

<b>Meeting</b>	<b>Audit, Risk and Assurance Committee</b>
<b>Date and Time</b>	<b>15 September 2022</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Police Scotland Audit and Improvement Recommendation Tracker Q2</b>
<b>Presented By</b>	<b>Alan Speirs, ACC Professionalism and Assurance</b>
<b>Recommendation to Members</b>	<b>For discussion</b>
<b>Appendix Attached:</b>	<b>YES</b>  Appendix A – Audit and Inspection Recommendation Dashboard Appendix B Recommendations Tracker





## PURPOSE

The purpose of this paper is to provide the Audit, Risk and Assurance Committee with an update of current open recommendations from all audit and improvement activity.

Members are invited to discuss the contents of this report.

## 1 BACKGROUND

- 1.1 A report on Police Scotland's management of recommendations made by external scrutiny bodies. The report is produced on a quarterly basis for Members review. A copy of the Dashboard is available at **Appendix A**.
- 1.2 The Tracker is provided at **Appendix B**. This provides a breakdown of all publications, risk and a summary of progress. We are now including an extract from the Dame Elish Angiolini recommendations at the end of the Tracker. This shows the recommendations being tracked that relate to Police Scotland only along with their current status.
- 1.3 All recommendations are assessed in terms of the risk they present to Police Scotland so that we can prioritise activity. Internal Audit use the following risk grading structure and this has been applied to all recommendations within Police Scotland, regardless of whether they have been made by Internal Audit. This ensures a consistent approach is taken, allows for prioritisation and enables comparisons to be made.

	Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation
	High risk exposure - absence / failure of key controls that create significant risks within the organisation.
	Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risk within the organisation
	Low risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues

## 2 FURTHER DETAIL ON THE REPORT

- 2.1 Refer to Appendix A –Audit and Inspection Recommendations Dashboard Q2.

## 3 FINANCIAL IMPLICATIONS

OFFICIAL

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

#### **4 PERSONNEL IMPLICATIONS**

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

#### **5 LEGAL IMPLICATIONS**

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

#### **6 REPUTATIONAL IMPLICATIONS**

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

#### **7 SOCIAL IMPLICATIONS**

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

#### **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 B – 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 B – Recommendations Tracker.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.



# Audit and Inspection Recommendations Dashboard Q2 2022/23

**Reporting Period: July - September 2022**

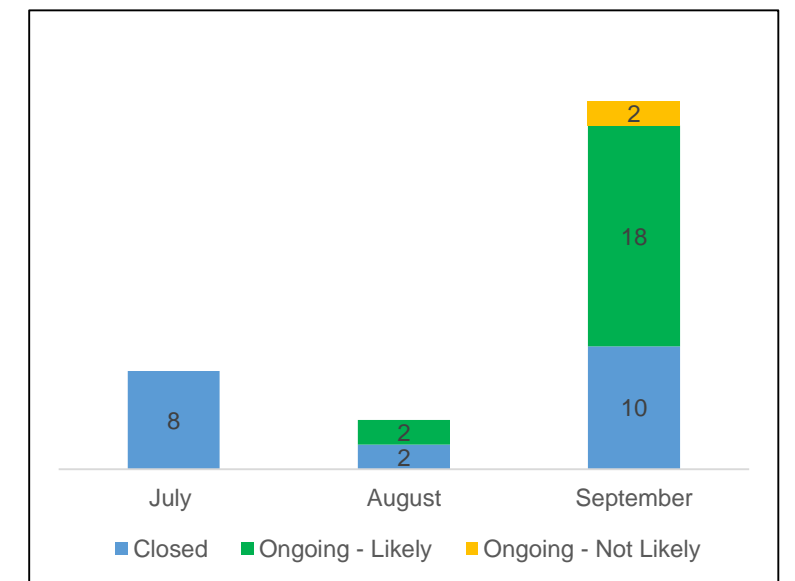
# Police Scotland Recommendations Dashboard

