



Complaints and Conduct Committee Public Rolling Action Log

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
MEETING HELD 27 FEBRUARY 2024						
20242702 -CCC-001:	PS Performance Report: Progress a joint deep dive between Complaints & Conduct and People Committee in respect of analysis of any disproportionality by protected characteristic within recruitment and selection checks (including vetting).	Chief Superintendent Helen Harrison/SPA Officials	OPEN	September/November 2024		06.06.2024: SPA Governance Support are currently engaging with members of both committees in order to progress this action. It is hoped that this deep dive will take place before October 2024. Propose Ongoing.
20242702 -CCC-002:	PS Performance Report: PS to consider the approach to understanding complainant satisfaction (aside from proportion who seek a review), including exploration of practice elsewhere, with a view to discussing as part of the future deep dive.	Chief Superintendent Helen Harrison/SPA Officials	OPEN	September/November 2024		06.06.2024: <ul style="list-style-type: none"> Police Scotland issues a monthly User Satisfaction Survey (USS) (based on cases closed within the calendar month) to measure and improve people's experience of engaging with the complaints process. This includes upheld and not upheld complaints. Engagement with communities who have complained about the police allows Police Scotland the opportunity to gather and utilise their insights to continuously learn and improve our complaints process.

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<ul style="list-style-type: none">• Where a phone number is available, invites are issued via SMS for complainers to complete an online survey.• It is completely anonymous and we cannot track results back to individual cases.• The results along with other public confidence and user experience survey insights are considered each month at the Strategic Leadership Board for executive oversight and action.• A bespoke question set is used during the survey as below (Please note that Q1 relating to Coronavirus is no longer used but has been included for transparency.) <p>Main questions SQ1 - Are you happy to take part in the survey? SQ2 - What was your age on your last birthday? Q1 - Was the complaint you reported related to Coronavirus (COVID-19)? (Historical) Q2 - Thinking about your experience, how easy or difficult was it to make a complaint about the police? Q2.1 - Please explain why you found it difficult. Q3 - During the initial contact with the Professional Standards Department, how satisfied are you with the way you were treated? Q4 - Did you feel staff properly understood your complaint?</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>Q4.1 - Can you explain why you felt this way?</p> <p>Q5 - Do you feel that the Professional Standards Department provided an appropriate response to the complaint you reported?</p> <p>Q6 - Do you feel you were adequately informed about the progress made with your complaint?</p> <p>Q7 - How satisfied are you with the way you were treated by the officers who dealt with your complaint?</p> <p>Q8 - Based on your overall experience, how satisfied are you with the response you received from the Professional Standards Department about your complaint?</p> <p>Q9 - Were you made aware, if you were dissatisfied, you could refer the handling of your complaint to the Police Investigations and Review Commissioner (PIRC)?</p> <p>Q10 - Is there anything else about your experience with Police Scotland's complaints process that you feel it would be important for us to know?</p> <p>Q18 - Finally, Police Scotland may be interested in conducting further research to explore themes in this survey in more detail. Would you be willing to be re-contacted sometime in the next 18 to 24 months for this type of follow-up research?</p> <p>A summary of the feedback is shared with all complaint handlers to highlight good practice and promote opportunities for learning. If there are any emerging</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>themes or training issues identified in the feedback then those are addressed.</p> <p>On average, Police Scotland generates approximately 300-400 surveys each month and the response rate is around 20%. From a wellbeing perspective, it should be noted that surveys are not issued to those who have required additional support through the complaints process or those whose complaint has arisen from particularly traumatic or sensitive circumstances.</p> <p>Police Scotland continually benchmarks to improve processes and, to ensure this particular process remains effective, the following constabularies were contacted to compare and contrast:</p> <ul style="list-style-type: none">• West Midlands• West Yorkshire• Greater Manchester• Cleveland• Hampshire• Lancashire• PSNI <p>Benchmarking suggests that some Forces do not issue USS (some have scaled back due to resourcing challenges) and some send out a USS to victims only (however responses are not anonymous). Negative feedback tends to focus on lack of updates, non-attendance (dealt with over the phone) and timelines. Those reporting extreme dissatisfaction or requesting a call back are re-contacted and where</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						appropriate preventative action is considered by PSD.
20242702 -CCC-003:	PS Performance Report: Ensure future public reports outline what is considered a reasonable timescale for complaint closure and planned improvement actions (and associated timescales) to reach that position for majority of cases (with scope for this to additionally be discussed at future deep dive). Within the same report, provide a breakdown of cases which are taking longer to deal with, illustrating some of the complexities involved via a dip sample of individual cases. Finally, outline action to benchmark complaint handling resources and timescales, including examination of resources against demand.	Chief Superintendent Helen Harrison	OPEN	6.6.24		06.06.2024: Paper to be presented under agenda item 11 for discussion which will inform future public reporting. Propose Ongoing.
20242702 -CCC-004:	PS Performance Report: To support discharge of Angiolini review recommendations, ensure that future public reports provide high-level explanation for closed complaints which took longer than 56 days; and introduce reporting in private on any ongoing individual cases which are taking longer than 12 months to complete, with explanation of reason for the delay.	Chief Superintendent Helen Harrison	OPEN	6.6.24		06.06.2024: Paper to be presented under agenda item 11 for discussion which will inform future public reporting. Propose Ongoing.
20242702 -CCC-005:	Professionalism and Preventions: Introduce annual reporting in this regard, considering potential inclusion of breakdown in respect of the range of	Chief Superintendent Helen Harrison	OPEN	6.6.24		06.06.2024: Paper to be presented under agenda Item 6. Propose to close.

