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| Meeting | SPA Policing Performance Committee |
| Date | 28 May 2020 |
| Location | Teleconference |
| Title of Paper | Police Scotland Update Progress Report against external inspections/evaluations |
| Presented By | ACC Alan Speirs, Professionalism and Assurance |
| Recommendation to Members | For Discussion |
| Appendix Attached | Appendix A – Recommendations Tracker (Extract) Appendix B – New HMICS Recommendations |

PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with an update of open improvement recommendations that relate to the work of the Committee, highlight new recommendations and seek approval for the format and frequency of future reports.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 Police Scotland monitors all recommendations from audit and inspection activity via a Tracker and reports on the implementation of actions in accordance with agreed timescales. We report on progress with the Tracker quarterly at Audit, Risk and Assurance Committee meetings.
- 1.2 When we receive new recommendations we add them for tracking and work with the business area to develop an action plan. We set timescales for completion and allocate ownership. We continually monitor through the Police Scotland governance structure until completion. For HMICS recommendations we are required to submit Evidence Submission Forms documenting what has been done to address the recommendation along with providing evidence of the outcome that has been achieved. HMICS formally discharge recommendations upon review of all evidence. As can be appreciated there may be some time between when action has been taken and outcomes are evident.
- 1.3 All recommendations are assessed in terms of the risk it presents to Police Scotland so that we can prioritise activity. Internal Audit use the following risk grading structure and this has been applied to all recommendations within Police Scotland, regardless whether they have been made by Internal Audit. This ensures a consistent approach is taken, allows for prioritisation and enables comparisons to be made.



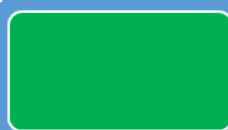
Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation



High risk exposure - absence / failure of key controls that create significant risks within the organisation.



Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risk within the organisation



Low risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 All recommendations made to Police Scotland ultimately improves the organisation but for the purposes of this paper we have tried to focus on those where improvements will advance policing rather than recommendations made by internal audit to improve the control environment. This paper focuses on reporting on all HMICS activity and a small number of external independent inspections or evaluations.
- 2.2 A summary of all publications made to Police Scotland with recommendations outstanding are provided below. It is our intention to provide this summary as a one-off in order to offer a comprehensive position on their status along with context in relation to the improvement they will deliver. Future reports will not go into this detail but will instead provide a summary of progress along with a focus on the outcomes achieved since the last report. An extract from the Police Scotland Audit and Improvement Tracker is provided at **Appendix A** and in future this is where members will be able to view progress against individual reports / recommendations. We propose that this report is presented on a bi-annual basis.
- 2.3 This report includes recommendations which have been open for some time but the updates will provide assurance that work is progressing. In a number of cases, changes are required to organisational strategy, structure, design and culture and often require significant investment in both effort and money. The older the report, the more comprehensive the update is to demonstrate the challenges around addressing some of these recommendations.

2.4 Open Recommendations

The following publications have recommendations open.

Review of Custody ~ 2014

3 recommendations were reopened in the last quarter due to HMICS requesting further evidence in support of their closure. The work outstanding relates to:

- ***Estates Strategy*** – An Estates review was concluded in January 2019 and evidence is required to send to HMICS before closure. A review of use and investment in the custody estate allows the Division to adjust its operating model to be more efficient and minimise the transfer of detainees.

- **Health and Safety Inspections** – evidence provided in relation to the Primary Custody Centres but additional evidence requested in relation to Ancillary centres. This ensures all centres maintain the highest levels of compliance with health and safety practices.
- **Single Cell Policy** - single occupancy is Police Scotland's goal however, given the limitations with the estate and resourcing this can be challenging. The policy has been updated to take account of the challenges and highlight the risk assessments to be undertaken if not achieved. The Standard Operating Procedure is currently being amended.

Forensic Services to Victims of Sexual Crime ~ 2017

2 recommendations remain open.

- **Forensic Examinations in Police Premises** - Working in partnership with Health Care providers, we have identified alternative facilities (outwith Police premises) for the forensic examination of victims of sexual crime. This is largely complete and we are awaiting confirmation from the remaining health boards confirming compliance with procedures. This not only provides a more sensitive environment for victims, but also improves service delivery with access to a wider pool of NHS doctors and nurses already providing 24/7 services.
- **Treatment of Child Suspects** – This relates to child suspects being forensically examined within Police premises. There is a key dependency with NHS partners to deliver this recommendation and discussions are ongoing.