Total	Ongoing	Delayed	Closed to Date
144	126	18	20

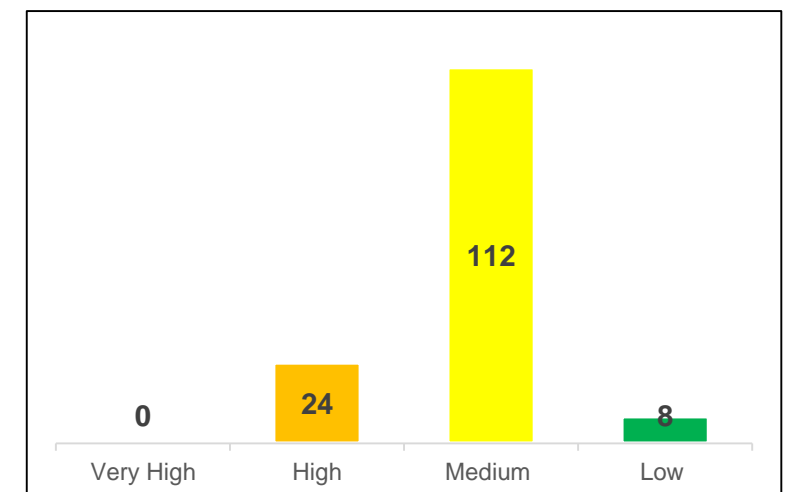
## Recommendations Management – Highlights

- There are 20 closures to report as follows:
  - July - 8 out of 8 closed
  - August – 2 out of 4 closed (remainder expected)
  - September – 10 out of 30 closed early. 2 recommendations delayed, the remaining recommendations are on track.
- 87% of recommendations are on track.
- 6 recommendations are pending which means the action is complete but require evidence of implementation to show change is embedded.
- 23 recommendations are delayed. 1 have a high risk status.
- 17% of recommendations have a High Risk status.
- 54 recommendations have been added since June.
- Appendix B provides details of every audit and inspection by publication, the individual status of each recommendation along with a summary of progress.

## Closed Q2 – September 2022



## Risk Assessment



# Closures

---

Of the total closures, 5 are High Risk, 12 Medium Risk and 3 Low. 13 are Internal Audit, 6 HMICS and 1 other independent review. A summary of the most significant achievements follows:

Health and Safety Internal Audit – We have reviewed, updated and consolidated policy and procedures and implemented a cycle of reviews following a risk assessment process. We have reviewed governance arrangements and where appropriate documented these within updated procedures. We have introduced more robust governance arrangements for ensuring refresher training is completed. We have revised our performance reporting products for governance and put in mechanisms for receiving feedback.

Hate Crime Thematic – We have worked with our colleagues in SPA to introduce performance reporting in respect of Hate Crime to allow for improved scrutiny. There is improved recording of decision making around the themes chosen for national Hate Crime campaigns along with the introduction of an evaluation standard. Hate Crime Qualitative Best Practice has been identified as one of the guiding principles of Police Scotland Benchmarking Framework and included as one of the 19 benchmarking measures in the Performance Framework 2022/23

Crime Recording – We have worked with our colleagues in SPA to put in place effective scrutiny over crime audit activity.

Online Child Sexual Abuse - Following a review of Digital Forensics, Cyber leads successfully increased the number of Forensic Computer Analysts by 90%, tackling Digital Forensics across all three hub areas. Significant investment has led to this increase and their associated equipment

Core Financial Controls – We have made some minor amendments to the cash banking policy and introduced review cycles for debt management procedures. We have developed performance management information in relation to income collection and debtor management.

# Ongoing actions and priorities

---

We forward plan each quarter to check which recommendations or publications are our focus. We update on achieving major milestones and seek assurance that action is progressing. In the next quarter our focus will be on supporting business areas where we have a high number of recommendations due in the one area and can make a big impact or where we have a number of publications with only one recommendation outstanding.

- Training, Leadership and Development Phases 1 and 2 – concluding final recommendations from phase 1 and documenting completion of major milestones for Phase 2. Much of this work crosses over with other business and recommendations relating to equality, diversity and inclusion.
- PNSI – Independent Review of Employment Tribunal and Grievance Procedures – We will undertake a major review of progress to date.
- Demand and Productivity – We will continue our focus on these recommendations to the end of the calendar year.
- Vetting – 13 out of 17 recommendations are due by the end of the calendar year and therefore we will provide support to the business area to evidence how we have addressed these.
- Hate Crime – We will continue to provide support to the business area to address the revised targets for these recommendations and identify points where we can submit for closure.

