

<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>11 October 2022</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Crime Audit Improvement Plan – progress update</b>
<b>Presented By</b>	<b>Detective Chief Superintendent Laura Waddell, Specialist Crime Division</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>YES Appendix A - TOR Crime Data Integrity Audit Appendix B - Improvement Plan Progress Report August 2022</b>

**PURPOSE**

The purpose of this paper is to provide the SPA Policing Performance Committee with a summary of Police Scotland’s progress on the recommendations from the recent HMICS Crime Audit 2020.

Members are invited to discuss the content of this paper.

## **1. BACKGROUND**

- 1.1 Since the presentation of the Crime Audit Improvement Plan to the SPA Policing Performance Committee on 1<sup>st</sup> September 2021, Police Scotland has been actively engaged with key internal stakeholders.
- 1.2 The Crime Audit Tactical Group continue with the appropriate tasking and delivery of all actions, against each of HMICS' Crime Audit 2020 Recommendations, and reporting progress to the Strategic Governance Board, chaired by ACC Crime and Public Protection, on a bi-monthly basis.

The inclusion of key internal stakeholders in this tactical group has allowed for the identification of short, medium and long term priorities for each of the recommendations and has ensured strategic alignment of related project activity across the organisation.

Progress on recommendations continues to be dependent on the Divisional/Regional rollout of COS and also impacted by wider resource prioritisation/capacity release identified by the Operational Priorities, Capacity and Resilience Sub Group (OPCRG).

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **2.1 Summary of progress**

An agreed programme of Data Integrity Audits has commenced alongside the rollout of the national crime system; findings and required mitigations from these audits are actioned with improvements monitored through the Crime Audit Tactical Group and Strategic Crime Audit Group to ensure appropriate oversight and direction.

Progress made against each of the 6 recommendations contained within the HMICS Report is summarised in the following table.

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
<b>1</b>	The Scottish Police Authority and Police Scotland should ensure that the results of internal and external crime recording audits are publicly reported, including a statement of compliance in their joint Annual Report and Accounts from 2020/2021 onwards.	<p>Crime Data Integrity Audit proposal and Terms of Reference were approved by ACC Major Crime and Public Protection on 26/04/22, presented to Professionalism and Assurance Strategy Group and approved by Crime Audit Strategic Group on 18/05/22.</p> <p>A Crime Data Integrity Assurance Audit Timeline has been created, to align with the phased national rollout of and dependent on the actual timelines of COS implementation across Divisions/Regions.</p> <p>N Division Data Integrity Audit completed with key findings and learning discussed at Crime Tactical Group on 4<sup>th</sup> August with action log maintained.</p> <p>Joint approach agreed with SPA in respect of the compliance statement for the 2021/22 Annual Report and Accounts</p> <p>The outcomes, and resultant improvement activity, from this audit programme will continue to be reported to the SPA Policing Performance Committee.</p> <p><b>Recommendation now closed by HMCIS.</b></p>
<b>2</b>	Police Scotland should revise its current Crime Recording Strategy to focus on effective implementation and better consider the required level of cultural change required to improve SCRS compliance.	<p>SCRS manual updated in line with terminology from the national crime system approved by the Scottish Crime Recording Board in February 2022.</p> <p>Revisions to the Crime Recording Policy are dependent on the agreed structures and processes in place which continues to evolve with the rollout of the national crime system and the FMOR project.</p> <p>With the key dependency on the model and responsibilities for</p>

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
		<p>Crime Management Units and Divisional responsibilities that emerge from recommendations 3 and 4, the Crime Recording Policy and SCRS Manual will be amended to take account revised processes from the rollout of the National Crime System and Crime Management structures.</p> <p>Following submission for consideration of closure, HMICS advised that further evidence will be required in due course in relation to revision of the strategy and any associated work which ensures it is fully embedded to effect culture change in particular, the getting it right first time approach.</p>
<b>3</b>	<p>Police Scotland should review its overall approach to incident compliance, considering what constitutes best practice in quality assurance processes in C3, specialist units and front line policing, establishing clear relative roles and responsibilities.</p>	<p>The agreement to conduct Crime Data Integrity Audits for 2022/23 aligned with the rollout of the national crime system will identify key findings and learning which will be monitored by the Crime Audit Tactical and Strategic Groups. This will continue to evolve until the national roll -out is completed and link into recommendation 6.</p> <p>The Business Change Analysts in the team are continuing to develop the 'to be' process maps for incidents and crimes and are engaging with divisions regarding this. This work will support the development of standardised practises for CIMU staff within the COS Crime platform as it rolls out.</p> <p>Work will shortly begin with the Crime Registrars, Crime Managers and CERP colleagues to detail what common processes and practices that should be undertaken during incident management, initial SCRS assessment of CRs and final filing of CRs including quality assurance elements.</p>

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
		<p>Once agreed, these standardised processes will be rolled out in A, D and N Divisions to test and evaluate the effectiveness of these before a national approach is agreed. These defined processes will be influenced by the health checks and integrity audits undertaken within D and N Divisions to date and will involve A Division as COS Crime is rolled out in the Division.</p> <p>To assist with this work, and minimise failure demand, the FMOR Project Team have developed a Guidance Document for Operational Officers which highlights the key aspects of STORM and COS Crime that should be completed by Reporting Officers to ensure there is sufficient information to pass a SCRS assessment both at initial assessment and final filing. This document is closely linked to the training that is being developed and refined both for CIMU staff and Operational Officers going forward.</p> <p>A formal national Learning Pathway for CIMU staff is continuing to be developed. Two of the FMOR Project Team undertook a week long Introduction to Training Skills course at SPC and have taken the learning from this to refine the training proposal that is in development. The Training Lead has begun to compile a Training Request Form to formalise the training proposal with assistance of our Training Partner in LTD.</p> <p>Further work is required to ensure that the proposal accurately reflects the touch points and crossovers with C3 (CERP) and CJ Case Management so that training can be aligned and rationalised as best as possible.</p>

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
<b>4</b>	Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.	<p>The Initial Business Case (IBC) regarding the wider proposals relating to future governance, structures, demand, staffing profiles and workforce mix has been paused at this stage due to the reduction in project resources and work being undertaken on behalf of the Operational Priorities, Capacity and Resilience Sub Group (OPCRG) relating to capacity release from the wider Middle Office.</p> <p>The FMOR Project has moved under the governance of the Local Policing Programme and CS Gregg Banks with Supt. Jason Carrigan being appointed as the new Business Lead.</p> <p>Discussions are ongoing regarding project support and additional resourcing to allow work to recommence. FMOR Project resources will be committed to the work of the OPCRG for the remainder of August 2022 until a decision is made regarding any future work in this space.</p> <p>Process mapping and training development will continue as detailed in recommendation 3. The pausing of the work around the IBC will have an impact on the delivery of the North Pathfinder and in turn this recommendation is now scheduled for delivery 31st March 2023.</p>
<b>5</b>	Police Scotland should develop a comprehensive approach to organisational learning and training,	A formal national Learning Pathway for CIMU staff is continuing to be developed, with the use of trained FMOR trainers, who are using their learning to refine the training proposal that is in