Undercover Policing ~ 2018

3 recommendations remain ongoing and are at an advanced stage of completion.

- **Strategy and Implementation Plan** – the development of a Strategy and costed implementation plan is being progressed via a short life working group to build on the developments achieved to date. Development in this area include the production of a Strategic Intention for the Specialist Operations Unit (SOU) detailing the Unit's contribution to achieving Policing Objectives. Awareness raising through presentation at Senior Investigating Officers training is highlighting where the SOU can be used to best effect and changes to allocating a dedicated budget for the SOU allows for operations to be prioritised based on risk and achievement of objectives.
- **Welfare Substance Misuse Policy** – At the Covert Compliance Group on 23 April 2020, an options paper was discussed in relation to proceeding with this recommendation. It was agreed to go ahead

with implementation - Police Scotland elects not to follow the advice of Senior Counsel and proceeds to introduce a testing regime for undercover officers. Details of potential testing options, frequency, processes and costings have been researched. Until this is in place, an interim process has been in operation since January 2019 where undercover officers self-declare themselves either fit, or otherwise, for duty prior to commencing an operation/deployment. This process includes self-disclosure around alcohol/drugs use and welfare/mental health issues. Operatives thereafter asked to sign a similar form at the conclusion of operational deployments to state if they continue to be fit or if events during the operation have affected them and may require welfare assistance/support.

- ***Integrated Records Management System*** – a single ICT system was explored but did not meet operational requirements. Since then, the supplier has made a number of revisions to the module and this is currently being reviewed by staff with the SOU. This system will improve the management, quality control and assurance of documentation. As an interim solution, the SOU increased operational security whilst working remotely by removing the use of hard copy documents. All forms have been rationalised and national forms have replaced all legacy forms. Documentation is recorded and stored centrally on the current electronic management system utilised by Police Scotland. The SOU carry out yearly quality assurance checks of each of the current databases to minimise risks around record keeping.

Firearms Licensing ~ 2018

6 recommendations remain open.

- ***Policies and Procedures*** - 1 relates to updating existing procedures to provide up-to-date guidance on licensing practice. 2 require documented procedures to be put in place for the safety/security of transporting firearms and ammunition and the security standards for storage. This supports staff awareness and maintenance of high standards.
- ***Legacy Record Risk and Mitigation*** – a National ICT solution was introduced for Firearms Licensing but records held in legacy systems could not be transferred due to ICT compatibility issues. Therefore not all historical data is available to staff. This has been documented within the departmental risk register and consultation remains ongoing with the Legal Services team to explore how this risk is mitigated.
- ***Communications from GPs*** – To fully realise the benefits of the 'markers' placed by GPs on certificate holders' patient records, it is essential that GPs are able to easily contact the police with any concerns they have about a patient's suitability to possess a

firearm. A review of the process has been undertaken by Police Scotland. This will be shared with Scottish Government to undertake consultation with GPs.

- **Training for Firearms Enquiry Officers** – a review of initial and ongoing training is well advanced to improve and demonstrate professional competence in handling firearms enquiries.

Call Handling ~ 2018

3 recommendations remain outstanding but are at an advanced stage. The Division were in the process of completing evidence submission forms following a review meeting with HMICS in early March 2020 however, this has not be finalised due to Covid-19 priority matters.

- **Standards of Service** – at an advanced stage with the production of a Public Contact Strategy.
- **Vulnerability Assessment** – dependent on full implementation of CAM.
- **Performance Management** – improvements made to reporting.

Adult Support and Protection – Areas for Improvement ~ 2018

- 9 areas for improvement open. These are not recommendations but we are tracking them in the same way. All recommendations refer to standardising guidance, structures and processes in line with identified best practice within Concern Hubs. A comprehensive review has been undertaken in both the North and East hubs and has been slightly delayed in the West due to social distancing preventing health checks being completed. Once complete, all processes will have been reviewed ensuring Hubs have implemented best practice, are making the most effective and efficient use of staff and that assurance processes are introduced to improve quality control.

Review of Custody Centres ~ 2018

4 recommendations remain ongoing.

