



Meeting	Audit, Risk and Assurance Committee
Date	7 November 2023
Location	Online
Title of Paper	Police Scotland Audit and Improvement Recommendation Tracker – Q2
Presented By	Deputy Chief Constable, Professionalism
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A: Audit and Improvement Dashboard Appendix B: Audit and Improvement 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 progress detailed within the 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.
- 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.

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 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the progress detailed within the report.



Audit and Inspection Recommendations Dashboard

Reporting Period: Q2 June to September 2023

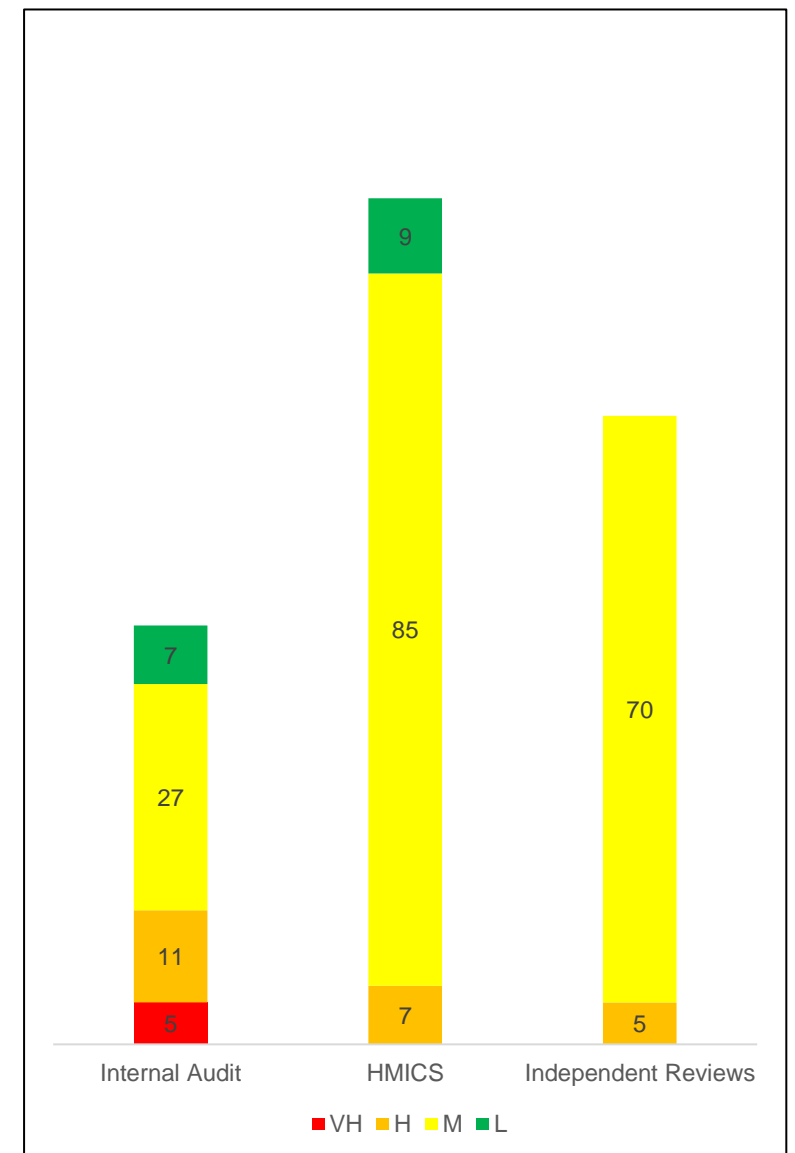
Police Scotland Recommendations Dashboard

Total	Ongoing	Delayed	Pending	Very High Risk	Closed to date
226	170	50	6	5	26

Recommendations Management – Highlights

- 26 recommendations closed.
- 77 new recommendations were added since the last meeting. 11 Internal Audit, 29 HMICS and 37 Independent Reviews.
- 6 recommendations are pending which means the action is complete but requires evidence of implementation/impact or they have been put on hold as they will be addressed by a dependency. Shown on Slide 5.
- 12% (28) of recommendations have a Very/High Risk status. 5 recommendations are classified as Very High Risk. They relate to Compliance PAVA/Airwave x 3 and RDU Project x 2.
- Overall 78% of ongoing recommendations are on track.

