

Meeting	Audit, Risk and Assurance Committee
Date and Time	15 July 2021
Location	By Video Conference
Title of Paper	Police Scotland – Progress with HMICS Recommendations
Presented By	Alan Speirs, ACC Professionalism and Assurance
Recommendation to Members	For Discussion
Appendix Attached:	Yes Appendix A – Summary of Progress Appendix B – HMICS Crime Audit Appendix C - Action Plan

PURPOSE

The purpose of this paper is to update the Audit, Risk and Assurance Committee with the status of HMICS recommendations.

1 BACKGROUND

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SPA Audit, Risk and Assurance Committee
Audit and Improvement Progress HMICS Recommendations Report
15 July 2021

- 1.1 Police Scotland monitors all recommendations from HMICS inspection activity via a Tracker.
- 1.2 All recommendations are assessed in terms of the risk it presents to Police Scotland so that we can prioritise activity. These gradings are consistent with our own Organisational Risk Assessment criteria and Internal Audit risk assessment to ensure consistency.

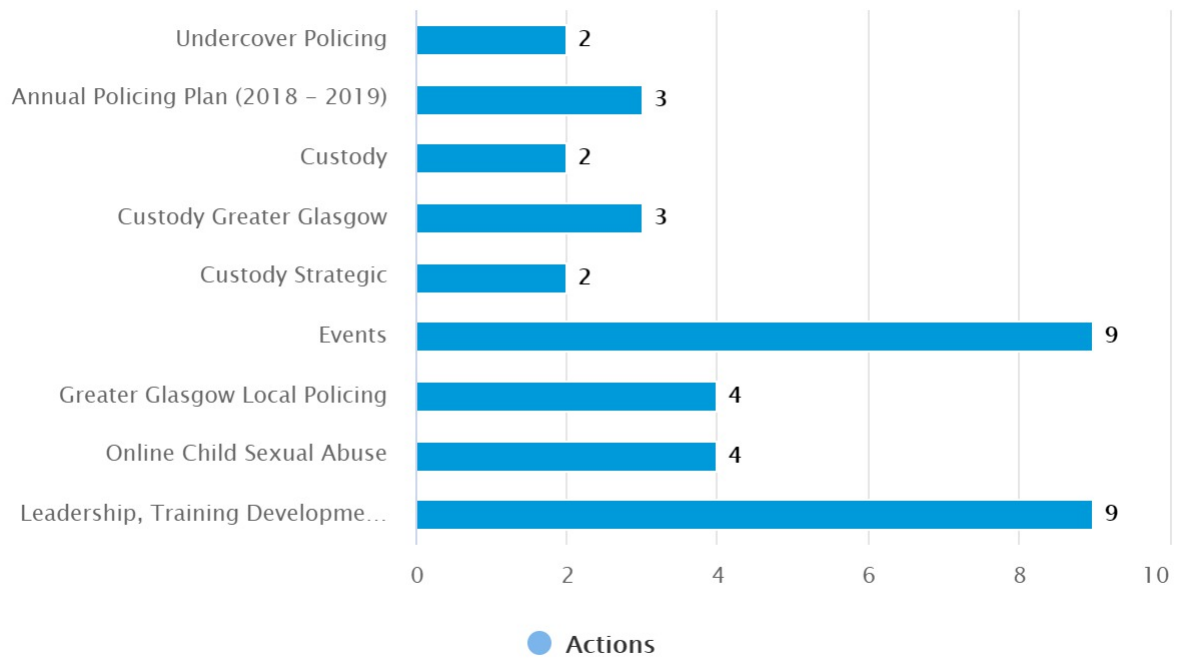


2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 HMICS carry out Thematic, Audit and Assurance or Collaborative Reviews across a wide range of policing activity. At the time of reporting we are tracking recommendations across 9 publications, with a further 3 in draft awaiting the finalisation of action plans. These relate to Crime Audit, Hate Crime and Demand, Analysis and Management.

Graph 1 shows the open publications

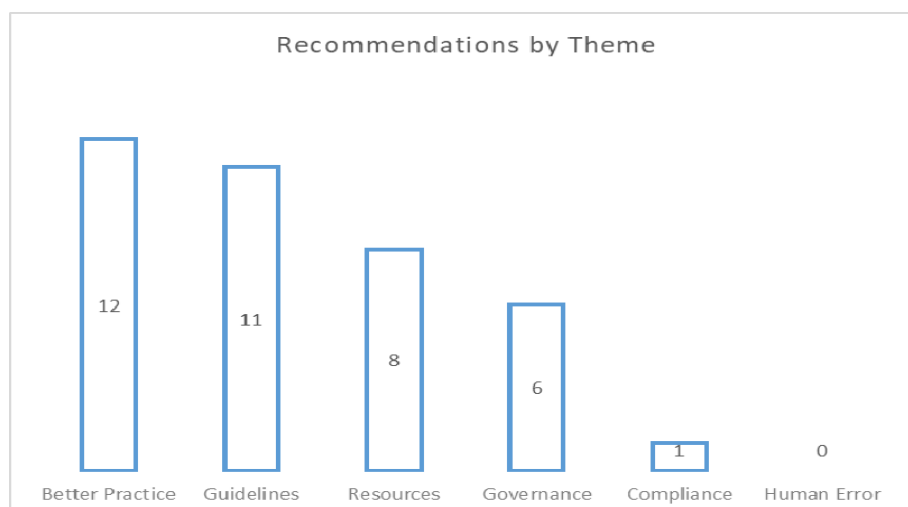
Outstanding HMICS



More detailed information about progress and qualitative information regarding the expected outcome of our improvement activity is provided at **Appendix A**.

