



<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>12 March 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>HMICS Assurance Review of Contact Assessment Model – Progress Update</b>
<b>Presented By</b>	<b>ACC Emma Bond, Local Policing North and C3</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Summary progress report for all recommendations</b>

**PURPOSE**

The purpose of this paper is to provide Committee members with a summary of Police Scotland’s progress on delivery against recommendations from the HMICS Assurance Review of Police Scotland’s Contact Assessment Model 2022.

This is the third progress report presented to the Committee on this issue.

Members are invited to discuss the content of this paper.

## 1. BACKGROUND

- 1.1 The previous progress update on the HMICS CAM Improvement Plan was last reported to committee on 12<sup>th</sup> September 2023.
- 1.2 At that time we reported progress and the following status of the original 8 recommendations, informed by work on the 47 supporting actions:

**1** recommendation submitted for closure: R08.  
**7** recommendations as ongoing: R01; R02; R03; R04; R05; R06 & R07.

Recommendation 8 was submitted to HMICS for closure following the completion of the **2** supporting actions. In addition to this, a further **8** supporting actions were shown as complete, leaving 37 as ongoing.

## 2. PROGRESS WITHIN REPORTING PERIOD

- 2.1 On 6<sup>th</sup> December 2023 HMICS formally closed Recommendation 8, with HMICS, Craig Naylor, commenting that he is *"content that strong progress is being made. C3 Division have a reputation for responding positively to recommendations and making progress to close them as soon as practicable"*.
- 2.2 On 17<sup>th</sup> January 2024, C3 Divisional Commander, Chief Superintendent Paul Wilson, met with HMICS Lead Inspector Brian McInulty to update him on the positive progress made during this reporting period with the 7 open recommendations. HMICS were supportive of Police Scotland submitting evidence for the closure of Recommendation 7.
- 2.3 In furtherance of the ongoing recommendations, one additional supporting action has been created, making a total of **48** supporting actions across the **8** recommendations.

During this reporting period **27** of those supporting actions have been completed, totalling **29** as complete and leaving **19** as ongoing.

Currently, the **7** recommendations and **19** supporting actions that currently remain open are as follows:

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- Recommendation 1: Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland (**5 actions open, 1 closed**);
- Recommendation 2: Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments (**2 actions open, 4 closed**);
- Recommendation 3: Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored (**5 actions open, 2 closed**);
- Recommendation 4: Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion (**3 actions open, 9 closed**);
- Recommendation 5: Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident (**2 actions open, 6 closed**);
- Recommendation 6: Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency (**2 actions open, 0 closed**);
- Recommendation 7: Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles (**0 actions open, 5 closed**).

Since the last report, **Recommendation 7** has been submitted for closure. This is informed by the completion of the **5** supporting actions and documentation is being prepared for submission to HMICS for closure.

We have identified the key achievements/outcomes and impact on service delivery for the **1 closed** recommendation and **27 complete** supporting actions during this reporting period, which are outlined in the section 2.2 of this report.

Updates, including emerging strategic/operational challenges in relation to the delivery of the remaining 6 open recommendations are outlined in section 2.3 of this report.

#### 2.4 Closed Recommendations and actions - Summary of Key Achievements

Recommendation 7 states *"Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles"*.

This recommendation has **5 completed actions** during this reporting period. The proposal for completion of this recommendation is the result of Police Scotland progressing many separate ICT projects, some of which are C3 specific while others benefit the Force as a whole. This has been achieved through the collaboration of several stakeholders including C3, Digital Division, Digitally Enabled Policing Programme and the Modernising Contact and Engagement Programme.

The proposal to HMICS for the closure of this recommendation recognises the broader scope and longer-term timelines of some of the ICT project work.

<b>Project</b>	<b>Scope</b>	<b>Status</b>	<b>Impact/Benefits</b>
COS UNIFI	Police Scotland	National rollout complete	Provision of single, national platform for crime recording enabling efficiencies in crime recording and research in C3 context.
CRaSH	Police Scotland	National rollout complete	Provides a single, national platform for the recording of vehicle accidents.
COS Insight Platform	Police Scotland	Search facility includes Vulnerable Persons	Enables more effective searching and Force-wide access to information, leading to unified view.

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		Database, Missing Persons and Protecting Vulnerable Groups database.	
NICCS	C3	Rollout scheduled to be complete by Q3 2024	Creates single integrated national communications system, enhancing working practices, improving service delivery and ensuring future compatibility.
UCCP	C3	Timeline being reviewed but critical C3 elements considered for delivery during Q4 2024 into Q1 2025.	Enhanced capability and delivery of Public Contact and Engagement Strategy.
STORM	C3	Project under development Post 2026.	Future project to provide a more robust platform and increased capability to enhance service delivery to colleagues and the public.
ContactUs	C3	Update complete	Delivery of system updates and enhancements to improve reliability and add additional functionality allowing more effective triage and thus better service delivery to the public.
Police Scotland Website	Police Scotland	Test of change completed and new service to be introduced as part of Public Digital Contact Project	Enhanced functionality to enable automated or public use of website for requests improving service delivery to the public and reducing demand on C3.

