

**The Sheku Bayoh Public Inquiry**  
**Witness Statement**  
**Fiona Taylor QPM**

A Rule 8 request letter was issued to me by the Inquiry on 28 March 2024. This statement is provided to answer the questions in the request.

**Roles and responsibilities**

1. I joined Police Scotland in July 2018, initially as the Local Policing DCC. I retired from Police Scotland on Friday 9 February 2024. I transferred to the People and Professionalism portfolio within a few months of my appointment. I was appointed the Designated Deputy Chief Constable under the Police and Fire Reform (Scotland) Act 2012. I remained in the Professionalism portfolio until August 2023.

Professionalism was always a key aspect of the portfolio, which also always included Legal Services, Corporate Communications and Policy and Strategy. Transformation and Change became part of the Portfolio, when People moved across to Corporate Services. In January 2023 or thereabouts, the Policing Together portfolio was created and became part of my broader DCC portfolio, titled Professionalism, Strategy and Engagement.

In August 2023, on the retirement of Chief Constable Sir Iain Livingstone, I became interim Chief Constable (Deputy Chief Constable, Designate) until CC Jo Farrell took up post in October 2023. From October 2023 until February 2024, I remained DCC Designate with the key role of supporting CC Farrell's induction into Police Scotland.

**Accountability and discipline**

2. I had line management responsibility for ACC Professionalism, who had delegated from the Chief Constable day-to-day responsibility for Professional Standards. I had regular meetings with then ACC Speirs who held this portfolio to understand emerging trends and themes in respect of misconduct and complaints. Also, I ensured we were aware of national trends, events and were responding to national reviews and reports.

3. I set up the Equality, Diversity and Inclusion (“EDI”) oversight board in March 2021 to bring together internal and external aspects of new and ongoing activity to counter discrimination and to focus on the issues of equality, diversity, and inclusion.

The oversight board consisted of chief officers from across Police Scotland as well as external interested parties being: HMICS; the Scottish Police Authority, members of the Independent Review Group that had been created following the Dame Elish Angiolini Independent Complaints Review in 2020; statutory and non-statutory staff organisations; colleagues from People & Development (“P&D”); and colleagues from PPCW (the Partnership, Prevention and Community Wellbeing portfolio) which was tasked with coordinating community facing EDI activity. The National Police Chiefs Council chief officer responsible for creation of the England & Wales Race Action Plan was also invited to attend so we could learn and share good practice with colleagues in Home Office Forces.

4. In 2019 and 2020, I spoke with many Black and Asian colleagues through focus groups set up by SEMPER Scotland. Police Scotland created an action plan to address issues they raised, which included support through the training and probationary period, access to training courses, recognising their exposure to micro aggression – issues that were not necessarily conduct or discipline related, more often around organisational culture. My ambition was to positively impact on organisational culture, including supporting officers and staff to have the confidence to speak up in a hierarchical organisation and challenge poor and inappropriate behaviour.

I ensured that the Standard Entrance Test was reviewed to ensure it did not discriminate against those whose first language was not English and I placed Black and Asian colleagues in the probationary training team.

Where misconduct was identified, for example, the use of racist language or bullying directed towards minority ethnic officers, this was addressed by PSD, with charges brought or conduct processes instigated where appropriate.

Cultural change is a long-term activity.

5. Not to my knowledge. On joining Police Scotland one of the first actions I gave ACC Speirs (who was ACC Professionalism and Assurance) was to review conduct statistics to identify whether there was disproportionality so far as officers from Black and minority ethnic

backgrounds were concerned. I was reassured to find there were not. However, I am aware that individual officers from a minority background could and did feel that their treatment by and relationship with Professional Standards was not always as informed and empathetic as it might have been. This is why we introduced enhanced implicit bias training into PSD around 2020.

6. The policies and strategies around the use of force fall within the Operational Support Portfolio which sits with the DCC for Crime and Operations.

(ii), (iii) and (iv) – I cannot, at this time, recall which policies and strategies were in place, but officers and staff would have received training on these topics during initial probationer training, and further specialist training relevant to their role later in their careers.