Open by Body & Risk

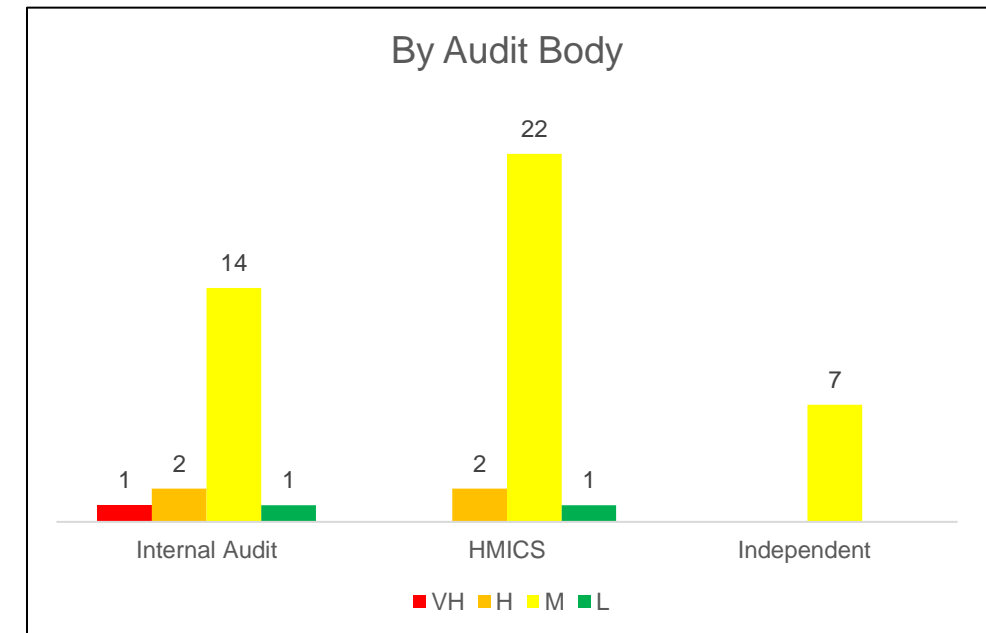


Delayed – Overview

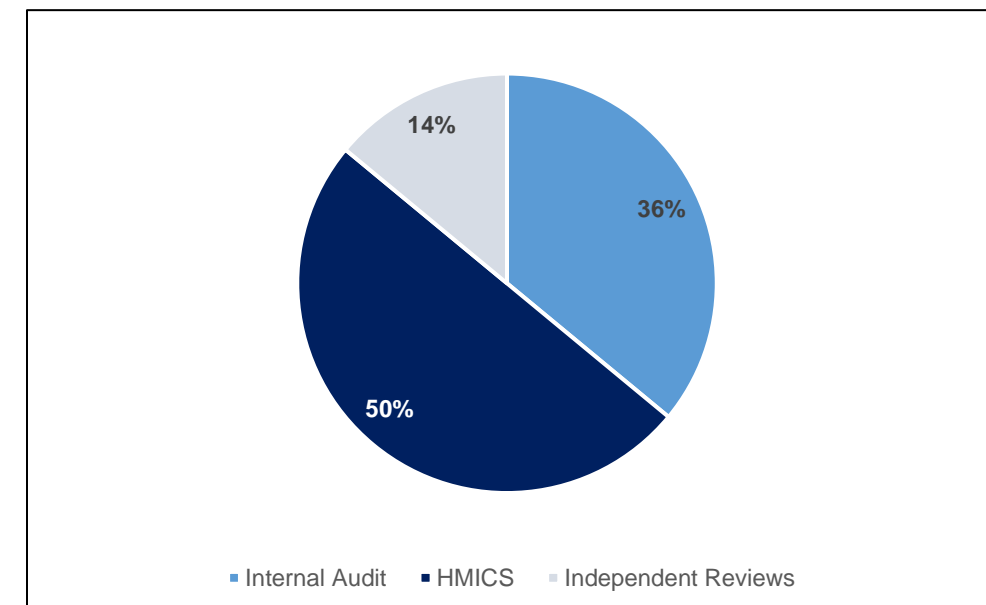
Overview

- 50 recommendations have incurred delays. This is an increase since the last report. 20 new recommendations were reported as delayed this quarter and further detail is provided within slides 6-11. 7 of these new delays are short term and will be addressed within the next 6 months.
- 10% of all delays have a Very High/High Risk status.
- Half of the delays relate to HMICS recommendations.
- Complexity, re-prioritisation, decision-making linked to budget, dependencies with other work and the movement of staff are some of the main reasons why recommendations are delayed.
- When recommendations relate to growth areas or developing new approaches, these tend to take longer to resolve and often require to be re-planned. 19 of the 50 delays are in this category requiring new approaches to be developed.
- When delays occur, we scrutinise the work undertaken to understand the barriers to completion and report these through our Management Board structures for additional governance.

