

Police Scotland's Response to LGBTQI+ Police Scotland Citizens' Panel Recommendations

The LGBTQI+ Police Scotland Citizens' Panel was a deliberative engagement process completed in late 2025 as part of our Policing Together Strategy and Implementation Plan. It was designed by our Research and Insight team within Strategy, Insight and Engagement in partnership with colleagues across the Service, including within Policing Together Division.

The Panel was made up of 23 members drawn from Scotland's LGBTQI+ communities who met online over several weeks to learn about issues in detail and to craft recommendations. Recommendations intend to answer the question that we set for the Panel's work - "What does Police Scotland need to change and do to build greater trust and confidence amongst LGBTQI+ people?"

We know from our insight and data that LGBTQI+ communities have lower levels of confidence in policing than the general population. As a public service, it is important for us that we do all we can to ensure our communities are heard and that we use their knowledge and experience to ensure we get things right. The Citizens' Panel's report, the recommendations and themes have been mapped where relevant to our Policing Together Implementation Plan, our Equality Outcomes and audit and inspection results. Delivery against each is prioritised in a cohesive manner, better enabling us to understand impact. We are content that many of the recommendations are supportive of work already underway throughout the Service. Where this is not the case, we have outlined in our responses below.

The Panel produced a set of 16 recommendations which are themed within the following areas:

1. Community Engagement and Visibility.
2. Transparency, Trust and Accountability.
3. Feeling Safe, Seen, and Welcome.
4. Internal Police Culture.
5. Training and Education.

This document sets out a summary of each of the Panel's recommendations with our response. It is assumed that readers have read and understood the final report from the work of the Citizens' Panel, which is available on request via InsightEngagement@scotland.police.uk.

1. Community Engagement and Visibility

The summarised recommendations below, our response and next steps will be added to the following areas within 4Action to enable consideration ‘in the round’ when providing progress updates against:

- Master Action 16
- Master Action – 17596 - Comms
- Equality Outcome 1 – Reporting Crime and Community Concerns (Confidence and Support)
- Equality Outcome 3 – Meaningful Engagement.

Summarised recommendation (Number in brackets relates to the original recommendation from Panel’s report)	Service area(s)	Lead	Police Scotland’s Response and Next Steps
1.1 Collaborate and communicate with more organisations and services that advocate and work with the LGBTQI+ community. (1)	Policing Together EDI Local policing	Chief Inspector – Culture & Communities	<p>We support this recommendation and will build on developing practice within the Service to develop a National Community Engagement Plan which will include LGBTQI+ communities.</p> <p>The National Community Engagement Plan will be mindful of the recommendations of the Citizens’ Panel, however not solely focused on LGBTQI+ communities. Direct reference to these communities with sign posting to specific resources via the creation of an internal ‘knowledge hub’ for officers and staff. One main engagement plan will have more benefit than a plan for each community or protected characteristic as we must consider intersectionality and progress, broadly, towards our Equality Outcomes. This will also support the roll out of our ‘Policing for our Communities’ programme which includes our Enhancing Community Policing project.</p>

			<p>As part of our new Enhanced Community Policing Model being rolled out across the country, we are putting a focus on effective community policing. Community police officers will be equipped with the skills and tools to build and sustain close relationships with communities, to understand issues and work together to address threat, risk and harm. This includes a new community policing ‘toolbox’ and further guidance to enhance our approaches.</p> <p>We have recently developed and rolled out a digital Community Engagement Form where all our colleagues engaging with communities can record that engagement has taken place – including where, who with and any outcomes or next steps. This is, for the first time, giving us a ‘birds eye view’ of all meaningful community engagement taking place across the country. This makes it easy to identify any gaps and provide support to operational local policing teams to address any concerns or needs.</p> <p>We are launching a Responsive Research Fund funding call in April 2026 through our Scottish Institute for Policing Research network to help us understand community relationships and networks in more detail – so that we can work together with and within communities to provide an appropriate service where required. Whilst we can’t say if any applicants will apply to focus on LGBTQI+ communities, we are clear that we must continue to understand the needs of all our communities and research and engagement is critical to this.</p>
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<p>1.2 More community engagement with young people, from primary school up to college, university as well as outside of traditional educational pathways. Faith schools and youth groups should also be included. Hate crime inputs in schools. Rural areas not to be forgotten. (10)</p>	<p>Policing Together EDI Local policing</p>	<p>Chief Inspector – Culture & Communities</p>	<p>We agree with this recommendation. Consideration will be given as part of our ongoing programmes to mainstreaming inputs to ensure consistency across the country, and existing hate crime/racism and characteristic specific training materials should be combined and scalable to different age groups. Inputs around hate crime and bullying should cover all protected characteristics.</p> <p>Resources are available within the education sector, developed in collaboration Scottish Government and the third sector. Officers can support educators and material is already available for educators to utilise - this ensures consistency across the country as well as balancing the role of policing alongside other agencies.</p> <p>We are working to create further guidance (a ‘knowledge hub’) to support officers in engaging with communities, outlining the purpose and benefits of community engagement. This would include specific sections relevant to LGBTQI+ communities.</p> <p>Community engagement at strategic to local operational levels is led by the following areas of the Service, and we will explore whether this is right as part of our National Community Engagement Plan and approach:</p> <ul style="list-style-type: none"> • National Charities/Organisations – Policing Together EDI team / Divisional EDI SPOCs or Prevention and Partnership teams (if geographically based within local policing boundaries)
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<p>1.3 Policing Together as an initiative and ethos needs to be publicised better so that it is recognised by everyone as a signpost to expectation and initiatives with regards to equality issues with prominent reference to its relevance for LGBTQI+ people. (1)</p>	<p>Policing Together Implementation Corporate Communications</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We agree with this recommendation. We will continue to review our communications delivery plan for the Policing Together programme, ensuring that colleagues and the public are aware of the work we are doing. There is a section on our public website detailing this.</p>
<p>1.4 Have specially trained officers to support LGBTQI+ people in crisis situations. (1)</p>	<p>Policing Together EDI</p>	<p>Chief Inspector – Culture & Communities</p>	<p>We can’t support this recommendation in full at this time, but we are exploring other opportunities to ensure the clear message from your recommendation is explored. We have outlined some of our considerations below.</p> <p>Our focus remains on ensuring that all police officers and staff are able to deliver excellent policing services for</p>

