



<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 Crime Audit Improvement Plan – Progress Update</b>
<b>Presented By</b>	<b>Assistant Chief Constable, Major Crime, Public Protection &amp; Local Crime, Bex Smith</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes Appendix A – Summary Progress report for all recommendations</b>

**PURPOSE**

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

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

Members are invited to discuss the contents of this paper.

## 1. BACKGROUND

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

## 2. PROGRESS AGAINST IMPROVEMENT ACTIONS

- 2.1 The implementation of the National Crime System, COS UNIFI, across Scotland concluded on 5 December 2023 with the final division, V Division, being rolled out.
- 2.2 As detailed in the previous report to the SPA, at the design phase of COS UNIFI it was agreed that Crime Managers in Divisional Crime Management Units (DCMUs) would be responsible for assessing and final filing all Crime Reports (CRs) at the end of their lifecycle. This was subsequently imbedded within the system.
- 2.3 This approach did not reflect legacy arrangements within all divisions and as a result as CRs were migrated from legacy systems and created large backlogs for the final filing of CRs that did not previously exist.
- 2.4 Due to the large volume of CRs in these backlogs and recognising the need to reduce and maintain these going forward, a risk was raised in the Local Crime Risk Register. A Gold and Silver Group structure was implemented which are chaired by ACC Wendy Middleton and Detective Chief Superintendent Suzie Chow respectively with all relevant stakeholders involved, including HMICS and SPA representatives.
- 2.5 An Action Plan was subsequently developed by the Gold Group and progressed following agreement by the Senior Information Risk Officer (SIRO), then ACC Spiers, and DCC Connors:
- Stage 1 – Migrated CR Final Filing Backlogs: Permit legacy DCMU process rules to be applied to CRs migrated from legacy crime recording systems into COS UNIFI – consensus of Gold Group that this was low risk;
  - Stage 2 – COS UNIFI CR Final Filing Backlog: Silver Group to develop a consistent crime management final filing business process, examining opportunities to differentiate between those

- crime reports which carry lower risk and could be closed by a supervisor and those which require oversight of DCMUs; and
- Stage 3 – National Crime Management Processes: Develop a nationally consistent processes for crime management which ensure compliance with SCRS and release capacity in Police Scotland.
- 2.6 Appropriate wrap around assurance review processes were to be adopted at each stage to understand impact of these decisions and identify any unintended consequences.
- 2.7 Stage 1 was implemented in September 2023 in line with the roll out with COS UNIFI and to avoid any unnecessary risks or delays to this programme. Over 5000 backlog CRs were bulk filed in line with legacy DCMU processes.
- 2.8 Stage 2 was then progressed and following detailed analysis of all available options, the following approach was agreed:
- DCMUs assess and finally file all CRs (detected and undetected) in Crime Groups 1, 2, 3, 4 and 5; undetected crime reports in Crime Groups 6 and 7; and those CRs marked as no crime etc. regardless of Crime Group.
- 2.9 This approach allows for a risk based and proportionate assessment of CRs given that is aligned to Crime Group classifications.
- 2.10 In essence, this approach will only see detected CRs in Crime Groups 6 and 7 being filed without final assessment with an anticipated 40% reduction in backlogs as an interim measure. Planning for implementation of this approach has commenced and is due to be implemented in late February/early March 2024.
- 2.11 A Short Life Working Group (SLWG) of key stakeholders and enablers has been established to progress Stage 3 of the Action Plan and develop a long-term solution for crime management.
- 2.12 Work has begun to develop national minimum standards for crime management that will ensure consistent processes and practises are adopted within the COS UNIFI system and support the delivery of recommendations arising from the HMICS Crime Audit 2020.
- 2.13 Benchmarking against crime management structures and regimes in Forces across the UK is also being undertaken to identify any

potential learning in relation to compliance targets, reducing demand and increasing capacity within DCMUs.