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C3 have undertaken considerable engagement and communications to improve consultation, enhance information sharing and foster a culture of improvement amongst all staff across the division.

Of the remaining **22 actions** completed in this reporting period, the below table outlines the key achievements.

<b>Action</b>	<b>Outcomes, Impact &amp; Benefits</b>
Recommendation 1 – Local Policing Appointments	<p>Research in to training products completed and informed development of CERP 1-day training course which commenced in September 2023 and is due to conclude in Spring 2024.</p> <p>Continued engagement with LP Divisions to ensure the range of needs met with bespoke arrangements that maximise efficient use of resources.</p> <p>LPA diary structures provide a consistent national approach by standardising urban and rural diaries nationally bespoke to LP’s demographic needs.</p>
Recommendation 2 – Training of C3 staff	<p>Training needs analysis completed and engagement undertaken to identify core and specialist training requirements.</p> <p>Training developed and 1-day THRIVE training course now live with 781 staff trained at the time of this report. Scheduled for completion by Q2 2024.</p> <p>C3 ONE EDI Framework – C3 Division’s commitment to Equality, Diversity and Inclusion. The Framework sets out an Implementation plan for Equality, Diversity and Inclusion for 2023-2026, supported by C3 Division’s Senior Leadership Team and the Force Executive through Policing Together.</p>

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<p>Recommendation 3 – Crime recording, performance metrics and framework, including Failure Demand</p>	<p>COS UNIFI rollout complete.</p> <p>DPU Failure Demand Framework defined and will be incorporated in to C3 Performance metrics where appropriate.</p> <p>Dashboard developed to assist with measuring RT activity and performance, including Failure Demand, leading to added efficiency and improved service delivery.</p> <p>DCR management process steps reduced to ensure customer journey is smoother and demand within C3 is reduced.</p> <p>Improved understanding and application of THRIVE being trained out via CERP 1-day training.</p>
<p>Recommendation 4 – Resolution Team process improvement, training and performance management</p>	<p>APU data is now produced and shared articulating RT activity and performance.</p> <p>Liaison with Crime Audit Tactical Group resulting in continuous development for RT staff and effective crime recording.</p> <p>Pilots run to test and develop bespoke arrangements for RT supported activities including LPAs.</p>
<p>Recommendation 5 – Diversion of demand to ensure best placed agency responds</p>	<p>Significant enhancements to training in relation to direct crime recording, signposting, risk assessing and specific actions in relation to the mental health pathway.</p>

A summary of all the recommendations and actions is attached at **Appendix A.**

## 2.5 Open recommendations – updates and strategic challenges

It is recognised that the six remaining recommendations require further consideration and the development of a Force wide approach, in recognition of current Force developments and priorities.

A summary of the current status of recommendations 5 and 7 are provided:

<b>Recommendation</b>	<b>What we did</b>	<b>What we still have to do</b>	<b>Revised timescales</b>
<b>Recommendation 1</b> – Local Policing Appointments	<p>LPA arrangements have been reviewed with extensive consultation with Local Policing Divisions and the DPU to design bespoke responses that provide consistent service levels across rural and urban Scotland.</p> <p>A framework has been proposed, suggesting that:</p> <ul style="list-style-type: none"> <li>• In <b>urban</b> areas LPAs will be booked for a 2 hours window;</li> <li>• In <b>rural</b> areas LPAs will be booked for a 4 hour window; and</li> <li>• In <b>remote and island</b> areas LPA will not be booked and calls for service will be despatched to in line with the</li> </ul>	<p>Proposed framework to be progressed via C3 Ops Board before seeking Executive approval.</p> <p>RT training to be rolled out to all LP officers involved in providing satellite RT functions in LP Divisions.</p> <p>Further engagement with SCD PP to ensure C3 staff are suitably trained to provide effective response to domestic abuse and sexual crime incidents.</p> <p>Domestic abuse champions to be embedded in C3 and will provide awareness training.</p> <p>Targeted quality assurance scrutiny</p>	Target date June 2024