The Probationer training program sits within Professionalism and my former colleagues in the training department will be best placed to comment on the evolution of this programme.

(v) Complaints handling – This sits with PSD, with review and oversight from the PIRC.

As far as discipline is concerned, where behaviour and conduct did not meet the Standards of Professional Behaviour, this is dealt with by PSD who investigated and progressed cases as appropriate.

It is important to stress that police officers and staff will make honest mistakes. Where this occurs there are alternatives to discipline, i.e. opportunities to enhance an individual's standards of professionalism such as by providing additional training or support. Not every mistake warrants discipline.

Where conduct is serious, involving, for example intentional dishonesty, then PSD would have a role. Police Scotland had a zero tolerance approach to racist behaviour.

### **Sheku Bayoh Gold Group**

7. DCC Professionalism took responsibility for senior leadership oversight of significant legacy matters.
8. This Gold Group had been formed prior to my appointment to Police Scotland. The Gold Group was concerned with issues including: community engagement; the overview of

ongoing legal matters; overview of any internal investigations and processes; situational awareness of ongoing media coverage; and the welfare of the officers involved.

9. No. Decision making on conduct matters is delegated from the Chief Constable to the ACC Professionalism. ACC Professionalism has the day-to-day oversight of professional standards. As Chair of the Gold group, my responsibilities were more strategic.
10. The ACC Professionalism would be better placed to provide or confirm the details of any disciplinary proceedings in relation to officers.

I made the decision that an undertaking would not be provided to the Inquiry that officers giving evidence would not face conduct proceedings. The rationale for my decision is set out in my letter dated 25 March 2022.

### **Police Scotland culture**

11. Every organisation has its own culture, many have subcultures. Injustice and discrimination persist across all organisations, sectors, and society as a whole.

Police Scotland which was formed from 10 legacy organisations is not immune from this. There is prejudice and bad behaviour within policing, this has been highlighted by court and conduct cases, various independent reviews and by listening to our own officers and staff, including in focus groups attended by myself. Where discrimination was found to have occurred, it was rightly of great concern and was utterly condemned. Police Scotland has taken action to tackle sexism and misogyny, racist behaviour and other discriminatory activity.

12. With approximately 23,000 people in Police Scotland leadership was key, particularly at first- and second-line manager level. 'Your Leadership Matters' training was introduced for every police leader, officer and staff, to encourage inclusion and collaboration. EDI is a central part of this training. This was introduced to develop and enhance existing training and to provide further leadership training to first and second line managers. I also worked with non-statutory (Diversity) staff associations to enable them to raise matters of concern directly to a designated Chief Officer. This included: SEMPER who represent black and minority ethnic colleagues; the Scottish Women's Development Forum; the Scottish LGBTI Police Association; Christian Police Association; Muslim Police Association; and the Disability and

Carers Association. There was also an anonymous reporting mechanism, Integrity Matters, into PSD.

13. Discipline and professional standards have always had a place within the police service. Within PSD, there was a real focus on organisational learning and feeding good practice back into divisions and the wider organisation.

In terms of any PSD investigation, there was an absolute commitment to a transparent, independent and highly competent investigation. PSD was restructured to ensure this was the case.

Police Scotland, through enhanced Probationer Vetting is very rigorous in vetting those who join the organisation.

There has been considerable internal proactivity in regard to the education of police officers as to the standards of professional behaviour expected of them. There was a real push to increase the understanding and awareness of professional standards internally. We have increasingly seen constables calling out inappropriate behaviour of their supervisors. There is now more confident and appropriate challenge where standards of behaviour are not being met. The organisation continues to encourage the appropriate challenge of inappropriate behaviour that falls below expected professional standards.

Police Scotland must continue the efforts that have already started. This means evaluating what has been done and considering next steps. This is about creating an organisation with a culture that values every member. Recent developments must be consolidated and enhanced in order that discipline processes are coherent, fair, trusted and effective.

