HMICS is aware there is a workstream within the EDI&HR SOB dedicated to reviewing the promotion of the Positive Action Team. Recent activity has included a video on the force intranet explaining the role of the team.
103. HMICS found the Recruitment and Selection Senior Management Team to be committed to identifying and changing practices to drive improvement. Internal governance processes and structures have been introduced and are effective. There was limited evidence of long term recruitment planning with accompanying underlying supported processes. This echoes the previous points highlighted surrounding gaps in data and analysis to enable effective long term planning from under-represented groups.

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<sup>40</sup> The Introduction to Policing Programme is designed to provide an insight into being a police officer/special constable.

104. The structure and positioning of the recruitment and selection team is outlined in the diagram below, which was provided by Police Scotland during the course of the inspection.





## Retention

105. Throughout our inspection we consistently heard that retention is vitally important in ensuring a workforce that is representative and reflective of the community. Once people join the organisation, we heard that there are many factors that can impact on whether or not they choose to remain within it, including:
- How well they are welcomed into the force;
  - How included they feel within the organisation;
  - How well they are treated by their peers and managers;
  - The opportunities available to them to develop and to flourish within the force;
  - The culture of the organisation; and
  - The equality, diversity and inclusion strategies in the force, and how effectively they are implemented.
106. Retention is equally as important as recruitment. HMICS considers that Police Scotland could be doing more to ensure that everyone in the organisation understands the role he/she has to play in creating an environment that is truly welcoming and inclusive.
107. During our inspection we carried out benchmarking activity and found evidence of good practice in this area. British Transport Police (BTP) has created a new internal action plan entitled 'Moving the Needle', that focuses on internal racial inclusion and progression. Whilst this is not a 'retention strategy', this action plan forms part of its wider Diversity and Inclusion Strategy,<sup>41</sup> which has a strong focus on retention throughout, monitored through a framework that charts progress.
108. 'Break the Race Ceiling' is one of the work streams of the EDI&SOB. The 'Retain' sub group is chaired by a Chief Superintendent, the Divisional Commander for Greater Glasgow Division. This group has put measures in place to better support officers and staff from minority ethnic backgrounds, and are looking at putting measures in place to track and record staff retention data, to try and better understand trends and patterns.
109. Police Scotland currently has no overarching retention strategy and does not have comprehensive processes/data to understand end to end career paths. The force should consider the implementation of an overarching retention strategy that clearly articulates the responsibilities of everyone. We consistently heard that this is an area requiring attention, and that the role of tutor constables and of first line managers are particularly important.

### Recommendation 3

Police Scotland should consider developing a retention strategy, recognising that retention is equally as important as recruitment, and explaining the role everyone in the organisation has in creating an environment that is truly welcoming and inclusive.

<sup>41</sup> BTPA, [Scottish Railways Policing Committee - 17 February 2021](#), 16 February 2021.



## Planning and Process

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110. Police Scotland's People Strategy 2018-2021<sup>42</sup> highlights the organisation's commitment to implementing a revised recruitment and selection approach to identify, attract and retain the best talent.
111. The qualifications required for successful appointment of constable to Police Scotland is laid out within [Regulation 6, Police Service of Scotland Regulations 2013 \(as amended\)](#).
112. Police Scotland introduced its new end to end streamlined recruitment process in January 2020 which is broken down into five stages.
- Application
  - Standard Entrance Test
  - Fitness Assessment
  - Assessment Day
  - Final Stage
113. Each stage is designed, using a competency value framework, to test the candidate's aptitude, character and physical suitability for the role of constable and meet the requirements of those Regulations.
114. The aims of this new process are to deliver the strongest candidates in terms of the quality of their performance across the various stages and not solely gauged on pass or fail scores. Although there is a benchmark to work to, at each stage a merit line is used to identify the best candidates to be progressed to the next stage of the process. For applicants there is a lack of clarity at the outset and no transparency or rationale provided if unsuccessful.
115. It is encouraging to find the ethos of the new process is to adopt a more flexible approach to recruitment reducing the number of visits to the assessment centre for each applicant from six to two. The intention being to assist those applicants who have particular challenges in respect of childcare / work arrangements / distance travelled.

### Application

116. Prospective candidates interested in pursuing a career with Police Scotland can currently access the application form from the Police Scotland website or by contacting the force Recruitment and Selection Department. At the time of our inspection there was limited information for applicants in relation to requirements for the role, recruitment process timescales, or information which may assist in deciding whether policing is a career for them.
117. Police Scotland advises that the application form should be submitted together with an Equality and Diversity monitoring form and a questionnaire on the applicants preferred posting in terms of geographical area. Applicants are encouraged to provide any information on special requirements and those who require reasonable adjustments, at any stage of the selection process, are provided the opportunity to discuss this on a personal basis with the recruitment and selection team.
118. Applicants who wish to seek support from the force Positive Action Team (further detail on the work of the Positive Action Team is provided at paragraph 211) are invited to indicate this by selecting a box located on the front page of the application form, however our review could find no such option within the form.

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<sup>42</sup> Police Scotland, [People Strategy - Empower, enable and develop our people, 2018-2021](#).

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119. At this stage, messaging in relation to positive action is only directed at those from a minority ethnic background to the exclusion of other under-represented groups. HMICS would welcome a review of the messaging at this stage of the process to reflect the widening remit of the Positive Action Team and to ensure there is appropriate linkage between the application form and guidance.
  120. During the recruitment and selection process, which can take up to 12-18 months to complete, we were told applicants are not updated on progress. Contact is only encouraged for the purpose of highlighting any change in personal circumstances. This is not good practice generally, but also runs the risk of losing strong candidates who may decide to look elsewhere for work. For those from under-represented groups, where there can be cultural barriers to applying in the first place, this may create a negative impression of Police Scotland as an employer of choice.
  121. Consideration should be given to providing more detailed information on the support available for applicants, and on what to expect in relation to timescales and the reasoning around this, accompanied by more positive and welcoming messaging. HMICS has been informed that the new e-recruitment system, once implemented, will allow applicants to monitor the progress of their own application.

#### **Recommendation 4**

Police Scotland should improve the information available to potential applicants, clarify the standards required to pass the selection process, and introduce a system of keeping applicants informed about the progress of their application.

122. Police Scotland are aware of evidence from the Chartered Institute of Personnel and Development (CIPD) research report – ‘A head for hiring: The behavioural science of recruitment and selection’.<sup>43</sup> The report advocates anonymising personal details within recruitment practice, to help mitigate the potential of bias in the screening of application forms thus ensuring only skills and relevant experience are used as the basis for assessment and decision making. Police Scotland aspire to removing the suggestion of bias across all within the recruitment processes and have adopted anonymisation at certain stages of the internal promotion processes.
123. Police Scotland’s existing technology is however unable to anonymise recruitment application forms. To mitigate this, unconscious bias training, supported by guidance, is now a core element of mandatory training for all recruitment and selection staff and external assessors. This training has been welcomed by staff and our inspection explores this in greater detail later in the report.
124. It was also reported that anonymisation for the initial screening stages is anticipated to be made available within e-recruitment. HMICS considers that, together, both of these measures should safeguard against bias and improve confidence in the recruitment processes.

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<sup>43</sup> CIPD, [A head for hiring: the behavioural science of recruitment](#), 21 August 2015.



## Standard Entrance Test

125. The second stage of the recruitment process, the Standard Entrance Test (SET), is the means by which policing in Scotland meets the legislative requirements of assessing competence in written and spoken English and numeracy, to perform the role of constable. The SET comprises three separate elements; language, numbers and information handling with failure to pass any of these elements resulting in preclusion from further attempts or progression in the recruitment process. Aside from a review in 2002, the SET has been largely unchanged since 1985.
126. In 2019 Police Scotland's recruitment and selection team undertook analysis to establish whether or not the SET met the needs of all candidates. This analysis focused on attrition rate of candidates at this stage of the process across a two year period. Analysis identified the average pass rate for minority candidates was 54% compared to 75% for white Scottish (or other UK) candidates. In addition to the statistical evidence, the recruitment team took account of feedback received through engagement with minority candidates, which indicated the test was unfair to people where English was not their first or preferred language.
127. The recruitment and selection team commissioned an external company to develop a modernised single SET whilst retaining the three key sections of language, numbers and information handling. This revised SET was trialed with probationer constables and adjustments made based on feedback which included the use of accessible, modern and occupational relevant language. Following Ministerial approval, an 18-24 month pilot has commenced alongside monitoring and evaluation. In line with legislation any permanent change will be subject to consultation and further Ministerial approval.

## Fitness Assessment

128. The Police Service of Scotland Regulations 2013 (as amended) dictates completion of a fitness test to ensure a candidate is physically and mentally fit to perform the duties of a police officer.
129. Since April 2017, the job related fitness test<sup>44</sup> (referred to as 'fitness assessment') has consisted of a 1.5 mile run, or during inclement weather a multi-stage shuttle run ('bleep test').
130. The fitness assessment, for all candidates, is an aerobic test based on the physiological demands of officer safety training and takes learning from the College of Policing's implementation of Job Related Fitness Tests in England and Wales.<sup>45</sup>
131. The Police Scotland letter inviting candidates to attend a fitness assessment clearly states candidates are expected to achieve the standard of running 1.5 miles in 18 minutes, with the caveat that individuals are expected to perform to the best of their ability. We heard examples of candidates who had ran the distance well within the 18 minute timeframe, but who nonetheless had failed this part of the assessment and were therefore not permitted to proceed further in the recruitment process.
132. Applicants are assessed against a wider set of criteria i.e. their weekly fitness routine alongside an evaluation of the effort applied during the assessment, the time achieved and their recovery period. We heard negative feedback regarding the fitness assessment process, with some people expressing the view that the fitness standards are unclear, lead to a lot of challenge and dissatisfaction and are a regular source of complaint from candidates.
133. The overall assessment relies upon the opinion of recruitment fitness assessors, who are trained as personal fitness instructors and who make decisions regarding a candidates suitability to progress. We heard candidates are not told the specific reasons they have not passed the test, despite achieving a time under the specified 18 minute timeframe.

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<sup>44</sup> College of Policing, [Implementation guidance for fitness testing](#), August 2021.

<sup>45</sup> College of Policing, [Job-related fitness standards](#).



134. HMICS found the lack of clarity and transparency in the process risks reputational damage which could be particularly impactful amongst people from under-represented groups.
135. HMICS acknowledges the work of the Positive Action Team to address a potential barrier to recruitment, by holding mock fitness tests for prospective minority ethnic candidates. However, the lack of clarity and transparency highlighted above is limiting their effectiveness.
136. Police Scotland should reassess its recruitment fitness assessment, to consider whether it is fair and objective, clear and unambiguous, and to ensure no particular group are adversely impacted upon.

### Assessment Day

137. The format of the assessment stage of the recruitment and selection process for police officers incorporates the Competency Values Framework (CVF),<sup>46</sup> which allows assessment of candidates' values and behaviours and ensures they align with the values of Police Scotland.