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	<p>THRIVE assessment and local resourcing.</p> <p>Agreement reached to create satellite RT functions in LP Divisions.</p>	<p>will be focused on THRIVE assessments in relation to risk assessments and decision-making in DA cases.</p>	
<p><b>Recommendation 2</b> – Training of C3 staff</p>	<p>Training needs assessed and new training designed and implemented in the CERP 1-day training course that seeks to not only enhance use of THRIVE but provide response to specialist investigations.</p> <p>781 C3 staff trained to date.</p> <p>Enhanced C3 training, including THRIVE training, now included in probationer training.</p>	<p>Continued delivery of CERP 1-day training.</p> <p>Inclusion of THRIVE training in PLDP and PIO training – liaison ongoing with LTD.</p> <p>C3 annual refresher training under development.</p> <p>Translation of CERP training in to e-learning to be explored in support of above training plans.</p>	<p>Target date June 2024</p>
<p><b>Recommendation 3</b> – Crime recording, performance metrics and framework, including Failure Demand</p>	<p>Failure Demand defined and framework designed by DPU. C3 engagement continues to develop practical application in C3 context.</p> <p>Engagement with Digital Division and NSS to explore the</p>	<p>Development of Failure Demand concepts in to reportable performance metric.</p> <p>Development of STORM to provide additional functionality increasing quality of service delivery for the public.</p>	<p>Target date May 2024</p>

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	possibility of STORM automatically sending out LPA appointment messages via SMS.		
<b>Recommendation 4</b> – Resolution Team process improvement, training and performance management	<p>Trauma informed practice training undergoing assessment for roll out in C3.</p> <p>DPU have developed rurality location index assessment to facilitate good practice. This work compliments recommendation 1 to improve service delivery at first point of contact.</p>	<p>If appropriate, rollout of trauma training to C3 staff.</p> <p>Rurality work also supports actions under recommendation 1 to identify best model in line with individual needs of divisions and their communities.</p>	Target date April 2024
<b>Recommendation 5</b> – Diversion of demand to ensure best placed agency responds	<p>C3 have developed a mechanism ('Other Partners' STORM Tag) to provide management information in relation to demand drift and the police response to incident best serviced by other agencies.</p> <p>CERP 1-day training currently being delivered provides C3 staff with the knowledge, skills and confidence to effectively signpost callers to most</p>	<p>Analysis of data derived from Other Partners STORM Tag and reporting to inform proactive work at strategic and operational levels with key partner agencies.</p> <p>Staff to be surveyed to gauge effective delivery of training to provide ability to effectively signpost.</p>	Target date April 2024

	relevant agency based on their individual need.		
<b>Recommendation 6</b> – Police Scotland to engage with SPA and other strategic partners to ensure service users are supported by the most appropriate agency	<p>A new collaboration agreement has been signed by Police Scotland, SPA and COSLA which has a section on MH and seeks to create a closer link between Local Authorities and policing.</p> <p>Continued successful operation of the Mental Health Pathway which has seen over 10,000 referrals since inception.</p>	<p>The Management Improvement Plan relating to the HMICS Review of Mental Health will soon be completed and a Mental Health SOB has been created, on which C3 will be represented. This will have the key aims of:</p> <ul style="list-style-type: none"> <li>a) Providing internal governance for the policing response the MH incidents;</li> <li>b) Support and influence relevant external bodies to develop a strategic narrative, measurement and a strategic engagement plan.</li> </ul>	Target date proposed for March 2024

## **2.6 Next Steps**

The HMICS CAM Tactical Group will continue to provide oversight and coordination to the numerous ongoing work streams operating in pursuance of the above recommendations and actions.

Activities will be undertaken as outlined in the above information with each individual area or project managing its own resourcing, timelines, challenges and issues. Reporting of such issues will be by exception and at this time there are no strategic challenges for highlighting.

## **3. FINANCIAL IMPLICATIONS**

3.1 MCE/CERP have undergone a full financial assessment as part of their Full Business Case (FBC), and although both projects are dependencies to the delivery of the CAM review recommendations, there are no presently identified financial implications connected to the delivery of the recommendations.

## **4. PERSONNEL IMPLICATIONS**

4.1 While it is assessed that the CAM Assurance Review recommendations should be achievable utilising existing resources, the wider personnel implications are broadly positive. They include the upskilling of staff in C3 and beyond, and the creation of a more efficient and effective working environment in which colleagues can provide an enhanced service.

## **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

## **6. REPUTATIONAL IMPLICATIONS**

6.1 There are reputational implication associated with this paper. Failure to address the recommendations could result in a loss of confidence and thereby reputational issues for Police Scotland and the SPA.

## **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 improve the service to the public and therefore the communities Police Scotland serves.

**9. EQUALITIES IMPLICATIONS**

9.1 EqHRIAs will be completed as required as new processes are developed to address the recommendations.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this paper.