			<p>everyone across Scotland. We are committed to becoming an anti-racist, anti-discriminatory police service. As part of this commitment, our focus is on ensuring we enable all colleagues to have the right learning and development opportunities to understand how we police with our values and standards at the heart of everything we do. We are mindful of how we deliver effective policing with intersectionality considered.</p> <p>We have recently rolled out several e-learning modules on equality and diversity, values and standards, including examples of how our values and standards show up in everyday interactions as part of the Police (Ethics, Conduct & Scrutiny) (Scotland) Act 2025 learning package. In addition, we are embedding Human Rights training for colleagues focused on understanding what we do to uphold and protect individuals' Human Rights in accordance with the Human Rights Act.</p> <p>Our national Policing Together EDI team provides a central 'one-stop-shop' of officers with advanced knowledge and skills in EDI matters and colleagues throughout the service can approach them for advice and information as required. This includes maintaining our national cadre of Hate Crime Champions and Hate Crime Advisors, albeit we recognise hate crime is not the only crime our LGBTQI+ communities face, like everyone else in our society.</p> <p>Further data collection, research and engagement as a continuous process will help better inform us of the types of</p>
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			<p>issues faced by LGBTQI+ communities. Our Policing Together EDI team can assist in sharing this across the service; the work we are doing with the recommendations from this Citizens' Panel is an example of this in practice.</p> <p>Finally, the Policing Together EDI team's knowledge can be utilised for advice and guidance. The team will ensure appropriate resources are available for all colleagues to access via the knowledge hub previously mentioned so that officers and staff can access out with usual Monday to Friday business hours.</p>
<p>1.5 Recommend that those working at pride events to keep people safe should be in uniform, and those there as part of a Police Scotland float or as individuals should be free to wear t-shirts or similar which identify their connection with Police Scotland, but not in full uniform. (16)</p>	<p>Policing Together Implementation Scottish LGBTI Police Association</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>Police involvement in pride events is under review, across the UK, following a legal case involving Northumbria Police whereby the court ruled that they were wrong to have uniformed officers participating in a Pride march under the Progress Pride Flag, as it was seen as compromising the police's duty to act impartially.</p> <p>We have commenced work on an 'Impartiality in Policing' review and a Short Life Working Group has been established which will consider the future of Police Scotland's participation in Pride against the legal judgement and amongst many other things where impartiality can be scrutinised. This may not exclude police from attending pride events in a community engagement capacity in the future. The Short Life Working Group, made up of key colleagues across the Service, will make sure to engage with communities and stakeholders as part of their work. The group's findings would be included within any guidance supporting officers with their engagement for further clarity.</p>

2. Transparency, Trust & Accountability

The summarised recommendations below, our response and next steps will be added to the following areas within 4Action to enable consideration ‘in the round’ when providing progress updates against:

- Master Action 17595, Task 17621 – Establishing a permanent IRG (now IPAC)
- Master Action – 17596 – Comms
- Master Action 16
- Equality Outcome 1 – Reporting Crime and Community Concerns (Confidence and Support)
- Equality Outcome 2 – Accessibility of Services and Communication
- Equality Outcome 3 – Meaningful Engagement.

