

**SCOTTISH POLICE
AUTHORITY**

Meeting	SPA Audit & Risk Committee
Date and Time	23 October 2013 1315hrs
Location	Royal Scots Club,29-31 Abercrombie Place Edinburgh
Title of Paper	Business Assurance Report
Item Number	22
Presented By	Supt Alan Waddell
For Approval / For Information –	FOR INFORMATION
Appendix Attached:	Yes Appendix 1

PURPOSE

1. To provide a report which outlines the areas of work currently being undertaken in relation to Business Assurance.

This paper is presented in line with the Scottish Police Authority/Police Scotland Scheme of Administration, section 12, and is submitted for Consultation

BACKGROUND

- 2.1 The Audit and Risk Committee has previously sought a report from Police Scotland outlining what work had been completed in the previous quarter which evidences that Police Scotland undertakes an assurance function, with a view to demonstrating best value and continuous improvement.
- 2.2 The format of this report was agreed at the Working Group meeting of the Audit and Risk Committee on 13 January 2014.
- 2.3 The report provides members with details of the business assurance being rolled out across Police Scotland and, in particular, covers the following areas of work:
 - Scanning Document
 - External Scrutiny – progress against outstanding recommendations made of Police Scotland
 - External Scrutiny – new reports and action plans
 - Internal Reviews
 - Joint Assurance Map
 - Business Continuity arrangements and updates
 - Crime Recording – audits and reviews

FURTHER INFORMATION

- 3.1 A revised approach is being considered within Police Scotland as to the functionality undertaken by Business Assurance, in advance of recruiting staff to a number of vacant posts within the Risk and Business Assurance function. At the recent Corporate Governance Board it was agreed that a paper would be developed in which a number of different business assurance models, ranging from a department which coordinated business assurance activities to a more intrusive scrutinising function would be examined.
- 3.2 Members will note the refined approach to Environmental/ Horizon Scanning which is outlined in section one of the Report.

FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications as a consequence of this report.

PERSONNEL IMPLICATIONS

- 5.1 There are no personnel implications as a consequence of this report.

LEGAL IMPLICATIONS

- 6.1 There are no legal implications as a consequence of this report

REPUTATIONAL IMPLICATIONS

- 7.1 There are no reputational implications as a consequence of this report

SOCIAL IMPLICATIONS

- 8.1 There are no social implications as a consequence of this report

EQUALITIES IMPLICATIONS

- 9.1 There are no equalities implications as a consequence of this report

RECOMMENDATIONS

Members are requested to note the contents of this paper and the attached appendices.



BUSINESS ASSURANCE REPORT – ARC 23 October 2014

1 Scanning Document

This document highlights information relating to and impacting on the policing environment. Please see **Appendix A** for full details of the document.

A revised process for environmental scanning has been adopted in Police Scotland with the results of horizon scanning advising the longer-term strategic approach of the organisation and informing Futures Planning activities. Horizon scanning will be split into the five sub-headings identified by the UK Governments Horizon Scanning Oversight Group; Emerging technologies; Emerging economies; Changing supply and demand of resources; Changing social attitudes of young people; and Future demographic change in the UK. **Appendix B** outlines the revised approach which illustrates the manner in which the environmental scan product will be utilised by Police Scotland in influencing the strategic direction, of the Organisation.

Accordingly, an updated and improved product will be submitted to the January Audit and Risk Committee.

2 External Scrutiny – Progress against outstanding recommendations –

Thus far, HMICS have undertaken three inspections within Police Scotland. They are

- Review of Crimes and Incident Recording 2013 (published December 2013)
- Review of Custody Division (published August 2014)
- Review of Roads Policing (published July 2014)
- Review of Contest (not published)

Progress against 29 HMICS recommendations and 8 HMICS suggestions is being co-ordinated by Force Executive Support. By portfolio these are as follows:

Specialist Crime Division - CONTEST – 8 Recommendations, 8 Suggestions
Operational Support Division - Road Policing – 5 Recommendations
Custody Division - Custody – 15 Recommendations
Contact, Command & Control - Legacy (C3) – 1 Recommendation

Progress against the recommendations made by HMICS in the Review of Crimes and Incident Recording is attached as **appendix C**. The remaining reports have only recently been received and initial progress will be reported to the October Senior Leadership Board. A further update will be provided at the January ARC.