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
	<p>with consistent approaches to the introduction of new or changes to legislation, to more effectively support delivery of its crime recording strategy</p>	<p>development. Further work is required to ensure that the proposal accurately reflects the touch points and crossovers with C3 (CERP) and CJ Case Management so that training can be aligned and rationalised as best as possible. Phase 2 Probationer Training Package – a PowerPoint presentation has been developed which includes scenarios and discussion points. Benchmarking is ongoing with a sample of officers approaching their 2 year period of probation to ascertain what they would have liked to have known with regards to incident and crime recording at their Phase 2 stage. Once feedback is received the training package will be reviewed and provided to L&amp;D to review. The training package upon completion will be incorporated into Phase 2 Probationer Training, where agreement has already been approved for this to be included. It is expected that officers will have already been at Division for approximately 27 weeks at the stage of receiving this training. Training is expected to be carried out 'face to face', where possible, by Crime Registrars. Assessed to be completed and in place by 1st April, 2023. Specialist Unit Training – a previous PowerPoint developed in relation to Sexual Offences is being reviewed and updated. This will be incorporated into training for staff moving into the specialist units such as Public Protection Units. Work has still to be carried out to decide on how this can be logged via SCOPE.</p>

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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
		Assessed to be completed and in place by 1st April, 2023. Crime Registrar Training – enquiry is being made with the College of Policing in an effort to obtain the Crime Registrar training package used for Crime Registrars in England and Wales. Whilst this will not be relevant for Scotland due to legislation and differences in recording rules, it is hoped that learning can be gained from this to allow a Crime Registrar Training package to be compiled for future Crime Registrars/Deputies. At this stage initial enquiry is being made and whilst a date cannot be provided for completion, it is hoped by the end of 2023 a training package will be ready.
<b>6</b>	It is recommended that the Police Scotland Core Operating Solutions (COS) Programme review its approach to business change as part of the implementation of the new single national crime recording system, taking the opportunity to standardise and streamline business, audit and quality assurance processes.	COS rollout has completed in the North region, progressing next to the East region and thereafter the West region - all Divisional/Regional rollouts subject to change, full delivery is expected by 31 <sup>st</sup> December, 2023. COS Performance Review Group to join the Crime Tactical group, in order that performance issues can be addressed. The Chief Data Office has recently established the Master Data Group with the following remit:- To provide central oversight and governance of data standards, shared/common data, (i.e. Nominals and locations) and maintain/monitor enterprise wide data risks. To monitor projects that impact multiple data elements across Police Scotland. This will be integral to the roll out of national processes. To promote and deliver common data standards within Police Scotland which will support the efficient and effective capture of



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	<b>Recommendation</b>	<b>Progress as at August 2022</b>
		<p>data across all future technical policing applications. Responsibility for establishing and directing the maintenance of organisational data and the master data index. The group will meet for the first time on 22<sup>nd</sup> September and will be managed by the Data Governance Department. It will be attended by colleagues from Data Ethics, Information Assurance, Data Protection and SME's from across the organisation to ensure a coordinated approach in relation to all data activities within Police Scotland</p>

Further detailed information on these improvement actions, updates and next steps is attached at **Appendix B.**

## **2.2 Timescales and Dependencies**

As previously reported, the complexity and cross cutting nature of the actions and delivery of the recommendations are heavily dependent on the delivery of the COS and FMOR Projects.

The COS platform has now been delivered to all divisions across the North region, with delivery to A Division completed on 10 August 2022. Implementing a new platform whilst at the same time transferring across legacy data (e.g. 1.6 million crime records and 3.7 million location records for A Division) is extremely complex requiring significant planning and technical problem solving expertise.

The challenge is such that for each divisional rollout in the North region, the implementation date had to be delayed to ensure the accurate transfer of data from numerous legacy systems. Whilst delays were incurred, the rollouts have gone well with the benefits of a truly national crime platform being realised.

The focus for COS rollout has moved to the East region, with all four divisions developing a Change Board and implementation plan. Work has already started on the technical requirements for the transfer of legacy data from each division into the new COS platform.

Following delivery to the East, implementation activity will be carried out for the West which is widely recognised as being the most challenging area owing to the volume of data to be transferred from an ageing legacy system and the significant change this will be for the largest regional rollout for Police Scotland.

The COS project was previously due to conclude by March 22/23 financial year. Like other parts of the organisation COS are losing Police Officers and Support Staff. The staff concerned had specific technical skills and expertise; their loss is slowing the COS rollout and impacting delivery. This has been recorded as a risk for the project and is monitored closely. Owing to the delays with data migration and implementation, it is recognised that COS will not be in operation across Police Scotland by March 2023, and the project will require to be extended. It is anticipated that full roll out will be achieved by 31<sup>st</sup> December, 2023. The project plan is currently being updated to reflect this position and refresh the dates to rollout to divisions across the rest of Scotland.

## **2.3 Data Integrity Audits**

D & N Division audit actions have now been added to the 4Action System for allocation and tracking purposes. Crime Registrars are now in the process of creating a working group to progress actions, with representation from a range of departments.

This group will drive forward improvements from issues identified during the original D Division Health Check and the N Division Crime Data Integrity Assurance Audit. These mainly relate to standardisation of data input and training and other subsequent audits conducted as the rollout moves from Division to Division.

Crime Registrars reported to the Crime Audit Tactical Group a range of Emerging Trends/Issues of Divisional Roll Out which will contribute to improvements in areas such as operational guidance for the management of Divisional backlogs and system configuration.

The group will engage with National Crime and Incident Management Forum, and continue reporting into the Crime Audit Tactical Group. The inclusion of COS Performance Review Group in the Tactical Group will provide a coherent approach to the dissemination of learnings/audit findings on a continuous basis aligned with the national rollout programme.

Due to National Crime rollout slippage Crime Registrars will audit A Division next, which is expected to commence at the end of September and report findings at the beginning of November. In mid-November Crime Registrars will conduct another D Division audit to assess recording 12 months on from the original pilot rollout and report findings at the end of December.