<p>2.1 We strongly recommend the creation of a citizens panel which can monitor and hold Police Scotland accountable in their interactions with the LGBTQIA+ community. This can echo our process, but involve our community holding the police accountable, and speaking to the police directly. (2)</p>	<p>Policing Together Implementation</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We accept the importance of this recommendation, but there are practical considerations we must consider as it may not be practical to implement as per your specific recommendation here. We want to assure you there is other work that we are progressing to ensure that communities can be engaged and involved in our decision making, for example through our newly established Independent Police Advisory Council which will continue to grow and evolve over the coming months.</p> <p>This was established as part of our Policing Together Implementation Plan to support and guide our strategic direction and decision making. This Council is made up of a range of community members with relevant lived and living experiences and they participate through the lens of their personal protected characteristics or specialist knowledge. The work of the Council will continue to grow and evolve as it embeds within the Service and our governance arrangements.</p>
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			<p>On the basis of your recommendation, Policing Together EDI colleagues are considering re-instating the LGBTQI+ Advisory Forum as part of the portfolio action plan. This involves representatives from the community (community leads, partners, and possibly members from this Citizens’ Panel) who join a quarterly forum to discuss community concerns, have access to colleagues to raise concerns, ask questions and gain a better understanding of our engagement plan, crime report processes and support services utilised by Police Scotland. It’s a place to discuss what we are getting right and where we need to improve.</p> <p>In addition, we also facilitate our suite of Ethics Panels, including our Independent Ethics Panel and Youth Ethics Panels, to support us in understanding a range of needs and experiences to shape and test our decision-making.</p> <p>If any gaps in our knowledge or understanding are identified, we will seek appropriate ways to address these through our established research, insight and stakeholder engagement functions within our specialist Strategy, Insight and Engagement business area.</p>
<p>2.2 Police officers need to respect people’s privacy referring to their status as ‘out’ (sexuality and gender identity). Police need detailed training on a variety of subjects. Police need to understand that details assumed easy to share (name, where we were, who owe were</p>	<p>Policing Together Learning Pillar</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We accept the importance of this recommendation, and we will incorporate this within further appropriate opportunities to remind all colleagues of the sensitivity of this personal information.</p> <p>Our colleagues are trained in appropriate communication skills and will take time and listen to people we are there to</p>

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<p>with) might be difficult to share because they might put us in danger. Need to understand that hesitation isn't lying. We have been seriously harmed by people asking these questions in the past. (4)</p>			<p>help. This is addressed in our values and standards, especially our value of 'respect' – understanding people's different needs is a core part of a range of our learning and training products. As a wider example, we recently launched a learning and awareness video as part of the work we are doing to embed understanding of neurodiversity in policing. This included a section on communication and respecting individuals.</p> <p>We will ensure there is relevant information and signposting to the other ways people can report crime or ask us for help, including online and through the network of Third-Party Reporting Centres across Scotland.</p> <p>There is a Third-Party Reporting Centre review and improvement plan ongoing, established by Scottish Government, and this is developing networks for centres to increase specialist knowledge and capacity as well as being easier to access for communities.</p> <p>Our Learning, Training and Development colleagues will, considering your recommendation, explore what is already incorporated into probationer training for all new police officers.</p>
<p>2.3 Ask for pronouns. Understand people may need to be addressed different to their ID. Not to assume name and gender. Ensure this is handed over to avoid having to explain again (another Police officer or coordinating service). (6)</p>	<p>Policing Together Learning Pillar</p> <p>Contact, Command & Control Learning</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>This largely relates to our response above regarding the information we provide to our colleagues on communication and respecting every individual we interact with.</p> <p>All new officer recruits to Police Scotland are trained to note details in a sensitive manner with an emphasis on not</p>

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	Criminal Justice Services Division Learning		<p>making assumptions. This is part of an officers initial training module at the Scottish Police College.</p> <p>Our Strategic Learning & Development Governance Board (SLDGB) provides strategic direction across all learning and development across Police Scotland.</p> <p>Contact, Command and Control (C3) Division (our Service Advisor colleagues who you speak to when contacting police) and Criminal Justice Services Division (relevant for detained persons and police custody) do not ask for a person's title when taking details, they request a forename and surname. Officers and staff within C3 are trained to make notes on the call should the caller indicate they wish to be known by something specific. The notes are passed to the attending officers along with other pertinent information. Currently, the strategy for C3 is a simple, repeatable process that allows call handlers to quickly and efficiently illicit information from the caller to ensure the correct assistance is given.</p> <p>We want LGBTQI+ communities to know that if they wish our officers to refer to them by a different name or pronoun to please make us aware when contacting us and we will pass this information on to our officers.</p> <p>We will review further opportunities to remind colleagues about why this is important.</p>
2.4 Chief’s apology not to be a one-off. Renewed yearly with a public report on what has progressed with high level PR.	Policing Together EDI	Chief Inspector – Policing Together	We understand the importance of this recommendation, however fully implementing this as stated will not be possible. We have summarised below what we are doing