Recommendations made by Audit Scotland and reported at the June ARC have all been closed and reported back to Audit Scotland, with supporting documentation. Audit Scotland has now produced a draft report which is currently with Police Scotland and SPA for factual accuracy checking.

PIRC Recommendations

Recommendations made by the Police Review and Investigation's Committee have been reviewed and **appendix D** details the investigative issues referred to the PIRC in the last quarter.

3 External Scrutiny – new reports and action plans

The work plan for HMICS has been revised and has been included within the scanning document.

HMICS are currently undertaking their annual review of Crimes and Incidents which involves examination of 7500 crime and incident reports. The field work is nearing completion with an anticipated publication date likely to be the last week of October. HMICS are also currently undertaking an assurance review with regard to the Standing Firearms Authority.

As members are aware, and involved in, the SPA is also undertaking two reviews, one with regard to stop search activity and the other with regard to Standing Firearms Authority.

4 Joint Assurance Map

The joint assurance map is being further developed in Police Scotland and enquiry is currently underway with Directors and Deputy Chief Constables to establish the nature of level one assurance being delivered internally. This follows the initial work undertaken in creation of the Map of Assurance and will also inform the review of the business assurance function. At the time of submitting this report, the review is still on-going, however will have been completed by the meeting of the ARC. Superintendent Waddell will provide a verbal update to members,

however, it is already clear that there is a significant amount of internal assurance activities across business/ portfolio areas.

A separate paper has been submitted with regard to the Map of Assurance and it is anticipated that the current assurance review, scheduled to be completed by 14 October 2014, will enable further enhancement of the map.

5 Business Continuity Management Overview

The Business Continuity Management function within Risk and Business Assurance has developed the BCM system and provides training, support, advice and guidance to the divisions and departments of Police Scotland. It also has responsibility for ensuring that we meet the Civil Contingencies Act requirement as a category 1 responder. It therefore ensures plans are in place where needed and confirms the effectiveness of Police Scotland business continuity management system through exercising and ensuring consistency with recognised business continuity management standards.

A BCM Dashboard is maintained within the Risk and Business Assurance section as a means of monitoring progress against the timelines established with regard to business continuity at the last Corporate Governance Board. It is intended that Police Scotland will have business continuity plans spanning the breadth of the organisation approved and exercised by 31st March 2015. Due to legislative requirements this is a priority area for Risk and Business Assurance.

A deadline of June 2014 was set for divisions to have plans approved which was challenging given the ongoing operational commitments in preparation for CG2014. As a result of considerable effort on the part of divisions, working with staff from Business Continuity, all now have approved plans in place. Walk through exercises have been completed for N and E Divisions by the Central BCM Team with additional oversight and scrutiny through the attendance of the SPA scrutiny representative. The next stages of business continuity management is to facilitate the walk-through of all the remaining divisional plans whilst the first quarterly review process has now commenced for divisions with approved plans since May / June 2014.

A deadline of December 2014 was set for specialist divisions and departments to have plans approved. Progress remains strong across departments with the vast majority on target to deliver by the conclusion of Q3. Attention will now be focussed in ensuring that plans can be developed for a small number of business areas whose staff are yet to be trained in BCM, many of whom are already booked on training courses.

Scottish Police Authority (SPA)

It has now been agreed that the SPA will utilise the Police Scotland BCM System and for the BCM Team to provide training. Arrangements in this regard are being progressed.

Exercising

Exercising of all Police Scotland business continuity plans is scheduled for completion by 31st March 2015. It is proposed that the Business Continuity Management Teams within divisions, specialist divisions and departments will be exercised on their Notification, Invocation and Escalation procedures. The exercise will consist of an initial disruption scenario that will be escalated via the use of injects during the exercise. To provide confirmation of effectiveness of the BCM System it is intended that an exercise pack will be provided to BCM Teams that will require completion during the exercise to document actions taken, areas of weakness, good practice and lessons learned. Plans are also being developed to hold a BCM Exercise in conjunction with partner agencies located within the Scottish Crime Campus, Gartcosh.

Feedback with regard exercising has been positive including from SPA Scrutiny Officer, James Bertram after visits to E and N Divisions. Mr Bertram has subsequently produced a report for the next SPA Human Resources and Remuneration Committee which reports favourably on the Police Scotland approach to business continuity management.

Training

There are 11 BCM Courses being run between September and December 2014, with the possibility of one more being added in Aberdeen and a dedicated course for C3 division. The majority of courses are already full with the potential for 200 candidates being trained during this time. On 24th September 2014, the Director of Training of the Business Continuity Institute (BCI), Charlie McLean-Bristol attended the BCM Course at the Scottish Police College and was highly positive in his validation of the Police Scotland BCM System.

