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| Meeting | Policing Performance Committee |
| Date | 10 December 2024 |
| Location | Video Conference |
| Title of Paper | HMICS Improvement Plans – Progress Summary |
| Presented By | Chief Superintendent Vicky Watson |
| Recommendation to Members | For Discussion |
| Appendix Attached | No |

PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with an overview of progress against selected improvement plans developed to address HMICS recommendations.

Members are invited to discuss the progress detailed within the report.

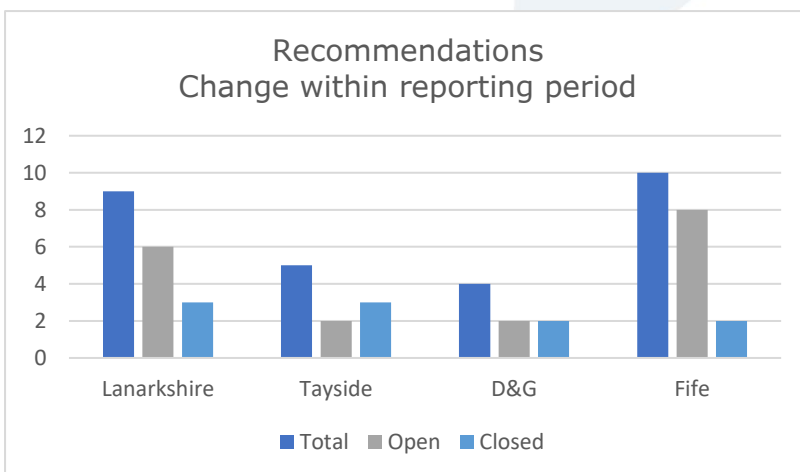
1 BACKGROUND

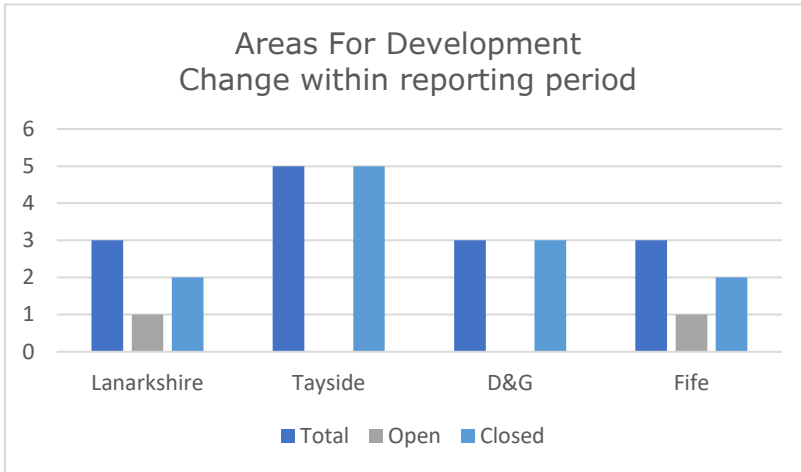
1.1 There are currently 23 active improvement plans which together include 140 open recommendations. 32 new recommendations within 4 new improvement plans have been added and 26 recommendations have been closed since the last progress report to this committee.

2 PROGRESS WITHIN REPORTING PERIOD

2.1 Below is a summary of the action taken to close recommendations and Areas for Development in respect of Custody since the last progress update.

| Custody Inspections | | | |
|--------------------------------|-------------|----------------|----------------------|
| Publication | Date | Open | Closed |
| Lanarkshire | April 2023 | 6 Recs, 1 AFD | 3 Recs, 2 AFD Closed |
| Tayside | July 2023 | 2 Recs, 0 AFD | 2 Recs, 2 AFD Closed |
| Dumfries and Galloway | Nov 2023 | 2 Recs, 0 AFD | 2 Recs, 3 AFD Closed |
| Fife | Mar 2024 | 10 Recs, 1 AFD | 2 AFD Closed |
| Ayrshire | May 2024 | 2 Recs, 4 AFD | In Draft |
| Argyll and West Dunbartonshire | Oct 2024 | 4 Recs, 4 AFD | In Draft |





