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RULE 8 STATEMENT OF DEPUTY CHIEF CONSTABLE SPEIRS, POLICE SCOTLAND

Alan Speirs, Born [REDACTED]/1968

Question 1 Please summarise the roles you occupied from when you joined Police Scotland in 1988 to your current role.

Question 3 Please explain in more detail your current role, if any, in overseeing Police Scotland's protocols and practice in relation to monitoring and addressing discrimination in policing.

1. I am currently Deputy Chief Constable within Police Scotland with responsibility for People, Professionalism, Strategy and Engagement. In addition, I am the Senior Information Risk Owner (SIRO).

ROLES IN POLICING PRIOR TO CURRENT ROLE

2. I commenced my policing career in 1988 and over the 15 years which followed I carried out a number of roles, largely in operational policing combining uniformed roles with detective and intelligence roles.
3. During that period, I was seconded outside policing carrying out 2 seconded roles linked to the Local Authority.
4. I was promoted Superintendent, Head of Force Communications (Strathclyde Police) in 2009 and in 2011 temporarily promoted Chief Superintendent with responsibility for Operational Support Division.
5. Substantively promoted in the rank in 2012, I fulfilled roles as Local Policing Commander for Renfrewshire & Inverclyde, Head of our C3 function and then Head of Professional Standards in 2016.
6. As Local Policing Commander I had responsibility for over 800 officers serving the communities of Renfrewshire & Inverclyde with oversight of all policing rated matters.

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7. As Chief Superintendent, Head of C3 (national division) I had responsibility for the daily operational running of all service centre and area control room facilities. This included our Force Overview function whereby Duty Officers at the rank of Inspector had initial command responsibilities for all critical incidents across Scotland, the primary functions operated from Bilston Glen in Edinburgh, Govan in Glasgow, and Dundee.
8. At the time of the tragic death of Sheku Bayoh I was Head of our C3 function.
9. In August 2016 I undertook the role of Head of Professional standards, I had responsibility for all Complaint, Conduct and Corruption matters as well as Force Vetting and at that time reported directly to the Deputy Chief Constable (Designate).
10. In November 2017 I was appointed Assistant Chief Constable responsible for Professionalism Governance & Assurance. I assumed responsibility for Learning Training and Development, Governance Audit and Assurance, Health and Safety and Professional Standards. In addition to this I established the Public Inquiry Unit and Professional Reference Group. I was responsible for Audit and Risk, including performing the role of Senior Information Risk Owner. I also took ownership of Your Safety Matters.
11. In August 2023, I was temporarily promoted to the rank of DCC before my substantive promotion in February 2024, when I assumed responsibility for the Professionalism, Strategy and Engagement portfolio. As DCC I have the designated authority of the Chief Constable to carry out regulatory functions with regards to all Conduct related matters as set out in the PSOS Conduct Regulations 2014.
12. I have responsibility for Professionalism and Assurance, People and Development, Policing Together and Strategy and Analysis.

Question 2. Please explain in more detail your current role, if any, in relation to Police Scotland's disciplinary procedure and accountability generally

CURRENT PORTFOLIO

13. Contained within my portfolio are all people related matters ranging from recruitment to training, transfer, promotion, to absence and grievance, I oversee all people related matters led by our People and Development Director.
14. I have responsibility for all Professional Standards matters whether complaints, conduct, corruption and vetting and carry the Chief Constable's delegated authority on those matters.
15. In addition, business areas as Legal Services, Governance, Strategy, Engagement, Force Communications Audit, Risk, Assurance, Health & Safety, are contained within my portfolio.
16. I have led on Police Scotland's response to the Public Inquiry and currently lead on Police Scotland's Policing Together programme designed to improve and enhance culture within Police Scotland.

GOVERNANCE AND ACCOUNTABILITY

17. Regarding Governance, I have oversight of all Police Scotland Governance arrangements including the creation of primary boards and reporting mechanisms as they link to the Scottish Police Authority Committees. As a consequence of my portfolio, I represent Police Scotland on a number of committees as well as regular attendance at the SPA Board. Those committees include:

SPA Complaints & Conduct Committee

SPA Audit & Risk Committee

SPA Performance Committee

SPA People Committee

SPA Resources Committees

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18. The committees all meet on a quarterly basis and form part of the governance and oversight arrangements as set by the Scottish Police Authority.

HEAD OF PROFESSIONAL STANDARDS

19. As Chief Superintendent of Professional Standards, I had responsibility for all Complaint, Conduct and Corruption matters as well as Force Vetting and at that time reported directly to the Deputy Chief Constable (Designate).
20. The statutory function of my role was borne from the Police Service of Scotland (Conduct) Regulations 2014 which were introduced on 1 April 2014 alongside the Police Service of Scotland (Performance) Regulations 2014 and the Standards of Professional Behaviour.
21. To further explain my role within PSD, I would advise that by the time I took up post in August 2016, the HMICS Police Scotland - Counter Corruption Unit Assurance Review had been published (June 2016). In the months that followed I instigated significant change within Professional Standards (PSD) changing our model for complaint handling through strengthening the team, enhancing training, and introducing a number of enabling policies. Including the implementation of a new functional operating model. This included the Counter Corruption Unit, retitled to Anti-Corruption Unit, being re-positioned as a functional strand within PSD and the creation of 4 Superintendents posts, each allocated responsibility for:
 - Complaint Investigations;
 - Misconduct (Conduct and Gross Misconduct);
 - Support and Partnerships; and
 - Anti-Corruption related matters.
22. At that time, the Force Vetting Unit was under the remit of People and Development, however this subsequently changed in 2018, when the unit was returned to come under the umbrella of Professional Standards.
23. In March 2017 I introduced a National Gateway Assessment Unit (NGAU) model which allowed all PSD referrals to be gateway assessed to ensure that progression within PSD was proportionate, justified, and necessary those referrals ranged from conduct

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allegations to business interests, to notifiable associations. It is the role of the assessment unit to consider whether any referral is a PSD, People, Line Management, or welfare related matter.

24. The NGAU provided the single point of contact for all referrals submitted by local policing divisions and departments within Police Scotland regarding any issues involving on/off-duty criminality and the conduct or professional behaviour of serving police officers or police staff. Notifications to the NGAU were and continue to be received from a variety of sources including Integrity Matters, divisional reports, officer reports, intelligence reports, letters, anonymous reports, Crimestoppers and direct telephone calls.
25. The review also highlighted that Police Scotland did not have a formal 'Whistleblowing' policy which led to a review of the disclosure process. During June 2017, the Whistleblowing Policy and supporting Guidance was duly published in this regard. This was further bolstered in June 2019, when Police Scotland announced its endorsement of the independent advice line 'PROTECT' in addition to the creation of an online 'whistleblowing' reporting mechanism, to further encourage officers and staff to highlight concerns of wrongdoing. This was supported by associated internal communications, an E Learning Moodle package for all officers and staff in addition to bespoke training delivered to officers within PSD.
26. My commitment in this regard continues. The contract with PROTECT has recently been renewed, Police Scotland has endorsed the Police Anti-Corruption and Abuse Reporting Service and 'Policing Together' activity have all been key in maintaining focus in enabling and encouraging reporting to address wrongdoing, including discrimination, within policing.
27. I believe that it is very important to create an environment where people can report matters and Police Scotland as an organisation is committed to supporting anyone who has raised a concern of wrongdoing and will not tolerate their harassment or victimisation.
28. In parallel to the introduction of our Whistleblowing Policy I introduced Investigation Wellbeing Guidance and an Employee Safeguard Policy.