14. It is too simplistic to talk of a 'culture' given the size and complexity of the organisation. There were times when internal complaints were not handled as well as they could be, but there are now more routes to escalate and air these complaints. PSD have received additional training in relation to implicit bias. An ambitious leadership development programme, based on improving organisational culture was being rolled out to around 5,000 leaders from chief officers, to sergeants and police staff equivalents.

As far as members of the public are concerned, PSD were restructured to handle complaints nationally thereby reducing the risks of conflict locally (in terms of local officers dealing with

complaints concerning members of their own team) and improving the consistency of complaints handling. Complaint handling is also subject to PIRC oversight.

15. Not that I was aware of. Experienced constables have a responsibility to tutor, coach, and mentor probationers. The probationary training programme was updated regularly. The views and experiences of divisional colleagues remains fundamental to the development of the probationary programme. Former colleagues from the Training Department would be best placed to speak to the development of the probationer training programme.
16. I joined Lincolnshire Police and was seconded to the northwest of England for a period of time with Her Majesty's Inspectorate of Constabulary (inspecting Basic Command Units). I transferred to Lothian and Borders, where I was promoted to Superintendent. I transferred to Strathclyde Police as an Assistant Chief Constable, then to the Metropolitan Police on promotion to Deputy Assistant Commissioner. I resigned from the Met in 2017, and subsequently joined Police Scotland. I've always found there to be more similarities than differences between police services as in my view for most serving officers, policing is a vocation.

What I found in Police Scotland was a compassionate service, where colleagues expressed genuine pride to be part of the organisation and where the vast majority of officers and staff comported themselves incredibly well and in accordance with the organisation's values. Bringing all 8 territorial forces together created very high levels of operational competence, and the organisation rightly was proud of this. The effectiveness of Police Scotland during the COVID pandemic is a really good example of competence and compassion.

Every police officer in Scotland starts as a constable. This is not necessarily the case in England or Wales. It means there is a common understanding of the privilege it is to be a police officer. You create a real understanding of the organisation as everyone has the same starting point at the beginning of their career and is trained at the same place, the Scottish Police College. It reinforces the ethos that the Scottish Police Service exists to serve every community in the country.

I was very impressed with the effectiveness and energy of the non-statutory staff associations, who would highlight concerns or issues – individual and systemic, and were then very willing to work collaboratively towards solutions. Black and minority ethnic staff in particular were very courageous. They would speak directly to me about issues that affected them or their colleagues.

One finding from Police Scotland's staff survey was that the level of public service ethos amongst officers and staff in Scotland was higher than that in comparative forces in England and Wales. This mirrored my own experience.

17. Yes, occasionally – I'd become aware through the auspices of PSD and via SEMPER Scotland. Such allegations would be investigated.
18. It means that the organisation and everyone in it should be proactive with zero tolerance for any kind of discrimination, bullying or harassment. It means a collective effort to be permanently proactive and accountable for the prevention of discrimination, the advancement of equality of opportunity and for fostering good relations between and within the organisation and with the public. It means challenging and addressing the existence and workings of racism at personal, cultural and institutional levels.

Colleagues within the organisation should act at all times in accordance with Police Scotland values. Policies and procedures should be regularly reviewed to ensure that they enable equal treatment, fairness and unbiased decision making.

Police Scotland should prioritise anti racism training for all officers and staff, and that training and education should be ongoing, of high quality and rigorously evaluated.

In addition, there should be independent external evaluation and oversight, such as that provided by the Independent Review Group (IRG) set up following the Dame Elish review and the SPA to ensure that the outcomes described in the EDI strategy and associated documents and implementation plan are delivered and their effectiveness assessed.

19. I joined police Scotland in July 2018 so I am not able to describe the position before then. I am aware of the policies that were in place from 2018. The routine follow up and evaluation of these policies has been developed and enhanced more recently.

### **Institutional racism**

20. I would adopt the interpretation/position as set out by the Chief Constable in his statement to the Police Authority, which we worked on together, on 25 May 2023 which speaks to institutional racism.

21. (i) Sir Iain Livingstone;

It was ultimately the Chief's decision whether to make the statement that the force was institutionally racist and discriminatory. The Chief and I discussed and debated the issue at some length. My view was that I thought that the evidence was compelling and that the Chief should make the statement on institutional discrimination. The Chief Constable agreed.