7 Crime Recording – audits and reviews

The Crime Registrars oversee quarterly cross divisional audits of crimes and also undertake bi-annual audits of crime related incidents and crime reports to ensure compliance against the Scottish Crime Recording Standard (SCRS).

The purpose of this Report is to ensure that members are sighted on the work of the Registrars and the current position within Police Scotland in the development of a crime recording model which delivers ethical and standardised crime recording across Scotland.

There are three audits undertaken with regard to crime recording in order to assess the accuracy of crime recording. Members will recall that previously the audit methodology was provided to them and now a programme of audits has been developed. Audit 1 involves a dual test of crimes and incidents, audit 2 is the cross divisional audit and Audit 3

relates to no crimes. Thus far, in excess of 13000 incident records have been the subject of audit.

The results of the quarter three and four crime audit one (test one and two), audit two and audit three were recently reported to the Corporate Governance Board. In all four audit tests, 6052 incidents or crime records were examined for compliance against the Scottish Crime Recording Standard. Average compliance in the four tests was 92.83% which falls shy of the 95% SCRS compliance standard. Crime recording performance is relatively constant in respect of the accuracy of recording of crimes and the decisions made to no crime reports with compliance rates very marginally failing to meet the 95 % compliance rate.

The main area in which improvement activity is being focussed in the management of incident records, especially incidents which initially appear to be crime related but which are subsequently marked as no crime. The non-compliance, in the main, relates to insufficient information being entered onto the incident report rather than a failure to deal with the reported crime properly. That said, these administrative failings reflect poorly on Police Scotland and resultantly significant work is ongoing to resolve these issues. As much of the improvement activity instigated was implemented in summer 2014 following the last audit results the changes will not have had the opportunity to influence the period (April to June 2014) which is currently the subject of HMICS review.

Improvement processes with regard to Crime Recording have been initiated under the direction of the DCC Local Policing. It is envisaged that the improvement activity will address some of the shortfalls identified, however, its implementation post dates the period that the figures referred to in this paper.

Scanning Document - Summer 2014 Appendix A

Date	Source	Summary of Reported Information from Source	Comment
05/09	BBC News	<p>Child Exploitation Police fear paedophile grooming gangs like the ones recently uncovered in Rotherham are preying on vulnerable youngsters across Scotland. The Daily Mail reported in early September that a major police investigation has been launched into rape and sexual abuse centred on Glasgow children's homes. Now police have contacted local authorities around the country in a bid to look through the files of 'at risk' children, identify potential victims and establish the true scale of child sexual exploitation.</p>	<p>The level of under-recorded crime is a significant cause of concern and is a matter of material and urgent importance, particularly as some of these relate to violence and sexual assault against vulnerable children.</p>
02/09	BBC	<p>Anti-terror laws New powers have been unveiled to seize passports at UK borders of Britons suspected of travelling abroad to fight with terror groups.</p>	<p>There could be a requirement for an increased presence of police at UK borders.</p>
04/09	HMIC	<p>HMIC Inspection - Self Investigating Report An inspection of police forces in England and Wales has found that victims of crime are being "encouraged" to investigate offences themselves. HM Inspectorate of Constabulary said criminal damage and car crime were "on the verge of being decriminalised" because forces had "almost given up". In some cases victims were asked to check for CCTV or fingerprints. This is a devastating report for the police because it appears to confirm what many of us have experienced over the years that there are some crimes police simply don't attempt to investigate. The use of police community support officers as detectives and the encouragement of householders to do</p>	<p>This could have an negative impact on public confidence.</p>

		<p>their own CID work, as a substitute for proper investigation, might lead some to conclude that this is all about budget cuts. Victims of high-volume offences such as vehicle crime and "burglaries of properties other than dwellings" were asked questions by call-handlers to assess the likelihood of the crime being solved, inspectors found.</p> <p>The report also found:</p> <ul style="list-style-type: none"> ◆ People received a different response from the police for the same kind of incident, depending on where they lived ◆ Attendance rates at crime scenes varied from 39% in Warwickshire to 100% in Cleveland ◆ About a third of forces were failing to identify vulnerable and repeat victims ◆ There was "inadequate" use of technology by the police ◆ Some forces were losing track of named suspects because they did not have effective systems in place 	
04/09	BBC News	<p>Food Crime Unit</p> <p>Britain is to get a Food Crime Unit to fight the trade in fraudulent foods.</p> <p>The special force is a response to last year's horsemeat scandal, which saw contaminated beef products reaching supermarket shelves across Europe.</p> <p>These include:</p>	