Investigation – Wellbeing Guidance

29. I recognised that an officer being involved in a complaint may ultimately lead to a grievance, complaint, conduct proceedings or even an Employment Tribunal can be both a difficult and emotional experience. The guidance advises officers and staff with practical advice ensuring a consistent and fair system of support is available.
30. Irrespective of the seriousness of an investigation and regardless of what standards may have been breached, being involved in an investigation can lead to stress and other psychological factors. The objective of this guidance is to support those involved in an investigation. It can be tailored to individual needs, offers consistency, supports psychological wellbeing whilst improving communication and transparency.
31. The Employee Safeguarding Policy recognises that the duty of a police officer and role of our staff often extends beyond their on duty hours. There are many instances where members of the public may use the vocation of being a police officer against them, for example, in neighbour disputes and this policy creates a safe environment in which officers and staff can safely and confidentially raise concerns on matters which at a later date may be mischievously used against them. At the heart of this policy is integrity.

Response to complaint handling and progression of misconduct matters in 2015

32. Police Scotland's response towards complaint handling and progression of misconduct matters during 2015 and as a precis, is that PSD recorded and maintained central oversight and coordination, allocation and progression as follows:
 - Matters relating to complaints about the police (CAPs) assessed to be on-duty, non-criminal matters, were undertaken by local policing divisions and/or specialist departments;
 - Matters relating to off-duty criminality perpetrated by officers or staff were investigated by local policing divisions or specialist departments.
 - Matters relating to on-duty criminality, whether reported by other staff, officers or members of the public, perpetrated by officers or staff were investigated and progressed by PSD;
 - Matters relating to officer misconduct were investigated and progressed by PSD.

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- Matters relating to staff misconduct were investigated and progressed by People and Development.

Revised Police Scotland Complaint Handling Model (May 2021)

33. It was recognised that this approach, described above, provided inequitable service delivery and inconsistent policing responses. Therefore, during May 2021, a revised Police Scotland Complaint Handling Model was implemented whereby all complaints were retained within PSD and handled by trained officers and staff.
34. The remit of PSD NGAU, the Anti-Corruption Unit and the Force Vetting Unit remained largely unchanged, however, the functionality of PSD was reconfigured to include:
- National Complaint Assessment and Resolution Unit (NCARU) to support early triage and resolution of CAPs received;
 - Regional PSD Investigations to investigate non-criminal CAPs and to investigate and report criminal CAPs to CAAPD;
 - National Specialist Investigations Team to investigate serious and high tariff criminal matters;
 - National Conduct Unit to investigate breaches of the Standards of Professional Behaviour; and
 - National Support, Partnerships and Preventions Unit (NSPPU)
35. Again, I would reinforce the fact that front line managers are supported to challenge unacceptable behaviour and intervene at an early stage to set and maintain standards in line with our organisational values and standards of professional behaviour.
36. With regards to the discipline of black and minority ethnic officers, PSD systems do not currently have the functionality to record this personal data therefore I am unable to provide accurate information. I can, however, advise that work is ongoing to upgrade the Centurion database in this regard.
37. At this time, I am satisfied that there are no emerging patterns or trends in our data to support that black or ethnic minority officers have been overly disciplined and would advise that both PSD colleagues and I consider the individual circumstances of each case

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and take these into account when making assessments. Protected characteristics are considered as part of a holistic approach.

38. I can however provide the following information in relation to the number of Employment Tribunals per year:

2019 – 24 (1 race claim) (15 other discrimination claims consisting of disability, sex and age discrimination)

2020 – 14 (1 race claim) (10 other discrimination claims consisting of disability, maternity, sex discrimination and victimisation)

2021 – 19 (0 race claims) (17 discrimination claims consisting of disability, sex, pregnancy discrimination and victimisation)

2022 – 13 (3 race claims) (8 other discrimination claims consisting of disability and sex discrimination)

2023 – 34 (3 race claims) (28 other discrimination claims consisting of disability, age, sex, sexual orientation, religion or belief discrimination and victimisation)

39. Recording of ethnicity is being embedded into the process for reporting and recording deaths or serious injury in police custody. All such reports are referred to PIRC on a mandatory basis.

40. In relation to trends specific to race discrimination, Police Scotland's quarterly reports to the Complaints and Conduct Committee include details of discriminatory behaviour reported to Police Scotland, specifically with regards to Age, Disability, Faith, Gender, Race and Sexual Orientation. Data from the Q4 2023 report provides that Discriminatory Behaviour relating to Race has increased over the five-year average from 58 to 88 reports, year to date, which gives me some assurance that members of the public have confidence to report such matters to Police Scotland and to know that these will be investigated and addressed robustly.

ASSISTANT CHIEF CONSTABLE, PROFESSIONALISM, GOVERNANCE AND ASSURANCE

41. In November 2017 I was appointed Assistant Chief Constable responsible for Professionalism Governance & Assurance. I assumed responsibility for Learning Training and Development, Governance Audit and Assurance, Health and Safety and Professional Standards. In addition to this I established the Public Inquiry Unit and Professional

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Reference Group. I was responsible for Audit and Risk, including performing the role of Senior Information Risk Owner. I also took ownership of Your Safety Matters, driving improvements.

42. In this role as ACC Professionalism, I carried the Chief Constable's delegated authority for all conduct matters as primarily set out in the Police Service of Scotland (Conduct) Regulations 2014. That included all decisions surrounding the assessment of all Gross Misconduct matters including the preliminary assessment to progress gross misconduct, the appointment of an Investigating Officer and latterly the decision to proceed to a Gross Misconduct Hearing at the conclusion of the investigation.
43. Under regulation 8 of the foregoing Conduct Regulations, I had responsibility for decisions surrounding the suspension of an officer and the 28-day suspension reviews which followed.
44. The decision to restrict an officer on the grounds of misconduct whilst a management decision and not forming part of the conduct regulations was a decision which rested with me. All conduct business was reported to me on a weekly basis by the Head of Conduct a role fulfilled by a Superintendent within Professional Standards.
45. In all my decisions surrounding conduct I carefully consider the justification, proportionality and necessity of those decisions, the wellbeing of all victims, witnesses and subject officers was carefully considered and it was on this basis that I introduced a wellbeing investigative policy as previously referenced.
46. Notwithstanding my delegated responsibilities I regularly reviewed all complaint and conduct statistics carefully assessing the matter of proportionality so far as gender and ethnicity were concerned. In particular I was tasked with reviewing disproportionality in relation to black and white ethnic backgrounds and it was my assessment that this was not the case.
47. It was my view over a period of time that while the function of Professional Standards was a difficult and challenging one, often PSD were not perceived in a favourable light. It was and has been my focus to build a trust and confidence in the PSD function and over time have taken a number of steps to promote the function and enhance trust and confidence, this included focused training and around 2020/21 was extended to a programme of unconscious bias training bespoke to Professional Standards.