- 2.14 The rigorous and detailed work undertaken in this area has allowed the Gold Group to fully understand the issues surrounding crime management backlogs and develop a thorough Action Plan for dealing with both immediate and long-term issues.
- 2.15 This approach will ensure that the full lifecycle of a CR is considered, and that lean and effective processes are adopted to maximise the benefit and minimise the resource implications going forward.
- 2.16 This SLWG will report to ACC Bex Smith who has responsibility for Crime Recording and the Gold Group has stood down.
- 2.17 Data Integrity Audits by the Police Scotland Crime Registrars continues alongside this work and the rollout of COS UNIFI to both identify issues at an early stage and assist in the future development of business processes and system upgrades.
- 2.18 Progress made against each of the 5 open recommendations contained within the HMICS Report is summarised in templates at Appendix A.
- 2.19 In consideration of the identified backlogs and the dependency of the actions on the full COS UNIFI rollout these have been delayed; a revised target date of 30 June 2024 had been set but it is currently assessed that elements of delivery may conclude beyond this date. Once dates have been finalised, these will be shared with stakeholders.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications in this report.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

## **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

## **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

## **8. COMMUNITY IMPACT**

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

## **9. EQUALITIES IMPLICATIONS**

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

## **10. ENVIRONMENT IMPLICATIONS**

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

### **RECOMMENDATIONS**

Members are invited to discuss the contents of this paper.

APPENDIX A

SUMMARY PROGRESS REPORT FOR ALL RECOMMENDATIONS

Recommendation & Description	What we did	Next Steps
<p><b>Recommendation 2</b></p> <p>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>	<p>This recommendation has been delayed pending the completion of other interlinked recommendations which will be used to inform the Crime Recording Strategy going forward. In particular, the completion of the rollout of COS UNIFI and the associated Crime Registrar Guidance Document which has just been finalised are key to this recommendation being progressed. Also, it has been agreed between the key stakeholders that the training strategy under development should also be in place before this recommendation can be taken forward.</p> <p>There are no current strategic or operational challenges in terms of delivery/achievability with the exception of the current timescales which will not be met. This is due to the interdependencies outlined above.</p> <p>Linkage in relation to other Police Scotland activities is mainly outlined in the summary above.</p>	<p>Completion of interlinked recommendations which will provide the foundation for reviewing and updating the overall Crime Recording Strategy and improving the general culture. For this reason, it is anticipated that this recommendation will be the final one to be completed.</p>

	<p>There is a degree of risk in the meantime whilst this recommendation remains outstanding in terms of the overall culture and implementation of SCRS, however, much of this is already being addressed through various strands of Recommendation 5 (Training). This mitigates the risk to some degree.</p> <p>As stated above, the current timescales will not be met and it is considered a revised target date of April 2025 is relevant.</p>	
<p><b>Recommendation 3</b></p> <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>During the COS rollout, CRs were migrated from legacy systems and created large backlogs for the final filing of CRs that did not previously exist</p> <p>To reduce and maintain the backlogs going forward, a risk was raised on the Local Crime Risk Register and gold and silver group structure was implemented</p> <p>An action plan was devised by the Gold Group and progressed following agreement from Risk Management with 3 stages.</p> <p>Assurance review process were adopted at each stage with stage one being implemented in September 2023 in line with the COS UNIFI</p>	<p>Development of national minimum standards for crime management to ensure consistent processes and practices are adopted within the new COS UNIFI system</p> <p>Benchmarking against crime management structures and regimes in forces across the UK is being undertaken to identify any potential learning in relating to compliance targets, reducing demand and increasing capacity within DCMUs.</p>