The assessment is spread over a day and consists of:

- Icebreaker exercise
- Group exercise
- Formal interview

138. Some minority ethnic candidates have provided feedback to the recruitment and selection team to the effect that they have felt disadvantaged during group exercises. In response to this feedback, and to make candidates feel more at ease, the recruitment and selection staff have, on occasion, made efforts to hold separate assessment days for people from minority ethnic backgrounds. During our inspection, however, some people from minority ethnic backgrounds questioned the rationale around this practice as it made them feel uncomfortable not being placed on an assessment day with candidates from a variety of backgrounds. HMICS acknowledge the good intention of the recruitment and selection team, however would urge caution against a blanket approach that does not take people's individual needs into account.
139. The assessment day concludes with a moderation panel, the aim of which is to ensure allocation of the right candidate to the right vacancy. This process takes into account detail contained within candidates' posting preference forms and engagement with those who may wish to relocate, resulting in the distribution of workforce through design rather than chance. HMICS found this to be a positive move by Police Scotland, including wellbeing support within its workforce planning.

### Final Stage

140. On successful completion of the aforementioned recruitment and selection stages, candidates are invited to attend health screening with the Police Scotland health provider. This requirement is to assist Police Scotland in meeting its obligations under the aforementioned Regulations in ensuring candidates are healthy and meet the standard required of an operational officer.
141. The Occupational Health provider recommends reasonable adjustments that may be appropriate where possible.
142. Some thought that the organisation may be too risk averse generally in relation to disability and that there should be a shift in focus, so that instead of focusing on what a person with a disability is unable to do the emphasis is placed on exploring what they can do and what reasonable adjustments can be made to assist them.

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<sup>46</sup> Police Scotland and Scottish Police Authority, [Competency & Values Framework \(CVF\) for Police Scotland](#).



143. Candidates are also subject of a substance misuse test as well as vetting and reference checks, which can take longer or be more complicated where a candidate has lived or worked abroad in the previous five year period.
144. It is only when the candidates' vetting clearing has been obtained by the recruitment and selection team that a candidate will be provided with an offer of employment.

### **Timescale – Progressing through the Process**

145. The Police Scotland procedures for processing external applications involves voluminous paper files which is time consuming and inefficient. We learned that the introduction of the e-recruitment project will reduce the administrative burden and make the application process more user friendly and efficient for applicants.
146. We learned that candidates can wait as long as 12 to 18 months to progress through the recruitment and selection process without updates. There are variances in how long people will take to progress through the process, which can be due to the volume of applications being administered, combined with whether or not there are vacancies in the area of the country candidates have selected on their posting preference forms.
147. HMICS consider these timescales are wholly unsatisfactory and we will await the benefits and improvements being brought about by e-recruitment.

### **Measurement of Effectiveness**

148. We learned Police Scotland currently do not have processes in place to receive feedback from candidates which could inform improvements at the various stages of the recruitment process. HMICS believe this is a missed opportunity for the force to build on good practice and to capture organisational learning.
149. Processes, however, do exist to help measure the success of the Positive Action Team. Feedback is sought from attendees at positive action events in order to evaluate the event and to continuously improve.

### **Recommendation 5**

Police Scotland should consider introducing a process for applicants, both successful and unsuccessful, to provide feedback on the recruitment process, in order to learn and improve.

### **Exit process**

150. Police Scotland currently has an exit interview process, which is voluntary and conducted between the individual and their Area Commander or Head of Department, after the decision to leave has been notified in writing to the force. Leavers are also provided with an alternative option of completing an exit interview survey, which is also voluntary.
151. Based upon a report to the EDI&HR SOB in July 2021, leaver and survey figures from 01 April 2019 to 30 April 2021 show the average survey completion rate is 39.4%. We found no data regarding the uptake of exit interviews.



152. HMICS is aware that the exit process is currently being considered by the EDI&HR SOB, with a view to better understanding exit data. HMICS welcomes this review and hopes that any changes ensure:

- Encouragement of a higher uptake in people sharing their reasons for leaving the force
- Open discussion takes place in a safe space
- Proper recording and reporting of results
- Comprehensive monitoring/analysis thereafter.

153. With a comprehensive understanding of the reasons people choose to leave the organisation, Police Scotland will be better equipped to identify trends that impact on workforce and financial planning.

## Equality and Diversity Training

154. In our Phase 1 Report, we identified that the discontinuation of most leadership courses had resulted in a gap in diversity training being delivered to senior managers in the organisation. This resulted in the following recommendation specific to training:
- **Recommendation 4** – Police Scotland should ensure senior police officers and support staff are provided with leadership training beyond technical training for specific roles, as a matter of urgency.
  - **Recommendation 10** – Police Scotland should ensure that diversity training is provided and mainstreamed into leadership training courses at all levels as a matter of urgency.
155. All recommendations from our Phase 1 Report have since been incorporated into an improvement plan detailing actions, owners and timescales to address progress against the recommendations. Training, Leadership and Development have responsibility for detailing progress. In the People and Development Delivery Plan 2020/2021<sup>47</sup> closure report to the SPA in May 2021 there was an update on progress regarding leadership training which included the successful external commissioning of Your Leadership Matters training aimed at senior leaders.
156. HMICS has since noted the first roll out of Your Leadership Matters<sup>48</sup> training, albeit exclusively through digital and online platforms due to the pandemic. It has been well received and contains an emphasis on equality, diversity and inclusion throughout.
157. During this inspection HMICS wished to understand the wider organisational picture and learned that many officers and staff had not received any further diversity training other than induction, probation or a one off diversity event. This echoed the findings in our first report and HMICS found it concerning that officers and staff delivering equality and diversity policy had received no updated training.
158. Officers joining Police Scotland receive diversity training as part of the initial probationer training course for new recruits. The training course was refreshed in December 2020 and incorporates updated equality and diversity content, including valuable insights from the diversity staff associations and officers with lived experience. The diversity input is singled out positively in comments collated as part an evaluation report in January 2021 where 99% of recruits felt that the programme had displayed an appropriate approach to diversity.
159. The police staff induction Equality and Diversity Course has also been refreshed and redesigned during 2020 in the form of an online training programme to reach around 330 staff who joined during the pandemic but were working remotely.

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<sup>47</sup> SPA, [People committee briefing paper - People & Development Annual Delivery Plan End of Year Closure Report - item 6](#), 27 May 2021.

<sup>48</sup> Your Leadership Matters is a development programme for leaders in Police Scotland.



160. In February 2021 a paper submitted to the Equality, Diversity and Inclusion in Employment Group proposed diversity and inclusion should be mainstreamed in all leadership programmes, associated CPD and standalone training. Whilst this is positive, there is a strong view that diversity and inclusion should be delivered regularly to everyone in the organisation, with similar frequency as the officer safety training. There is currently no dedicated specialist resource for equality, diversity and inclusion training within the force. Options have been submitted for an external provider to deliver a “Train the Trainer” course, initially aimed at staff in Leadership and Talent, to ensure a consistent approach to design, build and delivery of all training products.
161. We found the introduction of the EDI&HR SOB has brought a renewed vigour towards training, with various training products currently being considered from an equality, diversity and inclusion perspective. Assistance is being provided to the force by external experts and by the diversity staff associations. An example of this is the delivery of unconscious bias training to:
- The recruitment and selection function staff
  - The Professional Standards Department staff
  - Those involved in promotion process assessment (up to Chief Inspector level)
  - Those involved in the mentoring programme
162. The wider workforce can access the unconscious bias training through the new Empower Hour<sup>49</sup> sessions. Whilst this is a positive development, there is scope to roll this training out to a wider audience, either as a bespoke product or to incorporate elements within other relevant training products being delivered.
163. We found, that whilst there are pockets of good practice, there is a need, and an appetite within the organisation, for a more systematic approach to the delivery of equality, diversity and inclusion training, which should include regular refresher training for people throughout the organisation.

### Recommendation 6

Police Scotland should devise a programme of refresher training in equality, diversity and inclusion for all members of the organisation. Priority should be given to tutor constables and first-line managers, given their vital role in supporting people joining the organisation and retention of staff.

### Induction/Early Career

164. HMICS is of the view that Tutor Constables, First Line Managers and Probationer Training Staff at the Scottish Police College have significant input into an officer’s early career and are seen as critically important in making people feel included and supported when they join the organisation. Our fieldwork highlighted the negative impact such individuals can have and the responsibility they carry in influencing early views of working within the Police Scotland. HMICS consider there is an obligation to ensure staff in these roles are skilled in equality and diversity matters given their sphere of influence and staff interaction.
165. The role of the Positive Action Team is limited to the recruitment function of policing specific to attracting and supporting applicants from under-represented groups and this is described throughout our report as being an effective concept. There is no formal ongoing support for officers from under-represented groups, other than that provided by the diversity staff associations. We heard current induction is not tailored to consider individual needs and experiences and given the attrition rates amongst minority ethnic officers early in their careers there may be an opportunity to provide coordinated support at an early stage.

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<sup>49</sup> Empower Hour are short sessions designed to provide key knowledge, skills and behaviours to assist in career development.



166. We heard some officers felt that they could have been better mentally equipped for their role if the induction process had covered the possibility of them being the victim of hate crime, and advised them of support available to them in those circumstances. HMICS heard an example of an officer who had experienced very little hate crime prior to joining the force who was subsequently recorded on the iVPD<sup>50</sup> as a victim of hate crime an estimated 14 or 15 times within their first three years' service. Whilst reactive support processes are in place some of those interviewed felt more information about the experiences of colleagues would have helped.
167. Police Scotland has recently seconded four constables from minority ethnic backgrounds to Probationer Training at the Scottish Police College. The volunteers were identified with the assistance of Supporting Ethnic Minority Police Staff for Equality in Race (SEMPER) Scotland, and this initiative is intended to not only increase minority representation amongst college staff, but to improve the level of support and sense of belonging for new recruits from minority ethnic backgrounds. Probationer Training staff are the first role-models new recruits interact with, and it is intended that the addition of those from under-represented groups on the training staff will have assisted in setting the tone of Police Scotland as being an inclusive organisation. This is only a temporary initiative and as such there are some inherent risks around ensuring those seconded feel included in the overall team structures already in place.

### **Inclusivity and Retention**

168. We have heard that Police Scotland is, in the main, a welcoming organisation. We have, however, heard some very concerning descriptions of instances where careless language and/or hurtful comments were experienced by those in under-represented groups, making them feel marginalised. Even more worrying experiences were shared by respondents to our online survey, shown at Appendix 1.
169. We heard that many within under-represented groups still feel the need to modify their behaviours to fit in and/or that they can't be themselves or share aspects of their private lives at work. For instance, non-disclosure of hidden disabilities remains an issue, where many fear if they make a disclosure this will adversely affect their career prospects.
170. Non-disclosure by individuals of their diverse characteristics is a barrier to having full management information to understand the full picture. To improve, this will require cultural change so that individuals feel comfortable making these disclosures.
171. The force executive will no doubt have heard similar experiences being shared through the 'Talk Truth to Power' sessions held recently, a positive step taken by leaders within the organisation to better understand the problems faced by under-represented groups.
172. These issues are not unique to policing or indeed to Police Scotland, but reflect wider societal issues around equality, diversity and inclusion.
173. To be a truly inclusive organisation improvement is also needed in the culture of how police staff are treated and perceived. Many felt that their knowledge and experience is not valued in the same way as officers. This is likely to impact on their retention.
174. The HMICS survey results expose a marked difference in perception between white respondents and those from ethnic minority backgrounds. 70.9% of white respondents agree that people of all cultures, ethnic groups, and characteristics are welcomed within the organisation, whereas only 48.8% of respondents from a minority ethnic background agree. 45.9% of white respondents agree people are comfortable talking about their background and cultural experiences with colleagues, compared with only 27.9% of minority ethnic respondents who agree.