Risk Profile of Delays by Audit Body

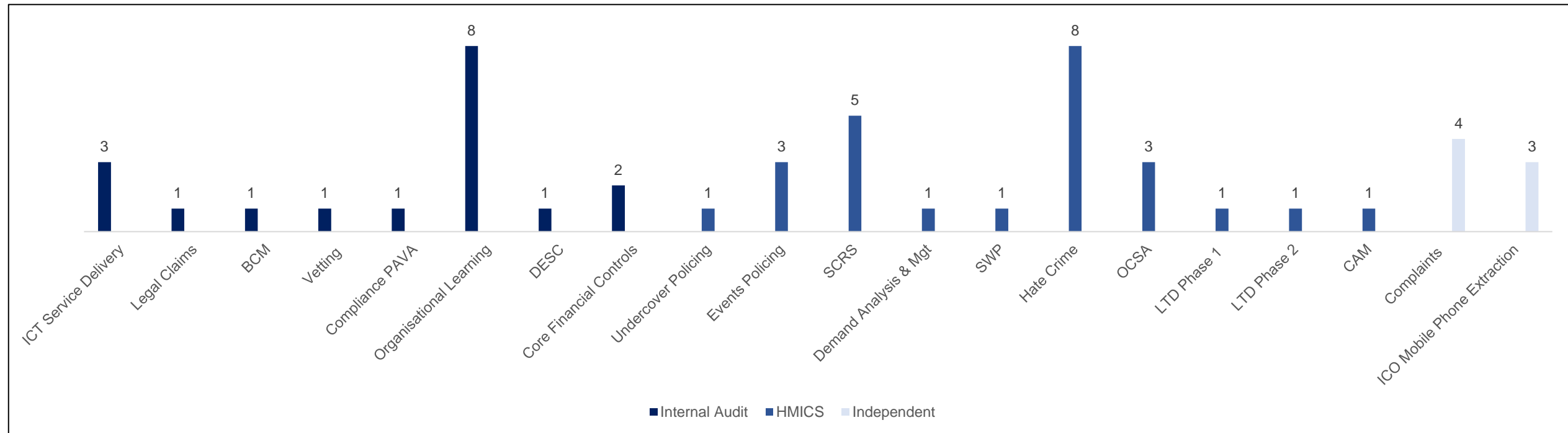


% of Delays by Audit Body



Delayed – By Audit Body

Summary of Delays by Publication



Pending

Recommendations where we have taken all the action we set out to but we cannot yet evidence the impact or there might be a dependency that is delaying this work.

Report / Date	Recommendation	Risk	Date	Owner	Status
Benefits Realisation Internal Audit October 2020	3.2 Performance Impact of Realised Benefits	High	Dec-21 Mar 23	Digital	Meeting scheduled for 10 October with BDO to discuss. Agree to put on hold pending the availability of evidence or the next audit.
Benefits Realisation Internal Audit October 2020	5.1 Organisational Performance Reporting	High	Dec-21 Mar 23	Digital	Meeting scheduled for 10 October with BDO to discuss. Agree to put on hold pending the availability of evidence or the next audit.
Demand Analysis & Mgmt June 2021	R05 Leadership of Scrutiny Processes	M	Feb-22 Apr 23	TBD	Strategy and Analysis have completed the action that HMICS requested but some further changes to our structures means more evidence is required. This requires to be tasked out wider in the organisation to address the residual points raised by HMICS.
ICT Service Delivery April 22	3.1 Demand Planning and Prioritisation	H	Dec-22 Unknown	Digital	Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 was been applied to these actions when the TOM/Strategy will have gone through governance but there has been no further clarity on full funding to set out next steps and deliverables.
ICT Service Delivery April 22	4.1 Resource Planning	H	Dec-22 Unknown	Digital	Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 was been applied to these actions when the TOM/Strategy will have gone through governance but there has been no further clarity on full funding to set out next steps and deliverables.
ICT Service Delivery April 22	2.2 Service Catalogue	M	Dec-22 Unknown	Digital	Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 was been applied to these actions when the TOM/Strategy will have gone through governance but there has been no further clarity on full funding to set out next steps and deliverables.

New Delays – HMICS

Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
OCSA Aug 21	R11 - Wellbeing Support Police Scotland should review the current arrangements around staff welfare and develop a wellbeing policy that involves appropriate support and monitoring for police officers and staff who have a dedicated role the response to online child sexual abuse.	M	May 23 Imminent	4 months	This has been a thorough piece of work to develop the policy for wellbeing support across the roles impacted by this recommendation. There has been significant consultation in order to get to a final position. The document is going through final governance.
Online Child Sexual Abuse (February 2020) HMICS Thematic	R6 – IIU Staff Structure Police Scotland should review the resources and structure of the Internet Investigation Unit and Telecommunications Investigation Unit to ensure that the force is able to meet current and future demand in relation to initial risk assessment, triage and intelligence development. R8 – Digital Forensics Police Scotland should work with the Crown Office and Procurator Fiscal Service to establish a pragmatic and realistic approach to digital forensic examination requests.	H M	March 2023 TBA Imminent	7 Months	R6 – Whilst we have addressed the first part of the recommendation by reviewing the structure of IIU, there has been no significant change to deliver the impact that HMICS seeks. A decision to progress with the recommendations from the SERR would need to be progressed before this can be considered closed. R8 – awaiting briefing paper finalisation on new process for approval then can be submitted for closure

