



**POLICE
SCOTLAND**

Keeping people safe

POILEAS ALBA

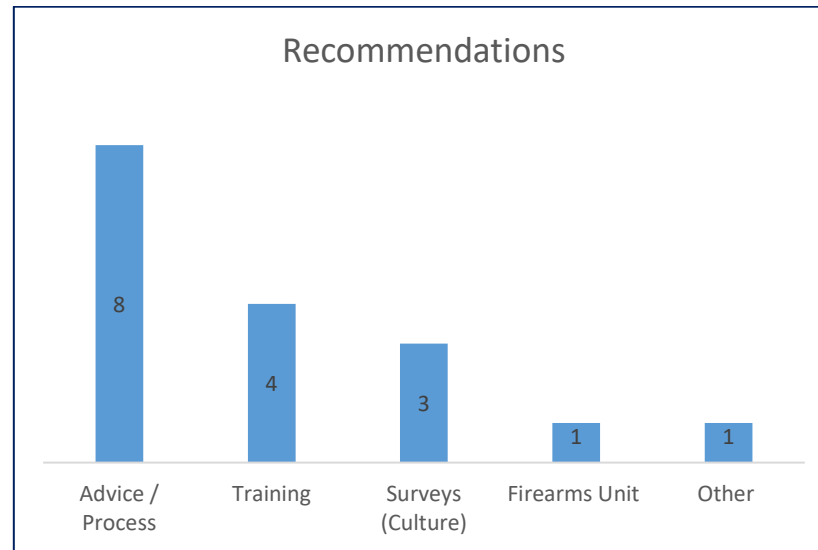
Police Service of Scotland

Action Tracker

June 2022

Governance Arrangements

The Police Service of Northern Ireland made a number of recommendations and observations reporting across 4 main themes of Advice, Training, Surveys and Firearms Unit. We have extracted the findings and detailed them as recommendations within this Action Tracker. A total of 17 recommendations for improvement were identified.



All recommendations are included within the Force-wide Tracker for Audit and Inspection activity. Monthly reports are submitted through our governance structure reporting progress against milestones and highlighting issues with delivery. Quarterly reports are produced for Police Scotland’s Audit and Risk Board and progress shared with the SPA Audit, Risk and Assurance Committee.

All updates, closing statements and supporting evidence are independently reviewed by staff within Police Scotland’s Governance, Audit and Assurance Team to verify and test that progress is on track and action taken delivers the required improvement.

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No.	Recommendation / Observation	Action to be taken	Timescale	Ownership
1	<p>Employment Tribunal Process and Communication Pack</p> <p>It is recommended that measures are put in place to ensure witnesses are informed and supported throughout the process by the Employment Team.</p>	<ol style="list-style-type: none">1. Review the Employment Tribunal process and consider building in the suggestions from the report to support the process and communication.2. Review effectiveness of process maps, communication packs and training materials produced by the Employment Tribunal Grievance and Non-Criminal Complaints Working Group and finalise versions.3. Incorporate provision of Welfare Support throughout process.	September 2022	Director of People and Development and Head of Legal Services
2	<p>Continued Case Reviews</p> <p>It is recommended that processes for Continued Case Reviews and contact with parties is in place and / or reviewed to ensure witnesses are fully engaged.</p>	<ol style="list-style-type: none">1. End to end review of Employment Tribunal, Grievance and Non-Criminal Complaints – finalise pilot processes and publish.2. Evaluate Case Assessment and Review Panel pilot.3. Develop a briefing pack outlining the process.4. Strengthen mechanisms to review learning and cascade as appropriate.	September 2022	Director of People and Development and Head of Legal Services

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3	Grievance Standard Operating Procedures It is recommended that Grievance procedures are reviewed and updated taking account of the findings from the tribunal to ensure they are fit for purpose and up-to-date.	1. Review Grievance Standard Operating Procedure to ensure fit for purpose and appropriate level of HR engagement in the process. (Initial review of procedure completed in 2019).	Complete	Director of People and Development
4	Grievance SOP Governance Standards It is recommended that robust monitoring procedures are introduced to ensure compliance with grievance processes and timescales.	1. Review reporting and governance mechanisms already in place to achieve increased compliance with performance indicators. Take demonstrable action to address those found non-compliant. 2. Greater focus on compliance built into training programme.	December 2022	Director of People and Development