- (ii) you;

As part of the Professionalism portfolio, the Chief Constable had asked me to enhance our understanding of EDI and improve our response to diversity and inclusion. That was a key part of my role. I was involved in discussions with the Chief Constable and the wider force executive.

- (iii) former ACC David Duncan.

David was brought in to lead the Policing Together portfolio in January 2023. David was involved as part of the conversation with the Professional Reference Group and the wider force executive.

22. Beyond those mentioned above, the other Deputy Chief Constables and Deputy Chief Officer were involved in the discussion and consulted in the decision making.
23. The Professional Reference Group (PRG) were a key component in our decision making. Members brought an academic and cultural perspective along with lived experience. They also brought policing perspectives from inside and outwith policing in Scotland and elsewhere.

The PRG were fundamental to maturing our understanding of the concept and how it applied to Police Scotland. The PRG were part of the process in the lead up to the decision. The Group facilitated debate on Black history in Scotland and on research they had carried out and that they were familiar with. Duncan Campbell the Chief Legal Officer, Maria McGuire KC and her Counsel team were involved in the work of the PRG.

Also taken into consideration was the National Police Chief's Council (NPCC) Race Action Plan and other reviews across policing, for example: Baroness Louise Casey's interim report; Dame Elish Angiolini's (as she was then) report; and the MacPherson report.



We considered the engagement work that had gone in to creating the various elements of EDI strategy and the findings of a recent staff survey. What our colleagues and external communities told us was that Police Scotland wasn't always providing equity in service and experience either internally or to the public.

24. As part of the Inquiry the Chief Constable accepted there was a systemic issue in terms of a lack of awareness of EDI issues at an institutional level and he committed to address this. Police Scotland had not always understood the importance of being able to communicate effectively across different cultures. This was an institutional matter and it was recognised that further training was required on these issues.

There was organisational learning going on in relation to various other aspects of the events of 3 May 2015. A number of police procedures have been enhanced and improved, but other witnesses will be better placed to give evidence on the detail of this.

25. There were concerns being shared with myself and other chief officers by those representing colleagues with protected characteristics. This included that officers with protected characteristics were often being treated in a far from equitable and satisfactory manner. The non statutory staff associations told us that in the experience of their members within Police Scotland there was often room for improvement. There were occasions where colleagues' treatment was sub-optimal and this often had a deep and lasting impact on them and the police service.

We had to do more to attract and retain Black and Asian staff and there was concern that officers who had utilised the Positive Action Team as they were recruited into Police Scotland were, for example, being stigmatised by a perception that had joined through 'an easy route'.

We were also aware that across the country some communities were not being provided with the quality of service that was their right.

26. There were meetings with the Chief Constable that I attended. I attended the PRG where this was discussed. The Chief Constable would engage with the PRG reasonably regularly. There were also meetings with the other Deputy Chief Constables and Deputy Chief Officer where this issue was discussed.

The Police Authority were briefed as were the wider Force Executive prior to the statement being made.

27. I joined Police Scotland in 2018. The issue of institutional racism and discrimination is a longstanding one that in my view pre-dates the creation of Police Scotland and is not restricted to Police Scotland or indeed to policing. It is a societal issue.

As I have said before, our minority communities were not being best served by their police service.

### **Policing Together strategy**

28. The Policing Together Strategy, Police Scotland Equality, Diversity and Inclusion Strategy 2022/26 outlines the action Police Scotland is taking to champion equality and inclusion so that the organisation tackles discrimination and becomes a Service where every officer and member of staff can flourish and thrive with the knowledge they are welcome and valued for their true and authentic selves