New Delays – HMICS Cont

Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
SWP HMICS Assurance Review Aug 2022	R03 Target Operating Model Police Scotland should establish a clear model and plan for producing a Target Operating Model and set out a route map for its delivery through business planning and change activity.	M	Sept 23 Dec 23	3 months	<p>We have a plan for the continued development of the agreed PSoS operating framework (which includes the TOM and a priority area dashboard). Whilst this work was due to complete in line with the strategic refresh, we are now working with the Executive Team to agree when the key activity for the TOM and dashboard can take place .</p> <p>A presentation to the previous Chief Constable on the operating framework gave us the green light to continue the work with his Executive, with the view that the timeline would change to accommodate the new Chief coming into position.</p> <p>The latest position on the budget work is also affecting the content and direction. The deadline for the end of September is likely to push out to the end of the calendar year.</p> <p>Work is continuing across the force to complete sections that can be populated. A meeting with HMICS is planned in for Sept and the latest position and product will be shared.</p>
CAM HMICS Assurance Review Sept 22	R01 - LP Appointments Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.	M	Nov 23 May 24	6 months	Assessed to be a more realistic timescale

New Delays – Internal Audit Cont

Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
Compliance Audit PAVA / Airwave	<p>4.1 We recommend that a central compliance monitoring regime is established to provide assurance over the issue, storage and use of PAVA. The findings identified within the report should be used to inform development of this process as a means of ensuring that the control weaknesses identified are appropriately addressed.</p> <p>We also recommend that a formal governance route is established both to oversee PAVA generally, and also oversee the results of compliance monitoring activities. Reporting to this group should provide a clear summary of identified issues and corresponding action plans to address identified weaknesses.</p>	VH	Jul 23 Jan 24	6 months	We have in place compliance monitoring as part of our interim procedures along with governance arrangements. The full evidence to address this finding will not be available until all component parts of the recommendations are in place – January 2024.
Core Financial Controls	<p>1.1 One-Off Suppliers We recommend that management review the outputs provided as part of this audit and consider whether potentially inactive suppliers identified are genuine one-off suppliers and whether these can be removed from supplier master data. We also recommend that, going forward, SPA complete an annual review of supplier data to identify one-off suppliers.</p>	M	Sept 23 Feb 23	5 months	The review of outputs is complete. The automatic deactivation of dormant suppliers has been configured and incorporated to the LIVE system. We anticipate this will be completed week commencing 09/10/23 and then quarterly in an ongoing basis. We will not be able to provide the evidence to demonstrate this until after Q3.

New Delays – Internal Audit

Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
Vetting Internal Audit	<p>1.1 Designated Post Review Police Scotland should update the Designated Post list to accurately reflect those posts requiring access to sensitive information, intelligence, financial or operational assets and the associated level of vetting required. Once complete, the list should be subject to a regular review cycle to ensure vetting levels remain appropriate. The FVU should facilitate this exercise to provide support and information to the decision makers in each business area.</p> <p>To improve efficiency, the Force Vetting Unit may also wish to consider implementing data input standards to be used when entering data into the system. This will allow checks to be carried out more easily in future.</p>	H	<p>Jul 23 Jan 24</p>	6 months	Review started in July 2023 and with the designated post list expected by Jan 2024. Decision to delay this review to complete as part of a wider National review. Following this annual reviews will begin in January 2025.
DESC Readiness Internal Audit	<p>We recommend that as Lead Delivery Partner, PSoS ensures that the terms of reference for the Programme Board are reviewed and kept up to date as part of the TAF recommend governance structure review.</p> <p>It is also recommended that all terms of reference relating to the programme are reviewed annually to ensure still appropriate for the needs of the DESC Project.</p>	M	<p>Jun 23 Oct 23</p>	4 months	The Project Board meeting that will review the output from this recommendation was due to take place on 17 October which was outwith the deadline for completing our follow up review and therefore this could not be included for closure this quarter. Minor delay to progress evidence through governance.