## **2.4 Next steps**

The Crime Audit Tactical group will continue to co-ordinate and push business areas to complete their actions to deliver against the Crime Audit Recommendations. A keen eye will be maintained on the resourcing of each of the business areas, and the impact this will have on delivery.

## **3. FINANCIAL IMPLICATIONS**

3.1 There are no presently identified financial implications connected to the delivery of the recommendations.

**4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications associated with this report.

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications with this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications with this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this report.

**8. COMMUNITY IMPACT**

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

**9. EQUALITIES IMPLICATIONS**

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

**10. ENVIRONMENT IMPLICATIONS**

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

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.



## Terms of Reference

<b>Assignment</b>	<b>Crime Data Integrity Audit</b>
<b>Business Area/Division</b>	Digitally Enabled Policing Programme
<b>Source</b>	Core Operations Solutions Assurance Framework
<b>DCC/DCO Portfolio</b>	DCC Malcolm Graham
<b>Background</b>	<p>The Scottish Crime Recording Standard (SCRS) was introduced in Scotland on 1 April 2004. The aim of the SCRS is to provide a more victim orientated approach that serves the needs of our communities, and ensures uniformity in crime recording practices throughout Scotland. It is the role of the Crime Registrar to ensure there is understanding and compliance with SCRS and to achieve comprehensive, consistent and accurate recording and reporting of incidents and crime in line with all relevant guidelines.</p> <p>In support of the Tayside pilot as part of the D Division Pilot Framework the Crime registrars were requested to carry out an initial Crime Data Integrity Audit to assess compliance in terms of the SCRS and additional quality assurance checks on a number data quality aspects of the crime system.</p> <p>The intention of a Crime Data Integrity Audit report was as a supportive mechanism in order to identify critical processes that are not operating optimally and or identify issues and potential risks as work progresses. This is in order to forecast challenges and to support to project team to prioritise areas for further investigation and quality assurance prior to full implementation.</p> <p>In recognition of the value that the early stage one Crime Data Integrity Audit provided within the Tayside Pilot, it</p>

	<p>has been requested that the Crime Registrars continue to support the COS roll out programme by conducting comparable Audits in line with the continued National rollout programme.</p> <p>These proposed Crime Data Integrity Audits support the National COS rollout programme assurance framework, and are far reaching. Whilst still incorporating SCRS compliance checks across a myriad of crime types, it will be much smaller in data set size. However, it will incorporate scrutiny of all data input fields, along with reviews of STORM cross referencing interoperability and SMART2 crime recording alignment. As such, the review process goes much deeper than that conducted during a routine SCRS Annual Audit.</p> <p>It is additionally proposed that the Crime Registrars return to D Division for a stage 2 audit, however, it has been deemed beneficial to delay this audit until 12 months post implementation, to give additional scope for the improvements related to the original Crime Data Integrity Audit findings to have been concluded.</p>
<p><b>Scope/ Review Objectives</b></p>	<p><u>Crime Registrar COS Stage 1 Data Integrity Audit</u></p> <p>The Crime Data Integrity Audit will comprise of an audit of crime records recorded by the Division.</p> <p>Stage One audit will provide a snapshot of the quality of recorded crimes obtained from a small sample (50 to 100 records) during Week 4 following rollout.</p> <p>It is anticipated that this sample will provide a sufficient spread of crimes and offences within the various crime groupings taking into account crimes which are detected and undetected and any which have been updated to No Crime. It is recognised that approximately one third of this number will be Road Traffic offences, which will be taken into account in obtaining sample data to ensure that this is weighted more heavily towards crime groups 1 to 6, which are more likely to highlight any SCRS or data quality issues. In obtaining data samples if it is considered that the mix of crimes and offences recorded in that one week period is insufficient to cover all the areas intended to be audited it may be necessary to include some records from an adjacent time period.</p>

### **Audit Methodology**

Specific areas which will be covered by the audit in addition to what would be expected in terms of SCRS compliance are:

- That all "related" crimes are attached to the main crime.
- Where a crime is marked detected and reported by SPR whether the recorded crime equals that reported on SMART 3 (National Case) and that the crime disposal on National Crime is correct.
- Where a crime is marked detected and dealt with by a Direct Measure that the circumstances justify the recorded crime and that crimes are counted correctly, e.g. are multiple Breach of the Peace (BOP) tickets issued for the same incident recorded as a single crime of BOP for the incident and do the circumstances amount to a BOP, are correct number of offences recorded where a VDRS is issued.
- Where a crime is marked undetected that the correct disposal has been applied.
- Where a Group 3 and 4 crime is recorded that all stolen property and all damage caused are correctly recorded.
- That a crime which would have been marked as "No Crime" on the previous crime system is correct and that the new disposal of "No Crime", "Raised in Error" and "Duplicate Record" has been applied correctly.
- That the correct tags and aggravators have been applied and that the locus and Modus Operandi are correct.
- That the link to STORM is being used correctly and relevant reference numbers are populated on both systems.

Some of the above areas may not be audited if full functionality is not available on national crime at the time of audit.

The Crime Registrars will work in conjunction with the COS team to monitor and track the improvements required, compare and contrast findings within each rollout and monitor improvements and/or identify common themes that require to be addressed.

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	<p><b>Stage Two Revisit Tayside</b> This SCRS Audit will involve a larger sample of crime data but will focus on SCRS compliance. The sample will be determined using a suitable sample size for audit which will be statistically significant.</p> <p>In addition the timelines for review will reflect standard SCRS audit timescales of 12 weeks.</p> <p><u>Timescales</u></p> <p>Stage 1 Data capture will commence week 4 post rollout data and will be analysed and reviewed from week 6.</p> <p>Stage 2 The stage two audit will data capture will ensure that a reasonable time has elapsed to allow records to be as complete as they can be in terms of enquiry and SCRS compliance. It is intended that work on the audit timescales will be reflective of standard SCRS Audit timescales.</p>
<b>Key Contacts</b>	Superintendent David Tonks, DEPP Colin Maclver Programme Manager
<b>Resources Assigned</b>	Colin Bain, Crime Registrar North Command Lorraine Ramsay, Crime Registrar East Command Lynne White, Crime Registrar West Command DS Derek Johnston, Deputy Crime Registrar West Command Angela Wood Head of Policy, Audit Risk & Assurance
<b>Timetable</b>	<p>Stage 1 Data Capture : Week 4 post rollout Audit Commences: Week 6 post rollout Report: Week 10 post rollout</p> <p>Stage 2 Approx. 12 months post Initial pilot Rollout</p>
<b>Agreed by</b>	ACC Smith 26 <sup>th</sup> April 2022

