

Witness Statement

Sharon [REDACTED] Smit

Date of birth – [REDACTED] 1973

Address – C/O PIRC, Hamilton House, Caird Park, Hamilton, ML3 0QA

Email – [REDACTED]

Professional background and your current role

1. Please briefly summarise your professional experience.

Qualifications

2019- Chartered Fellow of the CIPD

2006 - MSc Human Resources Development – University of Twente (The Netherlands)

1994 – BA Hospitality Management – Caledonian University

Career History prior to PIRC

Scottish Qualifications Authority – Glasgow
HR Business Partner
September 2009 – May 2017

In this post I was responsible for advising managers in nominated business areas on all matters relating to recruitment, employee relations, policy, performance management, trade union partnerships and other HR projects. All advice was given with the aim of staff in these areas being in a position of strength to allow strategic objectives to be met.

My key responsibilities were to:

- Provide HR Consultancy to Directors and Managers
- Support and develop Managers in the effective application of HR policy and procedures to ensure that staff issues are identified and resolved appropriately.
- Manage and develop HR staff and oversee the effective application of the HR transactional processes.
- Work in partnership with local trade unions representatives to foster excellent employee relations, whilst supporting business objectives.
- Participate in and contribute to a range of HR projects with the aim of implementing business focused and best practice HR interventions to support the current and future needs of the organisation.
- Successfully lead on several departmental restructures including the introduction of new terms and conditions to the organisation.
- Handle complex and escalated employee relations and legal cases.
- Contribute to the development and delivery of HR strategy
- Offer TUPE advice to the bid team

Survey Sampling International (based in the Netherlands)

HR Manager, Europe

February 2005 – June 2009

Responsible for all HR activities throughout 6 locations and as required on a global level.

- Managed and developed a team of HR Professionals with varying levels of HR experience
- Recruited over 200 international employees for 6 European locations
- Developed Europe – wide training programmes ranging from orientations through to management development
- Instrumental in the opening and set up of 5 offices in Europe
- Ensured legal compliance in all European offices
- Advise and guide managers through complex employee relations issues and HR activities
- Work closely with global HR team on policy development
- Solely responsible for the design and roll out of several global HR projects including compensation, reviews and bonus development. Trained managers internationally on these projects.
- Rolled out a global Human Resources Information System
- Developed European recruitment policy
- Member of the European Executive Committee where we set business plans, budgets and operating strategy

HR Officer

The British School in the Netherlands

June 2002 – June 2004

- Responsible for the process of recruitment in UK and the Netherlands
- Arranged the relocation of new hires and repatriation of employees returning to the UK
- Reintegration coordinator between occupational health and long-term sick employees
- Member of training committee which managed the training budget, schedule and activities for the entire school
- Managed the implementation of a new Human Resources Information System which involved identifying the needs of the school, choosing a system, designing screens and planning a roll out.
- Project work

Prior to this I worked in a number of customer service and hospitality management positions in Scotland, England, the Netherlands and the USA.

2. Please detail when you were appointed as the Head of HR and Corporate Services of PIRC.

I was appointed as Head of HR and Corporate Services in June 2017. This was a part time role initially (0.6FTE). My role was amended in June 2021 to Head of Corporate Services which incorporated the Accountable Officer role, I moved to full time employment in November 2021 as the requirements of the role could not be met in part time hours.

3. Please can you provide a description of what your current role entails.

My current role is Head of Corporate Services. I have been the Accountable Officer for PIRC since June 2021. In both this role and that of Head of HR and Corporate Services I have responsibility for HR, EDI, training, facilities, payroll, procurement, information governance, health and safety, policy development, IT and leading on a number of staff groups.

I am also a member of the Senior Management Team (SMT) and work closely with this group on setting strategy, agreeing business plans and assessing workload.

Since the Accountable Officer function has been added to my portfolio, I also have responsibility for finance, risk, audit (internal and external), business continuity and union negotiations over pay and conditions. I also attend Audit and Accountability Committee meetings to update on risk, audit, our financial position, and corporate services performance.

Prior to becoming Accountable Officer, I reported to the Director of Operations. This was John Mitchell when I started, who was replaced by Alan Buchanan. They were responsible for setting my priorities and objectives. Since June 2021, I have reported directly to Michelle Macleod, Commissioner.

4. In the PIRC position Statement dated 29 January 2024 you were identified as the person within PIRC who had overall responsibility for matters relating to equality, diversity and inclusion. Please explain the extent of your remit in this regard and how you are supported by other members of staff in fulfilling your role.