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48. Significantly, as ACC for Professionalism in September 2022 I published National Guidance specific to Post Incident Procedures. This guidance extended whilst in support of our Armed Policing Policy to include those matters where death or serious injury occurred following police contact.
49. I would consider this to be a significant step forward in our immediate handling of death following police contact, death in police custody or serious injury following police contact, the policy aligning closely to best practice across the UK. The activation of procedures was and remains a matter overseen by the Professional Standards function; within Police Scotland we have a significant number of trained Post Incident Managers with a 24/7 on call function to support.
50. The policy was supported by numerous key stakeholders including COPFS, PIRC as well as our staff associations within Police Scotland.

Public Inquiry & Professional Reference Group creation

51. In preparation for the introduction of the Public Inquiry as ACC Professionalism I was tasked with the creation of a Public Inquiry Unit to support both Police Scotland's response to the inquiry but also support the demands which would be placed upon Police Scotland by the Inquiry.
52. In resourcing this team which contained a blend of officers, administrative staff and in house legal support I developed governance structures designed to provide force oversight, support timeous decision making and ensure appropriate welfare support for our officers and staff. In doing so I benchmarked and drew on best practice from across the UK.
53. In support of internal arrangements and oversight structures a clear strategy was developed to ensure Police Scotland responds to and participates in the Public Inquiry into the death of Sheku Bayoh in a professional, transparent, collaborative, and comprehensive manners which is impartial and non-discriminatory.

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54. A number of supporting objectives were developed and included ensuring compliance with all legal obligations as well as fulfilment of the terms of Reference & remit of the Public Inquiry.
55. In support of Police Scotland's support and cooperation to the public inquiry on behalf of DCC (Designate)I established a Professional Reference Group, the purpose being to act as a non-public facing, support group where issues and concerns arising from the Public Inquiry could be raised, challenged, and discussed, whether they impacted local communities or the Police Service. The PRG have helpfully advised on potential community impact matters and provided guidance to identify and support learning resolutions as required.
56. The remit of that group has included ensuring that public confidence is maintained in police Scotland's approach to the inquiry, act as an advisory body proving scrutiny and challenge as well as advice on equality, diversity, and human rights matters. In addition, the group has reviewed and advised on the implementation of organisational learning arising from the inquiry.
57. As executive lead for Professionalism & Assurance, the ACC's role is to promote a positive culture of audit and compliance across Police Scotland, and to support and endorse the Audit and Assurance and Risk Management Frameworks and the application of its principles.
58. Police Scotland is committed to providing leadership, knowledge, capability, and capacity to enable reforms to improve the organisations response to managing audits and inspections and provide assurances that policies and procedures are being followed and are working efficiently and effectively in pursuit of the strategic objectives.
59. The Audit and Assurance and Risk Management Frameworks continue to support the Police Scotland (PS) strategic objective of ensuring 'Police Scotland is sustainable, adaptable, and prepared for future challenges' through the wide range of assurance products provided, the effective management of recommendations, and the identification, analysis, control, and monitoring of the Risk portfolio.

SENIOR INFORMATION RISK OWNER (SIRO)

60. Since 2017 I have performed the role of Force SIRO having undertaken all appropriate training and sit on the UK network for Police Force SIRO's. In allowing me to fulfil this role I established a Data Governance Board, and the purpose of this board is to ensure that.
61. All data and associated information are compliant with statutory and regulatory provisions
62. The use of our data adheres to the highest standards of ethical and privacy oversight.
63. All key data assets are understood, owned, and governed and supported.
64. Data is available to officers, staff and partners and its criticality is recognised across the organisation.
65. I regularly monitor Police Scotland compliance with all Freedom of Information and Subject access requests. Police Scotland on average receive more than 60 FOIs on a weekly basis.
66. In this role I exercise authority and control (planning, monitoring, tolerance & enforcement) over the management of data and information risks, in carrying out all of these functions I am supported by the Chief Data Office and our Senior Data Protection Officer which supports my liaison with the office of the Information Commissioner.
67. In this role considerable progress has been made surrounding the development of our Chief Data Office with the introduction of a Data Ethics Strategy and Framework which supports the introduction of emerging technologies within Police Scotland, this framework has now been adopted by NPCC and set as the UK standard.

YOUR SAFETY MATTERS

68. In my role as Assistance Chief Constable, I oversaw the introduction of Your Safety Matters (YSM) following an increase in Police Assaults year on year, with 2019/20 showing a 6% rise from the previous year. Supporting the Chief Constable at that time, Sir Iain Livingston's pledge to reduce the impact of assaults on officers and staff.
69. Following the pledge a number of workstreams were set up under the YSM Diamond Oversight Group, I took over the chair previously held by Former Deputy Chief Constable Fiona Taylor.
70. Following consultation across UK police forces, it emerged that Police Scotland delivered the lowest amount of Operational Safety Training (OST) training to our officers and staff.
71. The new OST program has been rolled out across the organisation and is instrumental for officers and front-line staff. This program is continually reviewed and adapted, training officers and staff to deal effectively with emerging trends and levels of violence and aggression faced during the course of their duties.
72. De-escalation training is delivered to staff predominately within the contact, command and control and Criminal Justice Service Department. However, it is open to any member of staff who believes that this would assist their day-to-day duties.
73. To understand and scrutinise the levels of assaults faced by officers and staff the YSM dashboards were developed to review trends, Health and Safety reporting, method of assault and injuries sustained and more recently Use of Force.
74. The Use of Force dashboard has been developed where impact factors, tactics used when effecting an arrest, officer service level, gender and subject ethnicity is analysed to ascertain patterns of behaviour or most used tactics and their effectiveness.
75. A tactical review group was set up through Learning Training and Development Officer Safety Training instructors, where serious incidents are reviewed for learning as well as setting up a professional discussion with officers and staff involved. These discussions are designed to support our officers creating a supportive learning culture.

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76. All data is discussed during the YSM Diamond Oversight Group with any findings and tasking cascaded to divisions through the YSM Champions Network to divisions.
77. During my tenure as ACC Professionalism, I supported strongly the independent review conducted by the then Dame Angiolini. I subsequently led on the progression of the recommendations which stemmed from her report. To date, all but two of those recommendations specific to Police Scotland have been discharged and I on behalf of Police Scotland remain committed to those matters which have arisen from her report and more recently in the progression of the Police (Ethics, Conduct and Scrutiny) (Scotland) Bill.