2.2 Due to the volume and wide spread nature of these recommendations, detailed analysis of themes or business area impact assessments have been limited. We do, as a matter of routine, capture Corporate Governance Themes and we report these within our Annual Report. We use these themes to direct other internal assurance activity.

Graph 2 shows the number of HMICS recommendations by Corporate Governance Theme



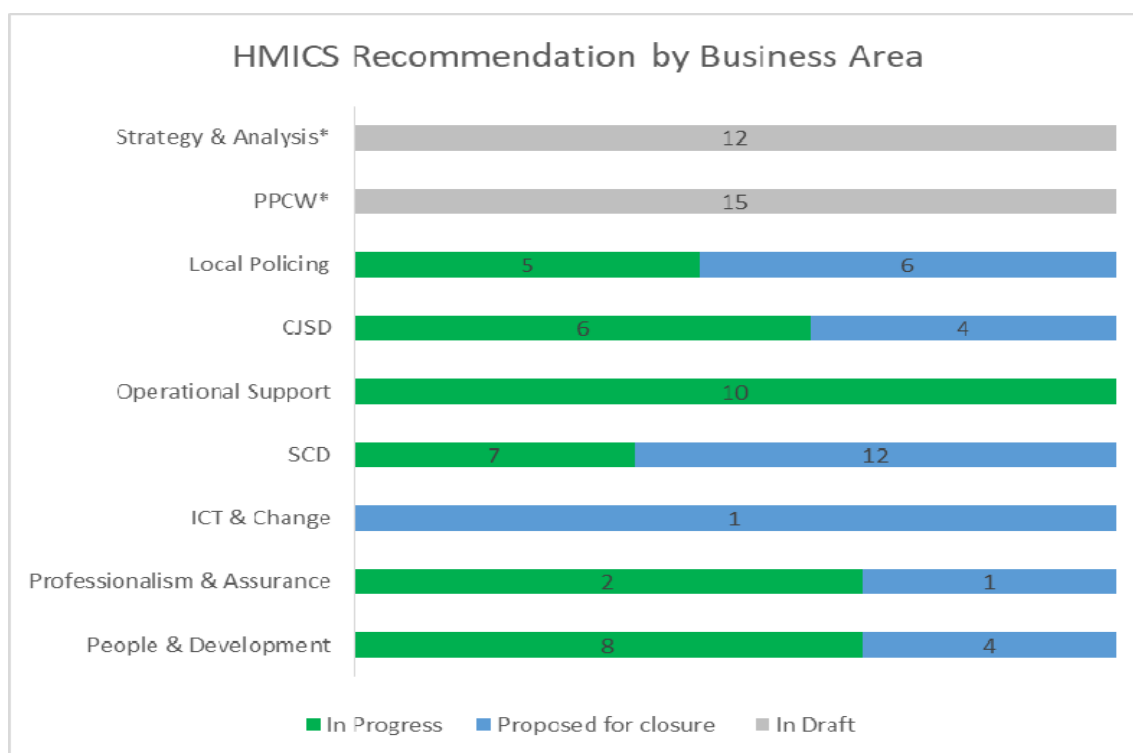
2.3 As well as the Corporate Governance themes we also monitor topical themes. That is issues that are repeatedly made across a number of publications relating to a business area or a process. During the course of the last two years the following themes emerged:

- Data Quality affecting the integrity of data or the reliability of management information.
- Quality Assurance processes at first line of defence affecting the way in which risk is managed and controlled on a day to day basis.
- Compliance with procedures and the development of Quality Assurance activities.
- Intelligence co-ordination, analysis, tasking and business planning – continues to be a focus as per previous years as we have not yet delivered Analysts Transformation and our Strategic Workforce Plans and revised tasking processes mature.
- Inconsistent practices, policy application and resourcing structures is also a theme where we are still dealing with legacy issues.
- Documented strategic direction at business area/process level, evaluation of services and demand analysis.
- Linkages with intelligence requirements, priorities, demands and overall improved strategic planning and tasking.
- Sufficiency of training in key areas to better equip staff.

There is work in progress to address all of these themes but the results of the work will take time to demonstrate their impact.

- 2.4 As part of our own annual review of performance we have looked at the Corporate Governance themes identified above to ensure they provide the necessary insight to direct and prioritise activity. This is an objective within our annual plan for the year ahead and will contribute to improvements in the way we report.
- 2.5 The following graph shows a breakdown of the recommendations per business area along with a status report. Historically, Custody business area has had the most recommendations due to the frequency of Inspections. At the start of April 2020, there were 23 recommendations open relating to custody. At the end of March 2021, this had reduced to 10 (there is a further reduction at this date). This demonstrates the focus applied in that business area through the provision of dedicated staff, the concentrated effort on priority action and the fact that some of the earlier foundation work had started to show outcomes of improvement.