New Delays – Internal Audit Cont

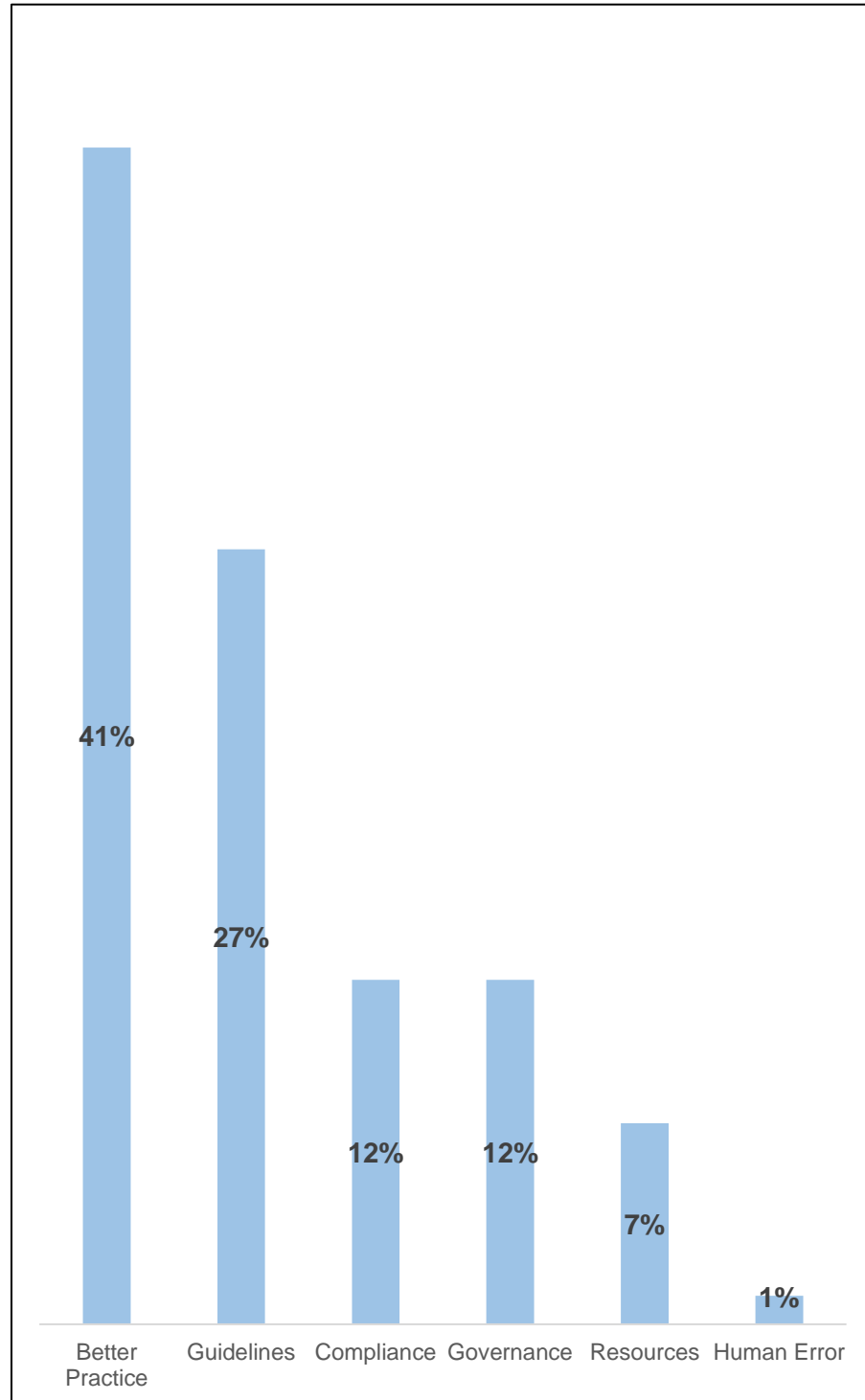
Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
Organisational Learning September 2002	8 x Recommendations covering Definition, implementation of an approach and appropriate resourcing to deliver. Recommendations also cover more practical processes for recording, storing and assessing learning.	M	Sept 23 Sept 24	12 months	Extensive work undertaken to assess the requirements but not yet approved or implemented. There are dependencies with the Training & People Strategies before the definition and framework can be finalised. Resourcing is also a factor which is impacted by current financial situation.