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<p>Remain with the Chief Constable. Not enough to be on a website or hub. (8)</p>	<p>Corporate Communications</p> <p>Executive Support</p>	<p>Strategic Implementation</p>	<p>instead, and we hope this provides you with some reassurance.</p> <p>We recently presented on progress as part of our Policing Together Implementation Plan to the Scottish Police Authority (SPA) Board. This will continue annually. ACC Catriona Paton is the Chief Officer with responsibility for our Policing Together programme and associated workstreams.</p> <p>People from all communities must know that when we talk about keeping people safe, we mean them. Everyone should feel able to speak to or engage with the police. We also want people from all communities to see policing as a potential career.</p> <p>We will continue to consider the ways in which we can demonstrate progress, including through quarterly performance reporting to the SPA Policing Performance Committee. We are developing measurement tools to help us understand progress and impact, such as our new ‘Culture Dashboard’ and this is work in progress.</p>
<p>2.5 More transparency. Honesty about mistreatment of our community historically and at present, within communities and LGBTQI+ people within the ranks. Policies need ongoing work and implementation to keep us all safe. (15)</p>	<p>Corporate Communications</p> <p>Policing Together EDI Policy Support</p>	<p>Head of Communications Projects and Delivery</p>	<p>We understand the importance of this recommendation and know that the Chief Constable’s apology was an important step in policing recognising its role in the recent and historical injustices and discrimination that members of LGBTQI+ communities in Scotland have faced. As we consider the ways in which we can demonstrate progress, including through quarterly performance reporting to the SPA Policing Performance Committee, our inclusion calendar communication activity and other internal and external</p>

			messaging in this space, we will continue to be mindful of understanding where policing has come from and what more it has to do.
2.6 The Police should widely share and publicise internal and external complaints and what happened with each. It should provide specific data but have storytelling that enables all to understand and see changes over time, and the effectiveness of various actions. (15)	Professional Standards	Chief Inspector – Support Partnerships Preventions Unit	This is underway. Quarterly reports are already provided to the SPA Complaints and Conduct Committee , which are accessible publicly. This includes significant information on complaints data, misconduct outcomes, Police Investigations and Review Commissioner (PIRC) referrals and Professional Standards Service Delivery. Misconduct outcomes are also published internally to promote organisational learning.
<p>3. Feeling Safe, Seen & Welcome</p> <p>The summarised recommendations below, our response and next steps will be added to the following areas within 4Action to enable consideration ‘in the round’ when providing progress updates against:</p> <ul style="list-style-type: none"> • Master Action 16 • Master Action – 17596 – Comms • Master Action – 1758 – Retention • Master Action – 17566 – Colleague engagement • Master Action – 17542 – EDI Learning • Equality Outcome 1 – Reporting Crime and Community Concerns (Confidence and Support) • Equality Outcome 3 – Meaningful Engagement. 			
3.1 Information about LGBTQI+ people should be normalised into regular internal communications, rather than treated as isolated content. (3)	Corporate Communications	Head of Corporate Communications Projects & Delivery	We accept the importance of this recommendation. Our Policing Together communications delivery plan aims to ensure that we weave content about our focus on becoming an anti-discriminatory service throughout a wide variety of

			<p>products, including the intranet space, news articles and our Inclusion Calendar. We will make sure to share good news and excellent practice so that what we are doing to drive progress within our Policing Together Strategy and our Equality Outcomes becomes mainstreamed. It can often be a challenge for communications colleagues to gather positive stories from a large workforce, but this is something we are working on continuously.</p> <p>We will update our Policing Together communications products to ensure we include guidance for working with and supporting LGBTQI+ people. We will work hard to ensure all of the communication content we produce is accessible and inclusive. This can also include relevant internal guidance. This will be easily accessible (i.e. on a mobile device) and will be reviewed regularly to ensure the guidance does not become outdated.</p>
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<p>3.2 Creation of additional voluntary learning pathways that officers can access at various stages of their career (particularly probationers). (3)</p>	<p>Learning, Training & Development</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>The Continuous Professional Development (CPD) team, based within Learning, Training and Development, provide a range of learning opportunities which support colleagues' professional development, such as Learning Nudges and Empower Hours. The CPD team also facilitate access to the 'How To' web-based learning platform which allows officers and staff to take a proactive approach to professional development.</p> <p>The CPD team also provide Empower Hours which are short CPD sessions that will focus on key knowledge, skills and behaviours that are essential to being at your best.</p> <p>The Policing Together Learning Pillar team are supporting reinstating 'Inclusion Moments' to be released quarterly, which are being developed with the assistance of our diversity staff associations to raise awareness of discrimination across protected characteristics. Inclusion Moments are essentially a facilitation guide or plan which can be used by anyone across the Service to have meaningful dialogue about inclusion within teams.</p>
<p>3.3 Implement formal acknowledgement, certificates, or other forms or reward for officers showing initiative in EDI learning. (3)</p>	<p>Policing Together Learning Pillar</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>This is underway. We are developing a new digital colleague engagement platform because we want all our colleagues to feel more connected and engaged. We know that we have work to do to get this right. There is an opportunity to develop individual profiles on this platform, clearly display skills and specialisms as well as 'badges'. We will explore opportunities to incorporate badges and skills/specialism tags on the platform to show progress or specialist knowledge for</p>