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5	<p>Training on the Grievance Process</p> <p>It is recommended that training in the grievance process is undertaken for all staff involved in the process.</p> <p>It is further recommended that consideration be given to the need for annual refresher training and/or other competency assessments.</p>	<ol style="list-style-type: none"> 1. Conduct a training needs analysis. 2. Carry out options appraisal to identify the most effective and efficient way of delivering training at a point at which it is required and will be beneficial. Consideration to be given to ongoing training/ competency assessments. 3. People and Development to consider a support toolkit for Managers on the Grievance process. 4. Training for HR Professionals to ensure consistency of advice on application. 	<p>December 2022 (milestone for identifying requirements and training plan)</p>	<p>Director of People and Development</p>
6	<p>Education of Managers</p> <p>It is recommended that line managers are provided with updated advice and guidance in respect of procedures to be followed when welfare reasons are cited.</p> <p>When welfare reasons are cited they must be supported / followed up with medical evidence.</p>	<ol style="list-style-type: none"> 1. Consider inclusion within Line Managers Toolkit. 2. Review of Grievance Standard Operating Procedure to ensure this is included in updated version. 3. Operational Support Division (OSD) EDI Activity Plan (x-ref) Year 1: Action 3 re Withdrawal of Specialisms to develop an enhanced process with a focus on consistency and fairness. 	<p>December 2022</p> <p>December 2022</p> <p>March 2023</p>	<p>Director of People and Development</p>

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7	<p>Training on Mediation Processes</p> <p>It is recommended that all mediators must be trained prior to deployment.</p> <p>It is further recommended that those engaged in the grievance process have a good understanding of the use and benefits of mediation and there is clarity on the differences between the Grievance procedure and Mediation processes.</p>	<ol style="list-style-type: none"> 1. Review the number of trained mediators. 2. Review the process for selection. Review ongoing Continued Professional Development / learning opportunities for improvement. 3. Educate those engaged in the grievance process about the prospects of resolution by way of mediation. (Via Line Managers Toolkit and inclusion within updated Standard Operating Procedure). 	December 2022	Director of People and Development
8	<p>Equality, Diversity and Inclusion Training</p> <p>It is recommended that Force-wide training in respect of Equality, Diversity and Inclusion (EDI) is undertaken.</p> <p>It is further recommended that specific Equality, Diversity and Inclusion Training is delivered to specific groups associated with this Tribunal.</p>	<ol style="list-style-type: none"> 1. Complete plan for Force-wide training in respect of Equality, Diversity and Inclusion. X-ref with Action Ref 11 EDI Improvement Plan. 2. Target specific groups (x-ref) Operational Support Division EDI Activity Plan Year 1: Action 1 Communications on EDI matters; Action 2 Line Manager Training, Unconscious Bias Training, People Management Skills and establish Inclusion Moments. 	October 2022 March 2023	Deputy Chief Constable Professionalism

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9	<p>Key Messages – Culture</p> <p>It is recommended that a definitive message should be issued by the Senior Executive team to the organisation reinforcing the organisation’s views on equality and diversity in the workplace with no tolerance to any conduct to the contrary.</p> <p>It is further recommended that a plan to address and combat existing issues is developed.</p>	<ol style="list-style-type: none"> 1. Chief Constable’s statement at Public Inquiry – Consider plans to address this via any action plan and further messaging. 2. Chief Constable’s Commitments 3. Launch of Policing Together intranet page 4. EDI Delivery Team (x-ref): Action Ref 16 – creation of Knowledge Hubs for EDI matters; Action Ref 21 Diversity Booklet; Action Ref 9 Micro-aggression awareness raising; Action Ref 15 Diversity Awareness Raising (lunch and learn sessions). 5. Commission of Independent Review Group findings and subsequent plans to be followed through EDI Governance Structures. 6. Operational Support Division – EDI Activity Plan Year 1 Action 1 Communications and EDI Induction Plan setting out expectations Actions 10, 12, 14, 20 OSD EDI Governance Board Action 4 EDI Delivery Team 	October 2022	Deputy Chief Constable Professionalism

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10	<p>Seeking Professional Advice – HR and Legal</p> <p>It is recommended that the profile of HR and Legal is raised within the organisation so that staff understand their role and service provided. This will ensure professional advice and guidance can be sought at an early stage to potentially mitigate risk especially within the grievance process.</p>	<ol style="list-style-type: none"> 1. Ensure considerations are included within update Grievance Procedures. 2. First Line Managers (FLM) Training – review key messaging at this stage. 3. Line Managers Communication 4. Employment Tribunal Communications Pack as per Recommendation 1. 5. Operational Support Division Specific – EDI Activity Plan Year 1 Action 1 – Communications - Line Managers to be provided with further information when and who to contact for assistance. 	December 2022	Director of People and Development and Head of Legal Services
11	<p>Professional Advice - Escalation Criteria</p> <p>It is recommended that escalation criteria and processes be considered where it is clear that professional advice is not being followed.</p>	<ol style="list-style-type: none"> 1. Review escalation procedures for HR professionals and communicate a consistent approach for all professionals to follow. 	October 2022	Director of People and Development