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<sup>50</sup> Vulnerable persons database – records incidents relating to vulnerability including hate crime.



175. Police Scotland should also consider whether there would be benefit in other processes being introduced to capture learning of individual experiences at an earlier stage of their careers. We learned of proactive work ongoing within Operational Support Division in respect of exit interviews for people leaving the division. This will assist continuous learning and improvements in these departments where there is still an opportunity to address issues that may be negatively affecting them rather than waiting until they have made the decision to leave. During our benchmarking, HMICS heard that British Transport Police (BTP) have reframed these interviews as “Retention Interviews”, which is an alternative approach that Police Scotland may wish to consider.

## Wellbeing

176. Police Scotland has invested significantly in the wellbeing of its workforce over recent years. Wellbeing is a consistent theme throughout Police Scotland’s People Strategy 2018-2021.<sup>51</sup> The Chief Constable has pledged to “*Implement new initiatives to support wellbeing and understanding of mental health issues*” and this can be seen in the creation of a Health and Wellbeing Team, who release regular newsletters to staff promoting initiatives and support services that are available to officers and staff.

177. A cadre of approximately 200 Wellbeing Champions has been established throughout Police Scotland, with the remit of providing confidential wellbeing support and guidance to officers and staff by signposting them to the most suitable services. These Wellbeing Champions have received Scottish Mental Health First Aid (SMHFA) training, along with a signposting course to build awareness of the different support available. Further training is also being piloted, in the form of NHS Mental Health Learning Bytes.

178. Police Scotland has also invested in the Employee Assistance Programme (EAP), which provides officers, staff and their household family members access to a confidential support service, including counselling support and practical information and advice. The availability of the 87% App also allows users to input data to determine their current mental health status and then provides personalised guidance to improve aspects of wellbeing, such as advice, exercises, life coaching and coping strategies.

179. A number of these initiatives have been developed following the results of a previous staff survey. HMICS is aware that Police Scotland have recently conducted another staff survey and we will await the results with interest, to see if these recent initiatives have improved staff wellbeing and feeling of support.

## Barriers to Retention/Progression

180. The recent introduction of the Police Scotland/SPA Pregnancy and Maternity Toolkit for managers has been a positive development, giving leaders in the organisation clear guidance on how to support their staff both during pregnancy and maternity leave and upon their return to work. Police Scotland also reported that it approved 89% of all formal flexible working application in 2019-20.

181. The HMICS survey showed reasonably positive results in terms of flexible working, with 40.7% of female respondents and 46.5% of respondents from a minority ethnic background agreeing that arrangements for flexible working are adequate. That said, only 22.8% of female respondents and 30.2% of respondents from a minority ethnic background agreed that flexible or reasonable adjustment arrangements were adequately supported by managers.

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<sup>51</sup> Police Scotland, [People Strategy - Empower, enable and develop our people, 2018-2021](#).

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182. HMICS did, however, hear that some still feel pregnancy, caring responsibilities and the need for flexible working can still present barriers to progression and have a disproportionate impact on females. For instance, we were told there is a lack of opportunity for lateral moves to broaden experience and to provide development for those on restricted/modified duties, including flexible working plans, as in certain posts there is often a requirement/expectation to do the full range of duties.
  183. HMICS considers further work is required to increase understanding and support for women in relation to pregnancy, maternity leave and the menopause and, where possible, to remove barriers for those with caring responsibilities in accessing training and development opportunities.
  184. The ongoing pandemic has led to Police Scotland exploring delivery of training in more flexible/accessible ways, for instance through the use of Microsoft Teams. This has already been used for some training courses and has received positive feedback on the ability to access courses in an environment that better suits individual needs. HMICS views this as a positive development, although careful consideration will be required to ensure there is still a space for face to face learning where appropriate.

### **Continuous Professional Development**

185. The experience of many interviewed was that personal development had very much been self-driven and, for some, was dependant on the good fortune to have a supportive line manager.
186. The lack of framework in relation to staff development leaves it to the individual endeavours of those involved. This should, in part, be addressed through the new appraisal system 'MyCareer', being launched by Police Scotland.
187. MyCareer is currently being trialed in Contact, Command and Control Division, Forth Valley Division and SPA Forensic Services. The proof of concept trial has been delayed due to the Covid-19 pandemic meaning HMICS has been unable to review any of the feedback. HMICS does however, view this development positively, as it encourages supervisors to have regular and effective feedback conversations with staff and to look at a range of development opportunities, including lateral moves and training.
188. It is intended that MyCareer will become the route to promotion, with evidence aligned to the Competency Values Framework being provided by officers and staff and supervisors indicating whether they consider them 'ready now' for promotion. This will remove the requirement for submission of an application form and should help alleviate the inhibitors for some groups who are less inclined to self-nominate in the current process.
189. Police Scotland conducted a survey of officers and staff who had received the training for MyCareer on Citizen Space.<sup>52</sup> A number of police staff commented that the new appraisal system was more relevant to police officers as it was viewed that there was a disparity in career paths between police officers and staff, with lateral moves and opportunities for development being limited for staff. This echoes what HMICS was told in interviews about lack of development opportunities for staff and them not being released from current roles to undertake new opportunities, all of which is likely to impact negatively on retention.
190. Police Scotland and the SPA should ensure that there are clearly defined and available development opportunities for both officers and staff to ensure that the new MyCareer appraisal system is relevant for all.

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<sup>52</sup> Citizen Space is a tool used for engagement and consultations.

191. HMICS also notes that initial analysis of the ongoing trial of MyCareer has seen less learning logs being completed on a monthly basis than they would have anticipated. This will need to be monitored going forward to ensure that the new appraisal system is effective and that the workforce are engaged with it. HMICS will watch with interest to see how this develops over time.

## Promotion

192. With the introduction of MyCareer, having a supportive line manager remains key to development and progression for officers and staff. Some of those interviewed were concerned about over-reliance of line manager's assessments, particularly around promotion where line manager "sign off" will be required. The results of the HMICS survey show low levels of confidence in the promotion process. Only 11.4% of female respondents and 11.1% of respondents from a minority ethnic background agreed that promotions are based on merit and ability.

193. Other potential barriers to promotion identified in our interviews were:

- over-emphasis on operational experience as a pre-cursor to promotion, a particular barrier for those on modified/restricted duties, flexible working arrangements or with disabilities.
- The limited availability of spaces on the diploma, the previous route to promotion to sergeant, and the onerous and time consuming nature of the diploma which presented difficulties for those with child care or other caring responsibilities.

194. Changes have been made to the promotion process recently which hopefully will see some improvement and help allay concerns. These changes include the anonymisation of applications assessed by a moderation panel, who for promotions up to Chief Inspector rank will have received some unconscious bias training. The new process also embeds the Competency Values Framework and takes a more scenario based approach to interviews which incorporate equality, diversity and inclusion aspects. However line manager sign off will still be required and whilst that is the case HMICS considers wider roll out of unconscious bias training to managers as a critical element of securing confidence of the workforce in the new process.

195. The new Police Leadership Development Programme (PLDP) will remove the requirement to complete the Diploma and instead officers will undertake a 12-month vocational qualification in the rank of temporary Sergeant, prior to being confirmed in the rank. There is an expectation that officers will spend approximately 4-6 hours of their own time per week studying for the course. Whilst this is a significant reduction in home study in comparison to the Diploma, Police Scotland will need to ensure that this element of home-study does not cause any disproportionate disadvantage to part-time workers or those with caring responsibilities.

196. HMICS will watch with interest to see if the introduction of the PLDP reduces the timescales, over time, for constables progressing to the rank of sergeant which currently sits on average at over 13 years and no doubt presents a barrier to retention.

197. There remains little visibility of under-represented groups within senior ranks/staff. Although improvement has been made in the representation of women in some supervisory roles the numbers are still relatively low and the representation of women and other under-represented groups in both senior and specialist roles, such as firearms and public order, highlight that some cultural barriers still persist within the organisation.

198. Having individuals from under-represented groups within supervisory and senior positions would provide positive role models for others to aspire to, encourage other individuals to pursue progression and promotion and ultimately improve retention.



199. The recently established Accelerated Leadership Programme (ALP) is open to all Constables (who have completed their probationary period), Sergeants and Inspectors who can demonstrate the potential to become future Chief Officers. 280 initial notes of interest were received in response to the information events, with seven successful candidates. These candidates self-nominated and thereafter completed a competency based assessment to secure a place on the programme. Police Scotland have both males and female on the programme but no black minority ethnic officers.
200. In response to this, Police Scotland have sent two black minority ethnic Chief Superintendents to the College of Policing to be trained in the assessment process, allowing them to reach out to colleagues and provide coaching and support to potential black minority ethnic candidates in the future.
201. Police Scotland have also signed up to the 'Supers 25' programme, being run by the Police Superintendents' Association (PSA) and the National Police Chiefs' Council (NPCC). The programme aims to develop Inspectors and Chief Inspectors from black minority ethnic backgrounds to become Superintendents and create police forces across the UK that are increasingly representative of the communities they serve. By creating a platform of role models that show the potential for black minority ethnic officers to be able to reach senior management and executive ranks, it should assist in making policing a more attractive career option for those from minority ethnic communities.
202. These are examples which demonstrate a more proactive approach being taken by Police Scotland to improve diversity within its workforce at various levels within the organisation.

### **Professional Standards**

203. Research conducted by the NPCC<sup>53</sup> highlights that officers from black minority ethnic backgrounds are disproportionately affected by misconduct / disciplinary investigations.
204. The Dame Elish Review references that Black, Asian and minority ethnic officers report being the subject of more complaints from the public than other officers and feel that the onus tends to be on the officer to defend themselves when a complaint is made. The Review also noted that there was a lack of minority ethnic officers in the Professional Standards Department (PSD).
205. This disproportionate effect extends to career progression and promotion as applications for lateral moves and promotion cannot be progressed whilst disciplinary investigations are ongoing.
206. Police Scotland is currently undertaking work to ascertain the extent of this issue in Scotland, with lack of data presenting a challenge which is being worked through (as highlighted within the Outcomes section of this report). Only by establishing the extent of the issue can learning outcomes be identified and safeguarding measures put in place. This work will be reported to the PSD improvement oversight group who will decide strategy. HMICS will watch with interest to see how this work develops.
207. The Professional Standards Department has recently been restructured and newly appointed staff have all been provided with unconscious bias training, which is a positive move to address this issue. They are also in the process of drafting national wellbeing guidance on how supervisors can appropriately support individuals involved in internal and external investigations. The guidance is currently in draft format, but HMICS sees this as a positive step towards recognising the potential psychological and physiological impacts of being involved in a complaint. There is a recognition that the support provided should be based on the needs of the individual and not predicated on the seriousness of the investigation.