- **Estate Strategy** – to improve the management of demand. This is linked to the recommendation highlighted above.
- **System Improvements** – a review of processes across all custody facilities has been undertaken to identify inconsistencies in service delivery and identify opportunities for improved working. The services of the continuous improvement team have been sought to support this work. Workshops were planned for 22/29 April but

were postponed due to social distancing requirement - this work is not suitable for teleconference.

- **Training on Risk Assessments** – there is a need for continuous training and reinforcement of standards to ensure risk assessments of detainees are undertaken effectively and that all details are recorded for auditing purposes.
- **Inconsistent recording of use of force data within custody** – inconsistencies in respect of recording use of force have been resolved through the updating of relevant policies, communication with staff and implementation of auditing systems. This will allow improved analysis of data to be produced. We are currently exploring options for publishing this data externally to improve transparency.

Review of the Delivery of the Policing Plan ~ 2019

3 recommendations remain open. We have completed evidence submission forms for the majority of these recommendations and we are awaiting a date from HMICS to discuss these further. Those that remain open include improving the way specialist resources are deployed, completing the review of analytical support and developing a Scottish Policing model that provides a level of consistency and assurance required for a national force but also maintains a level of empowerment for divisional commanders to localise their approaches.

LP Greater Glasgow ~ 2019

11 recommendations remain open ranging from improving processes for supporting victims, improved demand analysis and performance management, develop mechanisms for the recognition of front line officers and address any cultural issues around the role of front line policing in dealing with calls of vulnerability, improving use of special constabulary and improve how changes are introduced which may impact on local policing teams.

Greater Glasgow Custody Inspections ~ 2019

3 recommendations remain open.

- **Improve management of queues** – a number of interventions have been put in place around providing Airwave radios to staff within Custody to communicate with officers regarding any potential delays. In addition, this is being progressed as part of the continuous improvement workshops mentioned above to reduce demand and free up capacity within Custody Centres.

- **Consistent approach to Risk Assessments** – this is being taken forward in conjunction with the recommendation identified above.
- **Custody Audits** – a comprehensive programme of weekly audits is underway and results published and actioned upon. This ensures the significant work that has taken place to improve processes within Custody are monitored and policies are complied with. We are exploring training provided to staff to undertake these audits.

LP Events ~ 2019

12 recommendations remain open. The majority are at an advanced stage of completion.

- 4 recommendations relate to resourcing.
- Impact of events – processes put in place and formal policy being drawn up.
- Event guidance for Commanders out for consultation.
- 4 relate to the classification of events and SOPs and guidance documents have been updated to better reflect this.
- 1 relates to CPD and processes have been reviewed and is subject to briefing paper for discussion.
- Cost recovery – a full analysis of events and financial impact is underway.

Strategic Review of Custody ~ 2019

9 recommendations remain open and are progressing according to agreed timescales. The recommendations relate to setting strategic direction, training, operating procedures, analytical support and publication of performance and data.

Mental Health Welfare Commission ~ Sept 2018

There is **1** recommendation open for Police Scotland relating to variances in the use of Plan of Safety across Scotland. This has been subject to a review to understand the variances and has historically been down to partners' involvement and processes. Police Scotland introduced a SharePoint site in November 2019 for submitting Place of Safety forms to ensure greater consistency and appropriate use of legislation. This is allowing us to see the variation in submissions on a daily basis and do further analysis on areas where this is being under-used. Recent communications have been sent to Local Policing officers to remind them of their responsibilities in this regard. We will continue to hold this open until we are satisfied there has been sustained improvement.

Independent Football Review ~ 2019

5 recommendations remain outstanding. HMICS has recently reviewed progress and confirmed their satisfaction with the improvements made to date. Those open include reviewing the role of Dedicated Football Officers to ensure the model is fit for purpose, reviewing the costing model for efficiency, reviewing training and interoperability across the UK, reviewing counter terrorism tactical options to minimise security risks, and improve relations with supporters by developing corporate communications and media plans.

Independent Review of Complaints Handling ~ 2019

12 recommendations ongoing, 3 are ready for completion and the remaining actions are at an advanced stage. They can be categorised around improving procedures and guidance, improving training, awareness and support to staff in the early stages of complaint handling, and developing technologies around accessibility and evidence capture.

2.5 Completed Recommendations – Outcomes

The following represents a summary of achievements made in the last quarter.

- **C3 Call Handling**
A C3 procedures manual has been published internally replacing the old A-Z. This supports staff decision making.
- **Events**
We have addressed inconsistencies in the way we use Duty Management systems for resourcing events to achieve greater efficiency and effectiveness.