As Head of Corporate Services, I hold day to day responsibility for PIRC's compliance with the Equality Act 2010.

I am responsible for ensuring the diversity monitoring of job applicants. All recruitment interviews within PIRC have a member of HR on the recruitment panel who assist the recruiting manager with shortlisting and participate in the interviews to ensure that all processes are followed and that there is no bias. I ensure that recruiting managers are trained on unconscious bias ahead of shortlisting, even though the application forms are anonymised. I set up the process we have in place for guaranteeing interviews for disabled candidates who meet essential criteria for the post they have applied for and ensure reasonable adjustments are made if requested prior to interview. I have the full support of the HR team and recruiting managers in this process.

Supported by the Training Coordinator, I am responsible for assessing training needs in relation to equality and diversity and sourcing the training that fulfils these needs. I have ultimate responsibility in ensuring that training is attended and that accurate records are kept. This is a key responsibility that I have set for the new Training Coordinator who will report on this to me. We are currently working on developing a rolling EDI training plan which will be presented to the Senior Management Team for approval.

I Chair the EDI Group which has members from all business areas within the PIRC. This group meets regularly and has an agreed Terms of Reference which is reviewed bi-annually. The members of the group are passionate about diversity and inclusion and together we have set up subgroups to focus on key areas, the two ongoing subgroups are focussed on:

- Equal opportunity monitoring forms – this group were focussed on ensuring consistent questions were asked on job applications, CHR forms and witnesses involved in investigations. They were also responsible for increasing response rate. A current focus is on reporting on the data received. The agreed form uses questions

worded similarly to those used in the most recent census in Scotland to ensure analysis is in line with the general Scottish population

- Training – this group have been involved in testing and selecting EDI training for all staff and will agree the rolling EDI training plan that is being drafted now.

The group also has a role in reviewing FOISA requests that may touch on diversity and are consulted on staff policies where appropriate.

I hold responsibility for equality impact assessments, and am supported in this by the Information Officer, [REDACTED]. She hosts training sessions for staff required to complete an EQIA. Together we ensure that all policies have up to date EQIA's in place and that it is part of project work.

I promote a culture of inclusivity and ensure we have policies to support this such as our Dignity at Work Policy, this was recently refreshed, and we have scheduled training sessions with ACAS on calling out unacceptable behaviours at work to promote the use of the policy when required.

I attend the Cross Justice Working Group on Race Data and Evidence. This was set up initially as a short life working group to improve collective understanding of the experiences of different ethnic groups within Scotland's justice system. This group was set up 3 years ago and members are currently reviewing the benefit of continuing the group on a more permanent basis.

Training and guidance at (and before) your commencement in role

5. When you commenced in your role, what was the PIRC training policy and strategy in relation to the following matters:
 - (i) equality, diversity and inclusion insofar as relating to race; and
 - (ii) investigating race as a factor in an incident.

On commencing in my role as Head of HR and Corporate Services in June 20217, I had responsibility for facilitating training and maintaining records, however the overall strategy setting lay with the Accountable Officer at that time, John Mitchell. A training policy was in place, and this outlined the types of training that was offered to staff and how the training could be requested.

It is my recollection that at that time, operational training was mainly sourced by each business area, based on the skills required operationally with the approval forms coming to both me and the Accountable Officer for approval. Although I did not set or hold responsibility for budget at this time, this was considered as part of the approval process. I had responsibility for ensuring that my team delivered governance training regularly e.g. FOISA and attendance management. Corporate services normally booked training at that time and arranged travel and accommodation if needed, although I am aware that at that time, some operational staff booked their own training once approved.

Although prior to my employment with PIRC, I am aware that Anderson Strathern delivered EDI training in January 2017 which covered all protected characteristics. (PIRC 04577)

6. How was the training policy and strategy implemented at that time with regard to training opportunities for:

- (i) senior managers; and
- (ii) investigators and 'front line' staff?

As the overall responsibility for strategy sat with John Mitchell, I can only comment on how the policy worked operationally. As Director of Operations (DoO), John Mitchell and then Alan Buchanan, had line management of the Heads of Investigations, Reviews and Policy, Communications and HR and Corporate Services. We would have discussions with the DoO about the training required for ourselves as department heads and if the requests met business needs, the requests were approved.