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<sup>53</sup> NPCC, [Understanding Disproportionality in Police Complaint Misconduct Cases for BAME Police Officers & Staff 2019 - Final Report](#).



208. As highlighted within the Outcomes section, HMICS was also told by some that they had either personally experienced or were aware of “over scrutiny” of minority ethnic officers. This may be due to supervisors wanting to ensure there is a full record kept of discussions and outcomes, rather than relying on informal discussions. This is an area which needs to be fully understood by Police Scotland through firstly good data capture but also through qualitative data to ensure there are no artificial barriers being created which could have an adverse impact on those from under-represented groups.



## Resources and Partnerships

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209. At the time of our inspection, the Recruitment and Selection Department in Police Scotland had a total of 46 members of staff, comprising police officers and police staff members. These resources are located primarily at Jackton with a smaller team at Aberdeen. They meet a wide range of recruiting and selection requirements, including talent acquisition, positive action, recruitment of Special Constables, police officers, police staff, transferees, recruitment for internal vacancies and the national promotion process.
210. During our inspection we obtained financial data from Police Scotland in relation to the recruitment and selection budget up to 31 March 2021. The annual budget allocated for recruitment and selection has reduced from £1,449,602 in 2020/21 to £1,274,830 in the 2021/22 budget. We heard that this reduction was to align with e-recruitment which is due to be implemented and reflect efficiency savings. In this regard the recruitment and selection team was recently re-structured, with a reduction in staff numbers. This re-structure was implemented before the e-recruitment project was completed and when efficiency savings had yet to be realised. We found this has caused resourcing difficulties and e-recruitment has not at this time been implemented. It was scheduled to begin implementation during the second quarter of 2021-2022.

### Positive Action

211. As highlighted earlier within this report, in an effort to improve diversity within the workforce Police Scotland has pursued a strategy of positive action whereby its Positive Action Team has proactively engaged with under-represented communities, predominantly minority ethnic groups and females, in order to increase the numbers of applications from those groups to join the force.
212. In 2017 the Positive Action Team was initiated to address low representation by focusing on increasing the number of recruits from black minority ethnic communities. The Positive Action Team were initially a function within Safer Communities Division (now known as Prevention, Partnerships and Community Wellbeing division). The team are now a recruitment and selection function, which HMICS would consider is more suited to their remit of attracting people from under-represented groups into the organisation.
213. The Positive Action Team had six members of staff, although the Sergeant had been abstracted to work on the e-recruitment project and has not been backfilled. This team are responsible for attracting people from under-represented groups, from across the country, to consider a career with Police Scotland.
214. All of the Positive Action Team are located at Jackton, with the exception of one constable who is based in Aberdeen. We heard that due to the limited resources in the wider recruitment and selection team, the Positive Action Team do regularly assist with other recruitment and selection tasks. HMICS is surprised that there is any capacity within the Positive Action Team to take on additional tasks when there are only six people in the team.
215. We found that the people within the Positive Action Team are committed professionals who are dedicated to improving diversity within the workforce across Police Scotland. However, the lack of resource has limited the ability of the force to proactively attract applications to the force from people from under-represented groups. During our benchmarking activity we found that, in comparison, the level of resource dedicated to positive action in Police Scotland is minimal. Greater Manchester Police is smaller in terms of numbers than Police Scotland (GMP has 11,000 police officers and staff, Police Scotland has around 24,000) yet it has a dedicated Attraction Team (similar remit to Positive Action Team) of ten members of staff, assisted by two community volunteers.



216. HMICS considers Police Scotland has allocated insufficient resources dedicated to engaging with under-represented communities, proactively attracting and supporting applications from people from under-represented groups.

### **Recommendation 7**

Police Scotland should review the resource levels, location, and remit of the Positive Action Team to maximise the benefit of dedicating resource to engaging with under-represented communities, and proactively attracting and supporting applications from people from all under-represented groups.

217. We heard that the remit of the Positive Action Team has been expanded from focusing solely on attracting those from a minority ethnic background to include other protected characteristics, namely sex and sexual orientation. We have found a clear commitment by the members of the Positive Action Team in their efforts to address and remove actual and perceived barriers to recruitment for people from under-represented groups. HMICS would encourage the development of a clearly defined, overarching strategy that outlines the strategic aims and objectives of the Positive Action Team.
218. Whilst some candidates from under-represented groups may be encouraged to apply through engagement with the Positive Action Team, and receive some support to help them understand the requirements of the process, all candidates complete the same recruitment and selection process and are assessed against the same standards.
219. Daily liaison occurs between the Positive Action Team and the other members of the recruitment and selection team to coordinate engagement events to address any identified gaps in under-represented groups across territorial divisions and in order to meet business needs.
220. The team deliver 'Introduction to Policing Programmes' and family information day events designed to give people from minority communities an insight into policing and encourage them to consider it as a positive career pathway. They also attend cultural events throughout the country with the aim of encouraging recruitment from minority communities.
221. Police Scotland reports within its Strategic Workforce Plan 2021– 2024<sup>54</sup> the success of its Positive Action Team in their engagement activities since its establishment in 2016. There is also some evidence to suggest Police Scotland has had some measure of success recently in recruiting more women and people from minority ethnic backgrounds, contributed to by the work of the Positive Action Team.
222. However, it is also acknowledged/reported within the Strategic Workforce Plan that despite this positive engagement, the force have failed to increase the Black Minority Ethnic proportion of the workforce from 1%. This suggests that there may be a retention issue in respect of this under-represented group which Police Scotland require to explore further.
223. We have consistently heard that one barrier to the recruitment of candidates from a minority ethnic background is a lack of representation of those who share the same diverse characteristics and backgrounds. The Positive Action Team has tried to address this within attraction material and events such as the inclusion of images of black minority ethnic officers and having such representation at events where officers from under-represented groups can share their experiences.

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<sup>54</sup> SPA, [Authority meeting briefing paper - Strategic Workforce Plan - item 7](#), 22 January 2021.



224. During our inspection we heard of occasions when people who have been recruited into the force with the assistance of the Positive Action Team have been subjected to negative comments either from instructors at the Scottish Police College, from new colleagues or from supervisors. These comments were based on misapprehensions, including thinking that lower or different standards are being applied to people joining with the assistance of the Positive Action Team, or that positive action amounts to people being ‘fast tracked’ into the organisation to the detriment of others. Such attitudes show a concerning lack of understanding about positive action, and can make officers from under-represented groups feel as though they are not welcomed and do not belong in the police service. The open expression of these views contributes to an environment that makes retention of officers and staff from under-represented groups more challenging.
225. HMICS considers that Police Scotland could improve the information provided on its website, both externally and internally, relating to the role and purpose of the Positive Action Team. An interactive recruitment page where equality, diversity and inclusion appears throughout the content, supported and evidenced by wide-ranging narrative, with accompanying videos and images, is good practice we found being used in other forces, such as Northumbria Police<sup>55</sup> and West Midlands Police.<sup>56</sup>
226. Given the reported success of positive action in relation to women and minority ethnic groups, and engagement with the LGBTQ+ community, there would be merit in Police Scotland exploring engagement with other under-represented groups, including those with a disability where eligibility criteria could be part of that engagement exercise.

### **Recommendation 8**

Police Scotland should identify ways to improve the understanding of the public and the understanding of its own workforce about the role and purpose of the Positive Action Team.

### **Information Technology**

227. At the time of our inspection Police Scotland did not have an integrated end to end e-recruitment system, technology that is used by most Police Forces in the UK and other organisations that operate volume recruitment. The recruitment and selection teams manage outdated legacy systems that were in place prior to the formation of Police Scotland in 2013. Paper applications are retained in plastic buckets requiring staff to transfer applicant information onto Excel spreadsheets and SharePoint to create applicant records.
228. The systems do not provide an efficient platform to effectively manage the high volume of recruitment activity across the organisation and this adversely impacts on overall service delivery, accessibility for applicants, internal stakeholders and the length of time to process each application. The administration processes are highly resource intensive, requiring manual input throughout the lifecycle of the relevant selection processes. There are significant inefficiencies in terms of information sharing, tracking and monitoring outcomes across the teams. Status reports of recruitment activity often involves staff physically counting applications in the aforementioned boxes.
229. The use of different ICT systems to record equality and diversity information continues to be a barrier to Police Scotland understanding the diversity of its workforce.

<sup>55</sup> Northumbria Police, <https://careers.northumbria.police.uk/>

<sup>56</sup> West Midlands Police, <https://jobs.west-midlands.police.uk/>



230. Police Scotland is one of the few public sector organisations in the UK not to have an ICT solution for its recruitment and selection function. As part of the transformation change programme Police Scotland has committed to modernising its recruitment processes. The e-recruitment programme aims to deliver:
- Efficiency and effectiveness through the time taken to recruit being shortened
  - Reduction in recruitment and selection resources as a result of efficiencies
  - An enhanced candidate experience
231. As reported in the People and Development activity update to the September 2021 SPA People Committee, the e-recruitment solution has been procured, implemented and training for stakeholders is due to commence. This ICT solution is used by over 65% of police forces in England and Wales and is expected to deliver significant efficiency benefits due to the high volume of recruitment applications. More importantly the automated system will provide real time data insight that can provide detailed reports at all stages of the recruitment process from application to appointment.
232. It was not clear how e-recruitment will improve attraction from under-represented groups, however, it has the technology to allow people to sign up for job alerts and other communication on planned events which is visible to the force. It is hoped that this will allow a more targeted approach within particular communities and monitor success or otherwise of individual and collective candidate journeys/engagements.
233. Equality and diversity information will be captured and evaluated at a granular level for all key touch points within the recruitment life cycle. The flexibility of the data reports and dashboards will enable the recruitment team to track, trace and evaluate applicant data throughout the full end to end recruitment journey and provide valuable intelligence for applicant outcomes and success rates across a wide range of parameters.
234. The system will be launched in a phased approach, with an optional 'diversity insights' tool available as an additional module to the e-recruitment solution. This will allow enhanced and accurate employment monitoring, analysis of impacts at all stages across protected characteristics, outreach and engagement analysis. All aspects of the new system are scheduled to be in place by the end of 2021 however there has been previous slippage in timescales.

### **Recommendation 9**

Police Scotland should accelerate its ongoing efforts to introduce an electronic recruitment system including implementing the diversity insights module at the earliest point of delivery.