We have worked alongside the Scottish Police Federation to clarify guidance in respect of deployment. This has provided officers with clear guidance and addressed inconsistencies referring back to legacy arrangements and improving officer wellbeing.

We have reviewed our approach to deployment of resources at events to widen the pool of available officers. This is reducing the impact on local officers repeatedly being used.

- **Custody**

We have reviewed leadership within Criminal Justice Services to ensure continuity.

We have reviewed the procedures and introduced safeguards within the SOP for strip searching children.

- **Firearms Licensing**

We have introduced a performance framework and reporting process for the standards of service within the Firearms Licensing function.

- **Annual Review of Policing Plan**

We have reviewed our approach to producing the Strategic Assessment, made changes to our Strategic Performance monitoring and tasking arrangements and we have provided improved linkages between national priorities and intelligence requirements.

- **Complaints Handling Review**

We have reviewed the composition of staff dealing with complaints, developed and communicated consistent procedures across Police Scotland and simplified the forms used.

2.6 New Recommendations

During the last quarter, 1 new report published by HMICS was added for tracking.

The HMICS publication relates to the Strategic Review of Police Scotland's Response to Online Child Sexual Abuse and was published on 26 February 2020. The report makes 10 recommendations for Police Scotland to address. An action plan is currently in draft under the leadership of ACC Crime and Prevention. Once finalised this will be returned to HMICS by the agreed deadline of 3 months following publication.

A summary of the Key Findings and Recommendations from the report is attached at **Appendix B** and a full version of the report can be found online at <https://www.hmics.scot/publications/strategic-review-police-scotlands-response-online-child-sexual-abuse>

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 There are no further legal implications in this paper to those listed above.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents within this report and agree the approach suggested for future reporting at paragraph 2.2.

| HMICS Recommendations Progress Tracker - Q4 March 2020 | | | | | | | | | | | | | | |
|---|-------------|-------------------------|------------|--------|----------|----------|--|-----------------------------------|-----------------|------------------------|--|---|-----------------------|--|
| Risk Grading Key | 4 | Very High Risk Exposure | | | | 3 | High Risk Exposure | | 2 | Moderate Risk Exposure | | 1 | Limited Risk Exposure | |
| Title & Date of Publication | Risk Rating | No. Open & RAG | | | | | Comments | Owner(s) | Covid-19 Impact | | | | | |
| | | Total Closed | Closed Mar | Missed | Slippage | On track | | | | | | | | |
| Custody 2014 REOPENED August 2014 15 recommendations | 0 | | | | | | March 2020 3 recommendations open, closure forms all sent to HMICS previously however reopened on tracker as further information/evidence requested. Briefing paper regarding single cell policy (R02) submit Care & Welfare of Persons in Police Custody SOP to be sent which was reviewed and updated as a result of the briefing paper. Awaiting plan for ancillary centre inspections (R05), primary are ongoing then evidence can be sent in a closure form. Copy of estate strategy to be located and sent (R14). All hoping to be sent to HMICS in April 2020. | ACC Local Policing + CJS | | | | | | |
| | 5 | 4 | | | | 1 | | | | | | | | |
| | 5 | 4 | | | | 1 | | | | | | | | |
| | 5 | 4 | | | | 1 | | | | | | | | |
| Forensic Services to Victims of Sexual Crime September 2017 4 recommendations | 0 | | | | | | 2 recommendations have been closed: R02 (Archway Service) confirmed as discharged by HMICS R09 (Cleaning of Police Premises) SOP signed off and line manager briefing sent out in January. 2 recommendations remain ongoing: R05 (healthcare facilities) remains a work in progress, anticipated all health boards will be compliant in the next few months, most of them are now fully functioning. Request for discharge once fully compliant. R10 (treatment of child suspects) this is challenging and not going to have a solution in the short term. This is to be discussed with HMICS at the next review opportunity. | ACC Crime & Prevention | | | | | | |
| | 2 | 1 | 1 | | | | | | | | | | | |
| | 2 | | | 2 | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Undercover Policing February 2018 19 recommendations | 0 | | | | | | Remaining three recommendations (01, 13 & 16) require further work in the next 3 months. R1 - Strategy and Implementation Plan - ongoing pending decision by SMT on direction. R13 - Substance Misuse Testing - ongoing pending decision by SMT on future policy. R16 - Integrated Record Management System - ongoing. System delivered did not fully meet requirements. Returned to supplier for further work. | ACC Crime & Intel | | | | | | |
| | 6 | 6 | | | | | | | | | | | | |
| | 4 | 4 | | | | | | | | | | | | |
| | 9 | 6 | | 3 | | | | | | | | | | |
| Firearms Licensing March 2018 24 recommendations | 0 | | | | | | 3 Recommendations proposed for closure: R01 and R02 sent to HMICS for closure regarding the introduction of a performance framework and standards of service. 14 outstanding recommendations 7 are fully achieved but require sign off by the Head of Firearms Licensing. A further 3 are at an advanced stage of completion and will be submitted for closure shortly. 4 have dependencies with other Departments/Project and are currently impacted by Covid-19 redeployments/abstractions. | ACC Professionalism and Assurance | | | | | | |
| | | | | | | | | | | | | | | |
| | 10 | | 1 | 9 | | | | | | | | | | |
| | 14 | 7 | 2 | 5 | | | | | | | | | | |
| Call Handling May 2018 8 recommendations | 0 | | | | | | R02 (C3 procedures manual) sent to HMICS for closure. Remaining three recommendations discussed with HMICS w/c 2 March awaiting update on progress but likely that these can be closed at the next review based on the work undertaken. Standards of Service (due to publish May/June 2020) Vulnerability Assessment - accelerated roll out due to Covid-19. Performance Management - advanced stage | ACC LP North + C3 | | | | | | |
| | 0 | 4 | 1 | | | 3 | | | | | | | | |
| | 0 | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | |

| HMICS Recommendations Progress Tracker - Q4 March 2020 | | | | | | | | | | | | | | |
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| | | Total Closed | Closed Mar | Missed | Slippage | On track | | | | | | | | |
| Adult Support Protection Joint Inspection June 2018 16 recommendations | 4 | | | | | | It should be highlighted these actions are areas for improvement and learning identified during the Joint Inspection but are not specific recommendations made by HMICS. Police Scotland are keen to progress these matters to demonstrate our commitment to organisational learning. | ACC Crime & Prevention | High | | | | | |
| | 1 | | 1 | | | | 1 area for improvement is complete with the reiew of an Adult Protection Co-ordinator role to identify and share best practice in relation to performance and quality assurance nationally. | | | | | | | |
| | 11 | 4 | | 7 | | | The outstanding areas of work require health checks undertaken in all hubs to ensure best practice around staffing, guidance, performance/demand management and quality assurance processes are in place and working well. This has been achieved for the Hubs in the East and North but work on completing health checks in the West Hubs has been put on hold meantime. This is replanned for completion end of May 2020. | | | | | | | |
| | 4 | 2 | | 2 | | | | | | | | | | |
| Review of Custody Centres 2018 August 2018 7 recommendations | 4 | | | | | | 4 recommendations remain open and 1 proposed for closure (R06-safeguarding children strip searches). 2 will be proposed for closure to custody SMT in March (R07 - publishing use of force data) and (R01 - custody estate strategy) provided a copy can be found. 2 remain open need revised completion dates (R02 system improvements) in liaison with Continuous Improvement Group working on progressing findings of reviews of custody centres to ensure consistency and (R05 guidance on training and risk assessments). | ACC Local Policing + CJS | High | | | | | |
| | 4 | 1 | 1 | | | 2 | | | | | | | | |
| | 3 | 1 | | | | 2 | | | | | | | | |
| | 3 | 1 | | | | 2 | | | | | | | | |
| Review of Delivery of the Policing Plan March 2019 12 recommendations | 4 | | | | | | A number of recommendations are proposed for completion. They were dependent on the revision of the Strategic Assessment and Annual Policing Plan. Other recommendations ongoing. | Director of Business Integration | High | | | | | |
| | 11 | | 8 | | | 3 | | | | | | | | |
| | 11 | | | | | | | | | | | | | |
| | 11 | | | | | | | | | | | | | |
| LP+ Greater Glasgow Inspection March 2019 11 recommendations | 4 | | | | | | Actions ongoing | ACC Local Policing West / Director of Business Integration | High | | | | | |
| | 11 | | | | | 11 | | | | | | | | |
| | 11 | | | | | | | | | | | | | |
| | 11 | | | | | | | | | | | | | |
| Greater Glasgow Custody Inspection June 2019 5 recommendations | 4 | | | | | | 3 recommendations remain open. R01 custody queues - SLWG to be set up with support from Assurance and Improvement Group R03 approach to risk assessments work ongoing R05 quality assurance - partially complete - need confirmation on training then closure form can be sent. | ACC Local Policing + CJS | High | | | | | |
| | 5 | 1 | 1 | | | 3 | | | | | | | | |
| | 5 | | | | | | | | | | | | | |
| | 5 | | | | | | | | | | | | | |