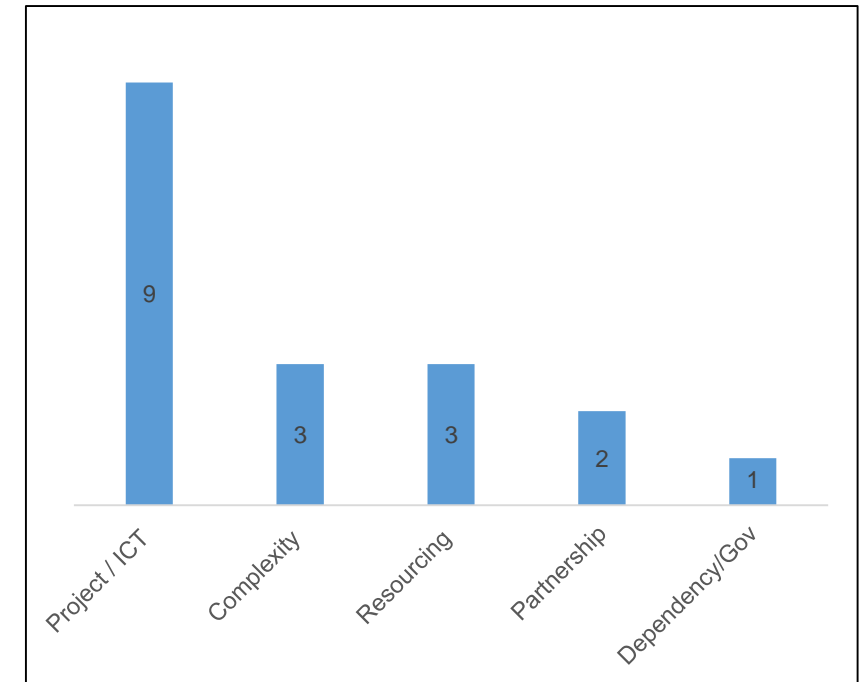


# Delayed – Overview

## Overview

- 18 recommendations have incurred delays.
  - 13 carried forward from previous report (full details not included in this report as reported previously).
  - 5 new delays reported this quarter (included at slides 6 & 7).
- The most common reason for delays remain with the dependency on Project/ICT work which affects timescales. COS is the main reason for delay in this category. We have seen an increase in resourcing delays from the last quarter as business areas are re-prioritising activities.
- Delays are averaging 9 months but where we have complex recommendations these have been delayed longer. All actions are now working towards revised dates and there is strong governance around these through our Management Board structure.
- Separate reports are provided to SPA Policing Performance Committee or other relevant Committees giving a comprehensive update on progress against the individual recommendations.
- Further detail on all recommendations and the delayed recommendations is provided at Appendix B.

## Reasons for Delay



# New Delayed Recommendations

Report / Date	Recommendation	Risk	Date	Update
Hate Crime June 2021 ~ <b>NEW</b>	R14 Hate Crime Champions  Police Scotland should review the role, remit, training and deployment of Hate Crime Champions and Hate Advisors	Medium	<del>Sept 22</del> June 23	<p><b>Re-prioritisation due to resourcing</b> Good progress on Hate Crime Advisors (HCA) course and focus was required to create a cadre for Op Urram and events. Further training of HCA being prioritised over Hate Crime Champions (HCC) at this stage.</p> <p>HCC course still to be revamped and rolled out, expect the target dates will not be met due to the capacity of the department to roll out the training.</p>
Hate Crime June 2021 ~ <b>NEW</b>	R15 Cyber Crime Investigations  Police Scotland should ensure that knowledge of hate crime and diversity is included in its consideration of the necessary skill set for planned cyber crime investigators.	Medium	<del>Sept 22</del> June 23	<p><b>Technical Dependency</b> Cyber Crime have developed a first responder's guide for investigators which is being reviewed by PPCW E&amp;D to determine how it should interface with existing hate crime guidance. Worked examples and scenarios are being developed</p> <p>A First Responders Guide (FRG) is now available on the intranet and provides several links to investigative opportunities for Cyber enabled/dependant crime.</p> <p>Next steps - A work stream to upskill staff in being able to identify and investigate cyber enabled / dependant crimes and a new Cyber App is presently being developed</p>