### **Partnerships**

235. During our inspection we found evidence of strong partnerships between Police Scotland and a wide range of strategic partners in the equality, diversity and inclusion arena.
236. Through the Chief Constable's membership of the National Police Chiefs' Council and strong links between Police Scotland's force executive and the College of Policing, Police Scotland is actively involved in UK wide sharing of best practice in relation to equality, diversity and inclusion. The incorporation of activities from the lessons learned through the national police uplift programme into the work of the EDI&HR SOB are a prime example of this.
237. The force are also represented on the Diversity and Inclusion Consortium, which consists of senior representatives across UK policing and was formed to specifically focus on the sharing of learning and to establish points of contact with policing leads for Diversity, Race and Inclusion.



238. The consortium seeks to identify best practice and influence national policing through advice and constructive feedback. The ideas, concepts and topics this group discuss include (this list is not exhaustive):
- Improving and supporting diversity in areas of under-representation
  - Improving inclusion for under-represented groups
  - How to build improved trust and legitimacy in policing
  - The delivery of effective engagement with local communities and local stakeholders
  - Developing effective partnership working
  - Improved organisational effectiveness around the equality, diversity and inclusion agenda
239. In a Scottish context, the Director of People and Development co-chairs the Cross Justice Working Group on Race and Workforce. The role of this group, which includes representation from Scottish Government, the Coalition for Racial Equality and Rights (CRER), and a wide range of criminal justice partners, is to focus effort collectively across the justice system to consider how to tackle the barriers to employment of people from minority ethnic backgrounds across the sector.
240. The Positive Action Team has developed a network of contacts across organisations that represent or have members from under-represented communities particularly in the north and west of Scotland. The absence of a dedicated team in the east of Scotland prohibits any meaningful engagement in this part of the country.
241. In our Terms of Reference for this inspection, we stated that our approach would consider the level of support afforded to people from underrepresented groups by the force and by the staff associations.

### **Diversity Staff Associations**

242. Diversity staff associations play a key role in providing advice and support to the under-represented groups they serve and in driving change within the force. They fulfil a critical friend role to the force and the SPA and provide input to various workstreams and committees.
243. The diversity staff associations the force engage with are:
- Central and Eastern European Police Association
  - Christian Police Association
  - Disability and Carers Association
  - National Trans Police Association
  - National Police Autism Association
  - Scottish Police Muslim Association
  - Scottish LGBTI Police Association
  - Supporting Ethnic Minority Police Staff for Equality in Race Scotland (SEMPER Scotland)
  - Scottish Women's Development Forum
244. Each diversity staff association has evolved differently, with some being long-established and having funding, and others being relatively new and consisting entirely of volunteers. The growth of some diversity staff associations has been organic, with groups being started by police officers or staff with particular protected characteristics which they feel are not represented. The well-established diversity staff associations tend to have stronger relationships with the senior leadership of Police Scotland and better access to senior officers.
245. Diversity staff associations are entirely separate from the statutory staff associations (the Scottish Police Federation and the Association of Scottish Police Superintendents) and unions (Unison and Unite). Diversity staff associations have no role in negotiations on terms and conditions for staff and are not formal negotiating bodies.



246. HMICS found many examples of positive work being carried out by diversity staff associations. For example, the Scottish LGBTI Police Association introduced the LGBTI Mentoring Scheme, which aims to provide peer support and mentoring to probationary constables who identify as part of the LGBTI+ community. There was a view that this type of support and other initiatives led by the diversity staff associations, should have been provided by Police Scotland itself or by statutory staff associations and unions.
247. This inspection has focused particularly on the protected characteristics of sex and race. The diversity staff associations most relevant to these protected characteristics are the SWDF, SEMPER Scotland and the Scottish Police Muslim Association.

### **Scottish Women's Development Forum**

248. The Scottish Women's Development Forum (SWDF) is the largest of the diversity staff associations, with approximately 1800 members. It is a well-established association, having been formed in 2003, originally as a working group of the Association of Chief Police Officers in Scotland (ACPOS) and later becoming a diversity staff association upon the creation of Police Scotland.
249. The SWDF has a 12-member executive committee and is chaired by a senior member of Police Staff. They also have five sub-committees and are supported by 10.5 hours per week secretarial support, funded by the Scottish Government. Due to the well-established nature of the SWDF, it is one of the diversity staff associations with greater access to and support from senior management in Police Scotland.
250. The aim of the SWDF is to assist and support Police Scotland and the SPA to provide a positive working environment which enables everyone to reach their full potential. They are pushing the organisation to enhance the retention and experience of women across the service and current work includes the impact of the menopause, pregnancy and maternity, along with underrepresentation in specialist departments.
251. Recent successes include the BME Women in Policing event run by the SWDF in March 2020, followed by the RISE support programme to support the retention, development and progression of all BME colleagues. RISE is a blended learning programme to assist BME delegates in their personal development. There are also sessions for delegates' line managers, providing them with guidance on how they can effectively support their colleagues' development journeys and information on specific requirements and considerations for BME colleagues.

### **SEMPER Scotland**

252. SEMPER (Supporting Ethnic Minority Police Staff for Equality in Race) Scotland is the primary staff association that exists to support and represent all minority ethnic employees on issues of equality in race and to ensure that the SPA and Police Scotland uphold the principles of racial equality.
253. Similar to the SWDF, SEMPER Scotland was formed in 2003 and receives funding from the Scottish Government. The Director/General Secretary is independent from Police Scotland and the SPA, but there are a number of police officers and staff of varying ranks and levels also involved in the management of the organisation.
254. SEMPER Scotland aim to promote fairness and equality of opportunity within policing, support the wellbeing and development of minority ethnic police employees and provide advice and guidance to Police Scotland on matters of race and equality.



255. As outlined earlier in the report, collaboration between the Scottish Police College and SEMPER Scotland led to the secondment of a cadre of black and minority ethnic officers to the Probationer Training Department. Whilst dependent on securing a training budget, there are opportunities to expand coaching and mentoring roles for black minority officers across the service.
256. The recognition of the value the Force Executive place in the role of SEMPER Scotland is evidenced in the 'Talk Truth to Power' session instigated by SEMPER and led by DCC Taylor in October 2020. There is however a general lack of understanding across the Force of the expertise and influence SEMPER can bring to everyday policing.

### **Scottish Police Muslim Association**

257. The Scottish Police Muslim Association (SPMA) is an organisation dedicated to supporting Muslim police officers and staff and existing as a bridge between the Police Service and Muslim communities. This is a smaller diversity staff association and is relatively young in comparison to the SWDF and SEMPER Scotland with a membership of around 40.
258. The SPMA appointed a new Chair and Committee members in early 2020.
259. Due to having no full-time staff members, no previous funding for secretarial support and being run by lower ranking officers, it has often been a challenge for representatives to attend meetings or build strong relationships with the Force Executive. The Scottish Government is providing £10,000 of funding to the SPMA in 2021/22.
260. Members have recently taken part in 'Talk Truth to Power' sessions and Reverse Mentoring, which has assisted in building relationships and having their voices heard.

### **General conclusions on diversity staff associations**

261. There is a great disparity in the size, experience and funding of the various diversity staff associations. There is also often cross-over between the different associations, with officers and staff often fitting into more than one category. Consideration should be made to how the various associations can be better supported to bring them on a par with each other and ensure they all have equal voices.
262. The introduction of the EDI&HR SOB has helped to bring together the diversity staff associations, statutory staff associations, and unions, and they attend meetings of the Strategic Oversight Board as well as various sub-groups. There is a standing item on the agenda of the SOB for them to contribute and provide their perspective on the issues affecting their members.
263. The diversity staff associations have been involved in providing inputs to probationer training, a positive development to raise awareness of their work and their ability to provide continuing support.
264. A memorandum of understanding has recently been agreed to allow all diversity staff associations committee members to devote 4 hours per week of work time to their association tasks. This is a positive step demonstrating a measure of commitment by Police Scotland to this work and recognition of the importance and legitimacy of the diversity staff associations.

### **Recommendation 10**

Police Scotland should consider improving its understanding of the specific needs of each diversity staff association and reviewing the level of support provided accordingly.



### Scottish Police Federation

265. The Scottish Police Federation (SPF) represents all police officers in the ranks of constable up to and including chief inspector along with police cadets and Special Constables (circa 18,000 members) in Scotland in matters affecting the welfare and efficiency of their members, as set out in Section 59(1) of the Police Act 1996.
266. During our inspection, we heard concerns that there is a lack of visibility of people from under-represented groups amongst Scottish Police Federation representatives.
267. The SPF was criticised within the Dame Elish Review for not representing its members equally and was described as -
- “lacking empathy for minority groups and reliant on other support groups in relation to race issues”.*
268. In its written submission to the Scottish Parliament, the Federation emphasised that it “did not recognise the police service the report paints a picture of”, and further, “It is our experience that there is no tolerance for intolerance within the police service. We fully accept that general principle does not guarantee that individuals will not have faced hostility and even been subjected to abuse or discrimination, but it is our experience that these behaviours are stamped on whenever they are encountered.” The statement went on to say that their representatives are well trained, experienced and “know discrimination when they see it.”
269. This public stance by the Scottish Police Federation is at odds with feedback provided to HMICS during our inspection of hate crime, specifically the experience of police officers subjected to hate crime on duty, and during this Phase 2 inspection.
270. The new lead for equality and diversity issues within the SPF has, however, identified a key objective of the role is to improve the relationship with all the diversity staff associations. This proactive approach is welcomed by HMICS.
271. During our inspection we heard suggestions of the need for a staff association dedicated to volunteer staff, including the Special Constabulary, due to the perceived lack of support received from the SPF to this group.
272. Having SPF representatives from under-represented groups would go a long way in helping the SPF gain a better understanding of the issues and challenges faced by their members, and ultimately assist them in providing a better service to people from under-represented groups.
273. HMICS acknowledges there are limitations on the SPF in relation to the diversity of their representatives, given that these elected positions are drawn from officers within Police Scotland. However, a more proactive approach with the assistance and support of the diversity staff associations may assist in attracting people from under-represented groups to seek election to the SPF. HMICS considers that such a proactive collaborative approach may improve representation and may also reap wider benefits to the workforce.

### Association of Scottish Police Superintendents

274. The Association of Scottish Police Superintendents (ASPS) is a statutory staff association representing 171 superintendents and chief superintendents posted to Local Policing, specialist and corporate roles across the Police Service of Scotland.
275. Membership of the association is only as diverse as Police Scotland’s promotion policy allows. The Executive Committee, Presidency and Vice-Presidency, are elected from the limited pool of superintending ranks which constitutes the membership of ASPS.



276. In contrast to the SPF response, ASPS issued a statement welcoming Dame Elish Angiolini's Independent Review, and emphasising that their members, the senior operational leaders in policing, "are deeply concerned with the effective and efficient delivery of service to all communities. The Association will continue to support its members' professional development, particularly in equality, diversity and unconscious bias training... Personal learning for superintendents includes better support for and understanding of the needs of our officers and staff from visible and non-visible minority groups. It is distressing that some junior colleagues reluctantly choose to leave the Service prematurely through exhaustion at dealing with discrimination. It is unacceptable that ASPS has only two members, both chief superintendents, who identify as being from a visible minority ethnic background. Leadership, coaching and mentoring are essential if better representation in senior ranks/roles is to be achieved."