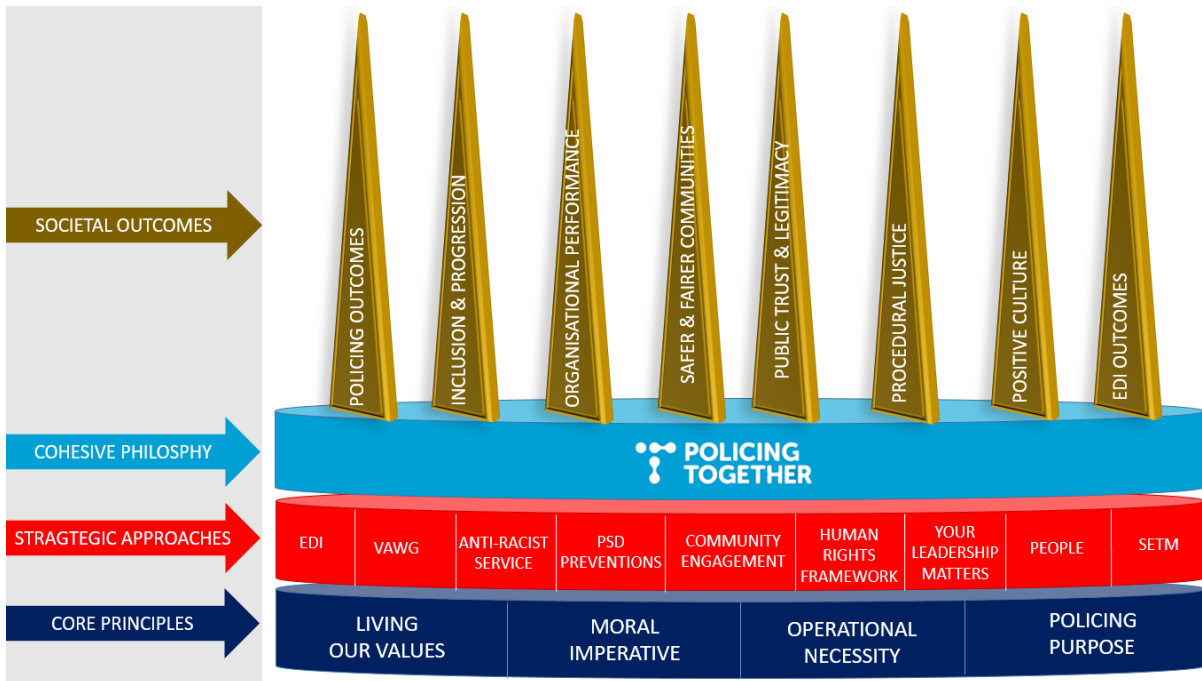
Policing Together, which launched on 30 September 2022, was the portfolio through which the strategy could be given effect along with the other elements of EDI activity and cultural change within Police Scotland.

Policing Together sought to ensure PSoS values of integrity, fairness, respect and a commitment to upholding human rights lie at the heart of all we do. In order to build and maintain the bond of trust, which underpins our legitimacy to police with and for the public, it is vital to challenge discrimination internally and externally – and challenge behaviours, attitudes and actions.

Through listening to our officers and staff and from other sources, we knew there was much work to do in order to ensure Police Scotland better represents and reflects the communities it serves. Inclusion is an operational necessity and morally the right thing to do. As such, engagement at a strategic and tactical level with a wide range of diversity staff associations supports delivery of Policing Together; by listening to those who have experienced discrimination and racism, recognising where it persists and fully understanding what an anti-racist police service must be and do. This approach was due to be strengthened by a new Diversity Staff Association Collaboration Group, chaired by Deputy Director of People and Development

Policing Together provides a focal point and platform to share the significant work already undertaken across the whole of Police Scotland, as well as bringing additional energy and direction to equality, diversity and inclusion imperatives.

The schematic below illustrates how Policing Together encapsulates the organisations strategic approach which flow from our core principles, as well as the anticipated organisational and societal outcomes.



### Governance Structure

Following the launch of the Policing Together Strategy, there was a refresh of existing structures to provide a consistent naming convention across the EDI landscape. The EDI & HR SOB was renamed the Policing Together Strategic Oversight Board (PT SOB).

In February 2023, a new ACC portfolio was created to deliver on Policing Together. The creation of this portfolio aimed to ensure the organisation continues its momentum and gives sustainable and tangible effect to the commitments within the Policing Together strategy.