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			<p>working alongside LGBTQI+ communities, as well as other protected groups.</p> <p>Raising the importance of our Policing Together approach, we have also established a new ‘Policing Together’ category at the annual Chief Constable’s Excellence and Bravery Awards. Nominations are received regarding positive EDI and wider projects related to our Policing Together ambition.</p>
3.4 Create learning opportunities with LGBTQI+ organisations such as secondments. (3)	Local Policing Programme	Local Policing	<p>We understand the importance of your recommendation here, however the process of establishing formal ‘secondments’ is complex and with competing priorities we cannot commit to this at the moment. However, as part of our project to enhance community policing across Scotland, we will explore how informal arrangements, through community engagement and establishing strong relationships in local areas, can be made available for colleagues.</p>
3.5 We would like to encourage a culture change where it is encouraged and accepted to share teaching moments (where it’s ok to be wrong). We recommend the introduction of a sidebar system (a private space where officers can discuss situations, issues in a non-judgemental environment). (11)	<p>Policing Together Collaboration Group</p> <p>Human Resources (Leadership, Talent & Performance)</p>	Collaboration Group	<p>Currently, the Policing Together Collaboration Group acts as a point of contact between all Diversity Staff Associations and Police Scotland. We will explore opportunities to strengthen this intersectional and discursive activity to be more prominent than it currently is.</p> <p>Leadership, Talent and Performance are redesigning leadership and management training programmes which will have increased visibility of different lived experiences and will seek to build manager capability to engage in rich and confident, informal conversations with their teams.</p>
3.6 Reverse mentoring could also provide non-judgemental learning opportunities	Scottish LGBTI Police Association	Scottish LGBTI Police Association	<p>This is underway. The Scottish LGBTI Police Association (one of our many diversity staff associations) already facilitates</p>

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<p>for longer-serving members of the police force. (11)</p>			<p>successful reverse mentoring scheme. We will consider opportunities to increase awareness of this throughout the Service.</p>
<p>3.7 'Jargon busting' could be useful (similar to the training) - we support Police Scotland's use of the Pride Outside inclusive language guide - this should be used alongside other jargon buster guides from within the community and they should be regularly reviewed and updated. (11)</p>	<p>Policing Together EDI Corporate Communications</p>	<p>Chief Inspector – Culture & Communities</p>	<p>We accept the importance of this recommendation. As part of our Policing Together Inclusion Calendar, we already include sections on inclusive language and jargon busting. We will constantly keep this under review as part of our communications delivery plan, and we agree that this is important.</p> <p>Our Policing Together EDI team will gather and maintain a suite of wider resources that can be drawn on in an accessible way by any colleague when required, e.g. best practice/toolkits. As part of the development of our new knowledge hub, we will include this resource, so it is accessible and available for all colleagues.</p> <p>The Scottish Police LGBTI Association work hard to ensure their membership and wider network have up to date information and signposting to appropriate resources as language and society continue to evolve.</p> <p>Our well-established Police Scotland Allies Network are also equipped with a guide which supports them in their membership as an LGBTQI+ Ally and this includes a section on language.</p>

4. Internal Police Culture

The summarised recommendations below, our response and next steps will be added to the following areas within 4Action to enable consideration 'in the round' when providing progress updates against:

- Master Action – 1758 – Retention
- Master Action – 17566 – Colleague engagement
- Master Action – 17573 – Culture change (task 17582)
- Master Action – 17527 – Leadership Training
- Master Action 17539 – Behaviours and Values.