# New Delayed Recommendations cont...

Report / Date	Recommendation	Risk	Date	Update
Hate Crime June 2021 ~ <b>NEW</b>	R8 Hate Crime National Document Review  Police Scotland should review hate crime national documents to ensure there is clear accessible guidance for officers and staff responding to and recording hate crime	Medium	<del>Dec-22</del> Aug 23	<b>Dependency with Project - COS</b> The document review will be an ongoing process as different parts of the improvement plan develop. next steps-The document suite should be continuously updated but the reality is that most updates will require to be reviewed after COS roll-out. Therefore the target dates needs to be aligned with COS.
Hate Crime June 2021 ~ <b>NEW</b>	R10 IT Systems Data Review - Hate Crime Knowledge and Trends  Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities.	Medium	<del>Dec-22</del> June 23	<b>Business Review - Project</b> The proposed new operating model will need to be further developed with the risks, opportunities and options developed in further detail.  The business case will be developed to establish a project team to takes this task on alongside training and data collection considerations associated with the new Hate Crime and Public Order (Scotland) Act.
Hate Crime June 2021 ~ <b>NEW</b>	R12 Hate Crime Training Review  Police Scotland should review and revise hate crime training at all levels as a matter of urgency	Medium	<del>Feb-23</del> Aug 23	<b>Re-prioritisation due to resourcing</b> LTD currently reviewing previous review of ops training and associated implementation plan.  Next steps-Wider training requirements will be influenced by implementation of Hate Crime and Public Order (Scotland) Act and COS roll-out.  The business case will be developed to establish a project team and training options will be incorporated into same.