Graph 3 shows breakdown of recommendations by business area



2.6 New Reports Added

Following the publication of the HMICS Scottish Crime Recording Standard Audit report in April 2021 we are providing a copy of our detailed action plan to address the 6 strategic recommendations – **Appendix B**.

The key themes identified were standardisation of resource, structure and practices as well as clarity of governance. A Strategic Group formed, Chaired by ACC Crime and included ACCs from Professionalism and Assurance, Criminal Justice and Local Policing Divisions.

The action plan reflects the agreement to take a more transformational approach longer term to address the strategic points in the report and our Force ambitions. There is a desire to link with the Middle Office Review and Strategic Workforce Planning. There is recognition of a need for a singular strategic ownership of the review, and that this should align, if possible to where the function will sit going forwards.

The specific actions to be taken broadly cover:

- Improving governance and scrutiny and working in conjunction with our SPA colleagues in this regard.
- Making immediate improvements to SCRS compliance at a local/tactical level until some of the more strategic actions to address structure and inconsistencies are delivered.
- Reviewing our Strategy and developing our implementation plan to focus on standardising systems, processes and applying quality control.
- Undertaking a training needs analysis to identify training requirements.
- Enable new technology as a driver for improved quality, ownership and standardisation of recording.

A series of monthly meetings are scheduled with this Strategic Group to take forward the transformational options through the relevant internal governance routes, including the development and monitoring of the Action Plan. It is anticipated that this broader approach will provide improved accountability; governance and reporting arrangements through strategic ownership and assignment of the specific actions for each of the recommendations.

We are also progressing with action plans in respect of Hate Crime and Demand, Analysis and Management. We are working with the business areas and once we have reviewed the high level activity we will engage with HMICS to seek their views on our intended approach. Once in place we will share with this Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 There may be financial implications associated with implementing recommendations from Audits/Inspections and full details are contained within the Action Management Tracking system.

4 PERSONNEL IMPLICATIONS

- 4.1 There may be personnel implications associated with implementing recommendations from Audits/Inspections and full details are contained within the Action Management Tracking system.

LEGAL IMPLICATIONS

- 5.1 There may be legal implications associated with implementing recommendations from Audits/Inspections and full details are contained within the Action Management Tracking system.

6 REPUTATIONAL IMPLICATIONS

- 6.1 There may be reputational implications associated with implementing recommendations from Audits/Inspections and full details are contained within the Action Management Tracking system

7 SOCIAL IMPLICATIONS

- 7.1 There may be social implications associated with implementing recommendations from Audits/Inspections and full details are contained within the Action Management Tracking system.

8 COMMUNITY IMPACT

- 8.1 There may be a community impact associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix A – Recommendations Tracker.

9 EQUALITIES IMPLICATIONS

- 9.1 There may be equality implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix A – Recommendations Tracker.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

APPENDIX A – SUMMARY OF HMICS RECOMMENDATIONS

Undercover Policing – 2018 - SCD

R1 - Strategy and Implementation Plan – to include a review of the Specialist Operations Unit (SOU) and the Undercover Cadre to ensure that they are configured to meet the needs of the service in the short to medium and long-term. This internal analysis should also consider the current and future capacity of the authorising officer to comply with the legislative requirements as outlined in RIP(S)A. In addition, a strategy should be determined for all aspects of covert policing and include a costed implementation plan which aligns to wider organisational objectives, builds both capacity and capability, improves current processes and identifies clear timescales to enable effective progress towards 2026. **Low Risk**

Police Scotland Status – Proposed for closure - this has been partially addressed through the introduction of our Workforce Planning approach. Implementation of the Workforce Plans remains a work in progress.

A high level strategy was created and submitted to HMICS for review. Feedback has been received and further discussions are planned between the business area and HMICS to discuss a way forward with the second part of this recommendation.

R16 Integrated Records Management System – Police Scotland should introduce an integrated record management solution for the management and supervision of undercover policing. **Low Risk**

Police Scotland Update - a single ICT system has been procured to address the inconsistencies found during the Inspection relating to record keeping. There has been a delay with the achievement of this recommendation due to finding a supplier that can fully meet the needs of the recommendation. Police Scotland have trialled a cloud version of the updated ABM module (used by the National Crime Agency) including the undercover module. A full timeline for implementation has been produced and shared with HMICS. The system is currently moving forward with implementation and will be discharged when fully operational.

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

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quality assurance checks of each of the current databases to minimise risks around record keeping.

Review of Custody Centres – 2018 – 3 open - CJSD

R01 Estate Strategy - Police Scotland should develop its custody estate strategy as a matter of urgency in order to address variations in provisions across the country and better meet demand. **Medium Risk**

Police Scotland Update – An Estate Strategy was produced which sets out the aspirations for a future Custody Estate. Due to the level of investment required, a prioritised Investment Plan was also created and shared with HMICS. Further feedback has been received from HMICS regarding what is now required in order to bring this action to a close (more detailed Implementation Plan) and we are working on this.