		the figures do not meet the body's high standards.	
27 Aug	The Scotsman	Low emission zones The Scottish Government is considering introducing Low Emission Zones where drivers of vehicles which emit high levels of pollution would face fines.	This could have an impact on the fleet of the organisation. Consideration needs to be given on how this will be monitored and enforced.
26 Aug	The Herald	Underage drinking The number of under 18s taken to hospital following drink-related incidents has fallen from 1,085 to 873 from 2011-12 to 2013-14, while the number taken to hospital for drug-related incidents has risen from 258 to 328 in the same period.	This statistic could lead to a change in priorities.
25/08	Daily Mail	Police Corruption In the past five years, a total of 460 officers have faced investigation over allegations including selling information, hacking into police computers and interfering with criminal probes. As well as the 460 officers who have been suspended for alleged corruption in the UK since the start of 2009, 200 members of police staff were investigated on suspicion of corrupt practice in the same time period. The force with by far the most suspended officers was the Metropolitan Police, where 119 officers and 67 other employees have been relieved of their duties during a corruption probe in the past five years. The other forces with the most officers accused of corruption were West Midlands (32), Nottinghamshire (20), West Mercia, Police Scotland and the Police Service of Northern Ireland (18 each). The statistics cover the period from January 2009 to March this year. The College of Policing, which sets professional standards for Britain's police forces, vowed to implement new measures to stop officers taking advantage of their position for personal gain. Among the steps being taken by the college are the	Impact on public confidence and how the public value the police service.

		<p>publication of an official code of ethics and a new register listing all police workers who have been dismissed or resigned during a probe into their behaviour.</p> <p>Several of the bodies which oversee policing have pledged to crack down on corrupt practices, while the Government is introducing a new offence specifically outlawing police corruption in order to make it easier to secure convictions for malpractice.</p>	
Aug 2014	NCA	<p>Technology</p> <p>“goTenna” Lets You Send Text Messages When There’s No Network Available</p> <p><i>“goTenna”</i> aims to keep mobile devices connected regardless of network status by creating its own network over which users can send messages to each other.</p> <p>The device is a 2-watt radio with an antenna and a range of up to 50miles. It uses low frequency radio waves to let users send text messages and share GPS locations with other goTenna users. The device is powered by a rechargeable lithium-ion battery that lasts for about 72 hours with intermittent use, or around 30 hours of constant use. If not in use it retains its charge for approximately a year and half.</p> <p>goTenna pairs with an iOS or Android device via Bluetooth. Its app will automatically continue to send a message until successful and will notify users when a message has been sent. It is possible to send group messages, to send encrypted and “self destructing” messages and to “shout” broadcasts to anyone within range.</p>	<p>The ubiquitous nature of modern communication technologies means that society seems to struggle to cope when availability and access disappears, even temporarily. goTenna is just one of a number of devices designed to provide “always on” communication links during even the most severe circumstances. Should law enforcement invest in this or similar types of device for use during an emergency? If this type of device is widely to the general public is there a risk that the public might have better communication links than the emergency services in times of crisis?</p>

		<p>Wiper Users can erase an entire conversation from the phones of all those involved in the communication. Users exchange texts, photos and video and make calls from within the app and one of the users can purge a conversation from the other's device.</p> <p>Skype Translator Translation software will be built into the latest version of Skype, Microsoft's video calling software, allowing virtually real time translation.</p>	<p>Given the growth of online bullying, blackmail, trolling and Communications Act offences, police rely on online sources of evidence which could be erased using this or similar technology.</p> <p>Potential future opportunities for court proceedings as well as interaction between police officers and non-English speaking members of the public.</p>
<p>Aug 2014</p>	<p>NCA</p>	<p>Five Ways Success Will Look Different By 2020 Rapid social and technological change has disrupted the definition of what a meaningful and successful professional life looks like. The economy is changing, and that means the vision of success should as well. By 2020, the changes wrought by the internet and globalization will have fundamentally reshaped how careers are viewed and the meaning that is derived from them. Five ways in which the world of work might be different in 2020 have</p>	