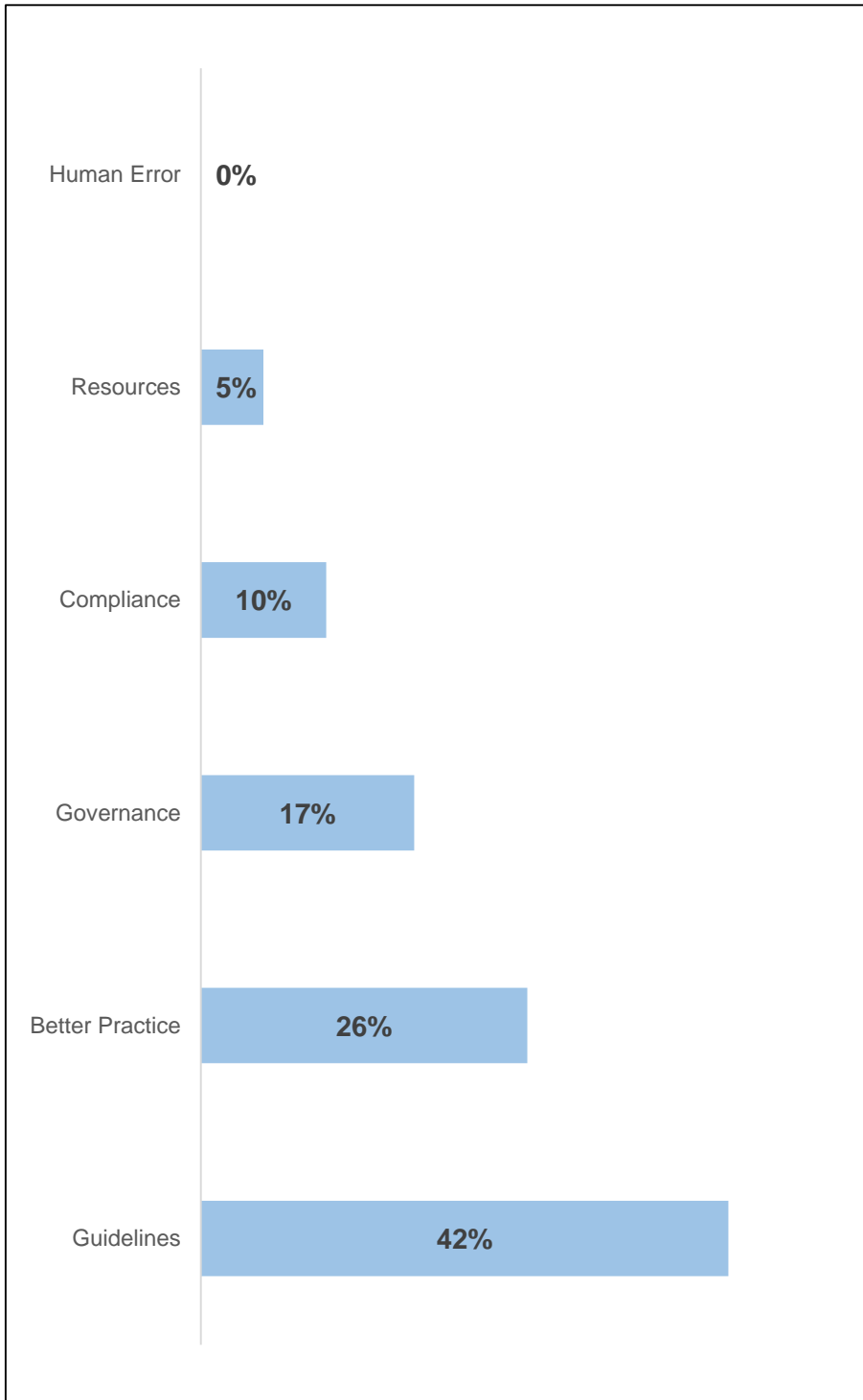
# Delayed - Assurances

---

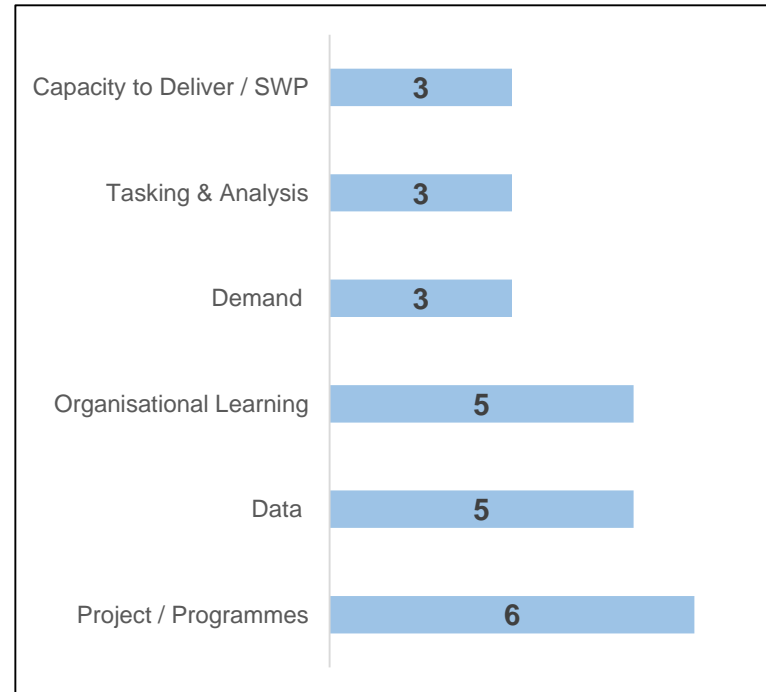
- We continue to make good progress with recommendations.
- We are closing a high percentage on time and on occasion earlier than planned and we are putting effort towards those with a high risk status.
- Where we have delays, there are good reasons why.
- We are seeing greater evidence of these actions being built into Divisional/Departmental delivery plans but with this comes the opportunity for re-prioritisation when issues emerge.
- When delays have occurred we have assessed the work undertaken to be substantial and delays are not due to actions being overlooked.
- We continue to set ambitious timescales and we encourage business areas to consider a target date that shows evidence of implementation rather than evidence of action taken. However, that can result in actions have extremely long target dates. We encourage the use of milestones to keep track and show progress. This is particularly important for HMICS recommendations which are difficult to finalise due to their stringent evidential requirements.
- We encourage careful consideration of target dates but appreciate when the work required is extensive there may always be dependencies or the scheduling of action may need to be revisited. Therefore, it is important to acknowledge that on occasion some recommendations will be delayed but our internal governance processes ensures a continued focus on these and prioritising the areas in greatest need.