| HMICS Recommendations Progress Tracker - Q4 March 2020 | | | | | | | | | | | | | | |
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| LP+ Events Inspection May 2019 15 recommendations | Very High | | | | | | HMICS confirmed R02, 12 & 13 are all now discharged. R1, 8, 10 & 11 all relate to resourcing, workshops have taken place which has proposed a national process which requires a review by SLWG. R3 relates to impact of events, processes have been put in place and now need formalised into policy prior to sign off. R4 relates to event guidance for Commanders this has been sent out to Divisional Planners and Commanders for consultation and comment prior to sign off. R5, 6, 7 & 9 all relate to classification of events, SOPS relating have underwent an extensive review, guidance document published in April 2019. An amended document has gone through publication and awaits final sign off and publication. R14 relates to continuous professional training and development, a briefing paper has been collated and will be discussed at the next SMT. R15 relates to cost recovery, a full analysis of events and financial impact is underway and will be reported to | ACC Operational Support | High | | | | | |
| | Moderate | | 3 | | 12 | | | | | | | | | |
| | Moderate | | | | | | | | | | | | | |
| | Low | | | | | | | | | | | | | |
| Strategic Review of Custody May 2019 12 recommendations | Very High | | | | | 9 recommendations remain open. All recommendations are ongoing with achievable completion dates to be identified. | ACC Local Policing + CJS | Low | | | | | | |
| | High | 2 | 1 | | | | | 9 | | | | | | |
| | Moderate | | | | | | | | | | | | | |
| | Low | | | | | | | | | | | | | |
| Online Child Sexual Abuse ~NEW~ February 2020 11 recommendations | Very High | | | | | New report added in quarter, meeting to develop action plan scheduled for 26 March 2020. | ACC Crime and Prevention | Low | | | | | | |
| | High | | | | | | | | | | | | | |
| | Moderate | | | | | | | 10 | | | | | | |
| | Low | | | | | | | | | | | | | |

| Other Recommendations Progress Tracker - Q4 March 2020 | | | | | | | | | | | | | | |
|--|-------------|-------------------------|------------|--------|----------|----------|--|---|-----------------|------------------------|--|---|-----------------------|--|
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| Title & Date of Publication | Risk Rating | No. Open & RAG | | | | | Comments | Owner(s) | Covid-19 Impact | | | | | |
| | | Total Closed | Closed Mar | Missed | Slippage | On track | | | | | | | | |
| Mental Health Welfare Commission September 2018 1 recommendation | | | | | | | PS to examine the reasons for the significant variations in use of Place of Safety across Scotland. Action is being taken to ensure greater consistency and appropriate use of legislation. SharePoint site now rolled out and likely to result in closure of this recommendation. | ACC Crime & Prevention | | | | | | |
| | 1 | | | | | 1 | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Independent Football Review March 2019 18 recommendations | 1 | 1 | | | | | HM Chief Inspector of Constabulary in Scotland, was present at the Scottish Police Consultative Forum and spoke in complimentary terms of how she'd seen progress to meet the football review recommendations during their assurance inspection but had also seen subsequent progress in the months since then. 1 missed: R09 relating to the DFO model, NFIP Engagement and Assurance teams have begun proactively contacting and organising meetings with charity trusts and community projects across all Divisions in Police Scotland in conjunction with local DFOs. PS, NFIP-Scotland, met with the Supporters Direct Scotland SLO forum on 20 October to provide an overview of Police Scotland's structure and processes related to football. The presentation was provided to this group to explain the important police roles of DFO, Evidence Gathering Team, Event Policing Lead and Operational Planning teams. 2 slippage: R03 (media plan) marked for consideration at the next Football and Events Working Group (scheduled for 24 Mar 2020) with a view to having it discharged; & R05 (Counter-terrorism reviews and security) EERP Divisional Commander signed off the following as Police Scotland policy on 4 December 2019. 2 on track R04 (TTRO Management) & R07 (Training and Accreditation) | ACC Local Policing West | | | | | | |
| | 11 | 11 | | | | | | | | | | | | |
| | 6 | 1 | 3 | 1 | 1 | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Independent Review of Complaint Handling - Interim Report June 2019 12 recommendations | | | | | | | Proposal to close 3 recommendations:- linked to staffing composition (R3), consistent process (R6) and form simplification (R8). | ACC Professionalism and Assurance DoPD | | | | | | |
| | 3 | | | | | 3 | | | | | | | | |
| | 6 | | 1 | | | 5 | | | | | | | | |
| | 6 | | 2 | | | 4 | | | | | | | | |