	<p>recently been identified:</p> <p>Alternative education pathways will become increasingly acceptable – Opting out of the traditional education route is becoming increasingly acceptable. Harvard Business School recently launched an online offering aimed at teaching business basics to undergraduates and recent graduates. By 2020, there will no longer be one right way to attain educational success.</p> <p>Our relationships with employers will change – Working for a well known company early in one’s career can be a powerful way to show your credibility. Thus, it is likely that employees will still strive to win coveted slots early in their careers. But this advantage lessens over time, meaning some employees will look for other opportunities. Combine this with the trend towards working freelance and we will likely see more loose arrangements and affiliations rather than traditional employer-employee relationships</p> <p>Leverage matters – There has been a dramatic power shift in which talent, when combined with leverage, can demand and receive vast rewards. A college professor who teaches 20 students can only command a certain salary, but one who teaches 200 000 in a Massive Open Online Course (MOOC) could potentially become extraordinarily wealthy. A major change in the definition of success will be how much leverage do you have? Whether it is measured in the number of Twitter followers or downloads of a talk, the ability to reach more people will become a crucial measure.</p> <p>Social impact is essential – In the past, a commitment to social change was regarded as a “nice to have”, but for the millennial workforce, it’s mandatory. The new vision of success will include the ability to work for, or with, a company that makes a positive difference in society.</p> <p>A future without boundaries – By 2020, professional success is likely to look “boundaryless”, ending insular business practices and</p>	
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		enabling an entire company to work together in a holistic way. The dramatic rise of independent co-working spaces enables individual professionals to be mobile and collaborative in a way that wasn't possible before. In a world where international experience is increasingly necessary, creating your own worldwide connections and profile is the mark of a successful professional.	
Aug 2014	NCA	<p>Parts From Some Endangered Species Are Worth More Than Gold Or Cocaine</p> <p>At \$10 billion a year, illegal wildlife makes up the world's fifth-largest illicit market behind drugs, counterfeit products, trafficked people and smuggled oil.</p> <p>According to international wildlife trade monitoring group TRAFFIC, the street value of rhino horn is \$60 000 per kilo, more than the price of gold (see chart). Gram for gram, bear-bile flakes or powder sells in Japan for more than cocaine in Asia.</p> <p>Demand has been driven by Asia's growing middle classes. Some species are coming close to extinction and as supplies dwindle, prices increase, tempting criminals to become involved.</p>	The trade in endangered species parts is being driven by global economic and developmental factors.
Aug 2014	NCA	<p>Vehicle Hacking</p> <p>Researchers focused on the potential for remote attacks, where a hacker could access the car's network from afar, for example breaking into wireless-enabled radio and issuing commands to the car's steering or other automated driving feature.</p> <p>Not surprisingly, the vehicles with fewer computerized and networked functions were less likely to get attacked by a hacker. The 2014 Infiniti Q50 would be the easiest of all to hack because its telematics⁴, Bluetooth and radio functions all run on the same network as the car's engine and braking systems, making it easier for an attacker to gain control of the car's computerized physical operations.</p>	The risk of a car getting hacked today is relatively low, but worries over the cyber security of vehicles are gaining traction. The more networked cars become, the easier it will be for attackers to exploit these networks and automation features.

		<p>The Audi A8 was ranked the least hackable car because its network-accessible potential attack surfaces are separated from the car's physical components.</p> <p>The researchers have built a prototype device that detects and stops a cyber attack. They describe it as a sort of intrusion prevention system (IPS) inside a car that would detect that an attacker had broken into the car's networked systems and stop them from acting. The researchers have provided carmakers with the report and they hope that they will take the risk seriously and offer ways to lockdown weaknesses and vulnerabilities as well as technology to detect and deflect an attack.</p>	
Aug 2014	ScotRail	<p>Transport</p> <p>New trains are due to start running on the new Borders railway in September of next year. The service will enable passengers to travel from Tweedbank to Edinburgh in around 55 minutes</p> <p>Rail fares</p> <p>Scotrail peak fares will increase by 2.5% next year, with off-peak ticket prices frozen.</p>	This could cause easier access for criminals to transport goods between the capital city and the borders.

Legislation

<p>Air Weapons and Licensing (Scotland) Bill</p> <p>This Bill will provide for a licensing system and associated offences in relation to air weapons in Scotland. It also contains provisions relating to the licensing and regulation of alcohol, metal dealing, taxis and sexual entertainment venues.</p>
<p>Assisted Suicide (Scotland) Bill</p> <p>A Members Bill (not official Government policy) to make it lawful, in certain circumstances, to assist another to commit suicide.</p>
<p>Criminal Verdicts (Scotland) Bill</p>

A Bill to make provision for the removal of the 'not proven' verdict as one of the available verdicts in criminal proceedings; and for a guilty verdict to require an increased majority of jurors.