The same approach was taken in each business area. I was involved in coordinating training for "front line staff" once I knew the DoO had agreed to the training taking place and the budget position.

The training policy in place when I started, outlined how training could be accessed. Staff could also use the annual appraisal polices as a mechanism for requesting training.

With regards to EDI training, or more specifically race, as stated in Q5, this had been delivered in January 2017.

Training was always viewed as a priority, this was made clear to me by the DoO, this has continued to be the case.

7. What arrangements if any were in place to monitor the effectiveness of any such training?

Feedback forms are issued to all staff after a training session, while it is not mandatory to complete these, we do have a high response rate of feedback from staff. This is used to assess effectiveness of the training and to determine what changes / follow on training may be required.

An example of this was how we used the feedback given to us after the EDI training in December 2022 was used. As mentioned in Q11 (i), through feedback it was clear that staff had an appetite for learning more about inclusion. Based on the feedback given, the Marshalls e-learning platform (race in the workplace) and Police Scotland's Empower Hours (unconscious bias, being an ally and EDI) were found to be most suitable.

8. What guidance was available on investigating race as a factor in an incident?

I cannot recall what was in place at that time. John Mitchell would be better placed to answer this question.

9. Insofar as you may be aware, were there any significant changes in the arrangements in place with regard to such training and / or guidance between 2015 and your commencement in role?

I am not aware of what changes were made; John Mitchell would be best placed to respond to this question.

10. Were you aware at the time of any changes made in response to the death of Sheku Bayoh and/or any lessons learned from his death?

I am not aware of any changes made directly linked to lessons learned as this was prior to my appointment.

I am however aware that as the PIRC increased in staff numbers and workload, it became apparent that responsibility for delivering tasks such as training, should be given to a central resource, rather than shared by managers. The decision to recruit a Training Coordinator was made in 2019, with the responsibility for this postholder to create the training strategy which would ensure that all staff had access to the required training for us to meet our statutory obligations.

As the pandemic hit shortly after we recruited to this post, the decision was made that the postholder, Ryan Martin, would focus on staff wellbeing by working with HR on advice for managers on managing remote teams. PIRC had been fully office based prior to the pandemic and it was a significant adjustment for all staff to make. As no conferencing facilities were available at that point in time, Ryan used staff email communications to update staff.

Training and guidance since your commencement in role

11. Since you commenced in your role, with regard to training on race please explain the steps that you have taken in order to:
- (i) Ensure that systems are in place to identify either shortcomings in existing areas of training or the need for a previously unidentified area for training to be provided to PIRC members of staff, for example, in response to a change in legislation rather than reacting to an internal request from a member of staff for training to be provided;

The EDI subgroup that focusses on training have been heavily involved in reviewing the requirements organisation wide for all diversity training including race. This group has representatives from each of the business areas and have had an input on both training content and delivery to maximise the effectiveness of a session.

EDI training will always be mandatory and therefore it is the responsibility of this group, together with the Training Coordinator to make sure that regular training is planned and that a variety of delivery techniques are used as we realise that people learn in different ways.

Staff feedback from a session held on Equality, Diversity and Inclusion delivered in house in December 2022 was that there was an appetite for further learning and a nervousness about getting things “wrong”. A management decision was made at that time to deliver a session based on “lived” experience. However, it became apparent that while it would be valuable to hear about one person’s experience, it would be more beneficial to offer several views. We purchased modules from an online training provider – Marshalls – which offers focused sessions on a number of protected characteristics. The EDI training subgroup were involved in the selection process, they also felt strongly that although the sessions were online, face to face delivery would be more effective to foster an environment for discussion. The “Lets talk about Race in the workplace” has been delivered to all staff and the feedback received has been positive.

In summary, the EDI subgroup is the system we have in place to discuss training required in relation to race based on their experience while dealing with stakeholders. (minutes of 2 meetings attached)

- (ii) Identify the need for specialised training for members of staff which is specific to their particular role;

All race training delivered has been mandatory for all staff to attend, with the exception of:

- PIRC Senior Management team attended a joint training with Police Scotland Professional Standards Department (“PSD”) on unconscious bias and equalities delivered by SEMPER Scotland.
- I attended a session on Deconstructing Institutional Discrimination session delivered by Police Scotland on 17 April 2024 with the Commissioner.

- (iii) Assess the effectiveness of any training provided and the need for any follow up training or “refresher” training to be delivered.

Please see response to Q7.