	<p>roll out. Over 5000 backlog CRs were bulk filed</p> <p>Stage two was then progressed and it was agreed all Divisional Crime Management Units (DCMUs) assess and final file all detected and detected CRs in Group Groups 1-5 undetected CRs in Crime Groups 6 &amp; 7 and all CRs marked no crime regardless of Crime Group</p> <p>A Crime Recording SLWG was established to progress stage 3 of the action plan to develop a long term solution for Crime Management</p>	
<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>Police Scotland are reviewing the existing structures in place within each crime management unit across the force and validating the resourcing data</p>	<p>This work will continue to understand the national picture</p>
<p><b>Recommendation 5</b></p>	<p>Probationer Training</p>	<p>Probationer Training</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>A distance learning package in relation to SCRS is now available to probationers during their initial training at the SPC.</p> <p>Second Phase Probationer Training</p> <p>A package in relation to SCRS has been compiled with Leadership Training and Development (LTD) trainers.</p> <p>This will be included in the following up training for probationers (around week 66)</p> <p>Sexual Offences Training</p> <p>A Force Memo has been circulated highlighting SCRS requirements around the timely recording of Sexual Crime, which was as the result of Data Integrity and HMICS recommendations.</p> <p>Crime Registrar Training</p> <p>The training package utilised by the College of Policing will not be relevant for Police Scotland. Crime Registrars will endeavour to compile a training package for future Crime Registrars/Deputies.</p> <p>Crime Management Forum</p>	<p>At present a training needs analysis is being undertaken and SCRS has been identified as an operational skill (key aspect of policing and police activities). As a result, once the training needs analysis is complete the expectation is that SCRS will be interlinked throughout training.</p> <p>SCRS will be interlinked throughout Probationer training.</p> <p>Officer Refresher Training</p> <p>Whilst it had been intended to create a Moodle package for the 20<sup>th</sup> anniversary (2024) of SCRS for all officers/staff involved in incident and crime recording, this proposal was rejected due to limited staff and other priorities. Alternative proposals are being explored, such as training being included on the Crime Registrar intranet site.</p> <p>Tutor Constables</p> <p>The Tutor Constable course is being reviewed and consideration will be given to embed SCRS within this training.</p>
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	<p>The National Forum will remain as the main conduit for ensuring that processes are streamlined and there is a consistent approach to QA/SCRS/Learning and Development etc.</p>	<p>Sexual Offences Training</p> <p>Crime Registrars have compiled Sexual Offences training package and have linked in with the Scottish Police College to see if this can be incorporated into current training courses, with a negative result.</p> <p>Detective Training at Scottish Police College have agreed to include Crime Registrars at their National Meetings and to consider inputs on forthcoming CPD events at the SPC.</p> <p>Work will be progressed with a view to incorporating sexual offences training on the Crime Registrar intranet site and signposting officers moving into specialist roles to view same.</p> <p>Crime Management Forum</p> <p>The training package being compiled by Crime Registrars for Crime Registrars/Deputies will be utilised, once complete, for Crime Managers/Crime Management staff going forward.</p>
<p><b>Recommendation 6</b></p> <p>Implementation of Single Crime National</p>	<p>A view of Critical crime data elements have been collated by Data Governance, based on</p>	<p>Further stakeholder engagement will be required to progress following the meeting</p>

<p>Management System. 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>the current data held within the data catalogue as well as current / proposed analytical use cases. This will now be progressed following a proposed update to the Crime Data Owner Group on the 01 March 24.</p> <p>Following agreement on the critical data elements step there will be stakeholder engagement to identify where in the process these are input and identification of which business area(s) are responsible for the Data Quality of each element and what the nature of that Data Quality looks like. E.g. Date Quality carried out by the Data Governance team will be based on matters of fact, whether the data entered meets the agreed format, length etc whereas other elements may be more subjective and require SME input, has the right crime been selected, have the appropriate aggravators been added</p>	<p>to ensure that operational considerations are also taking into account. Once the elements and where they sit in the process have been identified the Data Governance team will begin data quality analysis on each of the key data elements in the crime space, likely focusing on UNIFI initially but expanding the focus to where the key crime data elements exist across the data estate.</p> <p>The Data Governance team are actively working on a project plan for the delivery of the crime data roadmap with a view to establishing timelines for delivery of each of these stages.</p>
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