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**Appendix A – Summary progress report for all recommendations (HMICS CAM)**

<b>Recommendation 1:</b> Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
1.1	Conduct a review of LPA arrangements across the force.	<p>Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendation 5.</p> <p>Review completed and engagement with stakeholders undertaken by way of workshops and focus groups across Scotland.</p> <p>National SPOC network established.</p> <p>A clear understanding of the bespoke requirements of each division understood enabling improved service delivery and public confidence in police response.</p>	<p>Proposal to implement bespoke yet consistent LPA framework to be drafted following consultation with LP Divisions and DPU in relation to rurality scoring matrix. For submission to Force Executive via C3 Operations Board.</p> <p>Proposal suggests that:</p> <ul style="list-style-type: none"> <li>• In <b>urban</b> areas LPAs will be booked for a 2 hours window;</li> <li>• In <b>rural</b> areas LPAs will be booked for a 4 hour window; and</li> <li>• In <b>remote and island</b> areas LPA will not be booked and calls for service will be despatched to in line with the THRIVE assessment and local resourcing.</li> </ul>	June 2024
1.2	Identify standards of service/areas for improvement to increase standardisation across PS for the management of LPA's.	As per 1.1 above.	<p>As per 1.1 above.</p> <p>Further engagement between C3 Resolution Team and SCD Public Protection in order to identify and implement good practice in initial response to reports of domestic or sexual crime.</p>	June 2024

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<b>Recommendation 1: Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.</b>				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
<b>1.3</b>	Conduct research to identify training products to promote awareness of LPA expectations.	Training needs analysis completed which informed design of CERP 1-day training now being delivered to all staff across C3.	<b>No further activity, action complete.</b>	<b>Complete November 2023</b>
<b>1.4</b>	Implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.	As per 1.1 above, these actions have been complemented by refreshed communications from C3 Senior Leadership Team to Local Policing Divisions. This work, supported by Corporate Communications, also included open sessions across Scotland which received favourable feedback.  Engagement enhanced by the introduction of LPA SPOC within C3 and LP Divisions.	Proposals will be presented to Divisional Commanders and Force Executive, along with performance data to support and demonstrate RT contribution to demand management and effectiveness of CAM.	June 2024
<b>1.5</b>	Ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim	Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendations 3, 4 & 5.  Engagement with SCD Public Protection to achieve national good practice in terms of the approach from C3 in relation to domestic incidents, domestic bail incidents and sexual crime. This informed content of CERP 1-day	Further discussions ongoing regarding the suitability of LPAs for DA incidents and any relevant process.	June 2024

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<b>Recommendation 1:</b> Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
	disengaging.	training course currently being delivered.		
<b>1.6</b>	QAU to focus scrutiny on robust THRIVE assessments in relation to risk assessment and decision-making in DA cases.	Action created and QAU tasked.	Scrutiny to be applied alongside CERP evaluation of THRIVE training.	June 2024

<b>Recommendation 2:</b> Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
<b>2.1</b>	Review TNA to identify areas for skills enhancement.	Training needs assessment completed which informed the design and development of the CERP 1-day training course currently being delivered.	<b>No further activity, action complete.</b>	<b>Complete June 2023</b>
<b>2.2</b>	CERP to engage with C3 management to identify core and specialist training requirements for	Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendation 4.	<b>No further activity, action complete.</b>	<b>Complete September 2023</b>



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**Recommendation 2:** Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
	service advisors.	<p>Extensive engagement completed involving stakeholders including C3 Senior Leaders, C3 Learning and Development, CERP, SCD Public Protection and LTD.</p> <p>Alongside TNA, core and specialist training requirement identified which informed the design and development of the CERP 1-day training course currently being delivered.</p>		
<b>2.3</b>	Develop a range of training inputs to enhance skills of service advisors- including annual refresher and signposting.	<p>Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendation 4.</p> <p>As in 2.2, training inputs developed and currently being delivered. CERP 1-day training will form basis of annual refresher training once initial delivery complete.</p>	<b>No further activity, action complete.</b>	<b>Complete November 2023</b>
<b>2.4</b>	Develop processes in line with national guidance to evaluate the impact of the specialist training inputs.	Evaluation methods designed by CERP and evaluation will be undertaken once delivery of training is complete.	Plans established to evaluate the training was delivery competed in Spring 2024.	June 2024

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**Recommendation 2:** Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
2.5	Engage with LTD to explore opportunities for THRIVE training on the First Line Manager and Operational Command training courses.	<p>C3 have engaged extensively with LTD. Enhanced THRIVE training now embedded in an updated C3 input to the probationer training course.</p> <p>Inclusion of THRIVE Training in PLDP and Operational Command training has been agreed and is being developed.</p>	Mode of inclusion in courses to be confirmed and then developed. Potential development of e-learning Moodle course derived from CERP 1-day training being explored.	April 2024
2.6	C3 Division ED&I Department progressing work streams to review and improve holistic cultural changes in managing contact with public into C3	C3 ONE EDI Framework – C3 Division's commitment to Equality, Diversity and Inclusion. The Framework sets out an Implementation plan for Equality, Diversity and Inclusion for 2023-2026, supported by C3 Division's Senior Leadership Team and the Force Executive through Policing Together.	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>