Key Findings

- There is a risk that online child sexual abuse both as a form of child abuse and exploitation and cyber-enabled offending, may be lost within broader crime classifications
- The strategic direction of the force is unclear therefore staff are unable to link their operational activity to the overall aim
- There has been no overall strategic governance of the different parts of the force responsible for delivering different aspects of the response to online child sexual abuse
- There is an acknowledgement by Police Scotland that online child sexual abuse has not been given sufficient prioritisation
- Demand management, prioritisation and tasking weaknesses are symptomatic of governance and organisational structures that would benefit from a comprehensive review
- Specialist support functions need to refocus on those that are most in need of protection rather than their traditional focus on drugs and firearms
- Police Scotland can learn more from the experiences elsewhere through its strategic network
- Police Scotland has introduced effective processes to deal with National Online Child Abuse Prevention packages
- Police Scotland's response is generally reactive with very limited evidence of proactivity
- Local multi-agency child protection arrangements are robustly observed, including those occasions when national police resources are dealing with cases
- Police Scotland has different service delivery models in place to deliver overt operational activity in different areas of the country
- For Police Scotland to deliver on the transformational Cybercrime, Technical Surveillance

Programme of change, prioritisation and investment are required

- Police Scotland has taken no action towards achieving accreditation for digital forensics, nor has the issue of where the function is best located (Police Scotland or SPA Forensic Services) been resolved
- Prevention strategies are not being informed by organisational learning due to the absence of analytical products and the lack of evaluation means their effectiveness and impact are unclear
- Different funding arrangements are compounding silo working and having an adverse impact on the delivery of integrated, cohesive prevention work

OFFICIAL

- The absence of online covert activity by Police Scotland has created a proactive void that undermines any challenge to the legitimacy of Online Child Abuse Activist Groups (OCAG)

Recommendations

Recommendation 1

Police Scotland should improve the means by which recorded data can accurately inform assessment of the scale and nature of online child sexual abuse.

Recommendation 2

Police Scotland should review the level of analytical support provided to the Public Protection business area and consider the appointment of a dedicated analytical resource.

Recommendation 3

Police Scotland should ensure a strategic governance framework is in place, which provides support, direction, scrutiny and quality assurance to the force's response to online child sexual abuse.

Recommendation 4

Police Scotland should undertake an Online Child Sexual Abuse Strategic Threat Assessment to accurately identify the scale, nature and threat to children from online child sexual abuse.

Recommendation 5

Police Scotland should review the current arrangements for allocation of specialist support in relation to online child sexual abuse to ensure the allocation is fair, equitable and meets the needs across the country.

Recommendation 6

Police Scotland should review the resources and structure of the Internet Investigation Unit and Communications Investigation Unit to ensure that the force is able to meet current and future demand in relation to initial risk assessment, triage and intelligence development.

Recommendation 7

Police Scotland and the National Crime Agency should work together to ensure that all capabilities are being exploited to their full potential and intelligence is shared effectively.

Recommendation 8

Police Scotland should work with the Crown Office and Procurator Fiscal Service to establish a pragmatic and realistic approach to digital forensic examination requests.

Recommendation 9

Police Scotland should review its capacity and capability to conduct undercover online covert operations in support of its policing priorities and ensure that undercover online operatives are sufficiently equipped and supported to identify and adequately assess the risk to children as a result of online offending.

OFFICIAL

Recommendation 10

Police Scotland should ensure that arrangements for deploying undercover online specialist resources are directed by formal tasking arrangements aligned to risk, priority and demand.