### **Special Constables**

277. The terms of reference for this inspection included Special Constables, recognising the critically important contribution they make to the force. Although many of our findings in relation to the force's approach to recruitment, retention and development of police officers and staff are also relevant to Special Constables there are some particular issues that relate specifically to them.

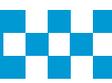
278. The Special Constabulary is a part-time, volunteer body consisting of voluntary officers with identical powers to that of police officers. There is an expectation they should try to commit to perform a minimum of 96 hours of operational duty per year, over and above the necessary training to develop and maintain their professional skills. Duties can include policing events, assisting at road accidents and patrolling the streets. Police Scotland recognises on its website that Special Constables provide an excellent bridge between the Police Service and the public, representing both the community within the police service and the police service within local communities and bring with them an extensive pool of skills, talents and experience, local knowledge and diverse backgrounds.

279. There are currently 450 Special Constables, a reduction of 950 since 2014. It is of note that this includes 380 who joined Police Scotland as probationary constables which demonstrates this is a positive route for those interested in joining the police as a career. It is less positive however in terms of those who are content to remain and provide a voluntary public service.

280. Although diversity data has previously been produced for Special Constables (see Outcomes section for figures as at 31 March 2020), Police Scotland were unable to provide up to date diversity data other than for sex and age at the time of our inspection. This again highlights gaps that exist in having timely management information to identify and address recruitment and retention issues relevant to under-represented groups within the Special Constable cadre of the force.

281. The recruitment process for Special Constables is the same as for regular officers. However, HMICS found little evidence of bespoke recruitment campaigns for Special Constables or of involvement/support from the Positive Action Team. As such HMICS considers more could be done to attract people from under-represented groups to consider becoming a Special Constable. Given the important role they play within communities and the prevalence of Special Constables who pursue joining the regular force, Police Scotland may wish to consider expanding the role of the Positive Action Team in this area.

282. Particular challenges exist for those undertaking the recruitment process to be a Special Constable which may present a barrier to those wishing to apply. For instance, the recruitment processes are undertaken at one of two locations, Jackton or Aberdeen, which requires many candidates to travel. This can cause difficulties for those who are in employment and/or who have other responsibilities.



283. Until recently all new Special Constables were required to attend Police Scotland College, Tulliallan, for a three week initial training course, which we heard presented another barrier for many people. HMICS are pleased to note that the training has now been re-configured with two weeks now being undertaken remotely via MS Teams, and only one week being held at Tulliallan.
284. As with police officers and staff, retention of Special Constables particularly those from under-represented groups is vitally important. HMICS found some particular issues existed around retention of Special Constables.
285. Although each Local Policing Division has a Special Constables Coordinator (usually a police constable) who is a useful point of contact to arrange shifts and some training, HMICS heard there has generally been a lack of overall coordination in approach to recruitment, training and development of Special Constables and that very little training is provided to the coordinators to help them fulfil their role.
286. Many respondents to our survey considered that there was a lack of development and progression opportunities in general within the force, including the perception that training opportunities were poor, but felt that this was particularly so for Special Constables.
287. The flexibility afforded to Special Constables in relation to the shifts they undertake creates difficulties in maintaining a consistent line manager/worker relationship in order to understand abilities, provide support and identify development needs. Some Special Constables spoken to felt they were very much left to their own devices, were not fully appreciated and not included the same way as regular officers. At a more basic level they cited the lack of provision of the necessary equipment, such as radios, lockers etc, to allow them to perform their duties effectively, as making them feel undervalued.
288. Although some Special Constables spoken to from under-represented groups felt they were not discriminated against or made to feel unwelcome due to their protected characteristics, they nonetheless did not feel welcome within the organisation as a Special Constable.
289. That said, HMICS is aware that the force has recently devised a “volunteer strategy” with associated governance arrangements and funding to assist in attracting, recruiting, training, deploying and developing Special Constables. In addition, work is underway to develop a training course for Special Constable coordinators.
290. HMICS welcomes the intent of this strategy provided it is linked to the broader recruitment planning especially in respect of external communication.
291. There is a desire within the new strategy to broaden opportunities for Special Constables. We heard that 98% of the force Special Constables are attached to Local Policing Divisions, with a very small number in Roads Policing and Borders Command. The new strategy aims to use the force MyCareer process for Special Constables to widen development opportunities across the country and within specialist functions.



# Appendix 1: HMICS Phase 2 Training and Development Survey Analysis Report

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## Introduction

As part of the HMICS Inspection of Training and Development Phase 2, an online survey was developed to seek the views of both current and previous police officers as to their experiences of equality, diversity and inclusion within Police Scotland (PS).

The survey was live between 21<sup>st</sup> June and 16<sup>th</sup> July 2021. In total the survey received 542 responses, 330 of whom were current employees of/associated with PS, and 212 who were not. As per the Terms of Reference of the inspection, data specifically in relation to sex (those who identified as female) and ethnicity (those who identified as belonging to an ethnic group other than 'White' or any associated denominations) was analysed in detail.<sup>57</sup> Some individuals may have been included in more than one group.<sup>58</sup> The survey included questions in relation to training, development and progression, flexible working and reasonable adjustments, and line management, senior leadership and culture within Police Scotland. The findings from the wider survey have been captured within the main body of the report.

## Key findings across the survey as a whole

Of the 542 people who responded to the survey, 50.9% (276) were male, 48.5% (263) female and 0.6% (3) non-binary. 88% considered themselves to be heterosexual and 9.4% LGBTQ+. 15.9% of respondents said they were living with a disability. The largest ethnic group was those who identified as White (92.3%), followed by Asian (4.1%) and Mixed (1.7%).

As above, 60.9% of respondents currently worked for PS, and 39.1% did not. The survey drew upon a wealth of experiences, with the majority (79.9%) of those responding to the survey having 5 or more years' experience within PS, including 61.4% who had more than 10 years' experience. Of those who had left PS, 84.9% had left within the last 5 years, offering a relatively recent perspective. 56% of respondents were qualified Police Officers and 21.2% Police Staff (22.9% other, including Special Constables and Probationers). Almost half of respondents (49.3%) had 'public service/serving the community' as their main motivation for joining.

Opinions with regard to policing as a career and PS as an employer were very divided: just under half (47.6%) would **not** recommend policing as a career to friends/family members, and just over half (50.9%) would **not** recommend PS as an employer. These opinions appeared generally reflected in respondents' experiences of training, development and progression. Only 27.9% expressed satisfaction with their access to training and development opportunities, and only 18.6% expressed satisfaction with opportunities for progression. Of those who had applied for promotion but not been successful, 79.8% were **not** satisfied with the reasons given for this. These personal experiences were often reflected in respondents' perceptions of equality of experience and treatment across the organisation, with more negative than positive views.

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<sup>57</sup> The statistics represent the respondents of the survey only. It is not claimed that the survey is representative of the wider PS workforce, or the wider populations of the protected characteristic groups within PS.

<sup>58</sup> For example, someone identifying as a woman and as a person from a minority ethnic background will be included in both protected characteristics groups, and their responses considered as part of both of these groupings. This means that numbers listed in reference to one group should not be added to the numbers listed in reference to another group, as they may contain the same individual(s).



Several respondents said that they had had requests for flexible working arrangements (15.7%) or reasonable adjustments (11.4%) refused. Of these, the majority were unsatisfied with the reasons given for the refusal. It appeared to be the application and consistency of approach with regard to flexible working arrangements and reasonable adjustments that was the issue, rather than the existence of the policies themselves.

Just over two-thirds (67.2%) of respondents said that they felt that they belonged in PS irrespective of any of their characteristics, with almost a third of respondents (32.8%) saying that they felt that they did not belong. Over half (53.1%) agreed or strongly agreed that PS was committed to equality, diversity and inclusion. In terms of respondents general perceptions of day-to-day experiences of people feeling welcome in the organisation, interactions with colleagues, and jokes targeting protected characteristics, responses were generally more positive than negative. Despite this, 40.8% of respondents said that they had personally experienced discrimination and/or harassment due to their protected characteristics during their time at PS.

Impressions of senior leadership in relation to issues of equality, diversity and inclusion were mixed. The positive messages were that higher numbers of people agreed than disagreed that equality, diversity and inclusion issues were a priority for senior managers, that they were supported by their managers on these issues, and that there were leaders that they could relate to. The negatives were that higher numbers of people felt that they were not included in decisions that affected their work, that they were not supported by senior leadership on issues of equality, diversity and inclusion, that staff were not encouraged to engage in safe conversations about these issues, and that senior leadership was not equipped to manage a culturally diverse workforce.

## Key themes emerging from free text questions

Across the free text questions, a number of cross-cutting key themes emerged, including:

- Culture

Several factors were commented on with respect to the perceived culture within PS. Many felt it to be a culture where there was a lack of support, with too much negative competition and poor treatment of police staff. There was a perception of a lack of respect, particularly with negative attitudes and a lack of inclusivity towards those with protected characteristics. This impacted upon people's willingness to report discrimination and harassment. Whilst it was recognised that PS were taking some steps towards addressing the culture of the organisation, it was felt that a more inclusive working environment for everyone was needed, with a holistic approach that addressed and removed nepotism.

- Senior leadership/management

A lack of support from senior leadership was perceived, both at the individual level, and in terms of addressing issues of diversity and inclusion. This was often coupled with a lack of visibility and poor communication from senior leaders. Many felt that senior leadership itself was not diverse or inclusive. Whilst it was recognised by some that efforts were being made for a greater focus upon equality, diversity and inclusion at a senior leadership level, more needed to be done, including having greater diversity within the Senior Management Team. At line management level, some respondents reported bullying and/or inadequate support, and a lack of trust in reporting experiences of discrimination or harassment to line managers

- Development and progression opportunities

Many respondents felt that there was a lack of development and progression opportunities, including the perception that training and training opportunities were poor. It was felt that this was particularly so for certain groups, including for police staff and for specials, and for those with children/returning from maternity leave.

- Bullying/harassment/discrimination

Many respondents described experiences of bullying and/or discrimination. Several had also experienced poor treatment or a lack of support from their managers. This included a whole range of behaviours, including sexual assault and harassment, jokes, innuendo, unfair and unequal treatment and a lack of opportunities and support. Some respondents felt that positive discrimination was negative in terms of disadvantaging others or overlooking people with better experience for the role. Many people did not feel confident in reporting such experiences, or lacked confidence that appropriate steps would be taken if/when they did report.

- Flexibility/adjustments

Many people reported a lack of flexible working opportunities when requested, or reasonable adjustments, with shift work presenting a problem to several. This meant that those with particular family and/or caring responsibilities, and/or those living with disabilities or health issues were not always able to access the working conditions or environment that they needed to either continue in a role, to be appropriately engaged in their work, or make the progress or professional changes that they wished. There was a particular focus upon gender within these responses.

- Staff welfare and wellbeing

The welfare, wellbeing and morale of staff was felt by many to be affected by the culture and conditions within which they worked. This related to all of the themes listed above: working culture, line management and senior leadership, opportunities for development and progression, harassment and discrimination, and a lack of opportunity around flexible working and reasonable adjustments.