# Police Scotland Recommendations Trends

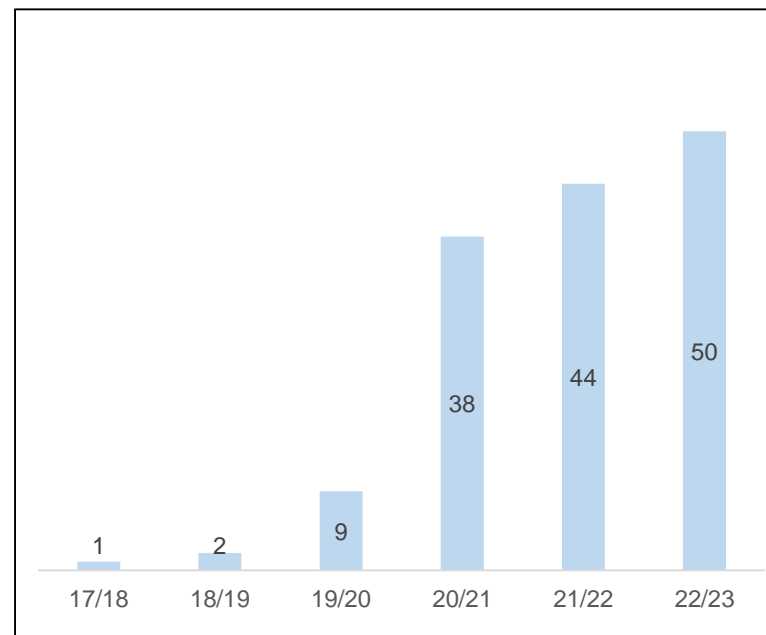
## Recommendations by Theme



## Dependencies



## Recommendations by Age



## Summary

- Themes** - The largest proportion of recommendations are categorised within the “Guidelines” theme. This theme includes a lack of or insufficient documented approaches, strategies or operating procedures to govern what, why and how activities are progressed. The order of these themes has not changed in the last year.
- Dependencies** – where there are a number of recommendations reliant on the same piece of work we have mapped these to improve our understanding of dependencies. Where there are dependencies these are indicated against each publication at **Appendix B**.
- Age** – there has been no movement with the three oldest recommendations. Although action is still ongoing and there is greater confidence that these are coming towards a conclusion.

Internal Audit Recommendations Progress Tracker - August 2022									
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure	
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Aug	Delayed	On track			
Benefits Realisation October 2020 11 recommendations	1 4 3 3	1 2 3 3				2	Due end of September and in the process of completion. Will be reviewed by Azets for closure at that point. These remaining recommendations are complex to address. Whilst we have been able to demonstrate areas where we have freed up FTE and how that resource has been distributed there remains more we can do. We have some residual work to complete.  We are documenting the process within some of our procedures to evidence the process in place in the absence of projects which have demonstrated realignment of resource.	Change / Strategy & Analysis	
Performance Management January 2021 7 recommendations						2 1	Due end of September and in the process of completion. Will be reviewed by Azets for closure at that point. This work is ongoing. It requires some processes to be documented now that the Performance Framework has been refreshed.	DoSA	Performance Framework refresh and Strategic Assessment
Home Working Security March 2021 4 recommendations						1	R2.1 Mobile Device Management - this is a long term action and will be delivered as part of a wider project to deliver Office 365 - target date is March 2023. Confirmed on track	CDIO	ICT Internal  Dependent with roll out of Office 365
Legal Claims Handling August 2021 8 recommendations						1	One recommendation open with a dependency on implementing an organisational learning framework.	Head of Legal Services / ACC Professionalism and Assurance	Organisational Learning impact
Data Quality and Integrity Sept 2021 6 recommendations						1	Remaining recommendation due September.	ACC Professionalism and Assurance	
Overtime and Allowances December 2022 4 recommendations							All recommendations now complete	DoPD	

Internal Audit Recommendations Progress Tracker - August 2022									
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure	
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Aug	Delayed	On track			
Estates Management  December 2022  7 recommendations	4					1	1 recommendations open but has been delayed from May to December 2022 due to the volume of work required and interdependencies. It relates to the development of Estates Plans for National Divisions as per the work undertaken for Local Policing.	CFO	
	3	3							
	3	3							
	3								
Strategic Planning  March 2022  4 recommendations	1						2 recommendations ongoing	DoSA CDIO	
	1					1			
	2			1		1			
	1	1							
Health and Safety  April 2022  10 recommendations	4						Remaining recommendations not yet due.	ACC Professionalism and Assurance	
	4			3		1			
	4	1		2		1			
	2	1		1					
ICT Service Delivery  April 2022  8 recommendations	3						1 due for the end of September complete and submitted to Azets for closure. Remaining not yet due.	CDIO	
	3					3			
	5			1		4			
	3								
Business Continuity Planning  June 2022  6 recommendations	2						6 new recommendations added	ACC Operational Support / CDIO	
	2					2			
	3					3			
	1					1			