<p>4.1 The impact of the values & standards campaign should be reviewed so that improvements can be made. If the campaign has been running for some time but problems still exist it means that a more systemic review needs to happen. (5)</p>	<p>Policing Together Implementation Strategy, Insight & Engagement</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We agree that we need to understand the effectiveness of the values and standards campaign. We report on areas where our values and standards have not been met to relevant governance boards internally and externally. This is monitored by senior leaders including Chief Officers so that we can understand where the campaign is making a difference or where there might be gaps.</p> <p>Our new Culture Dashboard will also help us understand key insight in more detail relating to where our values and standards have not been met. This will help us address issues and design appropriate interventions.</p> <p>As part of the PECSS Act we have updated the standards of professional behaviour and code of ethics for Police Scotland.</p>
<p>4.2 Other anti-discriminatory internal processes should also be reviewed on a regular basis by an individual or organisation independent of Police Scotland. (5)</p>	<p>Policing Together Implementation</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We understand the importance of this recommendation, but we are already subject to external reviews and independent scrutiny. For example, in 2023, we were subject to HMICS Thematic Inspection of Organisational Culture in Police Scotland. We are continuing to work through the recommendations made because of this inspection. You can</p>

			<p>track which recommendations have been closed / complete and which are still open / in progress on the HMICS website.</p> <p>Our roll out of Anti-Racism Training to all Police Scotland employees is ongoing with over 4,000 people trained to date. There is an evaluation form issued as part of this training. As this progresses, we are reviewing what other gaps exist and how we can ensure our workforce is anti-racist and anti-discriminatory.</p> <p>Our Culture Dashboard, mentioned previously, will enable us to constantly monitor and understand what’s working and where there are areas to focus on, potentially negating the need for the requirement of reviews.</p> <p>We work closely with our colleagues in Statutory Staff Associations, Trades Unions and Diversity Staff Associations who hold Police Scotland to account and help inform our discussion and decision-making regarding our policies and process. Further, a whole range of reporting tools and mechanisms, including anonymous options, exist so that we have a range of anti-discriminatory internal processes. We have recently distributed training on Whistleblowing to remind colleagues about this option, too.</p>
<p>4.3 Officers more prone to anti-LGBTQIA+ views integrated thoroughly and compulsorily in the pro-LGBTQIA+ activities the police is carrying out. (14)</p>	<p>Policing Together Collaboration Group</p> <p>Human Resources (Consultancy Services)</p>	<p>Collaboration Group</p>	<p>We are clear about what we are doing to build an inclusive service. For example, our People Strategy sets out to ensure our people are supported through a positive working environment, enabling them to serve the public. We are working on delivering the range of objectives in meeting the outcomes set out within our People Strategy 2024.</p>

			<p>Whilst everyone has Human Rights, and we are clear that whilst working within Police Scotland, our values and standards guide everything we do.</p> <p>We want all our colleagues to know that they belong in the Service, and they are valued. Whilst everyone has Human Rights, and we are clear that whilst working within Police Scotland, our values and standards guide everything we do. These are aligned to our Competency and Values Framework, Code of Ethics, Standards of Professional Behaviour and Code of Conduct (for police staff). People are entitled to have personal views and opinions, but we are clear that we must treat everyone in line with our values of integrity, fairness and respect.</p> <p>Through our Policing Together programme we are embedding a range of opportunities for colleagues to learn more about our diverse communities and how we can better meet people’s needs. Our Professional Development team also host a suite of Empower Hours where colleagues can join and learn about key areas, which includes culture, equality and inclusion.</p>
<p>4.4 Wide range and variety of support for genuine mistakes. Officers connected with well performing officers, or members of our community, or leaders of organisations for judgement free reflection opportunities. Punitive actions for those that don’t comply. (14)</p>	<p>Human Resources Professional Standards Policing Together EDI</p>	<p>HR Lead – Consultancy Services</p>	<p>We are progressing various workstreams which encourage a learning environment. There are a range of options available in relation to performance, complaints and misconduct. We have focused over recent years to embed a culture of early resolution. Mediation provides a confidential and voluntary mechanism for colleagues to raise workplace concerns and seek early resolution, particularly where relationships or</p>