Custody Lanarkshire - 3 recommendations closed

| Recommendation | What we did and the impact |
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| R1 - Improved observation room and its facilities within the police custody centre at Motherwell. | A joint health and safety inspection was conducted, and improvements made to the lighting, seating and new storage options installed, significantly improving the working environment for officers conducting constant observations within the custody estate. This is linked to both our Strategic Outcomes and 2024 – 2027 Business Plan by helping to ensure our people are supported through a positive working environment, enabling them to serve the public and furthering our commitment to develop a custody estate that meets modern standards and is fit for the future. |
| R2 - Police Scotland should ensure that a full evacuation of custody centres is undertaken in accordance with fire safety regulations. | Following benchmarking with the Scottish Prison Service, revised fire evacuation guidance is now in place for custody centres and has been tested for compliance with fire safety regulations. Strategic Outcomes: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. Business Plan 2024 – 2027: |

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| | We will develop a custody estate that meets modern standards and is fit for the future. |
| R15 - Police Scotland should ensure that Naloxone is available within custody centres and that it can be administered during times when healthcare professionals are not available. | All police officers within Custody have now completed the Naloxone training and have been issued with kits and are being used, when necessary, with successful outcomes. Work is ongoing with the trade unions in an effort to also have Naloxone issued to CJ PCSOs. Strategic Outcomes: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. Business Plan 2024 – 2027: We will develop a custody estate that meets modern standards and is fit for the future. |

| Custody Tayside – 2 recommendations and 2 AFD closed | |
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| Recommendation | What we did and the impact |
| R1 - Police Scotland should review and amend booking-in processes and facilities at Dundee custody centre to improve the efficiency and effectiveness of the process. | The process and procedures have been reviewed which included an analysis of data and gathering feedback from staff on achieving potential efficiencies which has resulted in improved booking-in times which benefit the officers and staff working in custody and also help to release the arresting officers back to other duties more quickly. Strategic Outcomes: This has contributed to meeting the needs of communities through effective service delivery by enabling and supporting our people to better serve the public. Business Plan 2024 – 2027: By examining our own practices and working with key partners this has helped to enhance our focus towards the priorities of policing, creating vital |

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| | capacity for officers to best serve their communities. |
| R3 - Police Scotland should ensure that the recording of strip searches at Dundee custody centre provides an accurate reflection of practice. | Compliance auditing was undertaken and refreshed guidance on process and expectations disseminated to custody staff. Ongoing monitoring and supervisory scrutiny has seen a significant increase in compliance, helping to ensure that expected standards are being met and national guidance is being followed. Compliance with our legislative and procedural frameworks helps to ensure the transparency and accountability necessary to build and maintain trust and confidence in policing. |
| AFD 2 - The custody centre should ensure that all solicitor consultations and interviews with detainees are recorded accurately on the national custody system. | All Tayside custody staff were briefed and now ensure that arrested persons are updated once a Reasonably Named Person or Solicitor is advised of the arrest and it is logged and an entry on the National Custody System. Compliance with our legislative and procedural frameworks helps to ensure the transparency and accountability necessary to build and maintain trust and confidence in policing. |
| AFD 5 - The custody centre should ensure that detainee healthcare interventions are undertaken confidentially unless a risk assessment indicates otherwise. | Briefings have been provided to all custody staff to remind them regarding the importance of keeping healthcare assessments confidential and affording the individual the privacy they require. Staff have also been reminded of the relevant provision within the Care and Welfare of Persons in Police Custody SOP. Compliance with our legislative and procedural frameworks helps to ensure the transparency and accountability necessary to build and maintain trust and confidence in policing. |

| Custody Dumfries & Galloway – 2 recommendations and 3 AFD closed | |
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| Recommendation | What we did and the impact |
| R1 Police Scotland should ensure that detainee observation facilities at the Dumfries custody centre are moved to an appropriate location within the centre | Observation facilities have been relocated to provide easier access and greater comfort and enhanced privacy and confidentiality. This is linked to both our Strategic Outcomes and 2024 – 2027 Business Plan by helping to ensure our people are supported through a positive working environment, enabling them to serve the public and furthering our commitment to develop a custody estate that meets modern standards and is fit for the future. |
| R2 Police Scotland should ensure that sufficient and appropriately sized anti-harm garments are made available to detainees when these are required | Sufficient suits in a variety of sizes have now been sourced. In addition, custody staff have been reminded to check the integrity of all suits before being issued. This has contributed to greater safety and dignity for persons in custody. Strategic Outcome: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. This contributes to Health and Safety and compliance with the provisions of Care and Welfare of Persons in Police Custody SOP. |
| AFD1 The Stranraer custody centre should ensure that loft access hatches in the cell corridor are made secure. | Locks have been added to the loft access making the area secure and safer for the detainees and individuals working in the Custody centre. This contributes to Health and Safety and compliance with the provisions of the Care and Welfare of Persons in Police Custody SOP. |
| AFD 2 The Stranraer custody centre should ensure that fire safety and evacuation plans reflect the | A new fire evacuation plan has been developed in conjunction with health and safety advisors, taking account of the layout of the centre and limited exit |