R02 Inconsistent Practices – Police Scotland should improve its systems to eliminate unnecessarily inconsistent processes and practice in custody. **Low Risk**

Police Scotland Update – This is proposed for closure and to be assessed by HMICS. Following workshops to identify all the inconsistencies, we have developed a much improved picture of the level of inconsistent practice across the Custody function and have taken steps to prioritise addressing these. We have prioritised these within an Inconsistencies Improvement Plan (approximately 35 areas to address). We identified the top 10 inconsistencies and produced communications, aide memoirs and e-briefing materials to address these. We have built a focus on inconsistencies within the Quality Assurance Framework to ensure a continued focus is placed in these areas.

R05 Police Scotland should provide further guidance and training to staff on carrying out effective risk assessments and ensuring care plans manage the risks posed. Staff should also be reminded to record the rationale for risk assessments and care plans. **Medium Risk**

Police Scotland Update – A Short Life Working Group for Constant Observations was established and a number of workstreams have been addressed by this group. A guidance sheet has been designed for staff conducting observations - an "Aide Memoire" regarding generic elements of carrying out observations. This will allow Custody Sergeants to make reference to it on the National Custody System and when briefing officers carrying out observations can provide a copy of the Aide Memoir along with reference to specific risks, basic dos and don'ts around distractions.

A training package to offer guidance to officers undertaking constant observations duties is being looked at and although still early days, it is in progress.

Annual Policing Plan – 4 open – Force-wide

R3 Strategic Intelligence Requirement- Police Scotland should introduce an approach that ensures there is a Strategic Intelligence Requirement aligned to all of the national policing priorities outlined in the annual police plan and have processes in place that measure the qualitative aspect of intelligence submitted against each national policing priority.
Medium Risk

Police Scotland Update – On Hold. We have previously submitted evidence of our revised approach for the production of the Strategic Assessment and have taken steps to align the Intelligence Requirement to the national policing priorities.

A further National Intelligence Review is well advanced which will seek to ensure that the National Intelligence requirement is aligned to all relevant priorities (not limited to national priorities). Until this is complete the recommendation cannot be discharged.

R5 - Review Approach to Boards (Governance Structure) - Police Scotland should review the approach of both the force Tasking and Delivery Board and the Multi-Agency Tasking and Delivery Board to ensure they are meeting the required level of tasking and co-ordination. **Medium Risk**

Police Scotland Update - We have submitted a significant amount of evidence around how tasking boards have been improved.

The new process and the introduction of Regional Delivery Boards (RDBs) provides a comprehensive mechanism for the escalation and consideration of changing threats and demands from local divisional tasking boards to RDBs and national Operational Delivery Board (ODB) consideration.

The Tactical Assessment presents tactical options and referral processes; horizon scanning from local /regional divisions as well as resourcing; crime trends; total offences and PSD complaints data at Force level. The Tactical Assessment provides the ODB with oversight of threat registers for the East, North and West Command areas as well as non-escalated threats from cross cutting business areas.

Police Scotland maintains a national Threat Register which provides an overview of the threats that have been escalated and what forums they

were previously raised at (i.e. West RDB) and includes updates regarding actions and discussion.

Our governance arrangements are constantly evolving to ensure the most efficient and effective tasking and co-ordinating process and HMICS appreciates there has been significant change since the inspection was undertaken and will review and provide some final feedback on additional evidence requirements in due course.

R7 Scottish Policing Model- Police Scotland should set out a Scottish policing model which provides the level of consistency and assurance required for a national force but maintains the level of empowerment of divisional commanders to localise their approaches. **Medium Risk**

Police Scotland Update – On Hold pending further evidence. A Target Operating Model has been developed which sets out a structure and should address this recommendation. Further evidence requested from HMICS in respect of how this will be rolled out as an evolving model and along with consideration of the Intelligence Review findings.

R8 Review of Intelligence Analysis - Police Scotland should undertake an immediate review of its approach and delivery structure for analytical support with intelligence analysis aligned to specialist crime division and performance analysis aligned to the strategy function. **Medium Risk**

Police Scotland Update - On hold pending implementation. We have presented the findings of our Analytical Services Transformation to HMCS who are satisfied with the proposals. The full business case has been approved for implementation and funding requirements. Due to recruitment delays caused by the increased demands on vetting it may be another 4-6 months before work on implementation can commence.

LP Greater Glasgow – 2 open, 2 on hold, 6 proposed for closure – Force-wide

R02 Supporting Victims - Police Scotland should clarify for partners, officers and staff what the police position is regarding referrals to victim support services and to other third sector organisations. **Medium Risk**

Police Scotland Update – proposed for closure – have introduced new processes for Caller Signposting with Victim Care Support Cards are issued by C3 Resolution Team. The introduction of CAM supports this work further through the development of processes for the PAD and Resolution Teams to issue Victim Care Cards via text/email and suggest referrals/referral pathways. Ongoing development with Resolution Teams

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to introduce referral pathways for those that perceive themselves to be victims but do not end up within the Crime Management system.