12. Is it mandatory that all staff within PIRC attend the training which is provided on race, and if so since when?

Yes, this has always been mandatory as far as I can recall, however since the Training Coordinator has been in post, record of attendance have been maintained more consistently. This was one of the posts responsibilities and reasons it was required.

Due to operational demands, there may be occasions where training is booked and must be cancelled or rescheduled. We have limited operational resources and if there is an urgent case which results in someone being unable to attend a scheduled training course, they will receive the training at a later date.

13. Are there any procedures in place to monitor that staff members attend training and implement the learning points?

Yes, the Training Coordinator maintains a register, issues invites, ensures that all staff are scheduled to attend training sessions, issue reminders if required, escalating to me if some staff have not been able to book on to a session. I then liaise with their line manager to ensure attendance. Attendance records are kept and staff are responsible for maintaining their training log.

Line managers are responsible for managing their teams behaviours, this includes ensuring that they adopt what they have learned in any training session and apply it to their work.

14. Are staff asked to evaluate and give feedback on the training that they have received? If so, please explain the purpose for which this feedback is obtained.

Please see response given to Q7.

15. In your view, are sufficient resources available to you in your role as Head of HR and Corporate Services to be able to deliver a full spectrum of training? Are there any other limitations on the ability of PIRC to provide training on race?

Since I started in post, my team has increased to allow us to meet business requirements. As Head of HR and Corporate Services I had a team of 3 FTE's. Through successful business cases and taking on responsibility for the Finance Team, I was able to increase this to 10 members of staff (9.7FTE). My team are able to give training in their field of expertise, this has resulted in us being in a position to offer internal training in a number of areas, including but not limited to:

- FOISA
- DPA
- Cyber Awareness
- Line management training
- EQIA / DPIA process
- Induction and on-boarding

We also facilitate online learning with the use of IHASCO, the Civil Service Network and SG Learning Pathways platform.

Operational training is generally delivered by external providers to meet development needs and maintain our required skill set. Since we have had the Training Coordinator post, there has been more capacity for in depth discussions on training requirements with business areas, to source these providers if we cannot deliver in house and to manage the booking and evaluation process.

Specifically, regarding race training, our previous Training Coordinator, Ryan Martin, attended an ACAS session on 'Equality, Diversity and Inclusion.' This training and the materials that ACAS provided us were used as a base for Ryan to deliver an adapted internal course which was mandatory for all staff. This session covered the Equality Act 2010, the differences between equality, diversity and inclusion, protected characteristics and offered staff a safe space to share experiences. It was delivered to all staff in December 2022.

The feedback given was that staff were keen to continue to enhance their learning, in particular relating to a nervousness about saying the wrong thing. Ryan and I spent a significant amount of time trying to source lived experience training, however up till now it has proved challenging to find this. In the interim a number of solutions have been implemented and well received by staff. These include:

- 'Empower Hours' delivered by Police Scotland's training team. These online sessions cover a number of topics including inclusion, the importance of being an ally, privilege, and unconscious bias
- ' Lets Talk about Race in the Workplace' which although is an online learning, we are running it as a group session to promote good dialogue. This is being delivered by 2 employees who have a particular interest in EDI.
- Continued use of IHASCO for its Unconscious Bias module

Having a dedicated training resource has been invaluable to my team for managing a calendar of internal training and to being a dedicated resource who has an overview of the training plan, budget and requirements. Each business area has a member of staff with responsibility for training. The Training Coordinator meets with these "SPOC's" regularly.

PIRC is a small organisation with a workload that is often reactive and unpredictable. This can be protracted and resource intensive. Training is essential and welcomed by staff and PIRC is fully aware of the importance of having a skilled and experienced workforce, however abstracting staff for training, must be balanced with their operational requirements in order to meet our statutory obligations.

While additional resources are always welcome, my view is that one dedicated centralised training post fulfils the requirements we have for the coordination, facilitation and delivery of training. Should more training be delivered in house, this view would change.

Ryan Martin left PIRC in December 2023 and his successor, [REDACTED], came into post in April 2024. She is currently working on the training strategy and plan for this year and a rolling 3 year EDI programme which will involve a mix of online and in person training.

16. What steps might be taken to address any such resourcing issues or limitations?

N/A

17. How do you prioritise the training that you are able to deliver in view of any such resourcing issues or limitations?