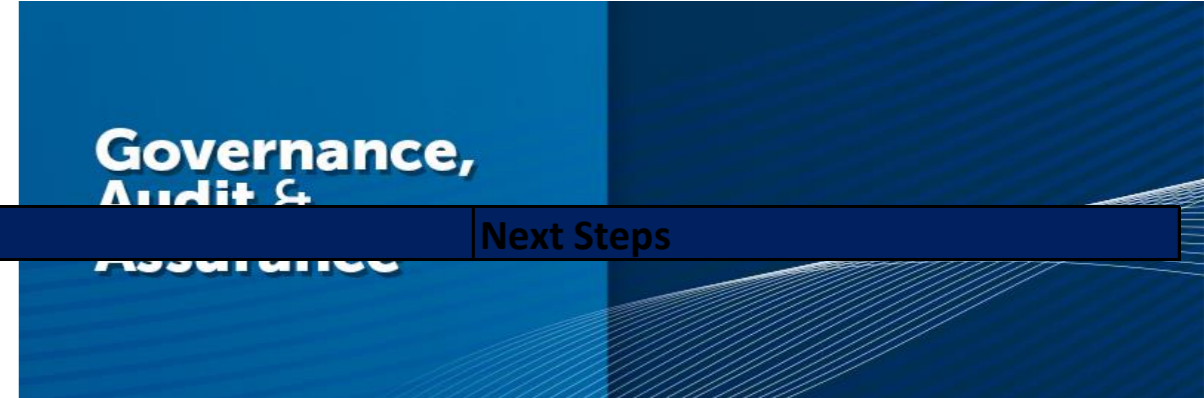


## Improvement Plan Template



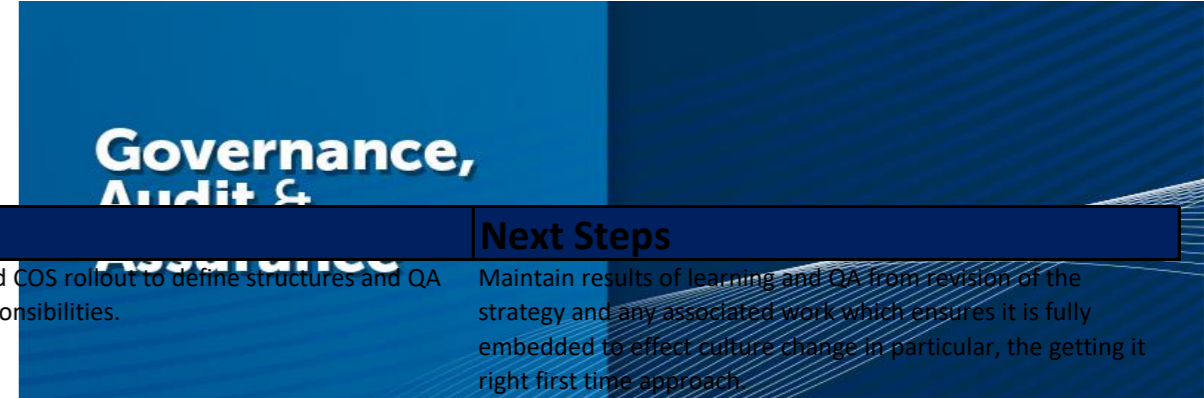
Crime Audit Tactical Group-Progress and Next Steps as at August 2022					
Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
<p><b>Recommendation 1</b></p> <p>The Scottish Police Authority and Police Scotland should ensure that the results of internal and external crime recording audits are publicly reported, including a statement of compliance in their joint Annual Report and Accounts from 2020/21 onwards.</p>	<p>1.1 Develop proposal for governance reporting arrangements which increase the visibility and develop consistency of approaches, with the expectation that results of audits would be shared with the groups that influence change, e.g. LPMB/COMB, allowing for ACC's to performance manage SCRS and Incident Compliance. and; in conjunction with Local Policing ACC's and Divisional Commanders; consider reporting performance and compliance data through Regional Delivery Boards(RDB's)/Operational Delivery Boards(ODB's) and Local Scrutiny Committees.</p> <p><i>Links with recommendations 1.4;2.1;2.2;6.2.</i></p>	Complete.	<p>05/08/22</p> <p>D &amp; N Division audit actions have now been added to the 4Action System for allocation and tracking purposes. Crime Registrars are now in the process of creating a working group to progress actions, and extend an invitation to members of this group to attend if they have had involvement in the roll out of the new system.</p> <p>Recommendations made by Crime Registrars mainly relate to standardisation of data input and training.</p> <p>Crime Registrars are looking for representation from departments such as L&amp;D, COS, FMOR, D and N Division Crime Management. Also individuals such as Det Supt Henry on behalf of the National Crime and Incident Management Forum.</p> <p>This group will drive forward improvements, from issues identified during the original D Division Health Check and the N Division Crime Data Integrity Assurance Audit, and other subsequent audits conducted as the rollout moves from Division to Division.</p> <p>Due to National Crime rollout slippage Crime Registrars will audit A Division next, all going well the audit will commence at the end of September and report findings at the beginning of November.</p> <p>In mid-November Crime Registrars will conduct another D Division audit to assess recording 12 months on from the original pilot rollout. With report findings at the end of December.</p> <p>31/05/22</p> <p>Crime Data Integrity Audit Proposal to replace Annual Scottish Crime Recording Standard 2022 Audit, with a series of Crime Data Integrity Audits, in order to support the integration and roll out of the National Crime System across Police Scotland whilst maintaining the integrity of SCRS recording..</p> <p>Crime Data Integrity Audit Terms of Reference approved by ACC Major Crime and Public Protection on 26/04/22.</p> <p>Proposal and terms of Reference presented to PASG on and approved by Crime Audit Strategic Group on 18/05/22..</p> <p>The findings of the crime data integrity audits will be far reaching and may extend beyond the responsibility of the COS team in terms of working towards mitigation. Therefore, due to the appropriate membership (Crime Registrars, FMOR, COS etc.) and interdependent objectives, it has been agreed that the findings and required mitigations are actioned and improvements duly monitored via the Crime</p>	<p>Police Scotland has put in place, in discussion with the Authority, a range of measures and approaches which ensure data quality, integrity and compliance. A programme of detailed data scrutiny, with specific data field deep dive activity, has been put in place for each division, to be undertaken in advance of the roll out of COS. Longer term a programme of Crime Data Integrity Audits have been established, creating a rolling 12 month audit of Scottish Crime Reporting Standard compliance at a divisional, and organisational, level.</p> <p>The outcomes, and resultant improvement activity, from this audit programme will be reported consistently through the crime audit improvement group ensuring coordinated lifetime management of audit findings and themes.</p>	<p>Recommendation closed by HMICS on 22/08/2022</p> <p>Key findings from Data Integrity Audit plan to be continued to be presented to the SPA PPC as part of the Crime Audit Progress Report</p>
	<p>1.2 Establish tactical and strategic forums to ensure consistency and sustainability of approaches to the HMICS Recommendations across all business areas.</p> <p><i>Links with recommendation 4.1-5.4;6.1-6.2</i></p>		<p>31/05/22</p> <p>Draft TOR developed for Crime Strategic Board.</p> <p>TOR for Crime Tactical Group revised to take account responsibility for assigning and monitoring recommendations arising from Data Integrity Audits and approved at Crime Audit Tactical group on 30/05/22</p>		
	<p>1.3 In conjunction with the SPA, identify appropriate arrangements for reporting to the relevant SPA Audit, Risk and Assurance Committee including:-</p> <p>(i)-Initial update on plans to address recommendations allocated to Police Scotland (PS) from the HMICS Crime Audit and thereafter progress update on each recommendations (in addition to the normal reporting on progress of improvement recommendations)</p> <p>(ii) Reporting on results of internal crime recording compliance checking; actions being taken to address any issues identified in line with PS crime compliance checking cycle.</p> <p><i>Links with recommendations 1.1;1.2;1.4;6.1.</i></p>		<p>31/05/22</p> <p>SCRS summary included with Crime Audit update to ARAC March 2022.</p> <p>Regular engagement taking place with PS Head of Local Crime and SPA Head of Strategy and Performance</p>		