Internal Audit Recommendations Progress Tracker - August 2022											
Risk Grading Key	4	Very High Risk Exposure			3	High Risk Exposure		2	Moderate Risk Exposure	1	Limited Risk Exposure
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency		
		Total Closed	Pending	Closed Aug	Delayed	On track					
Vetting June 2022 17 recommendations	9 7 1					9 7 1	6 new recommendations added	ACC Professionalism and Assurance / CFO / CDIO			
Core Financial Controls June 2022 4 recommendations	1 3				1	2	All findings now addressed	CFO			
Audit Scotland Recommendations Progress Tracker - August 2022											
Risk Grading Key	4	Very High Risk Exposure			3	High Risk Exposure		2	Moderate Risk Exposure	1	Limited Risk Exposure
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency		
		Total Closed	Pending	Closed Aug	Delayed	On track					
SPA Annual Audit Report 2020/21 7 recommendations	7		6			1	One not yet due (end of Sept 2022)	CFO DoPD Legal PPCW CDIO			



HMICS Recommendations Progress Tracker - August 2022									
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure	
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Aug	Delayed	On track			
Undercover Policing February 2018 19 recommendations	6 4 9	6 4 8				1	Delays R16 - Integrated Record Management System - Cyber Security check with Information Security required before sign off for the ABM software can be received. ABM will be in Force on 15/08/22 for a feasibility around v.5 uplift and check the ICT environment has been designed and build is ready to go. Testing and training will thereafter be carried out and v5.1 to include your UC module and then migration should start - on track for October	ACC OCCTI	ICT External Impact (external supplier)
Review of Custody Centres 2018 August 2018 7 recommendations	4 3	3 2	1			1	Pending Closure R01 estate strategy requires the Custody Improvement Plan (MED). Now complete following publication of CJS 5 Year Strategy. Pending update to HMICS	ACC Local Policing & CJS	Extensive business process review
Review of Delivery of the Policing Plan March 2019 12 recommendations	12	11	1				One recommendation removed from report regarding Scottish Policing Model. All action complete and HMICS to maintain a watching brief on impact/progress.	Director of Strategy & Analysis/ CDIO ACC OCCTI	Project Dependency with progress with Target Operating Model
LP+ Greater Glasgow Inspection March 2019 11 recommendations	6 5	6 4				1	1 recommendation is ongoing relating a review of Campus Officers - we are awaiting confirmation of a post implementation review. This will now not take place until after the summer holiday period.	ACC Local Policing West	
Greater Glasgow Custody Inspection June 2019 5 recommendations	1 4	1 2	1			1	Pending Closure R01 custody queues - Action reviewed for feasibility and discussed with HMICS. Data to be captured and submitted to HMICS along with closure report.	ACC Local Policing & CJS	Business process review
LP+ Events Inspection May 2019 15 recommendations	15	12			2	1	2 recommendations remain open as evidence submitted only partially addresses the recommendations: R4 - Resourcing Framework or Matrix for Event Commanders - additional evidence on risk assessment to be provided to complete this action. R8 - Demand Products to support wider impact on policing - a pilot with Greater Glasgow Events is ongoing to utilise more demand data. However, this will not determine resourcing for events. We will progress an update on the status of this work but there are other aspects to the achievability of this recommendation. We have reviewed these areas in discussion with the business area and agreed the evidence required.	ACC Operational Support	Demand data for resourcing