In addition to regular governance training (e.g. FOISA or attendance management), we have a list of training requirements for all business areas to ensure that essential skills are maintained. The training SPOCS review this at their regular meetings. Investigations is our largest business area and has a wide range of skillsets, to ensure that there is a constant dialogue about training, a training subgroup has been set up with the purpose of reviewing the list of skillsets and the programme of training required. The Training Coordinator attends these meetings.

Each staff member has a skills matrix which is reviewed as part of the Annual Appraisal process to ensure that all staff members are up to date in the skills required for each role.

Training is prioritised based on priorities set at SMT and through discussions with the training contacts in each of the business areas. There will always be a mix of skills-based training and governance in our annual plan. Staff attend a number of training activities throughout the year, however we are mindful of their workload and ensure that training is planned and delivered throughout the year.

18. In your view, are there currently any limitations on the effectiveness of the training provided meaning that the learning points or the desired changes in behaviour are not fully adopted by PIRC staff members? If there are any limitations, what steps do you believe would be required to overcome those limitations?

I am not aware of any limitations. I would expect line managers to manage their teams as they implement learning points and that they would escalate if required. Should there be issues here, these would be addressed in regular one to ones initially and escalated to a performance management plan if not resolved.

19. If you have identified any limitations in the ability to deliver training, or the effectiveness of the training, how does this manifest itself within the organisation?

N/A

20. During periods when there is a significant volume of casework, does this mean that training on equality, diversity and unconscious bias is given less priority?

No, however staff may be permitted to book on a session held at a later date to allow them to manage their workload.

We have a training calendar to make sure that planned sessions are spaced as well as possible and are mindful of key events that are planned. If a large, resource intense case came in, then entire sessions would be rescheduled to ensure attendance.

21. Please explain your obligations in terms of reporting to senior management on the training provided and the success or otherwise of it.

I attend the Senior Management Team (SMT) meetings held monthly and the operational update meetings held weekly. At the operational updates, brief overviews of planned training, points of information or reminders on booking dates will be discussed. At SMT these briefings are more in depth and at that point I would get agreement for training sessions to be mandatory if I felt would benefit the organisation.

I informally update the Commissioner on an ad-hoc basis on training initiatives or key points arising from the training SPOC meetings.

22. Are there any other comments that you would wish to make in relation to the training and guidance on race provided by PIRC?

No

Diversity within PIRC

23. Does PIRC have an equality and diversity strategy or similar policy? If so, please can you provide details.

We have an Equality and Diversity Policy which is under review and will go to our Senior Management Team meeting in May for approval. (copy of draft policy attached)

24. Does your role require you to monitor compliance with any equality and diversity strategy within PIRC? If so, how is this done?

I recently reviewed the Equality Evidence Strategy 2023 - 2025 set out by the Scottish Government and made a list of actions for our EDI group to consider, these were:

1. Each business area to look at why data is collected and to consider what can be done with the data once collected. The group should collect the information for all 3 teams and submit report back to the EDI group - COMPLETE
2. Collectively, review the Equal Opportunities Monitoring form to ensure consistency across teams. Report back to EDI group on suggested changes, any differences between teams should be highlighted to EDI group for agreement. [equalityevidence.scot](https://equalityevidence.scot.nhs.uk/) - COMPLETE
3. Consider how the data is collected. What processes can be put in place to increase response rate? - ONGOING
4. Consider how we can report on this data - ONGOING
5. Put plan in place to communicate processes to staff – ONGOING

I am currently working on a draft PIRC equality strategy which will include our approach to data collection and how we report on this data, public sector equality duty and the Equalities Act 2010. This will sit alongside our Equality and Diversity Policy.

25. When you commenced in role, how diverse was PIRC as an organisation? Has that changed since?

PIRC has had and continues to have a diverse workforce in relation to gender balance. This has increased since 2017 slightly to the point where we are staffed almost equally by males and females.

With regards to race, our staff are mainly white Scottish. This was also the case when I joined in 2017. We are conscious of this in our recruitment processes. See Q26.

26. Do you think that the workforce within PIRC is sufficiently diverse in terms of recruitment and retention of black and minority ethnic members of staff? If not, what steps are you taking in your role as Head of HR and Corporate Services to address this?

PIRC recognises the benefits of having a diverse workforce and as Head of Corporate Services, together with the HR team, we continue to look for ways to increase the number of applications received by black and minority ethnic members of staff and to foster an inclusive environment.

Jobs are advertised on sites that are well used across Scotland in addition to specific sites targeting the skill set we require to reach as wide and diverse a pool of candidates as possible.