## Improvement Plan Template



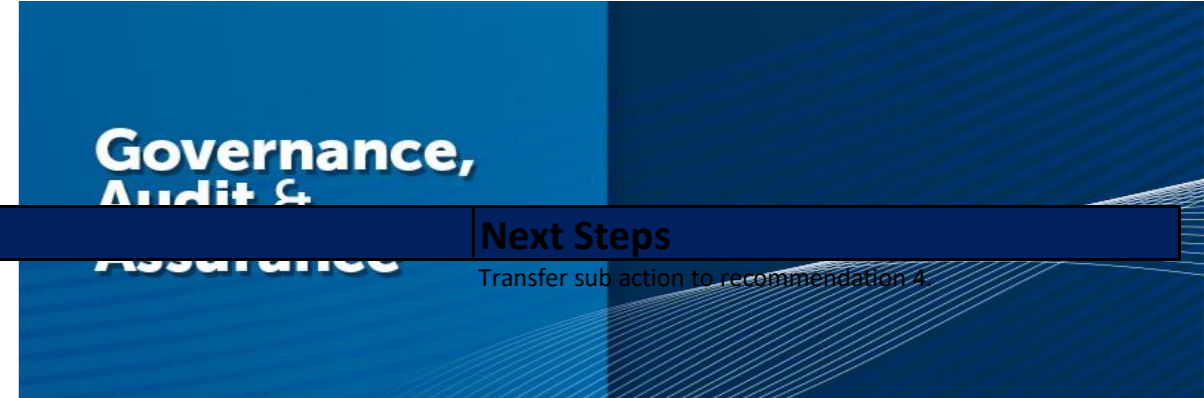
Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
	<p>1.4 Revise Audit Methodology document to deliver more complete assurance at all levels, including the following:-                      (i) annual reporting on crime types in order to inform thematic reviews;                      (ii) increased visibility of ownership and accountability for local and national quality assurance ;and                      (iii) clarification on roles and responsibilities within Crime Recording and Incident Management for Divisional staff, Specialist departments and National/Regional Crime Registrars.  <i>Links with recommendations 1.1;1.4;2.1;2.2; 4.1;6.1;6.2.</i></p>		<p>31/05/22                      Audit Redesign Proposal paper which was submitted to and signed off by PAGS in June 2021 This document was the catalyst for the review and amendment of the Crime Registrars Audit Methodology document.</p> <p>The change was thereafter fed to multi-agency partners at the Scottish Crime Recording Board through a similar paper in July 2021 (also attached). No issues were highlighted at that time as it was widely acknowledged that the changes to the audit process would better enable Crime Registrars to provide assurance around the higher risk issues highlighted by HMICS in their 2020 Crime Audit.</p> <p>Agreed Methodology and two staged approach included in the TOR for Crime Data Integrity Audit .                      Stage 1 :-                      Data Capture : Week 4 post rollout                      Audit Commences: Week 6 post rollout                      Report: Week 10 post rollout</p> <p>Stage 2                      Approx. 12 months post Initial pilot Rollout</p>		
	<p>1.5 Annual audit plan be developed in conjunction with Scottish Crime Recording Board to include general SCRS compliance and targeted/themed audits, consulted through Police Scotland internal governance boards and presented to SPA Audit, Risk and Assurance Committee for approval.  <i>Links with recommendations 1.1; 1.3;1..</i></p>		<p>31/05/22                      Data Integrity Audit proposal agreed with SCRB and HMICS and approved at Crime Audit Strategic Bard on 18th May 2022.                      A Crime Data Integrity Assurance Audit Timeline has been created, albeit as the go-live dates are not set in stone, this is subject to change. The only audit date we can be sure on is the yearly D Division SCRS revisit, as this will be conducted exactly a year after we started the original D Division Pilot Health Check which was in September/October 2021.</p>		
	<p>1.6 Plan to be agreed with SPA Head of Strategy and Performance for the inclusion of crime recording compliance in the Annual Report and Account for 2021/22 and annually thereafter.                      SPA to ensure the compliance of crime recording from the Chief Constable self-assessment is included within the the Chief Constable's self-assessment, supporting the Annual Report.  <i>Links with recommendation 1.5.</i></p>		<p>31/05/22                      Joint approach agreed with SPA (24/05/22) to compliance statement for the 2021/22 ARA.</p>		