Legal Writings (Counterparts and Delivery) (Scotland) Bill

A Bill to make provision about execution of documents in counterpart and the delivery by electronic means of traditional documents; and for connected purposes.

Televising Court Proceedings

Lord Neuberger of Abbotsbury, the president of the Supreme Court stated, "I think that there is a strong case for saying that they (the courts) should be televised: that is merely the modern extension of enabling the public to enter the courts physically."

Forward Looking - HMICS Workplans

Forensic Services

HMICS will review and scrutinise how the SPA is meeting its statutory obligations under Section 31 of the Police and Fire Reform (Scotland) Act 2012 by providing forensic services to the Police Service, the Police Investigations and Review Commissioner and the Lord Advocate and Procurators Fiscal. HMICS will engage with the agencies from January 2015-March 2015.

Leadership & Governance

In September 2014 HMICS will complete its assessment of leadership and governance. HMICS will independently assess how Police Scotland and SPA are delivering against the Strategic Police Priorities set by Scottish Ministers, the Strategic Police Plan and Annual Policing Plan.

Police Scotland Corporate Strategy

July 2014 to March 2015 - HMICS will monitor delivery by Police Scotland and SPA against the Police Scotland Corporate Strategy and associated delivery plans. HMICS will assess and comment on the effectiveness of governance in key areas of Finance, People, Technology and Organisational Support.

Stop & Search

In October 2014 HMICS will complete its inspection of stop and search. It will focus on the end to end process for recording stop and search and the associated procedures to govern, monitor and audit stop and search. HMICS will also investigate the impact of

the performance framework and targets in relation to stop and search.

Crime Recording

Between October to December 2014, HMICS will test the accuracy of incident and crime recording in Scotland. The results will provide the public and key stakeholders with greater information on which to base their assessment of the validity of crime statistics.

Community Planning

HMICS contributes to the on-going national programme of Community Planning audits led by Audit Scotland. The second tranche of CPP audits will be in Glasgow City, Moray, Falkirk, West Lothian and Orkney.

Multi Agency Public Protection Arrangements (MAPPA)

Provisional Dates January to March 2015 – The Care Inspectorate on behalf of the MAPPA Programme Board are preparing draft terms of reference for MAPPA inspection.



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APPENDIX B

BRIEFING PAPER FOR MEMBERS OF THE CORPORATE GOVERNANCE BOARD

ENVIRONMENTAL PLANNING / HORIZON SCANNING – EXECUTIVE SUMMARY			
Disclosable under FOISA 2002	Yes		
Author/Contact	Sgt Keith Forrester	Department	Strategic Planning
Date Created	17/09/14	Telephone	01259732249
Appendices: Appendix A – Process Flowcharts			

1. PURPOSE

The purpose of this executive summary is to outline the environmental and horizon scanning process that Strategic Planning (SP) will take responsibility for from October 2014.

2. PROCESS

The flowchart within **Appendix A** illustrates the process from the capture of scanning data, escalation process and the resulting output reports.

Sources of Information

SP will liaise regularly with identified department leads in order to collate the results of scanning and access key sources of information. It is fundamental to the success of the process that key stakeholders are committed to sharing relevant information and updates with SP. In addition to this, SP will conduct on-going scanning to capture relevant topics that have the potential to impact on Police Scotland's ability to fulfil its objectives or deliver benefits.

Escalation

When the scanning activity identifies an item that poses a potential risk or opportunity, SP will ascertain if the item is already being managed, appraise Organisational Development management of the emerging items and if required contact the relevant business area to establish what action, if any, they are pursuing to mitigate the risk or maximise the opportunity.

3. OUTPUTS

Report to:	Output:	Frequency:
Organisational Development Management Meeting	Identifying risks / opportunities and seeking direction on escalation and reporting.	Weekly

Page 17 of 28

Director of Corporate Services	Highlighting risks / opportunities and activities to mitigate risk / maximise opportunity.	TBC (see below)
Corporate Governance Board	Strategic level summary of environmental and horizon scanning results.	Quarterly
Audit & Risk Committee	Similar product to CGB report however sanitised for a public forum.	Quarterly

Director of Corporate Services Report

A report will be produced for the attention of the Director of Corporate Services summarising the results of the scanning activity, associated risks / opportunities and any on-going work to mitigate the risk. This report can be generated monthly, or to coincide with the Corporate Services Meeting (generally six-weekly). It will be at the discretion of the Director of Corporate Services to escalate pertinent risks to other relevant members of the Force Executive as appropriate.