New Delays – Independent Reviews

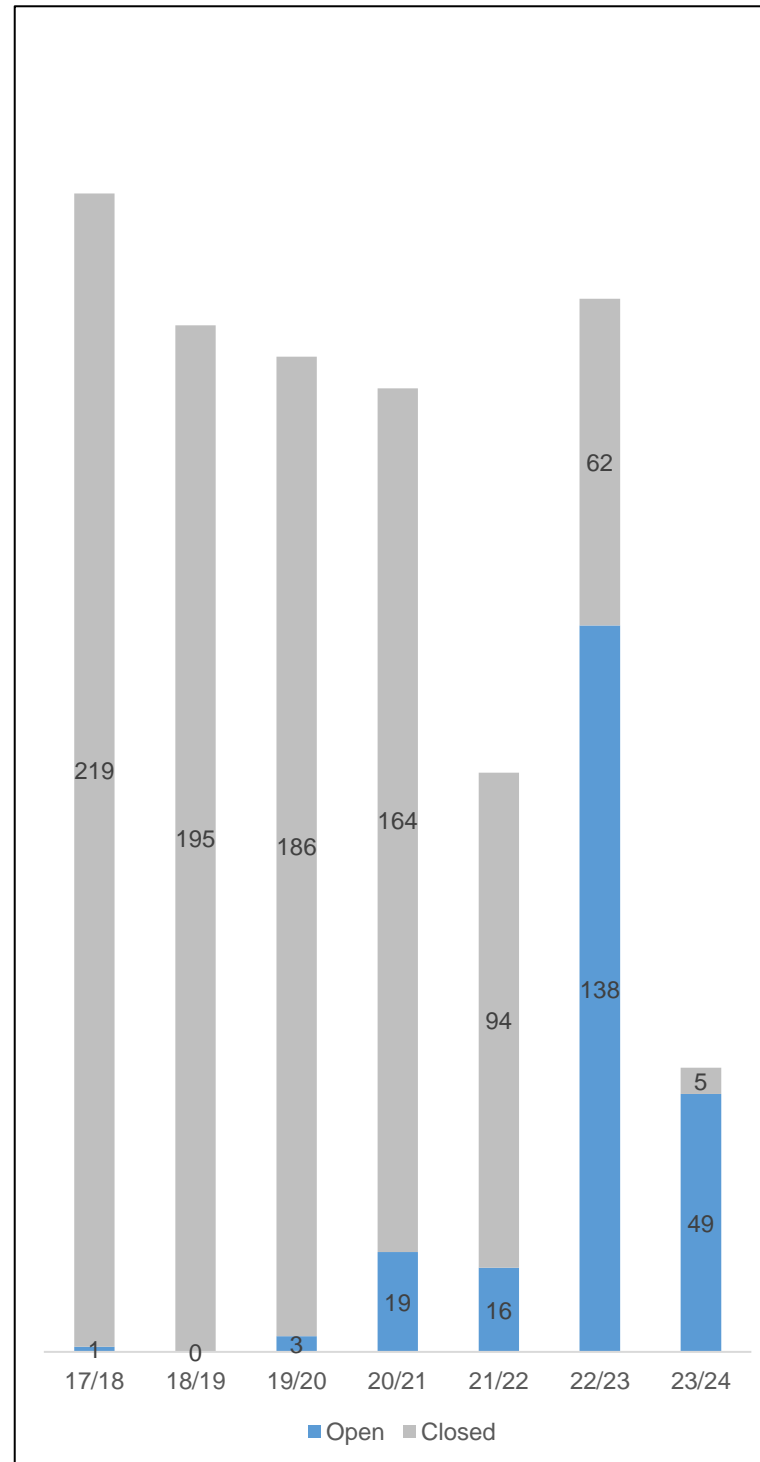
Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
ICO Mobile Phone Data Extraction June 2021	R04 Privacy Information... R05 Data Management... R06 Consistency of Approach...	M	June 2022 February 2023 DUE	16 months	Following a national review of Mobile Phone examinations, a review was undertaken in relation to Cyber Kiosks. The recommendations are dependent on the finalisation of the DPIA. The DPIA is now in place but requires some residual actions to be finalised.

Police Scotland Recommendations Trends

Recommendations by Theme (%)



Recommendations by Age



Summary

- Themes** – The largest proportion of recommendations relate to Better Practice meaning these are opportunities for continuous improvement rather than relating to non-compliance. There remain high numbers of recommendations in the Guidelines category which relates to policies, procedures to govern what, why and how activities are progressed. There has been a very small increase in the number of governance related recommendations in the last quarter. Guidelines and Better Practice are the themes with the highest number of delays.
- Age** – There has been positive movement with the closure of 6 of the oldest recommendations in 2018/19 & 2019/20. We continue to focus on reducing the number of recommendations in the oldest age category. Approximately 80% of the recommendations were made within the last 12-18 months.

Internal Audit Recommendations Progress Tracker - September 2023											
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)	Completion		
		Total Closed	Pending	Closed Sept	Delayed	On track					
Benefits Realisation October 2020 11 recommendations	1	1					<p>ON HOLD PENDING AVAILABILITY OF EVIDENCE</p> <p>These remaining recommendations are complex to address and evidence. We have documented the process within procedural documents to evidence the process in place in the absence of projects which have demonstrated realignment of resource. ARAC rejected our efforts to complete on advice of Azets. We are exploring other options but none of which will see these addressed in the short term.</p>	Change / Strategy & Analysis	100%		
	4	2	2								
	3	3									
	3	3									
Legal Claims Handling August 2021 8 recommendations							<p>Has a dependency with wider OL Framework but evidence submitted which outlines improvements to ET and motor claims learning.</p> <p>Organisational Learning scoping complete and requires decision on next steps and implementation but is also dependent on Learning and People Strategies.</p>	Head of Legal Services / ACC Professionalism and Assurance	88%		
	2	2									
	5	4			1						
	1	1									
Estates Management December 2022 7 recommendations							<p>Change of approach with a focus on savings is superseding this recommendation.</p>	CFO	100%		
	4	3		1							
	3	3									
ICT Service Delivery April 2022 8 recommendations							<p>3 of the delays are impacted by the development of the Target Operating Model and Digital Strategy which may address or supersede these actions when implemented. Revised milestone dates of August have been applied to these actions once the TOM and Digital Strategy has been approved and there is clarity on next steps. R2.2 Service Catalogue, R3.1 Demand Plan & Prioritisation, R4.1 Resource Planning.</p> <p>3 other recommendations are experiencing delays but are progressing</p> <p>R1.1 - Service Requests - in order to future proof this area of work a larger change is being implemented.</p> <p>R1.2 - Performance Reporting - This is progressing via the production of a newsletter but has a dependency with updating the Intranet.</p> <p>R2.1 - Performance Indicators - KPIs do exist but there has been limited consultation on their design. Once consultation has taken place to confirm the KPIs are the best fit for Police Scotland then this will address this action.</p>	CDIO	25%		
	3		2		1						
	5	2	1		2						
Business Continuity Planning June 2022 6 recommendations							<p>Recommendation regarding incorporating the policy within the wider guidance document is underway but has been given more time to enable consultation to take place.</p>	ACC Professionalism and Assurance	83%		
	2	1		1							
	3	2			1						
	1	1									
Vetting June 2022 17 recommendations							<p>A substantial amount of progress made in addressing these recommendations. One recommendation is requiring more time to co-ordinate with national approaches.</p>	ACC Professionalism and Assurance / CFO / CDIO	94%		
	9	8			1						
	7	6		1							
	1	1									