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
	cases (recognising balance of public/private reporting).					
20242702 -CCC-006:	HMICS Assurance Review of Vetting – Action Plan: Present action plan (including timescales) to Committee following HMICS sign-off.	Chief Superintendent Helen Harrison	OPEN	6.6.24		06.06.2024: Paper and Improvement plan to presented under agenda item 7. Propose to close.
20242702 -CCC-007:	Work Plan: Ensure that the work plan is reviewed and populated for 2024/25 from an assurance perspective.	PS/PIRC/SPA	OPEN	6.6.24		28.05.24: There were no updates provided to the work plan. This will continue to be circulated and requested with all future action logs. Propose to close.
MEETING HELD 14 NOVEMBER 2023						
20231411 -CCC-001:	PS Performance: Explore what the increased demand against the static or reduced workforce would mean from a risk based perspective in terms of achieving objectives.	DCC Alan Speirs	ONGOING	27-02-23 6-6-24		27.02.24: The Police Scotland quarterly report and standalone papers presented to the Committee for Q3 documents the significant increased demand across the department, not just in relation to complaints and conduct matters but also across a number of key areas (some of which are highlighted below), in addition to important ongoing scrutiny from HMICS, the PIRC and SPA to ensure processes and procedures are robust, fair and fit for purpose across an ever changing and demanding landscape: <ul style="list-style-type: none"> • The Historic Data Wash. • Sexual and Domestic misconduct case reviews.

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<ul style="list-style-type: none">• 82 cases identified for review and risk mitigation by ACU following the HMICS review of Vetting in March 2023.• Increasing number of Gold Groups – leadership and actions as well as participation and work stream leads across Policing Together, VAWG and numerous SETM Governance Groups.• Key preventions activity– proactive work must continue to maintain our progress to reassure the workforce, staff associations, partners etc and to encourage reporting of behaviours which fall short of our values and standards.• Enhanced scrutiny and governance from PIRC (increasing their capacity and analytical capability) and SPA Complaints and Conduct Committee as well as press articles and FOI requests outlining / ascertaining statistics around complaint handling times and backlogs.• The use of Post Incident Procedures processes to balance the requirement for independent investigation of the death or serious injury of an individual either in custody or following police contact against the welfare of those officers/staff involved brings additional resource requirements.• Force budgetary constraints and pressures resulting in revised operating models / capability across the broader organisation are likely to present further increased demand across complaints and conduct arenas.