4. STRUCTURE AND CONTENT OF REPORTS

SP will engage the relevant business area to gather feedback regarding the identified risk / opportunity and will include a narrative section in reports outlining the action being taken to mitigate the risk / maximise opportunity.

Report Structure

It is proposed that the results of **environmental scanning** will be presented using the PESTELO model to report any factors that could impact upon the organisation. The **horizon scanning** section will be split into the five sub-headings identified by the UK Governments Horizon Scanning Oversight Group; Emerging technologies; Emerging economies; Changing supply and demand of resources; Changing social attitudes of young people; and Future demographic change in the UK. The results of horizon scanning will advise the longer-term strategic approach of the organisation and will feed in to Futures Planning activities to enable development work to be conducted and conceptual proposals created.

5. RECOMMENDATIONS

It is recommended that:

- SP collates and conducts environmental and horizon scanning for the organisation and produces reports to the Director of Corporate Services, Corporate Governance Board and Audit & Risk Committee.
- The process to generate these reports is the one outlined in **Appendix A**.
- SP engages with the relevant business area to generate a narrative section in the reports that outlines the risk / opportunity and the action being taken in response.

Appendix A



Recommendations Appendix C	Executive Lead	Action Owner	Timescale for completion	Update
<p>Police Scotland should clearly define the term 'as soon as reasonably practicable' by introducing timescales for the recording of crime following an initial report. This would facilitate compliance with the Scottish Crime Recording Standard and ensure victims' needs are better met.</p>	<p>Director Corporate Service</p>	<p>National Crime Registrar</p>	<p>31 Mar14</p>	<p>The new version of the SCRS manual will be updated to address this recommendation. SCRS Manual updated to reflect this amendment-published on the Police Scotland intranet. Manual now published on Police Scotland website as part of FOI Publication scheme and copies placed in Parliamentary Library.</p> <p>Crime Managers reminded of the need for compliance in this area by Registrars, reinforced in the Crime Registrar's Bulletin published April 2014</p> <p>Action considered discharged</p>
<p>Police Scotland should ensure that it makes full use of the non-cooperative aggravator/marker in the</p>	<p>Director Corporate</p>	<p>National Crime</p>	<p>31 Mar 14</p>	<p>Crime Managers reminded of the need for compliance in</p>

recording of assaults	Service	Registrar via memo to Police Commanders		this area by Registrars, reinforced in the Crime Registrar's Bulletin published April 2014. Action considered discharged
Police Scotland should review the new crime registrar structure and governance arrangements for crime recording one year after their implementation. The review should include consideration of whether sufficient resources are available for auditing incident and crime records, and whether the dual roles held by some crime managers raise a possible conflict of interest with ethical crime recording in contravention of the Scottish Crime Recording Standard	Director Corporate Services	Head of Risk and Business Assurance	14 Oct 14	Not progressed meantime, however paper prepared for Chief Constable and Change Board outline new arrangements and the strength and weaknesses of them Crime Registrar role under regular scrutiny, notably at Senior Leadership workshop around crime recording held on 15 May. Number of improvement actions already being progressed. Formal review will be commenced in August/ September to ensure compliance against the given timescales. Structure and types of audits conducted now subject of action allocated by DCC (LP) at Local Police Commanders

				Performance Meeting. Likely to report post HMICS Audit. Still on going
Messages about ethical crime recording and performance with integrity from senior members of the service should be frequent, consistent, clear and understood by all members of Police Scotland.	DCC Designate		ongoing	Memo to the Force from DCC (D) dated 24 January 2014. Moreover, members of the SLB continually reinforce the approach to performance integrity through communication across the Force in addition to the role out of the Code of Ethics. Ethics review led by former CC will examine Police Scotland approach to ethics. Continual reinforcement of ethical approach to crime recording by SLB Team through leadership forums, governance groups and other engagement events. Crime Recording Audits will have focus at Divisional Commander's meeting on a quarterly basis. Crime Managers seminar led by CC and DCC LP, took place on 8 July 2014 to reinforce