			<p>communications have begun to deteriorate. By addressing issues at an early stage, mediation supports constructive dialogue, helps prevent escalation into formal procedures, and contributes to healthier working relationships.</p> <p>Effectiveness of mediation is demonstrated through year-on-year uptake levels, completion rates, and reduced progression to formal processes (such as grievances), with learning used to inform preventative people interventions.</p> <p>Mediation continues to be actively promoted across the organisation. Business areas are regularly encouraged to utilise the mediation service and it is promoted regularly via the Mediation Team, People Direct and our Strategic Leadership Team and Senior Management Teams. We have recently introduced a Workplace Relations Organisational Learning Group to ensure that any learning arising from workplace relations cases is appropriately considered, actioned and cascaded.</p> <p>Where complaints are received by members of the public and are upheld, we encourage a learning culture and seek to address any organisational or individual learning to prevent reoccurrence. Where individual learning is identified, line management will be asked to progress this with the individual, which may take the form of advice, guidance or training. A record of this learning is maintained, and common themes are fed into the newly established Professional Standards Learning and Development Group for dissemination across all divisions and departments. Where</p>
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			<p>matters relate to misconduct there are a range of outcomes available, however in more minor cases there is the option of Improvement Actions.</p> <p>Our response to recommendation 3.2 in relation to CPD is also relevant here. Colleagues also participate in regular (at least annual) 'MyCareer' conversations with line managers to support reflection on performance, this is a good place to discuss opportunities for wider support and learning needs.</p>
<p>4.5 A statement which can be referred to by members of the public as a standard to be upheld by all Police Scotland staff. This should address the fact that neutrality is not compatible with upholding human rights or protecting people E.g. Police Scotland will uphold the rights of all people, in particular groups that have suffered discrimination such as LGBTQI+ people. (14)</p>	<p>Professional Standards</p> <p>Policing Together Victims and Witnesses</p>	<p>Chief Inspector – Support Partnerships Preventions Unit</p>	<p>This statement is already in place - our Code of Ethics which is available on our website. We also are required by law to publish and report on our Standards of Service for Victims and Witnesses.</p> <p>We will look to make sure that our Code of Ethics and Standards of Service are shared externally with more visibility and more often so that the public know what they should expect.</p> <p>With Human Rights being part of our values alongside Fairness, Integrity and Respect, we are committed to always upholding the rights of all people.</p>
<p>4.6 Where there are 'bad apples' identified there must be a systemic review to determine why this has been allowed to happen and what needs to change, not just a focus on that individual. This might be within a certain Police Station or area or could be wider. Red flags must be recognised and</p>	<p>Professional Standards</p>	<p>Chief Inspector – Support Partnerships Preventions Unit</p>	<p>We partly accept the importance of this recommendation, however Police Scotland avoids the use of the term 'bad apples' as it could be considered to downplay serious issues.</p> <p>Professional Standards and the Anti-Corruption Unit have an extensive focus on prevention and deliver this in a variety of formats. They host a series of Sergeant and Inspector forums delivering briefings and case studies on relevant subjects,</p>

<p>reviewed quickly to stop things getting worse. All employees are a reflection on Police Scotland as a whole, this includes 'bad apples' as well as those adhering to policies and who aren't discriminatory. (14)</p>			<p>which are selected based on a review of trends or matters of concern. This is supported by the quarterly publication of 'The Standard', an internal newsletter which focuses on identified issues and learnings for all colleagues, and the regular publication of misconduct outcomes.</p> <p>Where any concerns about behaviours or cultures are identified in a specific team or area, bespoke inputs can be delivered by Professional Standards or Anti-Corruption Unit staff to address these.</p> <p>Professional Standards have also recently refreshed the Whistleblowing training, ensuring staff are aware of the variety of mechanisms to report wrongdoing within the organisation.</p> <p>Professional Standards also continue to work with Digital Division and our Analysis and Performance Unit to develop a new Proactive Support and Intervention Programme (PSIP). PSIP will draw on available Police Scotland data to provide a systematic mechanism to identify opportunities for early intervention, ensuring a considered response based on the risk posed by an individual. This will help to prevent escalation of issues and allow Police Scotland to ensure appropriate action is taken and that suitable safeguards are in place.</p> <p>From 1 April, 2026 all police officers, special police constables and all police staff can undergo vetting by Police Scotland's Force Vetting Unit, within the Professional</p>
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			Standards Department, at intervals of not more than ten years during their service/employment or 'if a reason to do so arises'. This change has been introduced by the Police (Ethics, Conduct and Scrutiny) (Scotland) Act 2025 (PECSS Act 2025) and introduces organisational ability to apply vetting conditions and dismiss officers and staff for serious adverse information that cannot be risk mitigated. All conduct and/or discipline matters that arise within Police Scotland will be reviewed by the Vetting Unit under the PECSS Act to ensure any vetting sanctions are considered and implemented.
4.7 Active engagement on diversity and inclusion at recruitment stage e.g. asking What does equality mean to you? This could help weed out those who are resistant to change (who should not be employed) as opposed to those who may already be inclusive or be willing to learn. (14)	Human Resources	Chief Inspector – Police Officer Recruitment	<p>We agree with the importance of this recommendation, but the focus is covered already as part of recruitment processes.</p> <p>The Police Scotland values of Integrity, Fairness, Respect and Human Rights are assessed in every exercise within the Police Officer Recruitment Assessment Day. Content within these exercises explores themes of equality, diversity and inclusion within a policing context. No further action required here.</p> <p>Further to this, we support over 8% LGBTQI+ people yearly within our recruitment pipelines and we appoint on average 8% year on year from LGBTQI+ communities. On benchmarking this with other blue light services in Scotland, we are content that we are maintaining our vision and commitments to being a wholly inclusive police service from the moment candidates apply, through to being onboarded for their training.</p>