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>Whilst additional resource was transferred into PSD to support the launch of the new PSD National Model in April 2021, there has been unprecedented demand on PSDs across the UK could not have been reasonably predicted.</p> <p>Internally, Police Scotland's PSD has realigned existing resource to create national criminal and non-criminal teams, thereby enhancing national consistency and creating expertise in these complex areas. More robust assessment, triage and supervisory processes are now in place and delivery of national joint training with PIRC continues to improve standards and promote efficiencies.</p> <p>Whilst recent initiatives of increasing secondments into PSD to assist with demand and creating efficiencies in complaint handling by enhancing joint work with PIRC and SPA will provide some improvement, work is underway to establish longer term solutions to address demand and to positively impact on public trust and confidence.</p> <p>06.06.2024: Paper to be presented under agenda item 11 for discussion which will inform future public reporting.</p> <p>Propose ongoing.</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
20231411 -CCC-002:	PS Performance: Inform the committee on PSD targets and acceptable timelines to allow members to hold Police Scotland to account and to allow outstanding recommendations to be discharged.	DCC Alan Speirs	ONGOING	27-02-23 6-6-24		<p>27.02.24: PSD continues to strive to meet the 56 day timescales for dealing with complaints however, as detailed within the quarterly report, compliance is regrettably low. Whilst complainers are updated every 28 days in accordance with the PIRC Statutory Guidance, there is a significant backlog of complaints which, following assessment and triage, await allocation to an Investigating Officer. Whilst this can be due to a number of factors including a rise in the number of complaints, complexity and seriousness of complaints, resourcing continues to be a significant factor as detailed in action 001. PSD has robust triage, assessment and supervisory processes in place to ensure matters are allocated on the basis of those areas presenting the most threat, risk and harm.</p> <p>06.06.2024: Paper to be presented under agenda item 11 for discussion which will inform future public reporting.</p> <p>Propose Ongoing.</p>
20231411 -CCC-003:	PIRC Quarterly Report: Give consideration to more dialogue, perhaps as part of a development session, on non-deserving and low level complaints and how they are pitched.	DCC Alan Speirs	ONGOING	27-02-23 6-6-24		<p>27.02.24: PSD / PIRC liaison event held to discuss ongoing work & shared thinking. Work is ongoing to identify a suitable date to discuss learning with Committee Members.</p> <p>Awaiting an update from PS.</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
20231411 -CCC-007:	Police Scotland Professional Boundaries – 6 Monthly Update on Recommendations: Produce a high level summary for members in relation to Professional Boundaries, noting timescales. This report should be made available for the public in order to address transparency and public assurance.	DCC Alan Speirs	ONGOING	27-02-23 6-6-24		<p>27.02.24: Professionalism & Preventions paper provided for the public Committee includes Professional Boundaries matters.</p> <p>27.02.24: Members did not feel it appropriate to close this action. Helen Harrison committed to bringing a report to the next committee outlining timescales and focusing in on work being done in terms of domestic case review, this will an opportunity to focus in on some of the work that is happening.</p> <p>06.06.2024: Paper to be presented under agenda item 6.</p> <p>Propose to close.</p>
MEETING HELD 22 AUGUST 2023						
20232208 -CCC-005:	Police Scotland Performance Report: Work with SPA officers to reach an agreed dataset that will enable the SPA to discharge outstanding Review recommendations. If this information cannot be provided to next committee, provide firm commitment on when it is likely to be provided.	T/ACC Stuart Houston/ DCC Alan Speirs	ONGOING	14-11-23 27-02-23 6-6-24		<p>14.11.23: Since the last Committee, meetings have taken place with Police Scotland and SPA to fully understand the detail required by the Committee to enable discharge of recommendation 4 of the Dame Elish Review. Additional data has been included within this quarterly report and submitted for consideration and feedback from the Committee.</p> <p>14.11.23: Members requested that this action remains open until further clarity is gained around the required standard before recommendations can be discharged.</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>27.02.24: Further detail has been provided within the Q3 Performance Report for this Committee and Members review.</p> <p>06.06.2024: Further detail has been provided within the Q4 Performance Report for this Committee and Members review.</p> <p>Propose to close.</p>
20232208 -CCC-006:	PIRC Report: Draw out operational improvements within the performance report to show concrete evidence of learning from complaints.	T/ACC Stuart Houston/ DCC Alan Speirs	ONGOING	14-11-23 27-02-23 6-6-24		<p>14.11.23: Police Scotland continues to provide an overview of learning within the quarterly report however this is further supplemented with an additional report on Organisational Learning for consideration as part of the agenda.</p> <p>27.02.24: In addition to highlighting formal learning from PIRC investigations, or CHRs, Police Scotland have evidenced examples within the Organisational Learning section of the report of self-analytical actions taken to reduce repeat complaints and improve public confidence in making complaints.</p> <p>06.06.2024: Examples of learning and operational improvements made following organisational analysis of upheld complaints are now included within each performance report.</p> <p>Propose to close.</p>
MEETING HELD 01 JUNE 2023						