G Division continue to reinforce this position through the provision of guidance delivered at briefings, workshops, newsletters and other divisional and force communications. We have provided clarity to officers (via guidance and briefing slides) in respect of GDPR responsibilities. Greater Glasgow continue to develop links with Victim Support Services.

Safer Communities and VSS regularly meet to discuss progress and improvements to the referral process. A work plan exists to document improvements to communications and performance.

Regular engagement with frontline officers around positive news stories to ensure practical understanding of the services VSS offers.

R03 Call Classification - Police Scotland should outline its expectations for officers and staff in terms of attending calls relating to vulnerability including mental health and medical calls. **Medium Risk**

Police Scotland Update – proposed for closure – CAM (the Contact Assessment Model) has now been successfully introduced in G Division with call assessors determining the most appropriate help/provider. They are able to provide advice, guidance and support directly where required and they can sign-post other partners, where they are a more appropriate service provider. Only after a THRIVE assessment will officers be actioned to attend calls and then they will be provided with relevant/useful information to assist them by controllers.

Partnership work is continuing to improve our approach to dealing with vulnerability and mental health calls. As well as a steady stream of information being provided to officers in briefings and on the G Division Local Policing intranet page.

R04 Reducing Duplication of Plans - Police Scotland should review the number of police plans relevant to local policing divisions and consider if there is opportunity to reduce duplication and simplify the content to make them more accessible to officers and staff. Medium Risk

Police Scotland Update – Proposed for closure – Police Scotland and SPA agreed a Joint Strategy for policing in 2020. The service is still required to produce an Annual Police Plan and local police plans by statute. These are all now streamlined and set around one set of strategic outcomes and objectives.

All Divisions have a Local Policing Plan and Local Outcome Improvement Plans which are aligned to Police Scotland strategic outcomes and Local Policing Priorities. Within Greater Glasgow, there is a Glasgow Policing Plan and local plans for each of the sub Divisions (Glasgow City, East Dunbartonshire and East Renfrewshire) for 2020-23.

E briefings and commanders Divisional Bulletins provide updates from the Divisional Commander and also from PPU, Partnerships, Justice Crime, Support and Service Delivery Superintendents on sub-divisional news, progress within Local Policing Plans and include communications on national priorities including Force Memos and upcoming Training activities.

R05 Silo Working and New Policy and Practices - Police Scotland should review the consultation and engagement process undertaken by central functions in order to reduce silo working and to understand the demand being placed upon local policing by new policy and practices. **Medium Risk**

Police Scotland Update – we are currently gathering evidence to show how we have improved consultation of new policy practices (outwith a formal change programme process).

R06 Stop and Search Activities - Police Scotland and Greater Glasgow Division should review stop and search processes to identify any efficiencies whilst retaining robust governance. Officers should be provided with clarity as to the lack of correlation between stop and search activity and complaints. **Medium Risk**

Police Scotland Update – Proposed for closure –Stop and Search guidance was circulated to all Inspectors/Detective Inspectors across the division along with a spreadsheet which had to be completed by all Sergeants confirming that they had briefed their teams on the guidance. Local Area Commanders (LACs) are monitoring the search numbers within their areas and the subject is on the agenda at the monthly SMT, where the commander seeks updates from the LAC's. Monthly Stop Search reports are circulated for LACs to review and address any emerging issues. In relation to Stop Search related Complaints – all Complaints are assessed and allocated by the National Complaint and Resolution Assessment Unit at PSD West with each one being categorised according to the nature of the allegation(s).

R07 Demand Analysis Products - Police Scotland should expedite the provision of demand analysis products to divisions in order that resources may be deployed most effectively. **Medium Risk**

Police Scotland Update – On hold – evidence presented to HMICS regarding how Greater Glasgow Division is using demand analysis products however latest inspection has revealed this is not as widespread as they would like to see across the country. The recommendation within this review is likely to close and subsumed within the Demand, Analysis and Management report.

R08 Frontline Officers - Police Scotland and Greater Glasgow Division should consider ways to enhance the status and working environment of frontline officers, paying particular attention to staff development.
Medium Risk

Police Scotland Update – Proposed for closure – We have submitted substantial evidence that demonstrates our commitment to front line policing. We have developed a Talent Management Programme within Greater Glasgow Division. Further development opportunities for Constables and Sergeants either lateral development or temporary promotion for upcoming operational activities such as Operation Urram/ Brexit. Wider opportunities for Talent Management are included in My Career which was launched on 1 October – with a phased rollout over a 2 year period.

We are signposting staff to available opportunities within Division and nationally promoted in Divisional Commanders Briefings. These include the promotion of Police Mutual Wellbeing events.

In relation to the newly revised promotion process we are providing national guidance for Applicants and Line Managers to improve success and provide fair and consistent access to information across the country.

The Division have monthly succession planning meetings with HR Inspector and six weekly with Area Commanders to identify opportunities for staff development.

We have a National Mentoring Scheme which was launched in December 2020. Interested parties are being asked to complete the Mentoring module via Moodle. This one-to-one support will assist in professional and personal development and is open to all SPA/police staff, officers and special constables regardless of rank, role or location.

We continue with our Divisional Commanders Recognition Awards now being held virtually.