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12	<p>III Health Retiral</p> <p>It is recommended that processes and sources of assurance relating to III Health Retirals (IHR) are reviewed.</p> <p>It is further recommended that consideration to what training / refresher training may be necessary for HR professionals on the process.</p>	<ol style="list-style-type: none"> 1. Training Needs Analysis to be undertaken in respect of IHR. 2. Prioritised plan for training to be developed. 3. Consider Continued Professional Development events. 4. Consider options to undertake a process review or assurance map in relation to III Health Retirals. 	December 2022	Director of People and Development
13	<p>Culture Survey – wider staff survey</p> <p>It is recommended that a staff survey is undertaken in respect of culture as it specifically relates to the issues arising from the Tribunal. This will provide insight to understand the perceptions of not only those within those departments, but others out with the departments, of the culture of these departments.</p> <p>The questions should be tailored in such a way that allows information to be gathered on:</p> <ul style="list-style-type: none"> • Views of others in the organisation. 	<ol style="list-style-type: none"> 1. ‘Your Voice Matters’ engagement survey undertaken across the organisation March 2021 and from that 18 priority areas were identified. These priority areas are subject to Local Implementation Plans and are overseen by a survey steering group to ensure actions are fully completed. 2. Senior Leadership coaching on translating values into action. 3. EDI Improvement Plan Action Ref 4 – Establish Talk Truth to Power Sessions at Divisional Level. 	March 2023	Deputy Chief Constable Professionalism and Deputy Chief Constable Crime & Operations

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	<ul style="list-style-type: none">• Why these views exist.• Perceived barriers to entering these teams.• Are there any other teams / departments with similar cultures / barriers.• Own experience.• Suggested solutions.	<ol style="list-style-type: none">4. HMICS Organisational Culture Thematic Inspection may use survey work to consider if there is a misogynistic culture.5. In light of the future inspection above, consider any wider survey work required for the whole organisation.6. Specialist Crime Division (SCD) EDI Plan Year 1: Action 2 SWDF Survey – New Specialisms; Action 22 Monitor Trends from workforce experience feedback (protected characteristics)7. Operational Support Division EDI Delivery Plan Year 1: Action 16 Exit Interview review of trends (with a focus on gender equality/inequality issues); Action 20 Staff Engagement Sessions		

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14	<p>Culture Survey – Department Specific</p> <p>It is recommended that in conjunction with any cultural survey the views of officers and staff in relation to sexual misconduct in the workplace should also be canvassed.</p>	<ol style="list-style-type: none"> 1. EDI Improvement Plan Action Ref 4 – Establish Talk Truth to Power Sessions at Divisional Level. 2. EDI Improvement Plan Action 14 Target all non-specialist female officers and invite to female only Q&A with relevant specialism SMT. 3. HMICS Organisational Culture Thematic Inspection may use survey work to consider if there is a misogynistic culture. 4. Independent Review Group findings. 5. Consider if wider survey would be of benefit. 	March 2023	Deputy Chief Constable Professionalism
15	<p>Historic Case Review – Assurance</p> <p>It is recommended that consideration should be given to the need to review historic cases in which allegations of sexual misconduct were advanced, to ensure they were appropriately addressed.</p>	<ol style="list-style-type: none"> 1. Undertake review of historical cases where sexual misconduct was a feature. 2. Consider if review processes are appropriate, fit for purpose and up-to-date to ensure consistency of application. 	October 2022	Assistant Chief Constable Professionalism and Assurance and Director of People and Development

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16	<p>Firearms Unit – Review It is recommend that the structures, recruitment and selection processes pertaining to the Firearms Unit are reviewed, to ensure that they are fully compatible with equality legislation and that any barriers to selection are addressed.</p> <p>Consideration should be given to the following:</p> <ul style="list-style-type: none"> • Identifying the reasons why females are underrepresented; including the review of selection criteria so as to understand any barriers to women joining the Firearms Unit. • Review the criteria for postings in the team. • Educate the organisation about the Unit to encourage interest. • Consider mentoring/transfers into unit. <p>It is further recommended that the unit should, if not already done, train the whole team on acceptable conduct and reiterate sanctions if not found to be met.</p>	<p>1. Review structures, recruitment and selection processes The following actions within the OSD EDI Activity Plan Year 1 are relevant to this action:</p> <ul style="list-style-type: none"> • Action 17 Job Adverts – review communications to ensure effective targeting of under-represented groups and removal of any barriers across all Sub-Divisions. • Action 15 HeforShe Activity Plan to be developed. <p>The following actions with the DCC EDI Plan are relevant to this action:</p> <ul style="list-style-type: none"> • Action 23 Workshops to explore how agile / flexible working can be supported in Sub-Divisions (Year 2). • Action 19 Increase female officers across all specialisms by 50% within 4 years (Year 2). • Create “Day in the life of” videos for specialism promotion Action 13 (Year 2) <p>2. Whole team training in respect of EDI OSD EDI Delivery Plan Action 2 Line Manager Training on Unconscious bias, people management</p>	March 2023	Assistant Chief Constable Operational Support

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	A reminder should be issued about all the ways in which to report inappropriate behaviour.	skills, consequences of decision making, inclusion moments. 3. Issue reminder about ways to report inappropriate behaviour OSD Communications, Action 1 and Action 14		
17	It is recommended that consideration should now be given to the Misconduct Assessments provided.	1. Review Misconduct Assessments relating to 5 individuals and take action as appropriate.	October 2022	Assistant Chief Constable Professionalism and Assurance