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| <p>challenges arising from the layout of the custody centre and limited exit routes.</p> | <p>routes. These plans were also tested with full evacuations conducted at both the Dumfries and Stranraer centres and will be repeated at regular intervals, to embed awareness, procedures and comply with Fire Safety protocols.</p> <p>Strategic Outcome: Threats to public safety and wellbeing are resolved by a proactive and responsive police service This contributes to Health and Safety and compliance with the provisions of the Care and Welfare of Persons in Police Custody SOP.</p> |
| <p>AFD 4 The custody centre should ensure that custody staff discontinue the use of medical equipment that they have not been trained to use.</p> | <p>Clarification was obtained from CJSD partners in health and Forensics and staff were briefed on the procedures to be followed. Ongoing partnership working has helped to cement this guidance with practical advice to practitioners. This contributes to Health and Safety and compliance with the provisions of the Care and Welfare of Persons in Police Custody SOP.</p> |

Custody Fife – 2 Areas for Development proposed for closure

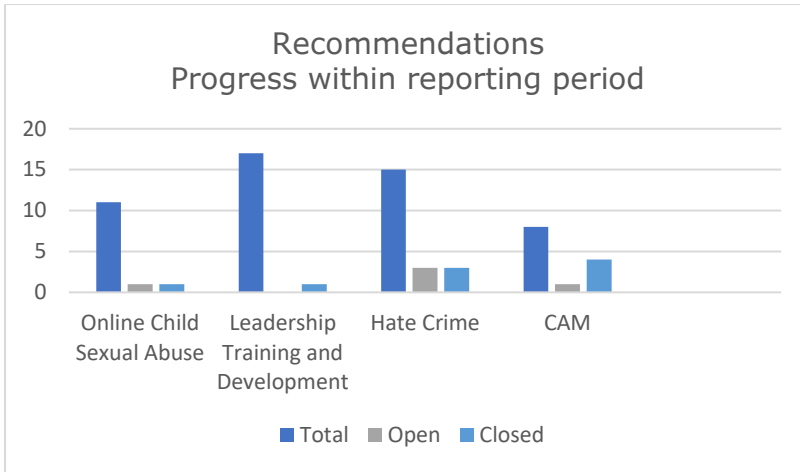
| Area for Development | What we did and the impact |
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| <p>AFD 2 The custody centres should routinely consider the use of separate cell corridors for gender-based segregation to improve privacy in accessing existing washing facilities</p> | <p>Existing guidance on this subject contained within PSOS Care and Welfare SOP has been highlighted to the staff alongside an additional briefing document. Kirkcaldy and Dunfermline custody centres have confirmed the use of separate cell corridors. Compliance with the provisions of the Care and Welfare of Persons in Police Custody SOP, treating everyone with dignity and respect, building and maintaining trust and confidence.</p> |

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| <p>AFD 3 The custody centres should ensure that detainee healthcare interventions are undertaken confidentially unless a risk assessment indicates otherwise.</p> | <p>Briefings have been provided to all custody staff to remind them regarding the importance of keeping healthcare assessments confidential and affording the individual the privacy they require. Staff have also been reminded of the relevant provision within the Care and Welfare of Persons in Police Custody SOP. Compliance with our legislative and procedural frameworks helps to ensure the transparency and accountability necessary to build and maintain trust and confidence in policing.</p> |
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2.2 Below is a summary of the action taken to close recommendations in other selected areas since the last progress update.

| Other Inspections | | | | |
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| Publication | Date | Total (REC) | Open | Closed within reporting period |
| Online Child Sexual Abuse (SR) | Feb 2020 | 11 | 1 | 1 |
| Leadership, Training and Development (TI) | Sept 2020 | 17 | 0 | 1 (Now complete) |
| Hate Crime (TI) | June 2021 | 15 | 3 | 3 |
| Demand Analysis and Management (AS) | June 2021 | 12 | 1 | 1 |
| Training & Dev (Phase 2) (TI) | Oct 2021 | 10 | 0 | 1 (Now complete) |
| Contact Assessment Model (AR) | Aug 2022 | 8 | 1 | 4 |
| Strategic Workforce Planning (AR) | Aug 2022 | 10 | 6 | 3 |
| SPA Forensic Toxicology (AR) | Apr 2023 | 25 | 4 | 1 |
| Vetting Procedure (AR) | Oct 2023 | 14 | 10 | 3 1 Proposed |