Application forms are anonymised ahead of being sent to the recruiting manager for shortlisting to avoid any unconscious bias. Data monitoring forms are part of the application form and are removed as part of the anonymisation process. This data is sent to the Information Team for recording.

In April 2022, we added a diversity question to the questions asked at all job interviews, this is for both internal and external recruitment. Candidates have commented positively on being asked this type of question at interview.

Staff all have a diversity objective which forms part of their annual performance appraisal.

This has not resulted in PIRC becoming more racially diverse. We are aware that for NPPV3 Police vetting (the level all staff are vetted to), applicants are required to have been in the UK for 3 years, this may prohibit some potential candidates from applying, however the skill set we require for many posts can be specific and this will reduce our pool of prospective candidates from all backgrounds.

Prior to the pandemic, we had a thriving trainee programme. This allowed us to reach candidates from a wide range of backgrounds and levels of experience. We attended career fairs and received speculative applications from people interested in this programme when there was no vacancy to apply for. This was paused during the pandemic and has not been restarted due to financial limitations. The skill set required for this programme is more flexible and therefore would allow us to reach a more diverse pool of prospective candidates.

27. Do you believe that any improvements could be made by PIRC generally with regard to equality and diversity both internally within the organisation and in its interactions with the public and other stakeholders?

I believe that PIRC are committed to equality and diversity both for staff and external stakeholders. This is ongoing and we currently have policies and guides in place for staff to refer to and increase their awareness of equality and diversity such as:

- EDI training
- Awareness messages on our intranet
- Discrimination Guidelines;
- Diversity performance objective as part of their appraisal
- All recruitment interviews contain a diversity question
- Awareness of using EQIA's as a tool
- EDI group with members from all business areas

Conclusion

28. Annex B contains the Inquiry's terms of reference. With reference to these, is there anything else you would like to include in your witness statement?

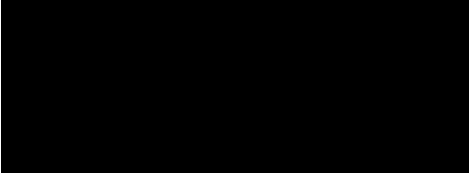
No

29. Please include the following wording in the final paragraph of your statement:

"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."

30. Please sign and date your statement.

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.



ANNEX B

Terms of reference

The aim of this Inquiry is twofold: firstly, the Inquiry will establish the circumstances surrounding the death of Sheku Bayoh in police custody on 3 May 2015 and make recommendations to prevent deaths in similar circumstances, as would have been required under the Inquiries into Fatal Accidents and Sudden Deaths etc. (Scotland) Act 2016.

Secondly, the Inquiry will assess and establish aspects of the case that could not be captured, or fully captured through the FAI process, namely (a) the post incident management process and subsequent investigation and make any recommendations for the future in relation to these; and (b) the extent (if any) to which the events leading up to and following Mr Bayoh's death, in particular the actions of the officers involved, were affected by his actual or perceived race and to make recommendations to address any findings in that regard.

The remit of the Inquiry is accordingly:

- to establish the circumstances of the death of Sheku Bayoh, including the cause or causes of the death, any precautions which could reasonably have been taken and, had they been taken might realistically have resulted in the death being avoided, any defects in any operating models, procedures and training or other system of working which contributed to the death and any other factors which are relevant to the circumstances of the death;
- to make recommendations, if any, covering the taking of reasonable precautions, improvements to or introduction of any operating models, procedures and training, or other system of working, and the taking of any other steps which might realistically prevent other deaths in similar circumstances;
- to examine the post-incident management process and the investigation up to, but not including, the making by the Lord Advocate of the prosecutorial decision communicated to the family of Sheku Bayoh on 3 October 2018 (and the Victims' Right to Review process that was undertaken by the Crown Counsel in 2019), including: (i) the effectiveness of procedures for gathering and analysing information, (ii) the securing and preserving of evidence, (iii) the roles and responsibilities of those involved, (iv) liaison with the family of the deceased and (v) compliance with any relevant Convention rights; and make recommendations, if any, for the future in respect of these matters;
- to establish the extent (if any) to which the events leading up to and following Mr Bayoh's death, in particular the actions of the officers involved, were affected by his actual or perceived race and to make recommendations to address any findings in that regard; and
- to report to the Scottish Ministers on the above matters and to make recommendations, as soon as reasonably practicable.