DEPUTY CHIEF CONSTABLE, PROFESSIONALISM

78. In August 2023, I was temporarily promoted to the rank of DCC before my substantive promotion in February 2024, when I assumed responsibility for the Professionalism, Strategy and Engagement portfolio. As DCC I have the designated authority of the Chief Constable to carry out regulatory functions with regards to all Conduct related matters as set out in the PSOS Conduct Regulations 2014.
79. In addition, I oversee all PIRC related referrals and have oversight of our use of Post Incident Procedures. I report regularly and consistently to the Scottish Police Authority, Complaints & Conduct Committee where I am held accountable on all complaint and conduct matters and I provide a publicly available statistical report.
80. As well as my duties in relation to line management, overseeing and attending relevant boards I also work with Diverse Staff Associations. This includes SEMPER, Scottish Women's Development Forum, Scottish LGBTI Police Association, The Scottish Sikh Police Association, Christian Police Association, Muslim Police Association, the Disability Carers Association. I also work with various external bodies, building relationships for a greater understanding and continuous improvement of our interactions, processes and procedures, this include the LGBTQIA+ community, and I Am Me.

HATE CRIME

81. On 1 April 2024, the Hate Crime and Public Order (Scotland) Act 20 21 came into force with new measures designed to tackle the harm caused by hatred and prejudice, providing greater protection for victims and communities.
82. In the lead-up to the implementation, I established and oversaw a Gold Command Structure. Ensuring that any emerging issues are quickly escalated and appropriately addressed. This also ensured coordination across all elements of Hate Crime including addressing the HMICS Thematic Inspection of Hate Crime recommendations. A total of 15 recommendations were made of which 6 remain outstanding, significant work has progressed and is ongoing, working towards completing the remaining recommendations.
83. The implementation of the Hate Crime and Public Order Scotland Act was supported with a suite of training. Police Scotland developed and delivered a programme of training to support our implementation of the new legislation. This includes an e-learning module, which has been completed by more than 90% of officers, as well as a series of in-person and online workshops across Local Policing Divisions.
84. A cadre of around 80 hate crime advisors and 450 hate crime champions are in place to support colleagues while Contact, Command and Control (C3), officers and staff also received tailored training.
85. A dedicated micro-site was created with full guidance, scenarios, FAQ's and video instructions on how to raise and record hate crimes via the new Core Operating Solutions national system.
86. Guidance was provided for officers and staff on responding to and recording Hate Crimes and Non-Crime Hate Incidents (NCHI's). Interim guidance was published in May 2024 providing additional clarity, direction, and consistency to our approach. We are drawing on the lived experience of the new legislation in the development of a Policy and Standard Operating Procedure (SOP), with consideration of several key source.

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87. In response to public interest, data on the number of officers who have completed the training is now included in the 'Hate Crime and Incident Data' page, published initially weekly, moving forward this will be published quarterly.

88. The data shows that over the last 5 years Non-Crime Hate Incidents' have increased year on year, with a 1.3% decrease YTD since last year, however this is a small data set between 1 April and 12 May. Hate crimes followed a similar pattern with a decrease in 2020/2021 which may be attributed to COVID, and again a decrease in 2023/2024. There has been an 80% increase YTD since last year. This increase may be due to increased trust and confidence.

89. Reported Hate Crime since the implementation of the legislation follows trends of previous years with race, sexual orientation and disability being most affected. Geographically Glasgow followed by Edinburgh have seen the most reports, in keeping with demographics and population.

90. The data also shows that around a quarter of the victims of Hate Crime can be attributed to Police Officers, with sexual orientation being the most reported characteristic protected by the legislation.

91. There is now a Hate Crime Dashboard, automating the collation of data that will be published quarterly.

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- Question 4** What was your understanding of the values and attitudes sometimes referred to as “canteen culture” during your time in Police Scotland, (i) in general and (ii) in relation to race specifically?
- Question 5** What equality and diversity policies, strategy or impact assessments were in place in 2015 and how did they apply in practice?
- Question 6** What, if any, provisions were in place for monitoring canteen culture in 2015?
- Question 7** What is Police Scotland’s culture, if any, in relation to how officers respond to complaints from other staff, officers or members of the public (i) in 2015 and (ii) currently?
- Question 8** What is Police Scotland’s culture, if any, in relation to the attitude of experienced police officers towards the training that probationers received at the Scottish Police College (i) in 2015 and (ii) currently?
- Question 9** Are you aware of any racist jokes or comments being made by officers or staff in Police Scotland at any time in your career? What was done about this?

CULTURE

92. Culture within policing in my experience is difficult to define whilst I do recognise that Leadership traits can define cultures my overriding experience and understanding of the values and attitudes during my time in Police Scotland is that of genuine kindness and willingness to help people and seek to make a difference to the communities we police.
93. Since the creation of Police Scotland and having fulfilled national roles and held ranks which span all parts of Scotland, I have recognised that many subcultures have existed and in fact brought from legacy forces into Police Scotland.
94. In my experience, as Police Scotland has matured as a national service, I recognise most fully the demands placed upon on our officers and staff and we continually seek to improve practice, procedure and policy in relation to the human side of policing. In my current DCC role with responsibility for the People and Development I have greater scope to influence our approach to recruitment, training, grievance, annual leave arrangements as well as promotion and transfer.

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95. I actively encourage a culture of learning and development by supporting challenge to foster improvement.
96. Considering specifically the theme of 'canteen culture', my understanding is that this is discriminatory attitudes, whether racist, misogynistic, or other forms of discrimination by some within the organisation. I believe that this exists within society, and other organisations, Police Scotland is not immune to this as is demonstrated in the employment tribunals in paragraph 37. My leadership throughout my policing career has been defined by my personal values and on every occasion where standards of professional behaviour have fallen below my or our organisational values, I have ensured that such matters are reported and fully investigated.
97. In my experience from the roles which I have fulfilled the number of black and white ethnic minority officers have been very low, I have had little to no awareness of a 'canteen culture' negatively impacting them. That said, I have seen instances where there has been a canteen culture towards young and inexperienced officers (probationers) or in a number of instances misogynistic behaviours towards female officers.
98. Over the last 15-18 years I have fulfilled senior roles within policing and my experience of routinely engaging with front line officers and staff has been limited. As outlined from hosting 'truth to power' sessions with black and white ethnic minority officers and staff I have heard first hand of some of their negative experiences in policing.
99. In 2015 I would provide that complaints and misconduct matters were and continue to be recorded by PSD on the Centurion database whilst information and intelligence relating to corruption matters, was and continues to be recorded on iBase.
100. Matters assessed to fall into the Grievance space were and continue to be the responsibility of People and Development.
101. These are the formal means to record and monitor culture within the organisation however I think it is also important to say that police officers and staff, specifically those with supervisory responsibility, are personally empowered to address matters informally and intervene at the earliest opportunity in order to resolve any issues and mitigate the risk of repetition and escalation.