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| SR | Strategic Review | AR | Assurance Review | TI | Thematic Inspection |
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| Strategic Review of Online Child Sexual Abuse 1 recommendation closed (R11) | |
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| Recommendation | What we did and the impact |
| R11 - Review the staff welfare arrangements and develop a wellbeing policy that involves appropriate support and monitoring for police officers and staff. | <p>Significant work has been undertaken to identify and understand the issues around welfare and develop a welfare strategy alongside including guidance around support activities which have improved care and better outcomes for officers and staff dealing with OCSA.</p> <p>Strategic Outcomes: Our People are supported through a positive working environment, enabling them to serve the public.</p> <p>Business Plan 2024 – 2027: Thriving Workforce – protect the health, safety and wellbeing of officers.</p> |

| Thematic Inspection of Training & Development (Phase 1) 1 recommendation closed (R14) | |
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| Recommendation | What we did and the impact |
| R11 – Review where local and specialist training is delivered and consider the opportunities to increase capability and capacity | A revised 3-year Learning and Development Delivery Plan (2024-2027) was approved in August 2024. Delivery will be overseen through the Strategic Learning & Development Governance Board. The plan will fully consider location |

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| <p>through sharing resources</p> | <p>and resourcing opportunities with the potential to increase capability and capacity.</p> <p>Strategic Outcomes: Our People are supported through a positive working environment, enabling them to serve the public.</p> <p>Business Plan 2024 – 2027: Thriving Workforce - Maximise opportunities to support colleague learning, improving skills and knowledge of our workforce.</p> |
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| Thematic Inspection of Hate Crime 3 recommendations closed (R2, 8, 10) | |
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| Recommendation | What we did and the impact |
| <p>R2 - Police Scotland should ensure the national policy direction for hate crime links up with the local delivery and response to hate crime.</p> | <p>Significant progress has been made since this inspection including the establishment of the Policing Together Division, and the allocation of portfolio responsibilities to senior officers with Regional Delivery Boards monitoring hate crime and feeding into the national governance picture. The development of a single crime recording system has provided a platform for consistent recording of Hate Crime. Detail around this will be explored in the forthcoming Crime Audit in 2025. The national oversight group, coupled with the regional and divisional models in place to manage and monitor hate crime, has demonstrated significant progress and sufficient evidence to close the recommendation.</p> <p>Strategic Outcomes: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. The needs of local communities are addressed through effective service delivery.</p> <p>Business Plan 2024 – 2027: Community Policing focussed on prevention activities to address root</p> |

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| | <p>causes of community issues and a commitment to better support vulnerable victims.</p> <p>Thriving Workforce - Maximise opportunities to support colleague learning, improving skills and knowledge of our workforce.</p> |
| <p>R8 - Review hate crime national documents, ensure clear, accessible guidance for officers and staff responding to and recording hate crime</p> | <p>National documents have been reviewed and updated, including the Responding to Hate SOP and policy. Bespoke training and guidance documents including an aide memoire and accompanying briefings have all supported enhanced awareness and procedural expectations improving our identification, recording and response to hate crime.</p> <p>Strategic Outcomes: Our people are supported through a positive working environment, enabling them to serve the public.</p> <p>Business Plan 2024 – 2027: Thriving Workforce - Maximise opportunities to support colleague learning, improving skills and knowledge of our workforce.</p> |
| <p>R10 - Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities</p> | <p>Police Scotland has developed the necessary platforms and consistent recording processes for Hate related incidents and crime. In addition, various groups, forums and a national 'dashboard' now provide sufficient data to support greater understanding and analysis of trends, issues and community impact and respond accordingly.</p> <p>Strategic Outcomes: The needs of local communities are addressed through effective service delivery. Policing is sustainable, adaptable and prepared for future challenges.</p> <p>Business Plan 2024 – 2027: Community Policing focussed on prevention activities to address root causes of community issues and a</p> |