## Improvement Plan Template



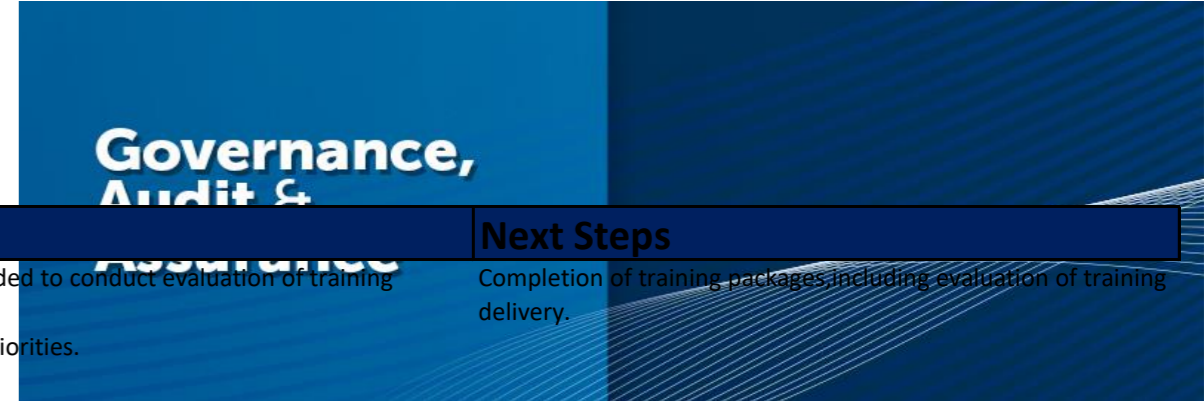
Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
<b>Recommendation 2</b> Police Scotland should revise its current Crime Recording Strategy to focus on effective implementation and better consider the required level of cultural change required to improve SCRS compliance.	2.1 Revise Crime Recording Strategy to include people /process improvements across all HMICS recommendations. Identify and develop criteria to measure the efficiency and effectiveness of the implementation of the strategy. <i>Links with recommendations 1.1;1.2;4.1;6.1;6.2.</i>	30/12/2023		Dependencies FMOR and COS rollout to define structures and QA processes,roles and responsibilities.	Maintain results of learning and QA from revision of the strategy and any associated work which ensures it is fully embedded to effect culture change in particular, the getting it right first time approach.
	2.2 Review SCRS Manual in consultation with key stakeholders to ensure the promotion of corporate expectations for incident management/crime recording and SCRS compliance ,in parallel with processes developed from the rollout of the national crime system. <i>Links with recommendation 1.4;4.1;6.1;6.2.</i>	30/12/2023	SCRS Crime Manual 2022 ratified at the Scottish Crime Recording Board in February 2022 and published in April 2022.,includes terminology from the new National Crime System.		
<b>Recommendation 3</b> Police Scotland should review its overall approach to incident compliance, considering what constitutes best practice in quality assurance processes in C3, specialist units and front line policing, establishing clear relative roles and responsibilities.	3.1 Identify best practice /learning from C3 National QA various quality assurance approaches including end to end processes ; reactive quality assurance to specific issues raised, and targeted quality assurance for consideration in the review of SCRS Audit Methodology document. <i>Links with recommendation 2.2;6.1;6.2.</i>	31/10/2022	04/08/22 The Business Change Analysts in the team are continuing to develop the 'to be' process maps for incidents and crimes and are engaging with divisions regarding this. This work will support the development of standardised practises for CIMU staff within the COS Crime platform as it rolls out. We will shortly begin work with the Crime Registrars, Crime Managers and CERP colleagues to detail what common processes and practises that should be undertaken during incident management, initial SCRS assessment of CRs and final filing of CRs including quality assurance elements. Once agreed, these standardised processes will be rolled out in A, D and N Divisions to test and evaluate the effectiveness of these before a national approach is agreed. These defined processes will be influenced by the health checks and integrity audits undertaken within D and N Divisions to date and will involve A Division as COS Crime is rolled out in the Division. To assist with this work, and minimise failure demand, the FMOR Project Team have developed a Guidance Document for Operational Officers which highlights the key aspects of STORM and COS Crime that should be completed by Reporting Officers to ensure there is sufficient information to pass an SCRS assessment both at initial assessment and final filing. This document is closely linked to the training that is being developed and refined both for CIMU staff and Operational Officers going forward. A formal national Learning Pathway for CIMU staff is continuing to be developed. Two of the FMOR Project Team undertook a week long Introduction to Training Skills course at SPC and have taken the learning from this to refine the training proposal that is in development. The Training Lead has begun to compile a Training Request Form to formalise the training proposal with assistance of our Training Partner in LTD. Further work is required to ensure that the proposal accurately reflects the touch points and crossovers with C3 (CERP) and CJ Case Management so that training can be aligned and rationalised as best as possible. This work is scheduled to be delivered in the north region by 31 October 2022.  31 May 2022  FMOR have developed high level 'to be' process maps for crime and incident management within CIMUs. Engaging with stakeholders to flesh out what exactly the assessment of a CR looks like in practical terms within COS UNIFI and also what incident assessment looks like in both COS UNIFI and STORM. It is expected to create guidance documents from this work that will then provide a framework on how these functions will be undertaken in a consistent and standardised way and then support the development of our learning pathway for training. FMOR have identified the key stakeholders for a SLWG which we will convene in due course. It is considered appropriate to align this with the timescales of the north pathfinder which is shown as 30/09/2022 at the	North Region Proof of Concept.	