Following the formation of the ACC Policing Together portfolio, a PT Tactical Group was proposed, to help streamline the business flowing through the PT SOB.

There were four main sub-groups supporting and feeding into the PT Tactical Group;

- Policing Together Community Group
- Policing Together Colleague Group
- Policing Together Implementation Group
- Policing Together Performance and Impact Group

A Policing Together Performance and Impact Group was established to ensure effective delivery of Police Scotland's legislative and voluntary performance reporting responsibilities in the area of Equality, Diversity and Inclusion.

In addition the Group was to consider the insights and measures available seeking to capture, monitor and measure the impact and outcomes of EDI activity at a national and local level. The group looked to develop data and insights to support EDI performance tracking and reporting and with a suite of key performance dashboards. Part of the remit of the Group is to provide advice to promote and improve outcome focused reporting ensuring consistency and a corporate approach in how information is presented. In addition, various Short Life Working Groups report directly to the PT Tactical Group, PT SOB, or via the sub-groups. The PT SOB also benefits from independent scrutiny in the form of the Policing Together Independent Review Group (IRG).

The four pillars which underpin the work of the Policing Together programme going forward are;

- **Leadership** - Meaningful and sustainable change requires persistent focus and leadership. We recruit and promote people who share our values and behaviours and give officers and the staff the tools and skills they need to lead culture change. Cultural change is everyone's responsibility and will be driven by leaders across the organisation.
- **Training** – Seeks to address racism, misogyny and all forms of discrimination within policing in Scotland. We recognise the majority of officers and staff act in accordance with our values and standards every day. We also know that to continue to deliver excellent service in an ever changing world, there is more we can learn about ourselves and others through continuous professional development.

- **Communication** – Corporate Communications have commenced an organisation-wide behaviour change campaign which over time, will positively impact on organisational culture. This is a long term approach with campaign objectives split across three phases.
- **Prevention** - The way we conduct ourselves, both on and off duty, is fundamental to maintaining public confidence and essential to policing by consent.



## Leadership

Culture change cannot be delivered solely through a communication campaign. Leaders within Police Scotland have a professional, moral and personal duty to drive the change required by setting out expectations for how those under their line management conduct themselves in accordance with the values and ethics of the organisation – integrity, fairness, respect and upholding human rights.

Leaders must ensure they are creating a culture within their division or department, and among the people they lead, where everyone understands that these are the values they must live and work by.

There is an expectancy on leaders to reinforce that offensive “banter”, sexual harassment, bullying, demeaning or intimidating actions, homophobia, casual racism and, discrimination towards those with disabilities are not compatible with the values of a police officer or member of staff.

Policing is relentless and often puts officers and staff in difficult and demanding situations; many will use humour or banter as a way of coping with these stresses. However, when analysing grievances, exit interviews and survey/consultation feedback; it is clear issues persist. One such issue is claiming “it’s just banter” or “it’s just a joke” to justify or disguise offensive and inappropriate comments and behaviour to colleagues and/or members of the public.

Those entrusted with positions of leadership must lead the desired culture change. The public have a right to expect that any officer or member of staff employed by the police service in Scotland will be held to a high standard.

Your Leadership Matters (YLM) is a programme designed to enhance leadership behaviours, providing the skills and tools necessary to build teams which deliver effective policing for all our communities, underpinned by our Competency and Values Framework and with high levels of operational competence.

The three leadership behaviours defined as part of the programme are;

- Lead and Learn Inclusively
- Have the Courage to do the Right Thing
- Collaborate for Growth

YLM should benefit not only leaders themselves but everyone in Police Scotland, and those we serve. It was rolled out to senior leaders at superintendent/police staff equivalent and above in 2021. In April 2023, the programme launched to Chief Inspectors and staff equivalents. In the coming months the programme will roll-out to approximately 5000 sergeants, inspectors and police staff equivalents with line management responsibilities.

YLM is a mandatory programme that represents a significant investment in leaders and a commitment to improving the existing workplace culture. It will empower leaders to lead inclusively and proactively, creating a more diverse and inclusive working environment, so that every team member can thrive and reach their potential.