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| | <p>commitment to better support vulnerable victims.</p> <p>Thriving Workforce - Maximise opportunities to support colleague learning, improving skills and knowledge of our workforce.</p> |
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Assurance Review of Contact Assessment Model
3 recommendations closed (R1, 2, 4 5)

| Recommendation | What we did and the impact |
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| <p>R1 - Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland</p> | <p>A new framework is available to Local policing which provides greater consistency in service levels; however, it is acknowledged that some Local Policing Divisions require bespoke models based on geography, demographics, community needs and resources. C3 liaise with Local Policing colleagues on a regular basis to ensure that the LPA provision offered across our communities is current and reflective of the evolving needs.</p> <p>Strategic Outcomes: The needs of local communities are addressed through effective service delivery.</p> <p>Business Plan 2024 – 2027: People who contact us have confidence. Supported Victims: We will make clear to victims of crime how and when an investigator will contact them. This will ensure all victims receive a consistent and supportive response.</p> |
| <p>R2 - Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.</p> | <p>A comprehensive training programme has been put in place for Service Advisers and the wider C3 resource group and this has been extended out across the organisation as well. The training programme remains ongoing.</p> <p>Strategic Outcomes: This has contributed to meeting the needs of communities through effective service</p> |

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| | <p>delivery by enabling and supporting our people to better serve the public. Business Plan 2024 – 2027: This promotes confidence in the people who contact us and has contributed to embedding an investigative mindset culture from first point of contact (Milestone 2.11).</p> |
| <p>R4 - Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion</p> | <p>Significant work has been undertaken to review working practices and training within the Resolution Teams and in relation to direct crime recording, enabling them to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion and indeed increase the quality of those reports that are still appropriately transferred for investigation. This work has been done in conjunction with the introduction of Proportionate Response to Crime which has further increased the volume of crime reports being managed within the C3 environment. HMICS have acknowledged the activity undertaken and the evidence of improved information management, training and guidance in a number of areas and the ongoing drive to understand and improve the role of the resolution teams to focus on better end to end process but most importantly the needs of those reporting crimes/incidents to the police. Strategic Outcomes: This has contributed to meeting the needs of communities through effective service delivery by enabling and supporting our people to better serve the public. Business Plan 2024 – 2027: This promotes confidence in the people who contact us and has contributed to embedding an investigative mindset culture from first point of contact (Milestone 2.11).</p> |

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| <p>R5 - Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.</p> | <p>Significant work undertaken to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident. This is most evident in the area of mental health demand. Operation Evolve and our 2024 to 2027 business plan articulate commitments to further improve public contact and engagement and to better channel and manage demand coming into policing.</p> <p>Strategic Outcomes: This has contributed to improved identification of threats to public safety and wellbeing, meeting the needs of communities through effective service delivery while ensuring Police Scotland is sustainable and adaptable.</p> <p>Business Plan 2024 – 2027: By examining our own practices and working with key partners this has helped to enhance our focus towards the priorities of policing and ensure that non-crime demand is met by the most appropriate organisation, creating vital capacity for officers to best serve their communities.</p> |
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2.3 Ongoing Within Reporting Period

| Custody | |
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| <p>Ayrshire, Argyll & W Dunbartonshire, Fife, Tayside, Lanarkshire, Dumfries & Galloway</p> | <p>33 recommendations and 10 AFD remain open. The Improvement Plans for Ayrshire and Argyll/West Dunbartonshire remain in draft.</p> <p>In common with other custody inspections, the 8 recommendations and 8 AFDs relate to improvements based around the themes of compliance – with safety, security, cleaning standards and record keeping.</p> |

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| | <p>Work is ongoing within the relevant custody areas, driven by the CJSD Continuous Improvement team and local custody teams.</p> <p>These will take time and resource to complete. There are no other specific challenges identified and the improvement activity is largely focussed around the key themes of:</p> <ul style="list-style-type: none">• Set Up / Arrangement of rooms and facilities within custody• Cleaning and maintenance standards• Storage and waste disposal• Record Keeping standards, quality and compliance |
| Custody | |
| Events | <p>3 recommendations remain open. Steps towards progress is being made through the development of a learning framework and monthly commander meetings and resource coordination meetings. Developments in relation to the Force Mobilisation Model will also contribute to the theme of these recommendations; improved understanding of impact and risk, efficient and proportionate use of resources for events, and enhanced demand prediction.</p> |
| Mental Health Demand | <p>Although 13 actions remain open, each is on track and good progress is being made in relation to each. Progress updates will be submitted to HMICS in the near future.</p> |

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the progress detailed within the report.