A revised Leadership, Training and Development Intranet site was launched which outlines processes for Continuous Personal Development (CPD), with a range of opportunities promoted in the CPD Brochure. All staff have access to the "How To" which is a web-based learning platform which allows officers and staff to take a proactive approach to professional development.

R09 Command Resilience - Police Scotland and Greater Glasgow Division should consider command resilience in the division. **Medium Risk**

Police Scotland Update – Proposed for closure – we have increased Command Resilience through the appointment of additional Divisional roles.

R10 Special Constables - Police Scotland and Greater Glasgow Division should ensure there is a renewed focus regarding the recruitment and retention of special constables. **Medium Risk**

Police Scotland Update – On hold to test evidence during LTD Phase 2 Inspection – There has been a greater focus on the deployment of Specials within Greater Glasgow. Recruitment is managed centrally and a National Strategic Working Group has been established to provide a corporate approach; with two Focus groups -Recruitment & Retention and People supporting key portfolios of work assigned from the Strategic Group.

Special Constables contributed to PS response to COVID-19-during the first 12 weeks of the initial lockdown between March-June 2020, a total of 142 special constables contributed to 3,938 shifts and 33,740 hours-compared to the same period in 2019-115 special constables,2150 shifts and 15,393 hours. Following a review of recruitment processes, special constables can be fast-tracked into recruitment as regulars-case study from COVID-19.

Following a national review by the Scottish Institute for Policing Research, a new volunteering strategy has been finalised. The strategy will develop a volunteering service that expands and enhances capability and capacity and to create a service that is skilled, flexible and adaptable capable of reacting to emerging future demands while empowering trust and supporting our volunteers.

R11 Campus Officer Role - Police Scotland and Greater Glasgow Division should carry out an evaluation of the campus officer role and consider extending the concept across Scotland. **Medium Risk**

Police Scotland Update – In Progress - The evaluation of the campus officer role is being developed at present between Police Scotland and Glasgow City Council. There were delays to the evaluation due to school closures resulting from the pandemic and campus officers being redeployed. The proposal is for evaluation via academic research, smart surveys, campus officer de brief forms and statistical analysis.

A Young Persons Charter is currently being developed to support children and young people from nursery to secondary school age. The role of the campus officer and work with partners will be key within this charter.

Greater Glasgow Custody Centres – 2019 – 3 open

R01 Managing Demand / Custody Queues - Police Scotland should reconsider how it can better manage custody queue levels and provide radios to large custody centres to improve communication inside the centre and with local policing. **Low Risk**

Police Scotland Update – In progress – radios have been provided to some of the larger centres where devices have been available. We have been trialling the use of a Custody Co-ordinator who acts as the single point of contact to direct resources more effectively. This has made an improvement but there is a lack of quantitative evidence to allow closure. Throughout the pandemic, there has been less throughput occurring in custody. Staff are using alternative disposal methods which may also be assisting with changing culture/mindset. All of which continue to impact positively upon throughput and queues. All associated work done in relation to this action requires to be evaluated to gain a clearer understanding of issues and further work in relation to data analysis.

R03 Consistent approach to risk assessments - Police Scotland should analyse risk assessment and care planning variances to check whether they are justified and to ensure a consistent approach across Scotland. **Low Risk**

Police Scotland Update - In Progress – We have appointed five Quality Assurance Inspectors who will be scrutinising the accuracy and quality of information recorded on the National Custody System, including decision making rationale and risk assessments. This is included within the recently developed Quality Assurance Framework. This recommendation is linked to R05. HMICS have requested clarification on the term of the QA role, a copy of QA framework and the SLWG Action Plan before

considering for closure) and we are in the process of providing this for consideration.

R05 - Quality Assurance - Police Scotland should improve the adequacy and quality of information being recorded in custody by providing guidance and training to staff and by using quality assurance and audit processes. **Low Risk**

Police Scotland Update – In Progress pending evidence - This has a reliance upon the full implementation of the Quality Assurance Framework and Quality Assurance Inspector role. When fully embedded this can be presented for closure.

Events Thematic- 2019 – 9 open – Medium Risk

The majority are at an advanced stage of completion and are awaiting the final internal sign off of new procedures or structural changes which serve to improve the way in which events are resourced and managed. This area was impacted by Covid-19 with staff re-deployed to Operation Talla.

5 recommendations relate to resourcing and business process

- We are addressing inconsistencies in event resourcing across the country by establishing a single process for managing events.
- Resource Deployment Units have been restructured to support.
- We are improving the impact on Divisions by utilising data, debriefs and communications more effectively.
- We are improving our risk and demand analysis; and

2 recommendations relate to Cost Recovery

- We have updated the guidance in respect of Charging for Events and is awaiting final sign off.
- We have centralised the co-ordination of cost recovery and a full audit has been undertaken.

2 recommendations relate to Training

- We are updating the Tactical Plan, Debrief materials to support decision making and learning from events.
- We have developed and approved a proposal for CPD Training for Event Commanders.