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<b>Recommendation 3:</b> Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
<b>3.1</b>	Define 'Failure Demand' within Police Scotland	DPU in conjunction with the University of Edinburgh have developed a definition of Failure Demand: <b>Failure</b> – Any demand incurred by reabsorption of work due to avoidable/repeat incidents, ineffective working practices or procedural and technological inefficiencies. <b>Necessary</b> – Any demand which is procedurally or legislatively required but does not add additional value beyond satisfying process or policy. <b>Value</b> – Any demand which is directly of benefit to police, partners or key stakeholders.”	C3 engagement continues to develop practical definition and application of Failure Demand concepts in C3 context and to create reportable performance metric.	March 2024
<b>3.2</b>	Consider how 'Failure Demand' can be enshrined within C3 and the wider context to ensure consistency	As per 3.1, concept defined and work ongoing to consider how to enshrine Failure Demand within C3 and the wider context to ensure consistency.	As per 3.1 above.	March 2024
<b>3.3</b>	Consider improvements to crime recording with the COS rollout and	COS UNIFI roll out now complete providing consistency across the country which	<b>No further activity, action complete.</b>	<b>Complete January 2024</b>

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<b>Recommendation 3:</b> Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				
<b>No.</b>	<b>Supporting Action</b>	<b>What we've done</b>	<b>What we will do</b>	<b>Target / Completion Date</b>
	Unifi to improve SCRS compliance	supports the efficiency of RT in researching and progressing their enquiries and as such this action can be considered for closure.		
<b>3.4</b>	Revise C3 daily/weekly/quarterly performance reports to include failure demand metrics.	As per 3.1, concept defined and work ongoing to consider how to articulate this in terms of C3 performance reporting metrics.  RT have made significant progress in achieving this through the development of RT PowerBI Dashboard, with this data now being shared with stakeholders.	Further development of new reporting mechanisms to enhance reporting of Failure Demand metrics.	March 2024
<b>3.5</b>	Develop processes to ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.	Good practice in relation to THRIVE assessments developed during design and development of CERP 1-day training course and is now being trained through delivery of course currently ongoing.	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>
<b>3.6</b>	THRIVE training to be given Force-wide	Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendation 4.	Mode of inclusion in courses to be confirmed and then developed. Potential development of e-learning	March 2024

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**Recommendation 3:**

Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		<p>C3 have engaged extensively with LTD. Enhanced THRIVE training now embedded in an updated C3 input to the probationer training course.</p> <p>Inclusion of THRIVE Training in PLDP and Operational Command training has been agreed and is being developed.</p>	<p>Moodle course derived from CERP 1-day training being explored.</p>	
3.7	<p>Explore the possibility of STORM having the functionality to automatically send out LPA and DCR appointment and confirmation reminder messages to reporters via SMS messages and emails.</p>	<p>Exploration with UCCP, Digital Division and C3 National System Support to identify technical solution and supporting business rules.</p> <p>Development of this solution now at stage of testing.</p>	<p>Testing to be completed once resource to undertake work identified.</p>	<p>May 2024</p>

**Recommendation 4:** Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

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No.	Supporting Action	What we've done	What we will do	Target / Completion Date
4.1	In collaboration with RT management conduct an analysis of RT activity to better understand the current functions and demand within RT.	<p>C3 RT and CERP conducted collaborative analysis with activity tracker collated and data shared.</p> <p>This has been developed by APU in to PowerBI dashboard providing management and performance information on RT activity.</p>	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>
4.2	Engage with C3 Training to develop a bespoke training course for Resolution Team Assistants.	<p>Cross referenced with HMICS Thematic Review of Domestic Abuse (Phase 1) Recommendation 4.</p> <p>Training developed by C3 Learning and Development with course synopsis created in conjunction with LTD QA.</p>	<b>No further activity, action complete.</b>	<b>Complete November 2023</b>
4.3	Develop processes to capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored	Aligned with 4.1, collaboration with CERP and APU has created PowerBI Dashboard which now provides performance and management information in relation to RT activities, demonstrating benefit provided to LP.	<b>No further activity, action complete.</b>	<b>Complete January 2024</b>
4.4	Consider links with Crime Audit Tactical Group	Links established and briefings commenced to provide continuous professional development for RT staff. Team Leaders now have portfolios and monthly themes	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>

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**Recommendation 4:** Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		introduced as topic of collective CPD.		
4.5	Review N Div. Pilot in relation to victim-led work in relation to ongoing work with the C3 Procedures Guide	Review of N Div pilot resulted in informed work by C3 and DPU on ruralities index, which in turn formed the basis of enhanced LPA arrangements. C3PG updated accordingly.	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>
4.6	Progress work with proportionate response to crime investigation paper	To be presented in due course.	To be presented in due course.	April 2024
4.7	Progress work with retail crime investigation and outsource to external agencies	CERP completed work with C3 and 'Retailers Against Crime' to develop policy and procedure that informed pilot. Following pilot, paper submitted to MCE Programme Board for national roll out, however paper rejected on basis on potential impact on RT demand. No further work planned and action closed.	<b>No further activity, action complete.</b>	<b>Complete September 2023</b>
4.8	Policing Together Division to provide paper to group for trauma informed policing work ongoing	Significant engagement between C3, Policing Together and LTD and Trauma Informed Training has been evaluated with submission for wider delivery going to Mental Health	C3 to provide representation to attend Mental Health Strategic Oversight Board.	March 2024