## **Training**

The learning products delivered by Learning Training and Development with an EDI focus were split into three elements; core, operational and role specific. Each aspect of training displayed the depth of support available for colleagues at different stages in their career, ensuring all officers and staff have guidance on how they can role model and lead on the changes required, ultimately delivering the commitments made in the Policing Together strategy.

A programme of work was ongoing to ensure the Probationer Training Programme, Tutor Constable training and the Staff Induction are aligned to the organisation's values and Policing Together strategic commitments. All EDI content will be quality assured to ensure that these key learning products remain fit for purpose.

Mandatory EDI e-learning was launched in November 2022, and all officers and staff were required to complete by the end April 2023. A communications plan supported the roll out of the mandatory training package, with regular reminders of the deadline. There was a requirement to complete evaluation questions, which is an important part of the learning process to understand colleague engagement for EDI matters.

The EDI e-learning module is now part of the mandatory training calendar, meaning that each year all officers and staff will have the opportunity to refresh their knowledge and re-set expectations aligned to our values and standards of professional behaviour. The module was developed using the real life experience of officers and staff and sets out the legal, moral and ethical considerations for everyone within policing in Scotland. By doing so, the training is relatable and gives the user the opportunity to consider the experiences of others.

The e-learning module has achieved independent CIPD accreditation and all officers and staff will receive a certificate on completion in 2023. Moving forward the module will have an ongoing maintenance schedule to ensure it continues to be fit for purpose.

## **Communication**

Corporate Communications supported Professional Standards Department (PSD) with a coordinated schedule of communications to bring a refreshed focus on building and maintaining professional standards and boundaries, through their Values and Standards campaign. This included a year-long focus on each of the ten legislative standards of professional behaviour,

bringing attention to each standard, explaining what they mean, why they are significant and why it is critical we adhere to them; along with real examples of behaviours which can breach them.

In addition, PSD commenced an internal publication of the outcomes of gross misconduct hearings where officers have left Police Scotland. This intranet message had been viewed more than 9,000 times by 24 April, 2023.

Police Scotland's response to the publication of Baroness Casey's review of the Metropolitan Police was published internally and externally, this outlined Police Scotland's proactive work in this area.

An internal communications plan published the findings of Police Scotland's Sex Equality and Tackling Misogyny (SETM) survey. The plan included a video message from DCC Malcolm Graham; an intranet article and a line manager briefing email.

Corporate Communications continued to align Policing Together and SETM messaging with Police Scotland's approach to tackling violence against women and girls. An internal and external communications plan was delivered to support the publication of Police Scotland's VAWG Strategy in March 2023.

In support of work being undertaken by the Policing Together Cultural Calendar Group, Corporate Communications published Police Scotland's recognition of significant milestones including;

- Online panel event to mark International Women's Day.
- Internal and external communications celebrating Ramadan.
- Internal and external communications celebrating Easter.
- Publicising the Christian Police Association's annual conference which is due to be held in May 2023.
- Promoting National Infertility Awareness Week, highlighting the support Police Scotland offers officers and staff.
- Publicising British Sign Language Week.
- Publicising Transgender Day of Visibility.



## Prevention

At the heart of Policing Together is the organisation's code of ethics and values of integrity, fairness, respect and a commitment to upholding human rights. From this, we derive a direct link to values-based policing, which reflects and represents our communities and is vital for public confidence and consent, from which policing draws its legitimacy.

A key element of Policing Together is the PSD led Preventions & Professionalism programme. This includes a governance structure with tactical and operational leads, driving prevention and awareness activities intended to influence positive cultures, whilst empowering officers and staff to appropriately challenge and report harmful behaviours. It also highlights the key role that leaders and bystanders play in robustly and proportionately addressing concerns at the earliest opportunity, and the support available to do this. Part of this programme includes the previously mentioned Standards of Professional Behaviour campaign as described below.

The Standards of Professional Behaviour campaign was a focussed year-long initiative which launched in November 2022, supported by Corporate Communications, Corporate Engagement Team and Learning, Training & Development. Each month there was a spotlight on one of the 10 standards, providing relatable context of the behaviours expected of officers and staff alongside examples of actions that fall below these.