Strategic Custody – 2019 – 3 Open

R03 - Analytical Support - Police Scotland should ensure that Criminal Justice Services Division receives the necessary analytical support from the Analysis and Performance Unit. **Low Risk**

Police Scotland Update – Dedicated analytical support was not approved at Executive level. Work is ongoing to identify if this recommendation is being addressed via the increased establishment in Custody relating to the Quality Assurance Inspector roles and the increasing availability of PowerBi tools.

R08 - Booking in Detainees - Appropriate Training & Supervision - Police Scotland should ensure that any personnel being asked to book detainees into custody have received recent training and are appropriately supported and supervised. **Medium Risk**

Police Scotland Update – Proposed for closure - Personnel asked to book detainees into custody have received recent training and are appropriately supported and supervised. Combined closure report presented at SMT 04/03 and was supported for closure. This has yet to be forwarded to HMICS.

R12 - ICT Roadmap - Police Scotland should develop an ICT roadmap for custody. Low Risk
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Police Scotland Update – In Progress – this is being led by our ICT colleagues.

Online Child Sexual Abuse – 2020 – 5 Proposed for closure, 5 Open – 5 High / 5 Medium Risk

A significant amount of work is ongoing across several business areas to address the recommendations within this review. A follow up review is ongoing by HMICS that will provide assurances over the progress made. A summary of the position follows:

- A review of markers is complete to ensure accurate application to improve the assessment and understanding of the scale of this crime.
- Improvements have been made to the governance structure both internally and with key partners.
- Dedicated Analytical resources have been made available to work in this important area.
- The dedicated Analytical resources have worked on the production of Strategic Threat Assessments in a number of phases to validate our understanding of key threats, risk and demands.
- Revised tasking processes have been put in place across this multi-disciplined area.
- Future resource requirements have been built into Strategic Workforce Planning.
- We are working in partnership with COPFS to improve the management of growing demands in respect of digital examinations and are working collaboratively to identify pragmatic solutions.

Training and Development Thematic – 2020 – 4 Proposed for closure, 9 Open

Work is advancing to address the 17 recommendations made in this report. 4 recommendations have been discharged already and 4 are awaiting assessment relating to:

- Establishing a robust performance framework for Leadership, Training and Development, with key performance indicators and quality assured evaluation strategies, demonstrable progress reported via the Delivery Plan structure.
- We have undertaken a series of action to support managers with holding wellbeing conversations and doing this on an ongoing basis rather than annual at a staff appraisal.
- We have implemented a framework for mentoring and coaching.
- We have communicated to staff the results from the previous year's Chief Constable's commitments. Where these have been TLD related we have shown how these are monitored and evaluated through the Delivery Plan process.

Priority actions for delivery by the end of the calendar year include:

- Reviewing the structure of LTD.
- Completing Leadership Training to Officers and Staff.
- Establishing collaborative training partnerships.

APPENDIX B - HMICS Crime Audit 2020 - Strategic Improvement Plan

Recommendation	Action to be taken	Target date	SRO/Operational Lead
<p>Recommendation 1</p> <p>The Scottish Police Authority and Police Scotland should ensure that the results of internal and external crime recording audits are publicly reported, including a statement of compliance in their joint Annual Report and Accounts from 2020/21 onwards.</p>	<p>1.1 Develop proposal for governance reporting arrangements which increase the visibility and develop consistency of approaches, with the expectation that results of audits would be shared with the groups that influence change, e.g. LPMB/COMB; allowing for ACC's to performance manage SCRS and Incident Compliance. and; in conjunction with Local Policing ACC's and Divisional Commanders; consider reporting performance and compliance data through Regional Delivery Boards (RDB's)/Operational Delivery Boards (ODB's) and Local Scrutiny Committees.</p>	30/09/2021	ACC Crime
	<p>1.2 Establish tactical and strategic forums to ensure consistency and sustainability of approaches to the HMICS Recommendations across all business areas.</p>	30/09/2021	ACC Crime
	<p>1.3 In conjunction with the SPA, identify appropriate arrangements for reporting to the relevant SPA Audit, Risk and Assurance Committee including:-</p> <p>(i)-Initial update on plans to address recommendations allocated to Police Scotland (PS) from the HMICS Crime Audit and thereafter progress update on each recommendations (in addition to the normal reporting on progress of improvement recommendations)</p> <p>(ii) Reporting on results of internal crime recording compliance checking; actions being taken to address any issues identified in line with PS crime compliance checking cycle.</p>	30/09/2021	ACC Professionalism & Assurance
	<p>1.4 Revise Audit Methodology document to deliver more complete assurance at all levels, including the following:-</p> <p>(i) annual reporting on crime types in order to inform thematic reviews;</p> <p>(ii) increased visibility of ownership and accountability for local and national quality assurance; and</p> <p>(iii) clarification on roles and responsibilities within Crime Recording and Incident Management for Divisional staff; Specialist departments and National/Regional Crime Registrars.</p>	30/09/2022	ACC Professionalism & Assurance
	<p>1.5 Annual audit plan be developed in conjunction with Scottish Crime Recording Board to include general SCRS compliance and targeted/themed audits, consulted through Police Scotland internal governance boards and presented to SPA Audit, Risk and Assurance Committee for approval.</p>	31/03/2022	ACC Professionalism & Assurance
	<p>1.6 Plan to be agreed with SPA Head of Strategy and Performance for the inclusion of crime recording compliance in the Annual Report and Account for 2020/21 and annually thereafter.</p> <p>SPA to ensure the compliance of crime recording from the Chief Constable self-assessment is included within the the Chief Constable's self-assessment, supporting the Annual Report.</p>	30/09/2021	ACC Crime