## Sex

50.9% (276) of the respondents identified as male, 48.5% (263) as female, and 0.6% (3) as non-binary.

## Training and Development

	Female	Male	Non-binary
Would recommend career in policing	56.3%	48.9%	33.3%
Would recommend PS as employer	49.0%	49.3%	33.3%
Agree/strongly agree I am satisfied with access to training & development opportunities	25.5%	30.1%	33.3%
Agree/strongly agree I am satisfied with progression opportunities	15.6%	21.4%	33.3%
Success at promotion	55.1%	52.2%	33.3%
Received support for progression	25.5%	31.5%	33.3%
Agree/strongly agree equal access to T&D	19.0%	23.6%	33.3%
Agree/strongly agree equal encouragement for talents & abilities	16.7%	19.9%	33.3%
Agree/strongly agree promotions are based on merit and ability	11.4%	10.5%	0.0%



For females who said that they would not recommend a career in policing, or PS as an employer, some of the reasons given that specifically related to sex as a protected characteristic, included:

*“white middle-aged male culture; new recruits mostly male - number of technical women in IT section has steadily declined in recent years; male colleagues with mental health issues are taken more seriously than female colleagues with mental health issues....women raising issues are seen as a problem; professionally the opinion of males with less than a year's experience with PS is worth more than a woman's with over 20 years experience.”*

*“We have an appalling culture driven by fear and misogyny is rife. Older women are treated terribly. They are overlooked and undervalued. Women supervisors are also treated unfairly and held to a higher standard than their male counterparts by those above and below them in rank. This organisation is promoting more women but not giving them the support they need nor effectively challenging behaviours from male colleagues which diminish or undermine them.”*

*“(specific details removed to protect anonymity) I thought that there would be numerous development opportunities but found it to be the complete opposite. Police officers are blocked at every opportunity to develop themselves, bullying is rife and sexism is well and truly alive in PS today with sexist comments and put downs part of everyday culture.”*

### Flexible Working and Equality

	Female	Male	Non-binary
Request refused for flexible working	21.3%	10.1%	33.3%
Request refused for reasonable adjustments	14.9%	8.0%	33.3%
Agree/strongly agree arrangements for flexible working are adequate	40.7%	38.8%	33.3%
Agree/strongly agree reasonable adjustment arrangements are adequate	33.5%	39.1%	33.3%
Agree/strongly agree line managers consistent re. flexible working	11.0%	18.1%	33.3%
Agree/strongly agree line managers consistent re. reasonable adjustments	12.2%	19.2%	33.3%
Agree/strongly agree staff on flexible/reasonable adjustment arrangements adequately supported by managers	22.8%	28.6%	33.3%
Agree/strongly agree staff on flexible/reasonable adjustment arrangements adequately supported by colleagues	24.0%	30.8%	33.3%

### Diversity and Inclusion

	Female	Male	Non-binary
Feel I belong(ed) in PS	67.0%	67.8%	0.0%
Agree/strongly agree PS is committed to equality, diversity and inclusion	52.0%	54.3%	33.3%
Agree/strongly agree sexist jokes & misogynistic remarks not tolerated	35.7%	55.8%	0.0%
Agree/strongly agree jokes or remarks targeting sexual orientation/gender identity not tolerated	55.5%	60.9%	0.0%
Agree/strongly agree PS provides an environment for free & open expression of ideas, opinions & beliefs	25.9%	31.9%	33.3%
Experienced discrimination	33.8%	26.4%	66.6%
Experienced harassment	28.5%	24.3%	100.0%



For females who said they did not feel that they belonged in PS irrespective of any of their characteristics, some of the reasons given included:

*“As a woman, I am sad to say that progression is an uphill battle because male colleagues are continually favoured by the male management team. I naively thought that misogynistic and unequal behaviour would be a thing of the past but I experienced last year that unfortunately that is not the case. Male colleagues are better supported and given better opportunities to progress. The opinion of a woman, despite ability and experience, appears to be dismissed and it had a profound effect on me because I have dedicated 11 years to policing, made personal choices that allowed me to give everything to the job and it feels now that this has been a complete waste of time.”*

*“I had ... children whilst serving as a Police Officer, which impacted any chance I had of career development or progression. I was treated as an inconvenience (specific details removed to protect anonymity). So I have been on restricted duties many times. Only twice was I given a meaningful job where I could learn something and develop my skills... I asked whether I could be given meaningful work, that would develop my policing experience and knowledge and was told no each time and never given a reason.”*

*“Male dominated culture, women seen as less able for much of the time. In the CID in particular, I would be overlooked for certain enquiries which were allocated to my male colleagues who I know I was far more competent than. When I had my children I felt even more discriminated against. I would be overlooked for certain things in case I needed to leave on time for my kids or being an obvious problem to the organisation when I was pregnant or on maternity leave.”*

*“Although there have been improvements since I joined the organisation it still very much feels like a 'boys club' and I feel women's performance comes under far more scrutiny than males and this is part of the reason why women avoid putting themselves forward for promotion more so than their male counterparts.”*

For females who said they had experienced discrimination or harassment due to their protected characteristics, some examples that specifically related to sex as a protected characteristic, included:

*“I have been sexually assaulted at work, as have most female colleagues I have spoken to. I have also spent years being on the receiving end of sexist 'jokes' and banter, been asked questions regarding what sexual practices I take part in and so on. I have also been told I have only received promotions due to being a female and likewise been asked if I have performed sexual favours in order to get specific jobs/posts.”*

*“I have assumptions made about my commitment or availability to work based on the fact I have children.”*

*“I feel discriminated against as a woman. Last year I was asked to take on a significant amount of additional responsibility and as far as I know (because I have not been told otherwise), I did a good job, however, when it came to applying for the qualification to make me eligible for promotion, I was not supported and instead, a male colleague who had not been tested with the additional responsibility was supported. I queried the decision and was moved stations where there was no scope for progression, whilst my male colleague was given a position on a lucrative project.”*

*“I was not contacted during my maternity leave, was not made aware of changes relevant to my role/team and was not made aware of job opportunities while on maternity leave. I returned to a new manager and was given lower level tasks than I was performing prior to my maternity leave with development opportunities being provided to other members of the team who had not been on maternity leave rather than myself.”*



*“Sex discrimination and misogyny are part of the working environment. If I am with a male officer colleague I often have to confirm my seniority as there is an assumption made daily on that basis. I have experienced behaviour I would describe as harassment on a few occasions and have been able to push back but it is difficult at times. The service has never openly looked in the mirror on these issues and reflected. There is a narrative of change but it is not happening.”*

## Senior Leadership

<b>I agree/strongly agree that:</b>	<b>Female</b>	<b>Male</b>	<b>Non-binary</b>
Equality, diversity and inclusion is a priority for senior managers	31.2%	38.0%	33.3%
There are leaders here that I can relate to	49.4%	43.5%	0.0%
I am included in decisions that affect my work	25.1%	27.9%	0.0%
I feel supported by my manager on issues of equality, diversity and inclusion	37.6%	40.6%	33.3%
I feel supported by the senior leadership (Superintendent and above) on issues of equality, diversity and inclusion	24.7%	24.6%	33.3%
Senior leaders and managers encourage staff to engage in safe discussions about issues related to equality, diversity and inclusion	19.8%	20.3%	33.3%
Senior leadership is equipped to effectively manage a culturally diverse workforce	17.5%	21.4%	33.3%

When asked what they felt PS did well in relation to equality, diversity and inclusion, comments from females included:

*“More flexibility within the work force than previously.”*

*“I was happy to see that there were other women on my team who I could look up to and one of the managers in the department was also a woman. Seeing successful women in the industry who took the time to talk to me about their careers encouraged me to finish my degree and secure a job in the industry. I felt very included in the department as a whole.”*

*“Staff associations are very visible and there seems to be more senior female officers.”*

*“I think that by even having a diversity module it makes a difference. This helps people to understand more about one another.”*

*“It is very much at the forefront of what the Organisational does. We have a wide range of active diversity staff associations supporting the organisational values and driving forward essential areas of progression.”*

*“Training is good, recruitment events for under-represented groups, policies and procedures support equality and diversity. Dedicated E&D team, and use of EqHRIs to ensure equality.”*



When asked how PS can become a more inclusive and diverse organisation, comments from females included:

*“Police officers who manage civilian staff members who identify as LGBT+ seem to struggle to do so. More training required to provide them with awareness of issues these staff members may be facing.”*

*“A massive culture change is needed - many of the 'successes' have been hard fought by diversity staff associations or feel like a tick box with no real commitment behind it (He for She). We need change quickly in terms of representation and it is time to be bold and brave to address it - it may even be time to consider quotas - the statisticians tell us that it will take many decades for the imbalance in the diversity within our organisation to be addressed. We need more women and those from protected characteristics at all levels in our organisation.”*

*“Need to acknowledge difficulties women face going through perimenopause/menopause and have support measures to help them through this phase. Women should not feel its a battle to get their line manager to understand or to have reasonable adjustments agreed. There are roles they are just unable to fulfill during this time - don't make women feel they are incompetent during this time. They still have the knowledge / skills they have developed over extensive career.”*

*“There needs to be a better process for those pregnant/injured and on restricted duties. For instance, women who are pregnant but at the early stages, and which point they do not want to tell people. At present, it is immediately obvious to anyone who looks at SCOPE that the person is on restricted duties. This should be made confidential rather than being visible on SCOPE. That way the woman can decide when and how she tells people, and offers some protection should there be complications.”*

*“PS need to deal with hard topics like single parents and those living with addiction. These are never area's covered in terms of staff welfare or any kind of protected characteristic.”*

*“I think the form that diversity training currently takes (CBT) should be reviewed. It is too easy to complete without learning anything (especially if it's being done in the office - people are always under pressure in their place of work - it's easier just to ask others for the answers).”*

*“Have a more family friendly policy within a control room setting. I left due to the demands of working shifts after having my daughter. I did apply for numerous other posts with Police Scotland and did not get an interview for any of the posts. I had 13 years control room experience. I know of a few control room staff who have left due to the shift pattern not being family friendly and being told that certain work plan are not able to be facilitated.”*



## Race/ethnicity

In this section, all of those who identified as belonging to ethnic groups except the 'White British' (Scottish, English, Welsh, Northern Irish, British) group have been combined into an 'minority ethnic' group for purposes of comparison. Comparison has been done between these two groups on a number of selected questions and statements. Of the 542 respondents, 7.9% (43) people identified as belonging to a minority ethnic group, compared to 90% (488) who identified as White British. A further 2% (11) chose 'prefer not to say'.