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102. I have never personally witnessed any racist jokes or comments being made by officers or at any time during my service, however, would caveat that as I progressed through the organisation, promotion in rank did distance me from certain aspects of policing. Notwithstanding, should that have been the case, I would have absolutely challenged any such behaviour and reported it accordingly. Through my roles within professionalism, I am aware of discriminatory incidents, on each occasion these have been appropriately investigated and addressed by Professional Standards. Some of those behaviours were more apparent to me through the chairing of Gross Misconduct Hearings.
103. I can comfortably say that officers and members of police staff have always been encouraged to report inappropriate behaviour, wrongdoing, or misconduct to Supervisors, to legacy PSDs or via defined internal or external reporting mechanisms such as 'Safecall' or 'Crimestoppers' respectively.
104. During March 2015, 'Integrity Matters' was launched within the Force to provide the means for all officers and staff to report anonymously or otherwise, any criminal, conduct or integrity concern they might have had. This online mechanism replaced the confidential telephone reporting system 'Safecall' and continues to augment other means to report to PSD, including online 'Whistleblowing' Reporting, Crimestoppers and the Police Anti-Corruption and abuse line.
105. Externally, members of the public can contact 101 to report any such matters or online via Contact Us, by submitting a complaint about the police and through submissions to Crimestoppers and the Police Anti-Corruption and abuse line.
106. Throughout my career my focus and commitment has always been to reduce the risk of ethical drift amongst the workforce, which I support through the Preventions and Professionalism Programme.

Question 10 What does it mean for Police Scotland to be “anti-racist”?

107. Becoming an antiracist organisation is a progressive development in language, actions, behaviour and culture in a changing social and political world.

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108. How do we, Police Scotland achieve this together?

- Recognise that racism exists in Scotland, the UK and many parts of the world. It is a systemic issue, rooted in our history and power imbalances.
- Understand the problems and our responses through being informed and guided by people with real life experience of racism.
- Actively challenge prejudice and racist stereotyping.
- Recognise that we all have virtues and flaws, regardless of skin colour. Uphold the equal moral value of all individuals.
- Proactively tackle racism. Identify, prevent, and redress racism at structural, cultural, institutional, and personal levels.
- Contribute. Be part of the solution. Commit to our collective effort to provide a professional service to all individuals, be aware, show compassion for the circumstances, characteristics and needs of others.
- Recognise that becoming an anti-racist organisation is a permanent endeavour. It requires continuous education and the active involvement and support of all at Police Scotland.

Question 11 What issues and trends were apparent in relation to race discrimination in Police Scotland during your time in the organisation? What aspects of your current portfolio are intended to overcome these issues or trends? Have you been successful in overcoming these issues or trends?

RECRUITMENT AND VETTING

109. As stated in the Recruitment and Protected Characteristic Impact report presented to the SPA in February 24, People and Development provided data, insight and highlighted current actions in relation to police officer recruitment, with a primary focus on protected characteristic impact. This showed that we attract proportionately more WME/BME and LGB candidates than latest census and office for National Statistics data indicates than we would anticipate, and these candidates progress through each recruitment stage without evidence of adverse impact.

110. That said, I commit to Police Scotland continuing to collate and analyse both quantitative and qualitative data and insight, including lived experience of candidates and

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colleagues, to ensure we eliminate any potential for conscious and unconscious bias and discrimination.

111. In relation to vetting our application forms do not currently ask for protected characteristic or diversity data for the purposes of vetting as it is not relevant for decision making and risk assessment, nor is there any requirement contained within the Vetting Manual of Guidance to monitor this type of data for disproportionality purposes.
112. Notwithstanding, work is ongoing within the College of Policing to develop and introduce new vetting application forms which will specifically ask for protected characteristic information from applicants and explain why, to encourage people to provide the requested data. It is intended that Police Scotland will adopt the new vetting forms in their entirety when available.
113. Of note, during June 2023, a request was made by SPA Committee members to understand the number of vetting applicants with a protected characteristic that had been refused vetting to obtain assurance that specific community groups were not being excluded as a result of the vetting process.
114. Upon engagement with the Police Scotland Recruitment Team, the Force Vetting Unit were able to ascertain that data collated in respect of approvals/refusals since December 2021 suggested an increase in approval rates for BME candidates and did not tend support any suggestion that the Police Scotland vetting process disproportionately affects those from a minority ethnic group.
115. I acknowledge that these statistics provide an incomplete picture, and I am acutely aware through actively engaging with staff associations and hosting truth to power forums, that the experiences and perceptions of black and ethnic police officers and members of police staff are largely negative. I am committed to changing this within the organisation and I am supporting colleagues to hold bespoke engagement events to explain our processes, answer questions and seek opportunities to build relationships amongst our workforce.
116. Whilst I have expanded on Police Scotland's approach to Policing Together it is our vision that Police Scotland is welcoming, inclusive, and representative of the communities we serve. I expect our people, whether officers or staff to demonstrate our values, to know

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that they belong and can fully be themselves, thriving within their workplace providing the best possible service.

117. In 2013, Police Scotland was created merging 8 legacy forces into one, bringing together urban, rural and island policing spread across a third of the UK's landmass. Whilst the vast majority of our officers and staff do an incredible job in often very difficult circumstances there is evidence that our standards and values are not always met and with over 30 years policing within Scotland this is my experience.

118. It is my absolute aim through the Policing Together Strategy to improve and enhance the culture within Police Scotland. Having hosted numerous 'Truth to Power' sessions and BME Forums listening to the lived experience of our officers and staff I know that not everyone's experience of working within Police Scotland is a positive one.

Question 12 In your understanding, during your time at Police Scotland were black and minority ethnic police officers over-disciplined by Police Scotland? What was done about this?

119. I have answered this in paragraphs 32-33 above.

Question 13 In 2015, what policies and strategies were in place for monitoring compliance with good practice and, if necessary, disciplining officers in relation to the following aspects of policing:

- (i) use of force;**
- (ii) seizing property;**
- (iii) searching property;**
- (iv) conduct with witnesses; and**
- (v) complaints handling.**

DISCIPLINE

120. In terms of discipline which applies to all the subparagraphs please see above re CAPPD and discipline at paragraphs 30, 146-157.

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121. That relevant statutory disciplinary procedure is contained in The Police Service of Scotland (Conduct) Regulations 2014 (“the Conduct Regulations”). The responsibility for the operation and oversight of the Conduct Regulations sits exclusively with me as Deputy Chief Constable as, per my designation in such terms by the Chief Constable and under Regulation 5 of the Conduct Regulations.
122. The procedure in the Conduct Regulations is that a decision must be taken by the Deputy Chief Constable designate under regulation 10 as to whether a misconduct allegation which has come to their attention would, if proved, amount to misconduct, gross misconduct or neither. If it is neither then there is the option of no action, or improvement action such that there can be a referral for the matter to be dealt with under Performance. However, if it is either potential misconduct or gross misconduct a decision must be made as to whether the allegation is to be investigated and if so to appoint an investigator.”
123. In Section 2 of the 2014 Conduct regulations:
- “Misconduct means unless the context otherwise requires, conduct which amounts to a breach of the Standards of Professional Behaviour (but does not, unless the context otherwise requires, include gross misconduct);
- “Gross misconduct means a breach of the Standards of Professional Behaviour so serious that demotion in rank or dismissal may be justified.”
124. The Standards of Professional Behaviour are statutory and reflected above.
125. A number of position statements have been submitted to the Public Inquiry which serve to address issues identified and related to Use of Force:
1. SBPI-000173
 2. SBPI -00206
 6. SBPI – 00245
 7. SBPI -00359
 8. SBPI - 00355
126. The position statements are lengthy and detailed. I have reviewed them and adopt them.