Recommendation	Action to be taken	Target date	SRO/Operational Lead
<p>Recommendation 2</p> <p>Police Scotland should revise its current Crime Recording Strategy to focus on effective implementation and better consider the required level of cultural change required to improve SCRS compliance.</p>	<p>2.1 Revise Crime Recording Strategy to include people /process improvements across all HMICS recommendations. Identify and develop criteria to measure the efficiency and effectiveness of the implementation of the strategy.</p>	30/09/2022	ACC Professionalism & Assurance
	<p>2.2 Review SCRS Manual in consultation with key stakeholders to ensure the promotion of corporate expectations for incident management/crime recording and SCRS compliance ,in parallel with processes developed from the rollout of the national crime system.</p>	30/09/2022	ACC Professionalism & Assurance
<p>Recommendation 3</p> <p>Police Scotland should review its overall approach to incident compliance, considering what constitutes best practice in quality assurance processes in C3, specialist units and front line policing, establishing clear relative roles and responsibilities.</p>	<p>3.1 Identify best practice /learning from C3 National QA various quality assurance approaches including end to end processes ; reactive quality assurance to specific issues raised, and targeted quality assurance for consideration in the review of SCRS Audit Methodology document.</p>	30/03/2022	ACC Criminal Justice
	<p>3.2 Develop a national structured approach to local scrutiny, to include frequency and scope of compliance checks; audit methodology ; SCRS compliance and monitoring arrangements for Divisional Improvement Plans.</p>	30/09/2022	ACC Criminal Justice
<p>Recommendation 4</p> <p>Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.</p>	<p>4.1 Develop a structure across the organisation linked with FMOR which combines Crime and Incident Management Units within a Regional Tiered Governance Structure and which aligns to the requirements of SWP in terms of maximising workforce mix and talent, including succession planning arrangements for the National Crime Registrar; Regional Crime Registrars and Divisional crime management to ensure continuity of specialist knowledge of Crime Recording/Incident Management processes.</p>	30/09/2022	ACC Criminal Justice

Recommendation	Action to be taken	Target date	SRO/Operational Lead
<p>Recommendation 5</p> <p>Police Scotland should develop a comprehensive approach to organisational learning and training, with consistent approaches to the introduction of new or changes to legislation, to more effectively support delivery of its crime recording strategy.</p>	5.1 Complete a post deployment review of the new distance learning package of the December 2020 probationer intake to identify any follow up training/mentoring opportunities and any wider organisational learning.	30/09/2021	ACC Crime
	5.2 Conduct a review of the training needs of all the following officer/staff clusters involved in crime recording decisions:- (i) Crime Management Staff - National crime registrar, regional crime registrars, divisional crime managers and crime management staff; (ii) Specialist Divisions-C3; SCD; (iii) Probationers; (iv) Frontline Officers and Staff.	31/03/2022	ACC Crime
	5.3 Develop a strategy and training plan in conjunction with P&D to address those needs to include bespoke induction, ongoing programme of training and development, including refresher training for each of the above groups, including how officers and staff will be kept up to date with changes in legislation and crime recording practice; including the rollout of the National Crime system(recommendation 6).	31/12/2022	ACC Crime
	5.4 Establish a tactical forum to provide a continuous improvement and organisational learning framework to facilitate and disseminate across Divisions the promotion and sharing of best practice in crime recording practices.	30/09/2021	ACC Crime
	5.5 Develop a communications plan, including the use of Intranet to support the Training Strategy and Training Plan, identifying how the impact of crime recording understanding/ awareness will be measured.	30/09/2021	ACC Crime
<p>Recommendation 6</p> <p>It is recommended that the Police Scotland COS Programme review its approach to business change as part of the implementation of the new single national crime management system, taking the opportunity to standardise and streamline business, audit and quality assurance processes.</p>	6.1 Develop a Crime Data Input Quality Assurance Framework (a matrix of who is checking the quality of each crime input data field).	30/09/2022	ACC Criminal Justice
	6.2 Develop process maps/flow chart documentation of the future Crime (and Case) Management Process, including the positioning of the Quality Intervention activities.	30/09/2022	ACC Criminal Justice
	6.3 Develop of a Crime Management Guidance document, which alongside the 'Crime Module User Guide' will articulate the Crime Management process and define associated standards (this will be a living document thereafter).	30/09/2022	ACC Criminal Justice
	6.4 Develop Training packages for respective users based on the above and incorporating learning points from Crime Audits.	30/09/2022	ACC Criminal Justice
	6.5 Develop a 'Data Citizenship' initiative interwoven into the training highlighting to users the importance of getting data quality right first time, the support the system provides and some key pointers, supported with Data Citizenship video.	30/09/2022	ACC Criminal Justice