### Training and Development

Training and Development	White	Minority Ethnic
Would recommend career in policing	52.9%	58.1%
Would recommend PS as employer	49.4%	53.5%
Agree/strongly agree I am satisfied with access to training & development opportunities	28.7%	23.3%
Agree/strongly agree I am satisfied with progression opportunities	19.1%	18.6%
Success at promotion	56.7%	25.0%
Received support for progression	29.1%	27.9%
Agree/strongly agree equal access to T&D	21.5%	25.6%
Agree/strongly agree equal encouragement for talents & abilities	18.6%	18.6%
Agree/strongly agree promotions are based on merit and ability	11.1%	11.6%

For those who said that they would not recommend a career in policing, or PS as an employer, some of the reasons given that specifically related to ethnicity as a protected characteristic, included:

*“Most people from ethnic minority background don't feel they belong here and they feel that the colour of their skin and accent is a hurdle when it comes to their progress. The interview process for these member of staff is not fair and not transparent. Our interview panel need to be more diverse. Furthermore, the interview process seems to be designed to attract and progress people from white background only.”*

*“The police are corrupt, racist and Islamophobic and I would never want my family and friends to go through what I did.”*

*“Based on my experience I could not recommend policing as a career as THERE IS NO LEVEL playing field for BME officers.”*

*“The career opportunities within PS are fairly limited for visible minority ethnic officers. White officers who form part of a clique are given all the development opportunities. Whilst I see lots of activities on the go supporting the recruitment of BME officers the organisation has NO PLAN re progression. Why does PS not have a 'Positive Action Careers Coach'. The organisation only has one senior visible BME leader, why is that? The vast majority of the Force Executive have been in PS for sometime and it is only now that they have been shamed into prioritising the race agenda. I've been to their 'Truth to Power sessions' where once again we recount our traumatic experiences, but where is the action? “*

*“Daily racial micro aggressions, Pack-like canteen culture. Can't report mistreatment and bad behaviour as shift will turn against you.”*



## Flexible Working and Equality

	White	Minority Ethnic
Request refused for flexible working	15.8%	9.3%
Request refused for reasonable adjustments	11.5%	9.3%
Agree/strongly agree arrangements for flexible working are adequate	38.7%	46.5%
Agree/strongly agree reasonable adjustment arrangements are adequate	35.0%	46.5%
Agree/strongly agree line managers consistent re. flexible working	13.3%	27.9%
Agree/strongly agree line managers consistent re. reasonable adjustments	14.8%	25.6%
Agree/strongly agree staff on flexible/reasonable adjustment arrangements adequately supported by managers	25.0%	30.2%
Agree/strongly agree staff on flexible/reasonable adjustment arrangements adequately supported by colleagues	27.0%	32.6%

## Diversity and Inclusion

	White	Minority Ethnic
Feel I belong(ed) in PS	68.4%	62.8%
Agree/strongly agree PS is committed to equality, diversity and inclusion	54.5%	46.5%
Agree/strongly agree people of all cultures, ethnic groups, and characteristics are welcomed within the organisation	70.9%	48.8%
Agree/strongly agree people are comfortable talking about their background and cultural experiences with colleagues	45.9%	27.9%
Agree/strongly agree employees of different backgrounds, cultures and characteristics interact well with each other	62.7%	48.8%
Agree/strongly agree racial, ethnic and religious jokes are not tolerated within the organisation	59.8%	44.2%
Agree/strongly agree PS provides an environment for free & open expression of ideas, opinions & beliefs	29.5%	25.6%
Experienced discrimination	28.3%	48.8%
Experienced harassment	25.6%	34.9%

For those from a minority ethnic background who said they felt they did not belong in PS, some reasons given were:

*“Unfortunately I feel the colour of my skin and accent is a hurdle standing against my progress. I can feel that management stand every time against my progress whatever opportunity available is given to colleagues first. Such opportunity is only given to me whenever no one is interested or there is an extra place.”*



*“There is always a sense of ‘being different’. A small minority have passed comment on my protected characteristic and it being used as a ‘tick box’ exercise giving me the feeling of not belonging rather than recognising me for my merit. Although PS may try welcome everyone, not all colleagues do.”*

*“The racism and bullying made me feel like I didn't belong.”*

*“How many officers are being investigated for racists crimes? How many of us raised issues at the Truth to Power sessions, but we don't have the confidence to raise a grievance? The organisation has taken a neutral position re Black Lives Matter- this is utterly unacceptable.”*

*“Muslim officers bullied for praying, yet you can take many cigarette breaks un questioned. Many white officers constantly tell stories of how BME candidates get through recruitment easier , and are of a poorer quality of candidate because of this. Leads to widespread bullying and people making you feel unwelcome. Supervisors can bully you with impunity, as they use performance management techniques as a cover for bullying you. If a complaint is made by you against your supervisor, they will destroy your character to discredit you.”*

*“Career progression is still based on nepotism and cronyism.”*

For those who said they had experienced discrimination or harassment due to their protected characteristics, some examples that specifically related to ethnicity as a protected characteristic, included:

*“I was verbally and physically abused for being different and a Muslim. (details removed to protect anonymity).”*

*“Being made fun of and picked up by some colleagues due to my accent and place of birth.”*

*“Colleagues of various police ranks asked where my name came from as well as how dark my skin was. A colleague once asked me (details removed to protect anonymity) I had many comments over the years but never raised a complaint as it was treated as just a joke.”*

*“Racial Verbal abuse, discriminatory unfair performance management techniques, having extra training and development blocked for no good reason, having job applications blocked for no good reason, having religious holidays blocked for no good reason, racist jokes made by supervisors, alcoholic drinks given to me in staff night outs as a prank when I don't drink, officers shouting that they want a white only officers association as its unfair that BME officers get one, taken out in a car and interrogated by shift for taking part in a diversity initiative, actively been told that if I put in a complaint they would group together to make a complaint against me, humiliated for eating halal food, given sub standard meals by operational planning when asking for a halal meal.”*

*“Offensive comments regarding religion included being told that islam is a backward religion and women are treated as second class citizens before being quizzed as to why I don't wear the ‘hajib or burqa’.”*



## Senior Leadership

I agree/strongly agree that:	White	Minority Ethnic
Equality, diversity and inclusion is a priority for senior managers	34.8%	39.5%
There are leaders here that I can relate to	46.3%	51.2%
I am included in decisions that affect my work	25.8%	37.2%
I feel supported by my manager on issues of equality, diversity and inclusion	39.1%	41.9%
I feel supported by the senior leadership (Superintendent and above) on issues of equality, diversity and inclusion	24.8%	27.9%
Senior leaders and managers encourage staff to engage in safe discussions about issues related to equality, diversity and inclusion	20.1%	23.3%
Senior leadership is equipped to effectively manage a culturally diverse workforce	19.7%	18.6%

When asked what PS does well in relation to equality, diversity and inclusion, some comments from those from a minority ethnic background included:

*“Police Scotland has improved equality, diversity and inclusion and that is visible within the organisation at the lower ranks. There are very few diverse officers in positions of rank.”*

*“PS, as an organisation, works hard at equality and diversity, as does the senior leadership team. It has clear policy and procedures in place and all new policy and practice is tested to be “diversity” proof. In this way, PS seeks to embed and weave equality, diversity and inclusion through everything it does.”*

### *Positive Action Team*

*“It has correct policies in place to recruit diverse staff and officers but does not retain them due to these policies not being implemented at a local level when needed.”*

When asked how PS can become a more inclusive and diverse organisation, some comments from those from a minority ethnic background included:

*“I believe the recruitment process to attract candidates from BAME background was seriously flawed by the persons charged with the responsibility to drive this forward.”*

*“Better support mechanisms for diverse officers especially when it comes to victims of hate crime and also support for cultural needs. PS should be promoting to officers and staff the ability to change their public holidays to suit other religious and national holidays.”*

*“1. The Chief Constable has to admit publicly that there is a racism problem within the organisation.  
2. Develop a support system both internally and externally whereby people can report things and be supported.”*

*“Focus on a balance of BME staff according to BME communities in area policed , I believe we fall well short of that target.”*

*“More contact from senior management to ethnic minority officers on individual basis.”*



*“They need to work more with diversity staff associations and prioritise racial discrimination , they need to URGENTLY make a SOP which protects BME staff members who make a complaint of discrimination by moving them immediately to another force area , to a trusted chief inspector who will ensure their welfare and fair treatment whilst complaint is ongoing, and to ensure that canteen-culture-informal staff networks don't tarnish the BME victims reputation at a new station.”*



## Appendix 2: Glossary

<b>ACC</b>	Assistant Chief Constable
<b>ACPOS</b>	Association of Chief Police Officers in Scotland
<b>ALP</b>	Accelerated Leadership Programme
<b>ASPS</b>	Association of Scottish Police Superintendents
<b>BAME</b>	Black, Asian and Minority Ethnic
<b>BME</b>	Black Minority Ethnic
<b>BTP</b>	British Transport Police
<b>BTPA</b>	British Transport Police Authority
<b>C3</b>	Contact, Command and Control Division
<b>CIMplexity</b>	Critical Incident Management training
<b>CIPD</b>	Chartered Institute of Personnel and Development
<b>CRER</b>	Coalition for Racial Equality and Rights
<b>CVF</b>	Competency Values Framework
<b>Dame Elish Review</b>	The Independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing
<b>DCC</b>	Deputy Chief Constable
<b>EAP</b>	Employee Assistance Programme
<b>EDI</b>	Equality, Diversity and Inclusion
<b>EDIE</b>	Equality, Diversity and Inclusion in Employment
<b>EDI&amp;HR SOB</b>	Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board
<b>EFQM</b>	European Foundation for Quality Management
<b>EqHRIA</b>	Equality and Human Rights Impact Assessment
<b>HMICS</b>	Her Majesty's Inspectorate of Constabulary in Scotland
<b>IRG</b>	Independent Review Group
<b>iVPD</b>	interim Vulnerable Persons Database
<b>LGBTI</b>	Lesbian, Gay, Bisexual, Transgender and Intersex
<b>LGBTQ+</b>	Lesbian, Gay, Bisexual, Transgender, Queer and others
<b>MI</b>	Management Information
<b>NISAG</b>	National Independent Strategic Advisory Group
<b>NPCC</b>	National Police Chiefs Council
<b>PAT</b>	Positive Action Team
<b>Phase 1 Report</b>	Phase 1 of our Thematic Inspection of Police Scotland's Training and Development
<b>PIRC</b>	Police Investigations and Review Commissioner
<b>PLDP</b>	Police Leadership Development Programme
<b>PPCW</b>	Prevention, Partnerships and Community Well-being Division (previously known as Safer Communities)
<b>PQ</b>	Performance Questions
<b>PS</b>	Police Scotland
<b>PSA</b>	Police Superintendents' Association
<b>PSD</b>	Professional Standards Department
<b>PSET</b>	Police Scotland Standard Entrance Test
<b>SCoPE</b>	System to Coordinate Personnel and Establishment
<b>SEMPER Scotland</b>	Supporting Ethnic Minority Police staff for Equality in Race Scotland
<b>SMHFA</b>	Scottish Mental Health First Aid training
<b>SMT</b>	Senior Management Team
<b>SPA</b>	Scottish Police Authority
<b>SPF</b>	Scottish Police Federation
<b>SPMA</b>	Scottish Police Muslim Association
<b>SWDF</b>	Scottish Women's Development Forum



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### **About Her Majesty's Inspectorate of Constabulary in Scotland**

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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