127. Position Statement 9, paragraphs 1-25 set out work development of the ingathering of data and the oversight of the Use of Force Monitoring Gorup (UoFMG) and OST compliance officer. I have already made reference to the Use of Force dashboard at paragraph 74.

EQUALITY DIVERSITY AND INCLUSION

128. With regards to the policies, strategies, and impact assessments in place in 2015, a full list of Standard Operating Procedures and Guidance in force at the material time has been compiled for the Public Inquiry and has been submitted for the awareness of the Public Inquiry.

129. What I would provide is that the Equality Act 2010 came into force on 5 April 2011 and consolidated and replaced the previous discrimination legislation for England, Scotland, and Wales.

130. Section 149 of the Act introduced a new Public Sector Equality Duty (PSED) which replaced the previous three equality duties for race, disability, and gender. The specific equality duties for Scotland came into force on the 27 May 2012 and were intended to provide a supporting framework to enable listed public authorities to better perform their PSED, through enhanced data collection and evaluation, and greater transparency and accountability.

131. One of the first national policies adopted by Police Scotland was in relation to Critical Incident Management which focused on the identification and escalation of critical incidents, and specifically considered the challenges around incidents with a diversity or hate crime element.

132. In April 2013 Police Scotland published its first diversity and equality report and one of its top priorities was delivery of the Equalities Outcomes, as outlined in the Annual Policing Plan 2013/14. This highlights the adoption of a Code of Ethics to ensure mainstreaming of the general equality duty within the organisation.

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133. In addition, between 2012 and 2013 in preparation for the formation of Police Scotland, ACPOS commissioned the development of standardised Equality Impact assessments, with the first procedure published in March 2013. Internal and SPA reviews were completed in 2013 resulting in updated procedures in 2014. In 2015 Police Scotland began integrating Human Rights Considerations into our Equality Impact Assessments process and rolled out training. This integrated approach was implemented in 2016, the first of its kind across UK Police Services. This process and the training provided is continually reviewed and updated. Children's Rights Impact Assessment are now being introduced alongside Equality Human Rights Impact Assessments. There are a number of people who are EHQRIA trained, the training of additional personnel is on hold whilst the EQHRIA improvement group undertake a training needs analysis, reviewing and completing actions to bring about improvements.
134. Since the creation of Police Scotland, a national proactive recruitment team has been implemented which precipitated the "Introduction to Policing Programme" and the inclusion of the Hijab and Turban as part of the prescribed police uniform.
135. Following the Independent Review of Complaints and report published by Dame Angiolini in 2020, I have remained committed to embedding Equality, Diversity and Inclusion across Police Scotland processes and ensure staff undertake and contribute to the development of training in this regard. The Dame Angiolini review identified 81 recommendations and we have remained committed to delivering these recommendations and will make further comment on some of these recommendations relating to inclusion, diversity, and discrimination.
136. I have already reflected on some of these in respect of reporting mechanisms and enabling an environment to encourage people to report and be supported. One recommendation referenced "the use of staff surveys to enhance our understanding of the experience of all minority groups in the service and senior officers should make more use of face-to-face meetings and focus groups with members of these groups to gain a more acute understanding of the impacts of discrimination, prejudice and unconscious bias."
137. I am committed to fully embracing this and have personally been involved in listening and learning during truth to powers sessions and have found these reflective and hugely beneficial in how we can continue to develop our organisation and approach. We are now building on this with the LGBTQI+ community in the form of Police Scotland first

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ever Citizens Panel formed in May 2024. It is hoped that learning from this panel will not only benefit the LGBTQI+ community but all marginalised communities.

138. Other recommendations related to the collection and use of diversity data and publication of this information, and I remain committed to ensuring relevant upgrades to our systems are delivered and we can review and analyse information to enhance understanding of attitudes and concerns in different communities and be more transparent in our approach and reporting.
139. I am leading Police Scotland's response to the upcoming Police Scotland (Ethics, Conduct and Scrutiny) Scotland Bill and recognise the opportunities outlined in respect of Police Scotland's Code of Ethics being given a basis in statute, which is within the bill, and intend to ensure these are fully recognised.

Question 14 What is your understanding of institutional racism and what makes an organisation institutionally racist?

Question 15 What is your current role in the Policing Together strategy? To what extent, if at all, is Policing Together related to the issue of institutional racism?

POLICING TOGETHER

140. In 2021 Police Scotland and the Scottish Police Authority set Equality Outcomes for 2021-23, which were embedded into the Policing Together Strategy (2022-26), this strategy outlined the action which PSOs were taking to champion equality and inclusion to tackle sexism, misogyny and in becoming an anti-racist organisation. In 2022 Police Scotland Policing Together portfolio was launched to lead in this work. The work completion in initiating Policing Together was instrumental to the statements made by the previous Chief Constable Sir Iain Livingstone.
141. My understanding of institutional discrimination is aligned with the announcement made by Sir Iain Livingstone and the findings of the Macpherson report, defined as "collective failure of an organisation to provide a professional service...through unwitting prejudice, ignorance, thoughtlessness, and racist stereotyping which disadvantage ethnic minority people".

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142. In my role as the Deputy Chief Constable, I am actively working towards the overall aim of “the elimination of racist prejudice and disadvantage and the demonstration of fairness in all aspects of policing” as stated in the Macpherson recommendation 2.
143. The Police Scotland, Equality, Diversity, and Inclusion Strategy 2022 – 26, outlines Policing Together's vision, strategic outcomes, and commitments. In January 2023 ACC David Duncan was appointed as the lead for implementation of the strategy. In November 2023 Policing Together merged with the existing Partnerships, Preventions and Community Wellbeing, creating Policing Together Partnerships and Preventions. This brings together the internal and external aspects of Policing Together, streamlining the Equality, Diversity and Inclusion business. On the 10 June 2024 ACC Catriona Paton will take on the role of Assistant Chief Constable leading in this space.
144. As part of the team that developed the strategy our vision is to be welcoming, inclusive, and representative of the communities we serve, with 4 outcomes aligned to that vision. The SPA Policing Together Oversight Group which sits monthly is chaired by the SPA.
1. An anti-racist organisation with zero tolerance for discrimination, bullying and harassment.
 2. EDI and Human Rights are embraced and central to all we do.
 3. Committed to creating an inclusive culture.
 4. Our colleagues represent and reflect the communities we serve.
145. The Policing Together strategy was developed collaboratively through internal and external stakeholder engagement. The Policing Together Oversight Board reports also into the Strategic Leadership Board which sits monthly chaired by the Chief Constable.
146. The Policing Together Implementation Plan builds on a significant range of work that had been underway in the service for a considerable period of time.
147. Following the launch of the Policing Together portfolio the governance structure was established. This has been revised to provide support to the Scottish Police Authority Policing Together Oversight Group, I took ownership of this portfolio on promotion in August 2023.

