SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.9

Meeting	SPA Policing Performance Committee
Date	12 September 2023
Location	Video Conference
Title of Paper	HMICS Crime Audit (3/21) - Police Scotland Improvement Update
Presented By	Bex Smith, ACC Major Crime and Public Protection
Recommendation to Members	**For Discussion**
Appendix Attached	Yes Appendix A – Crime Audit Improvement Plan

PURPOSE

The purpose of this paper is to provide Committee with a summary of Police Scotland's progress on delivery against recommendations from the HMICS Crime Audit 2020.

This is the fifth progress report presented to committee on this issue.

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 As reported to committee previously, the Police Scotland response to HMICS' Crime Audit 2020 Recommendations is delivered by the Crime Audit Tactical Group, chaired by Detective Chief Superintendent - Crime Operations, overseen by the Strategic Governance Board, chaired by ACC Crime and Public Protection, on a bi-monthly basis.

2. PROGRESS AGAINST IMPROVEMENT ACTIONS

2.1 Progress on implementation of the **5** remaining strategic recommendations from HMICS continues to be dependent on (i) the incremental rollout of the National Crime System, COS UNIFI (due to be complete by December 2023) and (ii) the implementation of business changes focused on development of nationally consistent process for crime management. These business changes have been proposed by Service Design to ensure compliance with SCRS and release internal capacity.

2.2 Following an internal review and prioritisation of Police Scotland projects, the Force Middle Office Remodelling (FMOR) project was concluded and the Crime Audit recommendations being progressed by this project have been realigned with other existing working and stakeholder groups including the Data Integrity Audit Working Group, Crime Managers Forum and a newly established Gold and Silver Group structure to review Crime Management backlogs.

2.3 When designing implementation of COS UNIFI it was agreed that Crime Managers would be responsible for assessing and final filing all Crime Reports (CRs) at the end of their lifecycle. This was subsequently embedded within the system.

2.4 However, this approach did not reflect legacy arrangements within all divisions and, as a result, as CRs were migrated from legacy systems into COS UNIFI from the north and east regions, the system created large backlogs for the final filing of CRs that did not previously exist.

2.5 Due to the large volume of CRs in these backlogs and recognising the need to reduce and maintain these going forward, a risk was raised in the Local Crime Risk Register. A Gold and Silver Group structure was implemented, chaired by ACC Wendy Middleton and Detective Chief Superintendent Suzie Chow respectively, with all relevant stakeholders involved, including HMICS and SPA representatives.

2.6   A planned approach has been developed and agreed by the Crime Management Backlogs Gold Group and will take a phased approach to managing and mitigating the risks surrounding final filing backlogs as well as developing nationally consistent processes and practises for Divisional Crime Management Units (DCMUs) which ensure compliance with SCRS, reduce demand and release capacity.

2.7   The actions arising from this work will have an impact on the delivery of Crime Audit recommendations and are detailed within Appendix A – Crime Audit Improvement Plan. In particular, this activity will progress HMICS recommendations 3 and 4 by establishing a consistent and risk based crime management final filing business process with a related and robust assurance process.

2.8   An ongoing programme of Data Integrity Audits by the Police Scotland Crime Registrars continues alongside the rollout of COS UNIFI to both identify issues at an early stage and assist in the future development of business processes and system upgrades.

2.9   The findings and required mitigations from these audits, so far undertaken in A, D, N and P Divisions are actioned with improvements monitored through the Crime Audit Tactical Group and Strategic Crime Audit Group to ensure appropriate oversight and direction. E and J Divisions are currently being audited with reports expected in October 2023.

2.10   Progress made against each of the **5** open recommendations contained within the HMICS Report is summarised in the table at Appendix A.

2.11   In consideration of the identified backlogs and the dependency of the actions on the full COS UNIFI rollout these have been delayed; a revised target date of **30 June 2024** is considered achievable to complete the delivery of the plan.

2.12   Actions towards meeting this target date are currently being reviewed by the Tactical Leads are ensure that actions reflect current landscape and remain fit for purpose.

3.   FINANCIAL IMPLICATIONS

3.1   There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 The improvements delivered by these recommendations will undoubtedly improve the service to the public and therefore the communities Police Scotland serves.

9. EQUALITIES IMPLICATIONS

9.1 Equality, diversity and human rights feature across each of the recommendations. EqHRIAs will be developed from the outset as new processes are developed. The Equality and Diversity Unit will be engaged throughout the delivery against the recommendations and will participate in SLWGs as required.