Internal Audit Recommendations Progress Tracker - September 2023											
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		Total Closed	Pending	Closed Sept	Delayed	On track					
Organisational Learning September 2022 8 recommendations	8				8		Recommendations delayed. Significant scoping undertaken and decision on implementation awaited.	ACC Professionalism and Assurance	0%		
Cyber Resilience January 2023 9 recommendations	2					2	1 closed this quarter Remaining actions not due until: 2 x Dec 23, 1 x Sept 24, 3 x Mar 25, 1 x Dec 25 Deep dive of progress and review of achievability ongoing	DCIO	23%		
Compliance PAVA / Airwave January 2023 9 recommendations	3				1	2	1 Very High Risk recommendation partially complete but will need to wait on full implementation to demonstrate the compliance monitoring arrangements in place.	ACC Professionalism and Assurance	11%		
Staff Absence and Modified Duties February 2023 11 recommendations	1			1			All actions now complete	Director of People and Development	100%		
DESC Readiness June 2023 8 recommendations	2	1				1	4 proposed for closure at this review. 1 closed pending evidence which will not be available until after the review period. 1 not yet due	Chief Digital Information Officer	75%		
RDU Redesign June 2023 10 recommendations	2					2	Actions not due in Q	ACC Operational Support	0%		

Internal Audit Recommendations Progress Tracker - September 2023										
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Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion	
		Total Closed	Pending	Closed Satisf	Delayed	On track				
Core Financial Controls July 2023 8 recommendations	4 3 6 2			4	2	1	1	There are very minor delays to the collection of evidence for two of these recommendations. We will provide examples of the testing completed at the end of Q3.	Chief Financial Officer	63%
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion	
		Total Closed	Pending	Closed Satisf	Delayed	On track				
Decision Making (Governance) October 2023 4 recommendations	4 3 2 2					2	2	Actions not due in Q	ACC Professionalism and Assurance	0%





















Audit Scotland / External Audit Recommendations Progress Tracker - September 2023														
Risk Grading Key	4	Very High Risk Exposure				3	High Risk Exposure		2	Moderate Risk Exposure		1	Limited Risk Exposure	
Awaiting publication														

HMICS Recommendations Progress Tracker - September 2023										
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure		
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Undercover Policing February 2018 19 recommendations							Delays R16 - Integrated Record Management System Early testing of the new system revealed that it did not meet our needs. New updated version awaited. Then full testing to take place thereafter.	ACC OCCTI	95%	
	6	6								
	4	4								
	9	8			1					
LP+ Events Inspection May 2019 15 recommendations							Recommendations remain ongoing. Briefing paper being prepared for July SLB which will present an updated position re resourcing. We have completed Evidence Submission Forms and awaiting business approval to send to HMICS.	ACC Operational Support	80%	
	15	12			3					
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.	ACC Crime and Public Protection / ACC OCCTI	73%	
	5	3			2					
	6	4	1	1						
Training and Development-Phase 1 December 2020 17 recommendations							Significant progress has been made in the development of an overarching understanding of training and alignment to the core organisational needs. However, the strategy has not yet been delivered and the earliest indication of the new operating model is 2024. This recommendation to stay open till the strategy is in implementation.	DoPD ACC Partnerships and Prevention	94%	
	17	16			1					
Scottish Crime Recording Audit March 2021 6 recommendations							1 recommendation approved for discharge. Major dependency with new Crime Application (COS) which is delayed from original September 2022 date. Comprehensive updates provided to SPA Policing and Performance Committee. In light of some of the developments, these actions are undergoing a comprehensive review to consider action to be taken. 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	17%	
	6	1			5					
Hate Crime June 2021 15 recommendations							R2 National Policy and Local Delivery Coordination - COS dependency 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 - Evidence submission prepared. R13 Hate Crime Perpetrated Against Officers and Staff (data and insights)	ACC Preventions, Partnerships and Community Wellbeing	47%	
	15	7			8					