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148. Policing Together is delivered through 4 strategic pillars which underpin the work of the Policing Together programme, namely, **Leadership, Training, Professionalism & Prevention and Communications**. The implementation and progression of the strategy is reported through Policing Together Tactical Group and through the Strategic Oversight Group ensuring oversight, alignment of activity and sustained momentum.
149. Much has been achieved in the first year and the following summarises some of our achievements within Police Scotland.
150. A diagram outlining the Policing Together governance structure has been included at Appendix A

LEADERSHIP (Pillar 1)

151. Under the brand of Your leadership Matters an extensive leadership programme is the final stages of completion with all 5000-line managers within police Scotland having participated in a modular training programme. In November of last year, I provided an evaluation of the training programme to the SPA Board.
152. Programme of Truth to Power Sessions have been ongoing for some time in parallel with a number of executive hosted BME forums listening to the lived experience of our black and white ethnic minority officers and staff. The Race Equality and Cultural Heritage (REACH) Group was established with the aim of supporting the Policing Together programme by promoting focussed, positive self-development, career development opportunities and talent management for minority ethnic officers and staff.
153. Adoption of annual Inclusion Calendar activities; Monthly meeting of stakeholders, including all staff associations, supporting occasions, such as LGBTI History month, Disability History month, Black History month, Carers Week, and Pride.
154. Creation of divisional Policing Together structure developed with People and Development including forums for best practice which feed into governance structure.

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155. Community engagement processes reviewed for Black community as a priority due to identification of gaps and feedback received - now led by Policing Together, Partnerships and Prevention Division.
156. Ongoing workshops to re-define datasets and outcomes- Performance and Impact Group led by Policing Together to manage governance going forward but with direct tie into overarching PSOS Annual Policing Plan.
157. Policing Together took over NISAG function and re-established a group which had become under-used and disenfranchised- new members were recruited and group now actively engaged.
158. External and internal inputs delivered personally by Executive officers and EDI Advisors across Scotland to various forums at all levels.
159. Human Rights Framework development plan set in place under Policing Together structures and led by Strategic Oversight Board to drive progress.

TRAINING (Pillar 2)

160. Some Staff associations were in place prior to 2015, as was diversity training, events, workshops, and booklets. The following action has been taken since the inception of Policing Together:
 - EDI e-learning Module 1 completed by 99% of workforce and gave base level awareness of Equality Act.
 - The new e-learning module for all colleagues is due to launch end February 2024 and builds on the first module focussing on our values. It contains a section on Institutional Discrimination.
 - Creation of an EDI Evaluation & Innovation Sub group established and chaired by head of LTD.
 - Redesign of the Probationer Training Programme
 - Commencement of organisation wide EDI upskill using top-down approach which is best practice for cultural change.

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- 395 Mid-Level Leaders (Superintendent and Chief Inspector level) provided with a dedicated 3-hour CPD inclusion session during October/November 2023.
- Institutional Discrimination session will be facilitated on People Management Development programme from 6 Feb 2024. This will be mandatory for all first and second line managers (circa 5000 Inspectors and Sergeants).
- Valuing Difference & Inclusion Workshops launched, and 700 non-supervisory officers trained.
- New Empower Hour (90-minutes) on Institutional Discrimination designed open to all colleagues as CPD delivered monthly from Feb 2024.
- Suite of CPD certified inclusion Empower Hours facilitated sessions available to all - Inclusion starts with I, Unconscious Bias and How to be an Ally.
- Eight SLTs have completed the climate programme about how to create psychological safety within their team. The next cohort (commencing 13 Feb) will target four SLTs – J and C Divisions, Major Crime, and Intelligence Support.
- Staff induction refresh with trial scheduled for March 2024.
- Ongoing procurement scoping exercise for roll out of face-to-face training to non-supervisory officers and staff.
- Ongoing programme of modernisation ongoing in probationer training.
- Communication and de-escalation programme being designed with trial scheduled 4-6 March 2024. This will be included in Initial Probationer Training, integrated into OST and Tutor Constable training.
- History and Ethics in Policing lesson is being designed in collaboration with Sir Geoff Palmer. Elements of this will be introduced into the probationer programme from March 2024.
- Input on Scottish demographics and local communities will be included in the March timetable for probationers and will provide up to date information on community tensions or potential cultural barriers.
- 2 days of resilience training will be inserted into the probationer programme by March 2024 delivered by Lifelines.
- Instructors within Probationer Training will be upskilled to be trauma informed with external training scheduled on 27th February 2024.

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- Options to upskill LTD instructors with anti-racist training are being explored.
- Statement and report writing workshop delivered for SEMPER colleagues in November 2023 with further sessions scheduled.
- Airwave skills workshop being designed to support SEMPER colleagues.
- Probationer Governance Unit established, and pro-active support process designed prior to any action plan being invoked.
- Reasonable adjustments introduced for the oral exam when English is not the native language.

PROFESSIONALISM & PREVENTIONS (Pillar 3)

161. The Preventions and Professionalism Programme promotes positive behaviours and a learning culture around the Standards of Professional Behaviour to ensure that the organisation identifies best practice, addresses ongoing trends, and achieves improved outcomes.
162. This is achieved by proactively promoting our Code of Ethics and Values through a suite of initiatives such as the year-long Values Campaign during 2023 which placed specific focus on the Standards of Professional Behaviour and introduced publication of our Gross Misconduct outcomes.
163. Throughout 2023 the following took place to maintain focus and awareness of Police Scotland's values and standards:
- Standards of Professional Behaviour Campaign concluded December 2023 – a month long focus on each of the 10 legislative standards of professional behaviour.
 - Publication of Gross Misconduct Outcomes on the Police Scotland intranet commenced April 2023.
 - Launch of 'The Standard' in May 2023 – a quarterly newsletter providing a means of communicating preventions messaging across the service.
 - Evaluation of the programme has highlighted that for 2023/24 there have been 39 complaints of Sexual Misconduct against Police Officers compared 67 complaints at this stage of 2022/23.

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- The HMICS Assurance Review of Vetting Policy and Procedures within Police Scotland was published in October 2023 and outlined 15 recommendations identifying areas for improvement.
- A draft Improvement Plan has been developed and shared with HMICS and, once agreed, work will continue to discharge outstanding recommendations. This work will further strengthen Police Scotland's vetting processes and inform future development and learning.
- Enhancement of the Vetting Function & enhanced training.
- Introduction of re-affirmation process for new recruits.
- Completion of the Historical Data Wash (HDW) and submission to NPCC, with the final report of the HDW which included National and Force (UK wide) breakdowns of all workforce data being published on 23 January 2024. This launch was supported by an internal and external communications plan to ensure officers and staff are fully aware and supported.
- 100% completion of checks against all officers and staff Police Scotland and SPA, 23000+ employees against the Police National Database and PS unique systems SID & IVPD.