HMICS Recommendations Progress Tracker - August 2022									
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure	
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Aug	Delayed	On track			
Strategic Review of Custody May 2019 12 recommendations							ONGOING R3 – Analytical assistance - There is a dependency here with the force-wide analytical review. An interim measure for a temporary post was not approved so other options to be considered and with HMICS agreement will be resubmitted to CJSD SMT for closure	ACC Local Policing & CJS  ACC Operational Support	Capacity to deliver / SWP implementation
	3	3							
	2	2							
	7	6				1			
Online Child Sexual Abuse February 2020 & August 2021 11 recommendations							1 updated and re-submitted for closure relating to the significant uplift in staff Forensic examinations 2 subject to ongoing discussion regarding closure based on work to date. 2 ongoing and not yet due.	ACC Crime and Public Protection / ACC OCCTI	Capacity to delivery / SWP implementation / Tasking processes / significant business process review
	5	3				2			
	6	4		1		1			
Training and Development-Phase 1 December 2020 17 recommendations							There are a further 3 recommendations which are at an advanced stage but will take many more months to evidence a change or outcome and dependent on project activity.	DoPD  ACC Partnerships and Prevention	Project  Training review
	17	13	1			3			
Scottish Crime Recording Audit March 2021 6 recommendations							1 recommendation approved for discharge. Major dependency with new Crime Application (COS) which is delayed from September 2022 date. Comprehensive updates provided to SPA Policing and Performance Committee. R2 SCRS Compliance - strategy revised but more evidence required on culture change which will also be evidence over time and supported by COS. R3 QA processes - a process for health checks and integrity audits is in place with the pilot areas. Will be further enhanced when COS is fully implemented and processes are standardised. R4 Crime Management Units Structure (FMOR dependent) - requires single structure implementation. R5 OL & Training Approaches - Is COS dependent R6 Implementation of Single Crime System	ACC Major Crime and Public Protection	Project  Dependency with COS and FMOR
	6		1	5					
Hate Crime June 2021 15 recommendations							9 recommendations delayed as follows. Significant progress achieved to date and reviewed with HMICS who are satisfied with progress. R1 Hate Crime (HC) Profile - being progressed as part of Strategic Assessment R3 R3 Dedicated Hate Crime Unit - re-prioritised due to staffing R5 Partnership Relationships and Knowledge Sharing - awaiting SG action to progress R6 Third Party Reporting Improvements - awaiting SG action to progress R8 Hate Crime National Document Review - is ongoing but has a dependency with COS R10 IT Systems Data Review - HC Knowledge and Trends - subject to a business case for new TOM R12 Hate Crime Training Review - a prioritisation exercise is ongoing R14 Hate Crime Champions - prioritising HC Advisors training first R15 Cyber Crime Investigations - provided guidance on HC to staff. Awaiting development of an App to support.	ACC Preventions, Partnerships and Community Wellbeing	Data dependency Partnership working
	15		3	9	3				
Demand, Analysis and Management July 2021 12 recommendation							1 recommendation discharged by HMICS. We submitted a further 4 for closure but HMICS need to see evidence of implementation prior to closure. 4 Pending evidence R02 Annual Demand Baseline Product Integration - needs to show evidence of how the Demand Baseline integrates with the Force Strategic Assessment when published. R05 Leadership of Scrutiny Processes - requires evidence of transformation implementation R08 Performance Reporting Framework - requires evidence of one more cycle of reporting to ensure change is embedded. R12 Analysis Transformation to Include Demand Approach - requires implementation of transformation programme.	DoSA	Evidence and implementation of Analysis and Demand Transformation
	1		1						
	11	3	4			4			

HMICS Recommendations Progress Tracker - August 2022											
Risk Grading Key	4	Very High Risk Exposure			3	High Risk Exposure		2	Moderate Risk Exposure	1	Limited Risk Exposure
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency		
		Total Closed	Pending	Closed Aug	Delayed	On track					
Training and Development Phase 2							Action plan finalised. Actions not yet due	DoPD			
September 2021											
10 recommendation	10					10					
Custody North East Hub							Action plan at final review stage.	ACC Criminal Justice			
December 2021											
3 recommendation	3					3					
Strategic Workforce Planning							Action plan to be developed and risk assessment applied/confirmed	DOSA			
August 2021											
10 recommendation	10					10					

## Other Recommendations Progress Tracker - August 2022

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Aug	Delayed	On track			
<b>Digital Forensics Working Group (DFWG)</b>  April 2020  5 recommendations (1 SPA, 4 PS)	<div style="background-color: red; color: white; text-align: center; padding: 2px;">5</div>	2				3	Actions due December 2022	ACC OCCTI	
<b>Independent Complaints Handling Review</b>  November 2020  26 Police Scotland only recommendations (+10 recommendations where we work in partnership with other organisations but do not have the lead)	<div style="background-color: red; color: white; text-align: center; padding: 2px;">26</div>	15	4	1	5	Work ongoing.  5 recommendations have been closed in June 2022/September. They are subject to final review by HMICS and will be included within the SG Highlight Report in August.	ACC Professionalism and Assurance	Data dependency for some of the more complex recs	
<b>Civil Aviation Authority (CAA) Oversight Report 2019</b>  September 2019 2 recommendations	<div style="background-color: red; color: white; text-align: center; padding: 2px;">1</div>				1	Ongoing	ACC Operational Support	IT External Dependency with ICT system - Chronicle (external supplier)	
<b>ICO Mobile Phone Data Extraction by Police in Scotland</b>  June 2021  6 recommendations	<div style="background-color: red; color: white; text-align: center; padding: 2px;">6</div>				5		SCD	Project DESC	
<b>PSNI Independent Review of ET &amp; Grievance</b>  17 learning points / recommendations	<div style="background-color: red; color: white; text-align: center; padding: 2px;">17</div>				17	Ongoing - update in progress to complete some actions.	Force wide actions		