## Improvement Plan Template



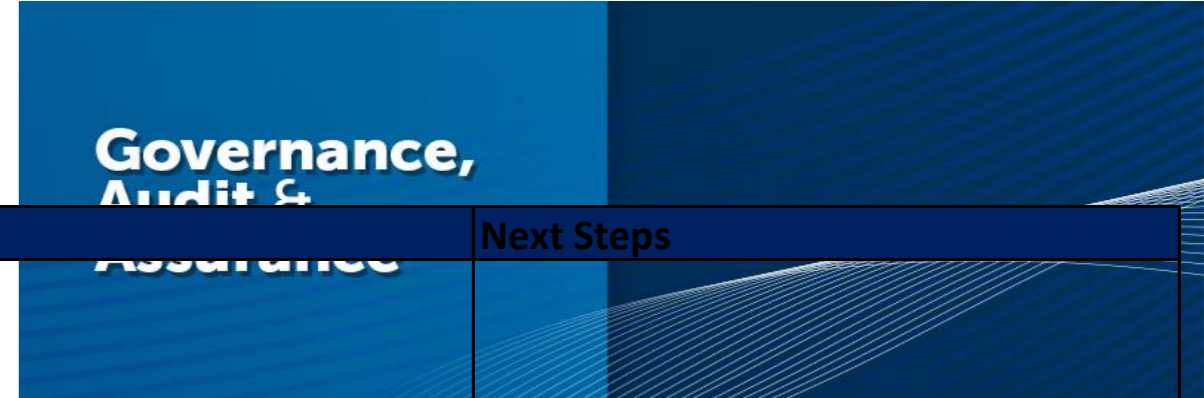
Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
	<p>3.2 Develop a national structured approach to local scrutiny, to include frequency and scope of compliance checks; audit methodology ; SCRS compliance and monitoring arrangements for Divisional Improvement Plans.</p> <p><i>Links with recommendations 1.4;2.1;2.2;4.1;6.1.</i></p>	30/09/2023	<p>04/08/2022</p> <p>Learning from the SCRS Drugging No Crime Review shared with the group and generated improvements to the national crime system 31/05/22</p> <p>Included within above action above and will evolve with rollout of COS and approved FMOR structure.</p> <p>As Crime Management Units are all currently working on differing crime systems, conducting different processes across the country a standardised list of tasks can only be devised on the creation of the Crime and Incident Management Units. The FMOR project team have collated a list of collective Crime Management tasks and created a draft CIMU task list.</p> <p>Crime Registrars will assess same in line with audit findings to determine if this list can be enhanced.</p>		Transfer sub action to recommendation 4
<p><b>Recommendation 4</b></p> <p>Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.</p>	<p>4.1 Develop a structure across the organisation linked with FMOR which combines Crime and Incident Management Units within a Regional Tiered Governance Structure and which aligns to the requirements of SWP in terms of maximising workforce mix and talent, including succession planning arrangements for the National Crime Registrar, Regional Crime Registrars and Divisional crime management to ensure continuity of specialist knowledge of Crime Recording/Incident Management processes.</p> <p><i>Links with recommendations 1.4;2.1;2.2;6.1;6.2.</i></p>	31/03/2023	<p>04/08/2022</p> <p>The Initial Business Case (IBC) regarding the wider proposals relating to future governance, structures, demand, staffing profiles and workforce mix has been paused at this stage due to the reduction in project resources and work being undertaken on behalf of the Operational Priorities, Capacity and Resilience Sub Group (OPCRG) relating to capacity release from the wider Middle Office. The FMOR Project has moved under the governance of the Local Policing Programme and CS Gregg Banks with Supt. Jason Carrigan being appointed as the new Business Lead. Discussions are ongoing regarding project support and additional resourcing to allow work to recommence. FMOR Project resources will be committed to the work of the OPCRG for the remainder of August 2022 until a decision is made regarding any future work in this space. Process mapping and training development will continue as detailed in recommendation 3. The pausing of the work around the IBC will have an impact on the delivery of the North Pathfinder and in turn this recommendation which is now scheduled for 31 March 2023.</p> <p>31 May 2022</p> <p>The FMOR Project are continuing to develop an Initial Business Case (IBC) for restructuring of Crime and Incident Management Units (CIMU) nationally and specifically, a pathfinder within the north region.</p> <p>The draft IBC has been shared with the Project Board for consideration and feedback. The options were discussed at the Project Board on 26 May and members agreed with the identified preferred option. Discussions have continued with the DPU regarding the Demand Activity Tracker and it has now been agreed that they will provide resources to assist with analysing the data along with the FMOR Business Change Analyst. This work will seek to provide the average time taken to complete each existing function within Divisional Crime Management Units, particularly those relating to SCRS compliance and quality assurance. We will also look to overlay the number of crimes and incidents processed per division (throughput over a 5 year average and any future projections) and establish the FTE required to undertake the 'to be' core functionality. We are also considering the impact of the move from 'one to many' crime recording on crime management systems to 'one to one' crime recording on UNIFI and the time taken by Crime Management Units to undertake assessments as a result along with identifying and gauging the impact of increases in demand such as the recording of all direct measures on crime management systems and resulting assessment requirements by CIMUs.</p>	<p>Key dependency with Operational Priorities, Capacity and Resilience Sub Group (OPCRG).</p>	<p>FMOR data refresh</p>
<p><b>Recommendation 5</b></p> <p>Police Scotland should develop a comprehensive approach to organisational learning and training, with consistent approaches to the introduction of new or changes to legislation, to more effectively support delivery of its crime recording strategy.</p>	<p>5.1 Complete a post deployment review of the new distance learning package of the December 2020 probationer intake to identify any follow up training/mentoring opportunities and any wider organisational learning.</p> <p><i>Links with recommendations 5.2;5.3.</i></p>	31/03/2023	<p>04/08/2022</p> <p>The Initial Business Case (IBC) regarding the wider proposals relating to future governance, structures, demand, staffing profiles and workforce mix has been paused at this stage due to the reduction in project resources and work being undertaken on behalf of the Operational Priorities, Capacity and Resilience Sub Group (OPCRG) relating to capacity release from the wider Middle Office. The FMOR Project has moved under the governance of the Local Policing Programme and CS Gregg Banks with Supt. Jason Carrigan being appointed as the new Business Lead. Discussions are ongoing regarding project support and additional resourcing to allow work to recommence. FMOR Project resources will be committed to the work of the OPCRG for the remainder of August 2022 until a decision is made regarding any future work in this space. Process mapping and training development will continue as detailed in recommendation 3. The pausing of the work around the IBC will have an impact on the delivery of the North Pathfinder and in turn this recommendation which is now scheduled for 31 March 2023.</p> <p>31 May 2022</p> <p>The FMOR Project are continuing to develop an Initial Business Case (IBC) for restructuring of Crime and Incident Management Units (CIMU) nationally and specifically, a pathfinder within the north region.</p> <p>The draft IBC has been shared with the Project Board for consideration and feedback. The options were discussed at the Project Board on 26 May and members agreed with the identified preferred option. Discussions have continued with the DPU regarding the Demand Activity Tracker and it has now been agreed that they will provide resources to assist with analysing the data along with the FMOR Business Change Analyst. This work will seek to provide the average time taken to complete each existing function within Divisional Crime Management Units, particularly those relating to SCRS compliance and quality assurance. We will also look to overlay the number of crimes and incidents processed per division (throughput over a 5 year average and any future projections) and establish the FTE required to undertake the 'to be' core functionality. We are also considering the impact of the move from 'one to many' crime recording on crime management systems to 'one to one' crime recording on UNIFI and the time taken by Crime Management Units to undertake assessments as a result along with identifying and gauging the impact of increases in demand such as the recording of all direct measures on crime management systems and resulting assessment requirements by CIMUs.</p>		<p>Completion of Officer Guidance Document and Learning Pathways for the North Pathfinder.</p>