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**Recommendation 4:** Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		Strategic Oversight Board.		
4.9	Strategic assessment of demand from rural locations and bespoke arrangements to facilitate good practice	Linked to relevant actions in Recommendation 1.	As per actions in Recommendation 1.	March 2024
4.10	Create a Financial Crime Guidance Document providing advice and guidance to RT officer and staff around the recording of fraud offences.	CERP have worked with the Economic Crime Unit to create a "Financial Crime Guidance Document" which is now available for Resolution Teams to access on the C3 Procedures Guide. Resolution Team Fraud Champions have been identified and received additional training.	<b>No further activity, action complete.</b>	<b>Complete June 2023</b>
4.11	To reduce demand on RT DCR and divert to most appropriate agency, C3 SMT/PT to engage with COSLA to ensure there is a consistent approach from Local authorities in relation issuing replacement wheelie bins to residents whose bins have gone missing.	Meetings held with COSLA and despite each LA having different processes, consistent approach agreed that avoids police involvement.	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>



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**Recommendation 4:** Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
4.12	Ensure that the new National Crime System is able to distinguish between DCR and non DCR crime reports. This will assist in providing DCR Management Information and Quality Assurance.	Achieved through update to the 'How Reported' section of UNIFI national crime system.	<b>No further activity, action complete.</b>	<b>Complete June 2023</b>

**Recommendation 5:** Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
5.1	Policing Together to continue working with partners to ensure the correct agency respond to relevant calls for service from the public.	Policing Together and C3 have undertaken various engagement with partners to address issue, frustrated by lack of data to demonstrate scale and nature of demand drift.  In order to support the identification and	Measurement/analysis will commence following a period of operation. Governance structure for this to be routed via Ops Board.  Data gathered during this work will inform discussions at strategic and	March 2024

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**Recommendation 5:** Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		measurement, C3 G&I, supported by NSS, have created an 'other partners' STORM Tag (OTHPARTNER). Communications have been issued to all business areas and it has been requested that this is included in all daily briefings. It has been highlighted on several Weekly briefings, published on the intranet, and a memo drafted for Ops Supt to raise awareness with Local Policing and be a catalyst for action. The tag went live on 06/02/2024 measurement/analysis will commence following a period of operation. Governance structure for this to be routed via Ops Board.	operational levels within Police Scotland key partner agencies.	
5.2	Explore opportunities to enhance the awareness of service advisors and RT in relation to signposting callers towards relevant support agencies, updating C3 guidance as relevant.	CERP 1-day training developed and being delivered to address this action.	Once training delivery complete, PSSC SLT to survey all staff in PSSC to gauge knowledge and confidence levels in transferring incidents to other agencies outside of PSoS.	April 2024
5.3	Review training provided to police staff working in the SCs and those	CERP 1-day training developed and being delivered to address this action.	<b>No further activity, action complete.</b>	<b>Complete November 2023</b>

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**Recommendation 5:** Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
	involved in direct crime recording to ensure that they are appropriately trained and supported to be able to correctly identify and record incidents, crime types and the most appropriate disposal.			
5.4	Ensure training for Service Centre staff includes direction that when SAS contact PSOS to attend due to lack of resources, that SAs confirm SAS have completed an initial clinical and medical assessment prior to calling police and include this information in the THRIVE assessment.	This process is now part of C3 ACT training and is enhanced by national roll out of Direct Contact from Scene protocol which has been successfully running since February 2023.	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>
5.5	Consider opportunities for service advisors and C3 Division to receive enhanced mental health training, including awareness of the Distress Brief Intervention.	DBI sessions delivered for officers and staff and will continue to form part of CPD. Also included in CERP 1-day training and so will subsequently be part of any annual refresher.	<b>No further activity, action complete.</b>	<b>Complete June 2023</b>
5.6	Consider the Phase 2 Mental Health Pathway evaluation report and	Evaluation report informed development of CERP 1-day training and Mental Health	<b>No further activity, action complete.</b>	<b>Complete August 2023</b>

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**Recommendation 5:** Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
	continue with ongoing work to evolve and develop Phase 1+ of the pathway	Pathway, both of which are fully operational.		
<b>5.7</b>	Monitor call diversion statistics and develop improvement actions to ensure effective signposting.	Mechanism for monitoring live and achieve through collaboration between DPU and C3 Analyst. While UCCP will deliver enhancements, action complete on basis of currently available data.	<b>No further activity, action complete.</b>	<b>Complete September 2023</b>
<b>5.8</b>	Review findings from the Mental Health in Policing Inspection to fit wider strategic needs	C3 engaged in review meetings and learning drawn from report.	<b>No further activity, action complete.</b>	<b>Complete June 2023</b>