				<p>leadership and the ethical approach to crime recording and the need for accuracy in crime recording statistics. Action plan developed by DCC (LP) to improve the quality of crime recording and allied decision making. Crime managers' forum now established, chaired by DCS Allan (Local Policing) in order to promote consistency of approach and to promote ethical approach to crime recording. Group meets quarterly. Quarterly reporting of crime audits to drive improvement activities.</p> <p>Action considered discharged</p>
<p>Police Scotland should ensure the continuation of the Scottish Crime Registrars' Group and the role it performed. Police Scotland should consider the membership and remit of the group taking into account the new structures for crime recording.</p>	<p>Director Corporate Services</p>	<p>National Crime Registrar</p>	<p>31 Mar 14</p>	<p>Scottish Crime Registrars Group will continue. Membership and remit will be subject of review and COPFS now part of Registrar's group. Group meets bi-annually.</p>

				<p>Membership extended to BTP. SCRS manual update issued by SCRG on 1 April 2014 and now published on Police Scotland website. Meeting of SCRG in September will see membership of group extended to include MDP and BTP.</p> <p>Discussions about to progress with Scottish Government to redefine terms of reference of the SCRG and to expand membership to others involved in the crime recording decisions.</p> <p>Action considered discharged</p>
<p>Police Scotland, in cooperation with the Scottish Government and other criminal justice partners, such as the Crown Office and Procurator Fiscal Service, should seek to review and clarify the definition of serious assault</p>	<p>Director Corporate Services</p>	<p>National Crime Registrar</p>	<p>30 Jun 14</p>	<p>The definition of serious assault is currently the subject of active discussion within Police Scotland and other partners. Serious assault definition significantly refined. Consultation held at SCRG with SG seeking impact on</p>

				<p>crime figures. Work currently on-going, however, if definition is adopted then the number of crimes classified as serious assault will increase significantly. It is envisaged that the revised definition will be discussed at SCRG on 1 September and a position paper will be submitted to Police Scotland Executive for further instruction. Paper to be presented to SLB in October 2014 with a view to further meeting of SCRG in late October 2014. Still on going</p>
<p>To promote consistency in crime recording, Police Scotland should review the training needs of all those involved in crime recording decisions and develop a strategy to address those needs. The strategy should address initial and refresher training and bespoke training for crime managers and their staff. It should also set out how officers and staff will be kept up to date with changes to crime recording practice</p>	<p>Director Corporate Services</p>	<p>National Crime Registrar, DCS Robbie Allan and Head of Training</p>	<p>30 Jun 14</p>	<p>Workshop on 15 May to determine training approach. Paper to be presented to next corporate governance board. Continual training provided to crime managers by registrars on a needs basis. Crime Registrar's bulletin introduced to improve communication about training issues. Crime Managers</p>

				<p>seminar led by CC and DCC LP, took place on 8 July 2014 to reinforce the ethical approach to crime recording. Crime audits circulated to each divisional crime management unit highlighting individual errors, non compliance as part of improvement experience. Training presentations prepared for operational and control room staff and distributed to Divisions in August 14 for dissemination to staff.</p> <p>A revised training approach will be implemented with regard to crime management staff with a bespoke training course being created in Autumn 2014 which will focus on SCRS compliance and the management of crime investigations</p> <p>Still on going</p>
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Appendix D

Description of Incident	Recommendations	Action Owners	Updates
<p>Police pursuit resulting in injurious collision– Dundee – 12- 4 -2014</p> <p>Incident involving the police pursuit of a stolen vehicle during the evening of Saturday 12 April 2014. The pursuit concluded with the stolen vehicle crashing into a tree and coming to rest against a building. The driver and passenger were detained in hospital due to injuries. The Police Investigations and Review Commissioner decided not to undertake an investigation. No evidence of wrongdoing on part of officers. Matter closed.</p>	<p>No recommendations made</p>	<p>N/A</p>	<p>Matter closed</p>
<p>Firearms incident – Tayside – 19 –5-2014</p> <p>Presentation of Firearms at an incident in Dundee on 19 May 2014. Information received that a person was in possession of a firearm and intended to commit a robbery and also attend at a police office and shoot a police officer. Suspect seen on CCTV and ARV officers deployed. Suspect complied and no weapons found. Two persons detained and matter referred to PIRC.</p>	<p>PIRC did not undertake investigation</p>	<p>N/A</p>	<p>Matter closed</p>

NOT PROTECTIVELY MARKED