## Improvement Plan Template



Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
	<p>5.2 Conduct a review of the training needs of all the following officer/staff clusters involved in crime recording decisions:-</p> <p>(i) Crime Management Staff-National crime registrar, regional crime registrars, divisional crime managers and crime management staff;</p> <p>(ii) Specialist Divisions-C3; SCD;</p> <p>(iii) Probationers;</p> <p>(iv) Frontline Officers and Staff.</p> <p><i>Links with recommendations 5.3;</i></p>	01/08/2023	<p>04/08/22</p> <p>Crime Registrars are progressing the following:-</p> <p>Phase 2 Probationer Training Package – a powerpoint presentation has been compiled which includes scenarios and discussion points. An e-mail has been sent to a sample of officers approaching their 2 year period of probation to find out what they would have liked to have known with regards to incident and crime recording at their Phase 2 stage. Once feedback is received the training package will be reviewed and provided to L&amp;D to review. Once the training package is ready it will be incorporated into Phase 2 Probationer Training, where agreement has already been approved for this to be included. It is expected that officers will have already been at Division for approx. 27 weeks at the stage of receiving this training. Training is expected to be carried out 'face to face', where possible, by Crime Registrars. Assessed to be completed and in place by 1st April, 2023.</p> <p>Specialist Unit Training – a previous powerpoint compiled in relation to Sexual Offences is being reviewed and updated. This will be incorporated into training for staff moving into the specialist units such as Rape, PPU Unit. Work has still to be carried out to decide on how this can be logged via SCOPE. Assessed to be completed and in place by 1st April, 2023.</p> <p>Crime Registrar Training – enquiry is being made with the College of Policing in an effort to obtain the Crime Registrar training package used for Crime Registrars in England and Wales. Whilst this will not be relevant for Scotland due to legislation and differences in recording rules, it is hoped that learning can be gained from this to allow a Crime Registrar Training package to be compiled for future Crime Registrars/Deputies. At this stage initial enquiry is being made and whilst a date cannot be provided for completion, it is hoped</p>	<p>Timescale may be extended to conduct evaluation of training packages.</p> <p>Dependency with LTD priorities.</p>	<p>Completion of training packages including evaluation of training delivery.</p>
	<p>5.3 Develop a strategy and training plan in conjunction with P&amp;D to address those needs to include bespoke induction, ongoing programme of training and development, including refresher training for each of the above groups, including how officers and staff will be kept up to date with changes in legislation and crime recording practice; including the rollout of the National Crime system.</p> <p><i>Links with recommendations 4.1;6.4.</i></p>	31/12/2022	<p>04/08/22</p> <p>Refresher Training – as there will be a delay in being able to progress this via L&amp;D due to their priorities, work will be undertaken to pull together content. Once L&amp;D are in a position to advise/assist in how this training can be taken forward this will then be progressed. Assessed to be completed and in place by 1st April, 2023.</p>		
	<p>5.4 Establish a tactical forum to provide a continuous improvement and organisational learning framework to facilitate and disseminate across Divisions the promotion and sharing of best practice in crime recording practices.</p> <p><i>Links with recommendations 3.1;5.5.</i></p>	30/09/2022	<p>04/08/2022</p> <p>Crime Managers Forum-TOR with roles and responsibilities to be presented to the Crime Managers Forum for approval.</p>		TOR for Crime Managers Forum
	<p>5.5 Develop a communications plan, including the use of Intranet to support the Training Strategy and Training Plan, identifying how the impact of crime recording understanding/ awareness will be measured.</p> <p><i>Links with recommendations 3.1;5.1;5.3.</i></p>	31/12/2022			Comms plan required to include general update on Crime Recording awareness and which is linked to the training elements (5.1,5.2 and 5.3).
<p><b>Recommendation 6</b></p> <p>It is recommended that the Police Scotland COS Programme review its approach to business change as part of the implementation of the new single national crime management system, taking the opportunity to standardise and streamline business, audit and quality assurance processes.</p>	<p>6.1 Develop a Crime Data Input Quality Assurance Framework (a matrix of who is checking the quality of each crime input data field).</p> <p><i>Links with recommendations 1.3;2.1;2.2;3.1;4.1.</i></p>	30/12/2023	<p>04/08/2022</p> <p>North Regional rollout completed, whilst delays have been incurred, the rollouts have gone well .</p> <p>The focus for COS rollout has moved to the East region, with all four divisions developing an implementation plan. Work has already started on the technical requirements for the transfer of legacy data from each division into the new COS platform.</p> <p>Following delivery to the East, implementation activity will be carried out for the West which is widely recognised as being the most challenging area owing to the volume of data to be transferred from an ageing legacy system and the significant change this will be for the largest regional rollout for Police Scotland.</p> <p>Master Data Group established to provide central oversight and governance of data standards, shared/common data, (i.e. Nominals and locations) and maintain/monitor enterprise wide data risks. To monitor projects that impact multiple data elements across Police Scotland.</p> <p>31/05/22</p> <p>COS rollout slippage advised as minimum 3 months.</p> <p>Indicative dates for C&amp;P Divisions-October 2022;E&amp;J Divisions Jan-March 2023;followed by the West Region.</p> <p>Review to take place re coordination of the focus of the SLWG's established by the Crime Audit Tactical Group and other FMOR/COS related SLWG-e.g COS Training and COS Performance Review Groups to ensure alignment of contents of Product Catalogues-e.g Process Maps/Training/Guidance--report back to Tactical Group on proposed actions to address 3.1;3.2;5.2;5.3;5.5;6.1;6.2;6.3 and 6.4</p>	<p>Key dependency with the timescale for the national system rollout.</p>	<p>04/08/2022</p> <p>Continue to update timeline for Divisional Data Integrity Audits aligned to the phased Divisional/National rollout of COS.</p> <p>Master Data Group</p> <p><b>COS dependent sub actions from other recommendations to be added and monitored alongside the COS rollout:-</b></p> <p><b>e.g Crime Recording Strategy to be reviewed following FMOR and COS rollout.</b></p>

# Improvement Plan Template



Recommendation	Action to be taken	Target dates	Latest update-05/08/2022	Issues/Risks	Next Steps
	<p>6.2 Develop process maps/flow chart documentation of the future Crime (and Case) Management Management Process, including the positioning of the Quality Intervention activities. Links with recommendations 1.3;2.1;2.2;3.1;4.1;6.2.</p> <p>6.3 Develop of a Crime Management Guidance document, which alongside the 'Crime Module User Guide' will articulate the Crime Management process and define associated standards (this will be a living document thereafter). <i>Links with recommendations 2.1;2.2;4.1;6.2.</i></p> <p>6.4 Develop Training packages for respective users based on the above and incorporating learning points from Crime Audits. <i>Links with recommendations 2.2;6.1</i></p>				
	<p>6.5 Develop a 'Data Citizenship' initiative interwoven into the training highlighting to users the importance of getting data quality right first time, the support the system provides and some key pointers, supported with Data Citizenship video. <i>Links with recommendations 2.1;2.2;</i></p>				