HMICS Recommendations Progress Tracker - September 2023														
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		Total Closed	Pending	Closed Sept	Delayed	On track								
Demand, Analysis and Management July 2021 12 recommendations							R05 Leadership of Scrutiny Processes - requires evidence of transformation implementation - proposed for closure or pending evidence R07 - Organisational Design ongoing (R3 we are monitoring along with SWP action R5)	DoSA	83%					
	1	1												
	11	9	1		1									
Training and Development Phase 2 September 2021 10 recommendations							The remaining recommendation is partially complete but requires us to present further evidence of how revised EDI data and insights is being used to inform strategies. We anticipate being able to demonstrate full implementation when we finalise the People Strategy.	DoPD	90%					
	10	8		1	1									
Strategic Workforce Planning August 2022 10 recommendations							1 recommendation to be closed in due course some replanning is required We are currently working to present Evidence submissions to the November Committee.	DOSA CDIO	10%					
	10			1	1	8								
Contact Assessment Model January 2023 8 recommendations							The action presented for closure relates to developing a mechanism to dealing with Areas for Development. There was an administrative error in applying the timescales to 3 recommendations - R3, R4 & R6. This has been corrected and reported to Policing Performance Committee. 1 recommendation has been delayed - following review it was assessed that the original timescale was unrealistic.	ACC North	13%					
	1					1								
	7			1	1	5								
Domestic Abuse January 2023 14 recommendations							Actions in progress. First milestones to be met end of December 2023.	ACC Major Crime & PP	0%					
	14					14								
Joint Inspection of Custody (Health Improvement Scotland) January 2023 1 recommendations (Police Only)							Action plan to be developed and risk assessment applied/confirmed	ACC Criminal Justice	0%					
	1					1								

HMICS Recommendations Progress Tracker - September 2023									
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)	Completion
		Total Closed	Pending	Closed Fast	Delayed	On track			
Joint Inspection of Alternatives to Prosecution February 2023 4 recommendations (Police Only)	4					4	Action plan in place	ACC Criminal Justice	0%
Joint Inspection of Custody (Health Improvement Scotland) - LANARKSHIRE April 2023 10 recommendations (Police Only)	10					10	Action Plan in place and will be reported to Policing Performance Committee December 2023.	ACC Criminal Justice	0%
Forensic Toxicology April 2023 14 recommendations	14					14	Action plan to be developed and risk assessment applied/confirmed	ACC Crime & ACC Operational Support	0%
Joint Inspection of Custody (Health Improvement Scotland) - TAYSIDE July 2023 5 recommendations (Police Only)	5					5	Action Plan in place and will be reported to Policing Performance Committee December 2023.	ACC Criminal Justice	0%
Vetting Assurance Review October 2023 14 recommendations	14					14	Action Plan underway. Still to be risk assessed	ACC Professionalism and Assurance	0%

Other Recommendations Progress Tracker - September 2023

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Sept	Delayed	On track			
Independent Complaints Handling Review November 2020 26 Police Scotland only recommendations <small>(+10 recommendations where we work in partnership with other organisations but do not have the lead)</small>	   						3 of the delays relate to changes to Centurion 1 is partially complete relating to rank ratios and sergeant workload 1 is pending - it is complete in that an Independent Review of Equality is underway but has yet to report findings. Not within Police Scotland control	ACC Professionalism and Assurance	 81%
ICO Mobile Phone Data Extraction by Police in Scotland June 2021 6 recommendations	   							ACC OCCTI	 33%
PSNI Independent Review of ET & Grievance 17 learning points / recommendations	   						6 proposed for closure A number of others at an advanced stage with closing updates to be provided for another 3. Significant number of dependencies with existing and new workstreams.	Force wide actions ACC Professionalism and Assurance (Chair, SOG)	 71%
ICO - The processing of victims personal data in rape and sexual crime offences January 2023 4 recommendations	   						New actions added	ACC Crime	 0%

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Sept	Delayed	On track			
Biometric Data - Vulnerable Adults in Police Custody March 2023 3 recommendations	High						New actions added	ACC Crime	0%
	Medium								
	Medium-Low	3				3			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Sept	Delayed	On track			
Biometric Data - Children in Police Custody March 2023 4 recommendations	High						New actions added	ACC Crime	0%
	Medium								
	Medium-Low	4				4			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Sept	Delayed	On track			
PIRC Triage of Complaints about the Police March 2023 8 recommendations	High						New actions added	ACC Professionalism	0%
	Medium								
	Medium-Low	8				8			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Sept	Delayed	On track			
Records Management 2022 Assessment - Keeper of Records Scotland June 2023 8 recommendations	High						New actions added	ACC Professionalism	0%
	Medium								
	Medium-Low	8				8			
	Low								