10. ENVIRONMENT IMPLICATIONS

10.1 The use of ICT as a solution is a focus for the delivery of improvements, ensuring environmental sustainability for the future.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Recommendation	Action to be taken	Progress as at August 2023	Target date
2 .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.	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. 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.	Crime Registrars have completed an SCRS audit of D Division rather than a Data Integrity Audit. A number of recommendations have been made in respect of: - National guidance for CMU's - National assurance process - System issues and enhancements - Develop a stronger link between Crime and Case - CMU structures within local divisions. Crime Registrars continue with the programme of Data Integrity Assurance Audits. Dashboards are completed with highlights from Divisional Audits and include list of open and closed recommendations across divisional COS Unifi rollout. These recommendations continue to be managed through SLWG. E and J Divisions are currently being audited with reports expected to be complete in October. No new trends emerging. Issues around Structure, Backlogs, Guidance, Case / Crime disparities are ongoing and being addressed. Crime Data Owner Group established –chaired by the Strategic Information Asset Owner – ACC Major Crime, Public Protection & Local Crime; reporting to the Police Scotland Data Governance Board and Gold Group has been established re the current crime management backlogs and to make policy decisions as appropriate.	30/09/2023 **30/06/2024**

Recommendation	Action to be taken	Progress as at August 2023	Target date
3. 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.	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. 3.2 Develop a national structured approach to local scrutiny, to include frequency and scope of compliance checks; audit methodology ; SCRS compliance and monitoring	CIMU filing backlogs have occurred due to legacy processes in place which were not supported by the national Crime system, meaning all completed CR's on Crime now have to be closed off by CIMU's. This had not previously been done in N, C E or J Divs and accounts for about 6000 – 7000 CR's in the backlog. A Gold and Silver command structure is in place to address this complex work with consideration being given to a 3 phased approach based on: 1. Bulk Filing of Migrated Data 2. Agree / adopt a process to Risk Assess which CR's need final assessment. 3. Service Design (adopting a national process for all CMU's)	31/03/2023 **30/06/2024**

Recommendation	Action to be taken	Progress as at August 2023	Target date
	arrangements for Divisional Improvement Plans.		
4. Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.	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	The established Gold Group, chaired by ACC Middleton are considering options to manage and mitigate the risks surrounding file backlog and to develop nationally consistent processes for crime management which ensure compliance with SCRS and release capacity in Police Scotland. Silver Group are establishing a consistent and risk based crime management final filing business process, applying the business process and assurance process to final filing backlogs of CRs created in COS UNIFI. Silver Group continues to monitor backlogs to understand impact, management of these and provide options on what Crime Reports (CRs) should be assessed by Divisional Crime Management Units (DCMU) for Scottish Crime Recording Standards (SCRS) and Quality Assurance (QA) purposes at the final filing stage.	31/03/2023 **30/06/2024**

Recommendation	Action to be taken	Progress as at August 2023	Target date
	specialist knowledge of Crime Recording/Incident Management processes.		
5.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	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. 5.2 Conduct a review of the training needs of all the following officer/staff clusters involved in crime recording decisions:-	**Second Phase Probationer Training** – Package has been compiled with Leadership Training and Development (LTD) trainers who are going to progress. **Officer Refresher Training** – LTD have advised that they have limited staff able to deal with the creation of Moodle packages, therefore this can no longer be progressed. As such alternative proposals are being explored **Sexual Offences Training** – Crime Registrars have compiled Sexual Offences training package and have linked in with the Scottish Police College to see if this can be incorporated into current training courses, with a negative result. Detective Training at Scottish Police College have agreed to include Crime Registrars at their National Meetings to facilitate ongoing discussion and highlighting of SCRS issues. They have also compiled a Force Memo highlight SCRS requirements around the timely recording of Sexual Crime, which was as the result of Data Integrity and HMICS recommendations. **Crime Registrar Training** – LTD are liaising with the College of Policing in an effort to obtain details of the Crime Registrar training package used for Crime Registrars in England and Wales. Whilst this will not be relevant for Scotland due to legislation and differences in recording rules, it is hoped that	30/09/2023 **30/06/2024**

Recommendation	Action to be taken	Progress as at August 2023	Target date
	(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. 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	learning can be gained from this to allow a Crime Registrar Training package to be compiled for future Crime Registrars/Deputies. **Crime Managers Forum**-Terms of Reference updated to bring them into line with the current position as the National Forum will remain as the main conduit for ensuring that processes are streamlined and there is a consistent approach to QA/SCRS/Learning and Development etc.	

Recommendation	Action to be taken	Progress as at August 2023	Target date
	practice; including the rollout of the National Crime system. 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. 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.		

Recommendation	Action to be taken	Progress as at August 2023	Target date
6.It is recommended that the Police Scotland Core Operating Solutions (COS) Programme review its approach to business change as part of the implementation of the new single national crime recording system, taking the opportunity to standardise and streamline business, audit and quality assurance processes.	6.1 Develop a Crime Data Input Quality Assurance Framework (a matrix of who is checking the quality of each crime input data field). 6.2 Develop process maps/flow chart documentation of the future Crime (and Case) Management Process, including the positioning of the Quality Intervention activities. 6.3 Develop of a Crime Management Guidance document, which alongside the 'Crime Module User Guide' will articulate the Crime Management	The roll out of Crime and Case across North and East was now complete with roll out across the West to be completed by the end of 2023. Warrants application may take until early 2024 to be complete in the West. Full SCRS audit by Crime Registrars due in Q1 of 2024 which should identify issues 1 year in advance of HMICS audit	30/12/2023 **30/06/2024**

Recommendation	Action to be taken	Progress as at August 2023	Target date
	process and define associated standards (this will be a living document thereafter). 6.4 Develop Training packages for respective users based on the above and incorporating learning points from Crime Audits 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.		