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
20230106 -CCC-002	Police Scotland Performance Report: Give consideration to an informal session on around Irregularity in Procedure and Quality of Services. Consider including a discussion document which could be linked into dip sampling and the PIRC Audit in order to bring all together as a package.	DCC Alan Speirs	ONGOING	22-08-23 14-11-23 27-02-23 6-6-24		<p>11.08.23: PSD are engaging with SPA Complaints team to confirm date prior to November meeting and agree format/information required at session.</p> <p>22.08.23: See update for action 20230106-CCC-001</p> <p>14.11.23: Additional information provided within the Quarterly Performance Report, dialogue undertaken with SPA & update awaited in respect of date for information session.</p> <p>27.02.24: PSD / PIRC liaison event held to discuss ongoing work & shared thinking. Work is ongoing to identify a suitable date to discuss learning with Committee Members.</p> <p>30.05.24: An update will be provided at the committee.</p> <p>Propose Ongoing.</p>
20230106 -CCC-005	Police Scotland Performance Report: Give consideration to how diversity information can be drawn on for both officers and complainers in the absence of a system update.	DCC Alan Speirs	ONGOING	22-08-23 14-11-23 27-02-23 6-6-24		<p>11.08.23: Currently detailed reporting on this information is not available, the forthcoming upgrades to PSD database will enable fuller recording, analysis and reporting of this information (estimated to be in place by October 2023). However, currently PSD monitor Discriminatory complaints about the police, to identify any emerging trends/concerns impacting specific communities or protected groups.</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>22.08.23: Members noted comments made by the previous Chief Constable and asked that at least some diversity information is included within public reporting for the November committee. It was also noted that diversity data was previously recorded within the report and asked that it was reinstated. The Chair aske for a clear commitment that once technology goes live that members are provided with an update on when that data will become visible.</p> <p>14.11.23: Previously reported data on Discriminatory Behaviour allegations has been reinstated into the Police Scotland quarterly report at Chart 5 p.8.</p> <p>Work continues with the commercial supplier of the PSD Database and Police Scotland ICT to develop and test the upgraded functionality of the system to enable greater reporting in this area. Daily meetings are in place to expedite this work in the hope that this will be in place by the next Committee in February 2023.</p> <p>27.02.24: Extensive work has continued since the last Committee to ensure the upgrade to version 4 of Centurion is on track for installation by 29 February 2024. This will introduce the ability for Police Scotland to capture the sex, ethnicity and any disability of complainers. Work will thereafter progress to upgrade centurion to version 7 throughout the next financial</p>

OFFICIAL

OFFICIAL

Action No	Action	Action Owner	Status	Expected Date of Completion	Actual Date of Closure	Update/Comments
						<p>year to bring in additional diversity data recording capability for complainers aligned to the data captured in the Scottish Census.</p> <p>06.06.2024: Version 4.4 of the Centurion database has now been delivered and allows PS to capture, if volunteered, complainer sex, ethnicity and any disability. Work has now commenced to upgrade Centurion to version 7 throughout this financial year to bring in additional diversity data recording capability for complainers aligned to the data captured in the Scottish Census.</p> <p>Propose to close.</p>