<p>4.8 The complaints process should continue through in all instances, including against police officers who retire before possible charges are made. This is to ensure that all learnings are made, even when the officer has left the force. (14)</p>	<p>Professional Standards</p>	<p>Chief Inspector – Support Partnerships Preventions Unit</p>	<p>We accept the importance of this recommendation. That is why we are supportive of the changes that will be enacted over the course of 2026-27 under the Police (Ethics, Conduct and Scrutiny) (Scotland) Act 2025 and are working hard with the Scottish Government on the new Conduct Regulations, which will see Gross Misconduct enquiries continuing for officers who have left the service. You can find out more about the new legislation online.</p> <p>The Act covers misconduct and a range of other matters, including a new Duty of Candour for police officers and the organisation as a whole. The new Duty of Candour means officers have a duty to be open and truthful in their dealings, without favour to their own interests or the interests of the police service, subject, in particular, to the reasonable assertion of the privilege against self-incrimination. Constables will attend interviews and assist and participate in proceedings openly, promptly and professionally, in line with the expectations of a police constable. Whilst this was a general expectation for public servants previously, the Act now makes this a legislative requirement for police officers.</p>
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5. Training & Education

The summarised recommendations below, our response and next steps will be added to the following areas within 4Action to enable consideration ‘in the round’ when providing progress updates against:

- Master Action – 17573 – Culture change (task 17582)
- Master Action – 17527 – Leadership Training

- Master Action 17539 – Behaviours and Values
- Master Action – 17542 – EDI Learning
- Equality Outcome 1 – Reporting Crime and Community Concerns (Confidence and Support)
- Equality Outcome 2 – Accessibility of Services and Communication.

<p>5.1 Police Scotland incorporating LGBTQI+ history, the impacts of past laws, and the previous discriminatory treatment of this community into their mandatory training. (7)</p>	<p>Policing Together Learning Pillar</p> <p>Learning, Training & Development</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We understand why this recommendation is important and we will consider how we achieve this in the best way across the Service. All newly recruited police officers do receive an EDI input which covers the relevant legislation, however there is no training on the history or previous discriminatory treatment.</p> <p>Learning, Training and Development colleagues are working on a ‘Probationer Training Needs Analysis’ – to understand more broadly what new recruits require during their initial training.</p> <p>As part of our Policing Together implementation and communications delivery plan, we support LGBT History Month each year in February with lots of coverage and awareness.</p> <p>Work is on-going to develop a consistent Human Rights section throughout all our training products - this will go into detail on how Human Rights are reflected in policing.</p>
<p>5.2 Include a mixture of online and in-person training (where feasible) from people with an intimate knowledge of the issues experienced by the LGBTQI+</p>	<p>Policing Together Learning Pillar</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We understand why you have made this recommendation, and we agree that learning and training delivery format is important to get right.</p>

<p>community (compensating people for sharing their lived experience.)</p> <p>Incorporates more than just one person’s lived experience, recognising the multiple identities and varied experiences of people in urban and rural areas, the working class, etc. (12)</p>			<p>Learning and training across Police Scotland, as a large organisation, is complex. We must balance our resources with demand, and this is something we continually review to ensure colleagues are equipped in the right way and at the right time to deliver effective policing for our communities. We will consider this as part of the work outlined in response to recommendation 5.1 (7) and as part of our continual evolution of learning products.</p> <p>Some of our learning products and training already include elements of lived experience, this has shown to have made a positive difference to participants’ increased knowledge and awareness, and we will continue to embed this in an ethical and trauma-informed way where it’s appropriate to do so.</p> <p>Finally, we propose to explore this recommendation as part of our LGBTQI+ Reference Group to ensure we appropriately consider how to get this right.</p>
<p>5.3 Move beyond larger organisations in this space that are already delivering training and materials. Training should be provided by new people, including individuals not tied to organisations, that bring new perspectives. Should be delivered to all new police officers with a review thereafter to assess effectiveness (12)</p>	<p>Policing Together Learning Pillar</p> <p>Learning, Training & Development</p>	<p>Chief Inspector – Policing Together Strategic Implementation</p>	<p>We understand why you have made this recommendation, and we agree that we should utilise relevant expertise and knowledge. As we have referenced above, Learning, Training and Development colleagues are working on a Probationer Training Needs Analysis, and we will reflect on this recommendation as part of the work ongoing in this space.</p>