164. By way of example of publication and transparency, the following content was published 13th April 2023:

“An officer was dismissed without notice following a gross misconduct hearing relating to him using racist and homophobic language. The officer was off duty and had consumed alcohol when he came to the attention of police. He used racist and homophobic language towards the officers, failing to desist when requested to do so, and causing fear and alarm. Verbally abusing others through the use of any racist and/or homophobic language, or indeed any discriminatory language, will not be tolerated by Police Scotland whether on or off duty.”

165. By identifying emerging trends highlighted through existing governance processes, User Satisfaction Surveys and by working with external partners and academia to improve understanding, Professional Standards were able to identify vulnerabilities, threats and ethical drift ensuring early intervention. Prevention of ethical drift is monitored through force risk registers and was addressed at a recent CPD event on “Ethical Policing” delivered by PSD.

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166. While this gives a specific example, the summary of finance year 23/24 reported to the Complaints and Conduct Committee on 6th June 2024 provides that a total of 7,099 complaints were received during 2023/24 YTD. The highest volume being in relation to insufficient enquiry being carried out (775), providing insufficient updates to the complainer (482) and Custody Procedures/Care of Prisoners (356).
167. Discriminatory Behaviour allegations have increased from the PYTD (+34 allegations) and the five-year average (+49 allegations), with 159 received YTD. An increase in the Race sub type (+22 from PYTD, +30 from five-year average) is a further notable driver here, with 88 such allegations received YTD. Lower volume rises were also registered for Gender (+9 from PYTD, +11 from five-year average) and Sexual Orientation (+5 from PYTD, +8 from five-year average).
168. I think it is important to reinforce to the Inquiry the number of sanctions imposed on officers; a total of 67 Police officers were suspended and a further 83 subject to duty restrictions at the conclusion of Q4 YTD, with 13 members of Police staff also suspended at this time.
169. 33 misconduct hearings in respect of Gross Misconduct were scheduled YTD with 6 dismissals and 22 formal warnings issued. A further 13 allegations were concluded with resignation prior to a hearing.
170. It is worthy of note that the Conduct Regulations apply to officers both on and off duty and those behaviours as measured against standards of professional behaviour. Accordingly, Police Scotland officers are held to these standards:
1. Honesty and integrity – We act with honesty and integrity and do not compromise or abuse our position.
 2. Authority, respect, and courtesy – We act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy in line with our values. We do not abuse our powers or authority and respect the rights of all individuals.
 3. Equality and diversity - We act with fairness and impartiality. We do not discriminate unlawfully or unfairly.
 4. Use of force -We use force only to the extent that it is necessary, proportionate, and reasonable in all the circumstances.

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5. Orders and instructions – We give and carry out only lawful orders and instructions.
6. Duties and responsibilities – We are diligent in the exercise of our duties and responsibilities.
7. Confidentiality – We treat information with respect and access or disclose it only in the proper course of our duties.
8. Fitness for duty – When on duty or presenting ourselves for duty, we are fit to carry out our responsibilities.
9. Discreditable Conduct – We behave in a manner which does not discredit the Police Service or undermine public confidence in it, whether on or off duty.
10. Challenging and reporting improper conduct - We report, challenge, or take actions against the conduct of others which has fallen below the standards of Professional Behaviour.

171. In addition, it is my professional assessment based on available information that around 65% of all conduct matters relate to off duty behaviours and the vast majority of such matters are criminal and reported through the Criminal Justice System.

172. The majority of allegations are not racially related; however, I would like to provide reassurance that when any reports are made of this nature, they are dealt with robustly. Procedures are intended to encourage a culture of learning and development for individuals and the organisation. Disciplinary action has a part, when circumstances require this, but improvement will always be an integral dimension of any outcome.

COMMUNICATION (Pillar 4)

173. Communications: - Police Scotland Corporate Communications provide vital support to Policing Together. The communications strategy develops and delivers messaging aimed at assisting with changing the behaviour throughout organisation. During 2023 support was provided to the following:

- Preventions & Professionalism campaign – evaluation has shown there were 34435 views on the Standards of Professional Behaviour articles and 33261 views on the Misconduct Outcomes articles on the Police Scotland intranet.

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- Institutional Discrimination – during May 2023 a communications plan was developed to support the delivery of the statement of Sir Iain Livingstone QPM including a dedicated intranet page sharing questions and answers and reactions. Evaluation has shown there were 28078 views on these pages.
- Inclusions Calendar – publication on the Police Scotland intranet of events taking place to acknowledge key dates.
- Seconded officer from SWDF secured and in place January 2024 to consider new approaches in partnership with Corporate Communications.
- Consideration ongoing around occupational psychologist input.
- A detailed plan has been developed for delivery throughout 2024.

174. As has been stated on behalf of Police Scotland at this inquiry the acknowledgement of Institutional Racism was a vital part of fulfilling the commitment that the organisation will become an anti-racist service.

175. Policing together is intrinsically linked to institutional racism and is the means by which Police Scotland will drive change and action towards an anti-racist service.

176. In the Oral Interim Closing Submissions on 27 June 2023 [Transcript from Day 61, 27/06/2023, pages 51- 55] on behalf of the then Chief Constable the purpose of Policing Together was explained. The major engine for change is the Policing Together equality, diversity, and inclusion strategy, which the Chief Constable introduced in September 2022 when he stated the aim of that strategy, which is:

"To build a society where everyone can thrive and flourish and collectively build a country where everyone knows they are safe and secure."

177. The Policing Together strategy outlines the action Police Scotland is taking to champion equality and inclusion so that it tackles sexism and misogyny and becomes an anti-racist organisation.

178. The ambition is to build and maintain a values-based organisation and to drive improvements, demonstrating how policing in Scotland reflects, represents, and serves all communities. "

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179. A new dedicated Assistant Chief Constable role was created to oversee the Policing Together strategy with bespoke organisational resources. The purpose of the strategy is “give effect to the Chief Constable’s commitment to Police Scotland being an anti-racist and anti-discriminatory service with a culture which reflects its values of integrity, fairness, respect, and commitment to upholding human rights.”
180. As stated, “Policing Together is a dynamic, integrated, coherent, long-term programme, the purpose of which is to embed thorough every part of Police Scotland the fulfilment of that commitment. It addresses what is needed in terms of ethos, commitment, and action.”
181. In that oral statement, the executive of Police Scotland called upon all its leaders to “live, lead, support and embed high standards, equality training and a focus on values by taking action which includes building and maintaining professional standards and boundaries, publication of anonymised details of gross misconduct outcomes, equality and diversity training, and a communications campaign calling on Police Scotland officers and staff to know and live Police Scotland values. People entrusted with positions of leadership must lead the desired culture change”.
182. As a member of the Executive, I continue to call upon my colleagues to lead, support and embed those high standards and all the activity that is required to achieve that culture change.
183. 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.

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