**Recommendation 6:** Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
<b>6.1</b>	Engage with the SPA to define the parameters and approach to Scottish	A new collaboration agreement has been signed by Police Scotland, SPA and COSLA	The Management Improvement Plan relating to the HMICS Review of Mental	Proposed as March 2024

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**Recommendation 6:** Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
	Government.	which has a section on MH and seeks to create a closer link between LAs and policing.	Health will soon be completed and a Mental Health SOB has been created, on which C3 will be represented. This will have the key aims of: a) Providing internal governance for the policing response the MH incidents; b) Support and influence relevant external bodies to develop a strategic narrative, measurement and a strategic engagement plan.	
<b>6.2</b>	As part of PS approach to resource and demand management, engage with Strategy, Insights and Engagement to ensure that CAM management information is included within further engagement between Police Scotland's senior leaders and key partners to set out the realities and decisions made as to where police will no longer continue to attend certain incidents.	Police Scotland engaged at strategic and operational levels across numerous division, ensuring CAM management information and the broader range of data made available through this HMICS work is included in order to manage demand.  To inform further engagement between Police Scotland's senior leaders and key partners, PSSC can report that since the inception of the Mental Health Pathway on 27 August 2020 the telephony running total number of referrals from Police Scotland is	C3 Divisional Commander to liaise with SPA in relation to this action.	Proposed as March 2024

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**Recommendation 6:** Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		<p>10,309. Of these 6914 calls were answered by NHS, 2014 received the “PWP not available message” and 1084 calls were abandoned highlighting significant reduction in demand ensuring Police do not attend specific criteria of incidents outlined in C3 procedures guide under MHP.</p> <p>This also demonstrates that several thousand calls per year are effectively diverted to the agency most suitable to respond to the call for service.</p>		

**Recommendation 7:** Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
7.1	Deliver ICT improvement plan across C3	<p><b>COS UNIFI</b> - National rollout complete - Provision of single, national platform for crime recording enabling efficiencies in crime recording and research in C3 context.</p>	<p><b>No further activity, action complete.</b></p>	<p><b>Complete January 2024</b></p>

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**Recommendation 7:** Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		<p><b>CRaSH</b> - National rollout complete. Provides single, national platform for the recording of vehicle accidents.</p> <p><b>COS Insight Platform</b> – Search facility includes Vulnerable Persons Database, Missing Persons and Protecting Vulnerable Groups database. Enables more effective searching and Force-wide access to information, leading to unified view.</p> <p><b>NICCS</b> - Rollout scheduled to be complete by August 2024 - Creates single integrated national communications system, enhancing working practices, improving service delivery and ensuring future compatibility.</p> <p><b>UCCP</b> - Timeline being reviewed but critical C3 elements considered for delivery late 2024 - Enhanced capability and delivery of Public Contact and Engagement Strategy.</p> <p><b>STORM</b> - Project under development - Future project to provide a more robust platform and increased capability to enhance service delivery to colleagues and the public.</p> <p><b>ContactUs</b> - Updates complete - Delivery of system updates and enhancements to improve reliability and add additional functionality allowing more effective triage</p>		

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**Recommendation 7:** Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		<p>and thus better service delivery to the public.  <b>Police Scotland Website</b> - Test of change completed and new service to be introduced as part of Public Digital Contact project - Enhanced functionality to enable automated or public use of website for requests improving service delivery to the public and reducing demand on C3.</p>		
7.2	Review communications and engagement plan	<p>While this recommendation is focused primarily on ICT systems, C3 have taken a broader approach to addressing it and the subsequent sub-actions or work streams. Much of the overarching ICT change is out with the control of C3 as owned by Digital Division, and so C3 have proactively put in place much of the human element of engaging, informing and enhancing the culture of improvement amongst all staff across the division as evidenced in many of the recommendations and specifically work streams 7.3 and 7.4.</p> <p>It is recognised that good practice would see such plans being under regular review and so</p>	<b>No further activity, action complete.</b>	<b>Complete January 2024</b>



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No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		this will be undertaken.		
7.3	C3 Division should develop approaches to improve staff survey submission rates, to reap the maximum benefits.	<p>Various business areas have developed local approaches to engage with staff in a number of ways, including staff surveys.</p> <p>PSSC staff undergo a hybrid daily briefing via in-person and self-briefing online. They have protected time not only to brief themselves, but review publications such as the C3 Newsletter and weekly briefings that highlights news, updates and learning derived from NIs and PIRC enquiries. This time also affords the opportunity to undertake CPD such as Moodle and surveys. Teams Leaders have monthly meetings with Service Centre Leads and there is a National Focus Group where representatives from all sites discuss current issues with SLT, who are working with Strategy and Insight to produce a PSSC strategy for engagement.</p> <p>All operational staff in the East ACR were issues with a staff survey in which they were invited to anonymously submit their views on 3 positive influences on their role, 3</p>	<b>No further activity, action complete.</b>	<b>Complete January 2024</b>