Planning takes cognisance of seasonal or wider events that correlate with a particular standard. E.g. The Fitness for Duty standard was published over the festive period, with increased likelihood of social events. Activity also includes:

- Circulation of physical posters each month to all local policing, specialist/corporate divisions and force training centres, ensuring key messaging is visible to the whole workforce.
- Significant programme of training/awareness inputs on recurring themes and issues (use of social media and online chat forums), delivered by PSD Learning & Improvement team, delivering 25 sessions reaching over 1000 colleagues.
- Engagement with LTD to include reference to the standards across various training courses, including probationer training, focussing on a particular theme more relevant to the topics and roles involved.

- Key note speakers at Extended Leadership Forums (held in each region) reinforce the overall objective of the campaign and the responsibilities placed on line managers to demonstrate these standards and challenge behaviours which don't. PSD Preventions team provide a stand at these events, providing further support and guidance on how to approach difficult situations.
- Leadership inputs delivered to Senior Leadership Forum, Commanders meetings, staff associations and ASPS.
- Information and relevant links to further guidance and information included in the Line Managers toolkit, circulated regularly for awareness.
- Supporting Local Policing Commanders in preparation of local Scrutiny Boards, providing information intended to reassure the public of our continued efforts to maintain high standards across the service.
- Benchmarking and considering opportunities for learning and improvement, reviewing valuable evidence and insights contained with the Baroness Casey Review of Culture & Standards and the HMICFRS review of vetting, misconduct and misogyny in policing (England & Wales).

The campaign has already led to a number of PSD policy developments, intended to improve the ability to quickly identify and respond effectively to concerns.

Internal and external reporting is being monitored in relation to the actions/behaviours of officers, identifying notable links or good practice attributed to increased confidence to report concerns.

A number of training tools are currently available –the 'How To' learning platform has an array of training material including those which focus on creating a positive workplace and equality, diversity and inclusion. The site also offers learning on the Equality Act for leaders and managers – what they need to know and do to create a positive workplace and ensure compliance with the Equality Act 2010. Corporate Communications are assessing how these tools can be embedded into the Policing Together Campaign.

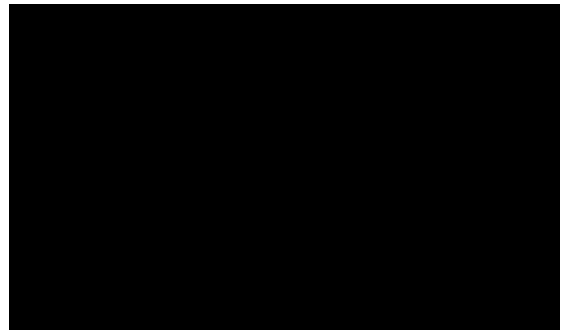
29. I was the Chief Officer lead with strategic oversight. I was involved in the creation of the strategy, and the creation of the different elements of Policing Together. I advocated for the creation of a bespoke ACC portfolio for Policing Together to give operational effect to the strategy and to the broader policing ambition while maintaining focus on delivery of the

programme. I continued with this strategic oversight until I became the interim Chief Constable.

30. Policing Together was a significant campaign, which was not designed to be quickly delivered. Achievements included delivering the strategy itself, along with an associated implementation plan, creating a bespoke ACC portfolio, initiating the activity highlighted under Policing Together, ensuring that the voices of colleagues were amplified and that colleagues from diverse backgrounds could come together to influence senior leaders. A key achievement of the programme has been to stress and reiterate the fundamental importance of inclusion and diversity to Police Scotland and to policing in Scotland.

Ultimately the success of Policing Together will depend on genuine ongoing commitment from Police Scotland. It is too early to properly assess the success or otherwise of the strategy. It is imperative that Police Scotland continues to embrace Equality Diversity and Inclusion to achieve the ambition of Policing Together.

31. I believe the facts stated in this witness statement are true. I understand that this statement may form part of the evidence before the Inquiry and be published on the Inquiry's website.



Date...22 April 2024.....

Signature of witness.....