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No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		<p>preventative factors that impact their role, and 3 areas for improvement which could positively improve their ability to undertake their role. The results have been collated and analysis is under way. Action will be taken balancing this feedback with the ongoing and planned work to steer improvements in the business to that staff can directly influence change.</p> <p>On a Division-wide level, the C3 Improvement Team work tirelessly to improve employee engagement and improve submission rates. This includes multi-channel communications via newsletters, intranet, emails, digital signage, EDI physical noticeboards and SMT in-person engagement. There is a clear recognition that we must avoid survey fatigue which will result in low response rate and so the frequency and form of surveys is under continuous review.</p>		
7.4	Police Scotland should explore opportunities to enhance a culture of learning and continuous improvement	C3 ONE framework signed off by C3 Senior Leadership team in December 2023. This has been endorsed by ACC Bond and is	<b>No further activity, action complete.</b>	<b>Complete January 2024</b>

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No.	Supporting Action	What we've done	What we will do	Target / Completion Date
	among its officers and staff.	<p>being actively implemented by all business areas across C3 Division, demonstrating a commitment to embracing a culture of continuous improvement.</p> <p>BAU updates all integrated and C3 courses on SCoPE require a bi-annual review in line with College processes. This is completed when needed.</p> <p>The Learning Zone has existing CPD offerings and C3 L&amp;D are proactively seeking to develop new inputs. For example, videos / presentations on topics like the Coastguard or Mountain Rescue. This also makes them available to staff and officers post initial training. Technological limitations currently restrict the type of content we can use.</p>		
7.5	Refresh and improve the SMART DIARY application	<p>New SMART DIARY application will provide several benefits, including:</p> <ul style="list-style-type: none"> <li>• Additional grouping function i.e. a third group level allowing us to differentiate by division</li> <li>• Fixes to some functions that should be</li> </ul>	<b>No further activity, action complete.</b>	<b>Complete September 2023</b>

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No.	Supporting Action	What we've done	What we will do	Target / Completion Date
		based only on access • Ability to suggest diary to use based on beat of incident • Additional group level added which will assist on utilisation stats break down.  New diary development and delivery will take place after the team support NICCS end to end testing/regression testing.		

**Recommendation 8:** The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
8.1	Establish a CAM Tactical Forum with terms of reference involving key internal stakeholders to monitor the progress of the Improvement Plan, and Areas for Development, ensuring alignment with BAU activities	CAM Tactical group formed with ToR agreed and monthly meetings in place. ESF completed and presented to SPA PPC 12/09/2023.	<b>No further activity, action complete.</b>  <b>HMICS confirm as closed December 2023.</b>	<b>Complete September 2023</b>

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**Recommendation 8:** The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.

No.	Supporting Action	What we've done	What we will do	Target / Completion Date
8.2	Engage with the SPA in relation to six-monthly reporting to the SPA Policing on CAM Management Information and progress on the CAM Improvement Plan	Six monthly reporting to be prepared for SPA PPCW.  PPCW will consider the combined improvement plan on all assurance review recommendations on a 6 monthly basis during delivery, including detail of progress against areas for development as outlined in the report. ESF completed and presented to SPA PPC 12/09/2023.	<b>No further activity, action complete.</b>  <b>HMICS confirm as closed December 2023.</b>	<b>Complete September 2023</b>

**Areas for development**

Theme	Outcome	Comment
<b>Service Delivery</b>	Police Scotland should implement a refreshed communications and engagement plan for Local Policing officers	Links to R1.4 & 1.5

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<b>Areas for development</b>		
<b>Theme</b>	<b>Outcome</b>	<b>Comment</b>
	<p>and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.</p> <p>Police Scotland should ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim disengaging.</p>	
<b>THRIVE assessments</b>	<p>Police Scotland should include THRIVE training on the First Line Manager and Operational Command training courses.</p> <p>Police Scotland should ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.</p>	Links to R2.5 & 3.4
<b>Demand</b>	Police Scotland should capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored.	Links to R4.3
<b>Partnership working</b>	Police Scotland should establish indicators that will measure the effectiveness of its partnership working arrangements in relation to delivering CAM benefits.	Links R6
<b>Workforce</b>	C3 Division should seek to improve staff survey submission rates, to reap the maximum benefits.	Links to R7.3, 7.4 & 7.5

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<b>Areas for development</b>		
<b>Theme</b>	<b>Outcome</b>	<b>Comment</b>
	<p>Police Scotland should continue to enhance a culture of learning and continuous improvement among its officers and staff.</p> <p>Police Scotland service advisors and C3 Division staff should receive enhanced mental health training, including awareness of the Distress Brief Intervention.</p>	