



Meeting	Policing Performance Committee
Date	16 March 2023
Location	MS Teams
Title of Paper	HMICS Crime Audit 2020 (3/21) – PS Improvement Update
Presented By	ACC Bex Smith
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A – Improvement Plan

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 fourth progress report presented to committee on this issue.

Members are invited to discuss the content 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 Substantive progress on implementation of the **6** strategic recommendations from HMICS is largely dependent on the incremental rollout of the National Crime System (due to be complete by December 2023) and the work which was to be undertaken by the Force Middle Office Restructuring Project (FMOR) in relation to the creation of combined Crime and Incident Management Units (CIMU) within a regional tiered structure.
- 2.2 As of 31 March 2023, following a resource prioritisation exercise, the existing Force Middle Office Remodelling Project (FMOR), will be closed and resources have been allocated to the Local Policing Service Delivery Review. The remaining FMOR resources will however partially address HMICS recommendation 3 (draft guidance document detailing the business rules and process requirements of key fields within COS UNIFI) and recommendation 6 (draft quality assurance processes).
- 2.3 The closure of FMOR means however no decision has yet been made with regard to future of CIMUs and their resourcing model which currently sit within local policing budgeted establishments. While this does allow flexibility around resourcing, particularly in relation to the use of officers on duty modifications, autonomy remains with the individual Divisional Commanders in relation to resourcing levels and ancillary functions.
- 2.4 The ongoing programme of Data Integrity Audits by the Police Scotland Crime Registrars continues, alongside the rollout of the national crime system. The findings and required mitigations from these audits, so far undertaken in A, D, N and P Divisions are actioned with improvements monitored through the Crime Audit Tactical Group and Strategic Crime Audit Group to ensure appropriate oversight and direction.
- 2.5 The Crime Registrars have recently completed a full SCRS Audit in D Division, with a report being prepared for the local SMT and Audit and Risk Board.

2.6 Progress made against each of the **5** open recommendations contained within the HMICS Report is summarised in the table at Appendix 'A'.

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.



OFFICIAL

Recommendation	Action to be taken	Progress as at January 2023	Target date
<p>2 .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>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.</p> <p>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.</p>	<p>With the key dependency on the model and responsibilities for 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 future Crime and Incident Management (CIMU) structures once these are known.</p> <p>Through the findings of the crime data integrity audits and as the new National Crime System is implemented, it has become apparent that there is already a lack of consistent practice in terms of data input and completion of fields in the system due to the lack of established defined national processes, resulting in Divisions implementing their own 'rules' and issuing guidance which may or may not be consistent elsewhere in Scotland.</p> <p>A new Organisational Risk has been created in respect of inconsistent approaches to crime data recording on the new national system with lifetime management of the crime system. This risk is now owned by the ACC Major Crime, Public Protection and Local Policing is the Strategic Information Asset Owner (SIAO) for the National Crime System.</p>	<p>30/09/2022</p> <p>30/09/2023</p>

<p>3. 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>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.</p> <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>As of 31 March 2023, the existing Force Middle Office Remodelling Project (FMOR) and resources have been allocated to the Local Policing Service Delivery Review.</p> <p>Notwithstanding, development of standardised national guidance has continued and the first iteration of an operational users guide is nearing publication. This guide details the requirements for incident compliance as well as the key elements required for the initial assessment and final filing Crime Reports for SCRS compliance in order to minimise failure demand impacting upon Crime and Incident Management Units.</p> <p>This guidance has been shared with C3 and will form part of proposed training for Resolution Teams within C3 as part of the Contact, Engagement and Resolution Project (CERP).</p> <p>A more comprehensive guidance document covering all fields within the national crime system (UNIFI) is also being developed and will include all relevant business rules for crime management.</p> <p>Development of guidance has been progressed by a SLWG consisting of the FMOR Team, Crime Managers and Crime Registrars along with COS and CERP representatives. Other stakeholders, such as the Demand and Productivity Unit, have been consulted when appropriate for the area under consideration.</p> <p>Discussions are ongoing regarding the future lifetime management and governance structures for this area following the conclusion of the FMOR Project.</p>	<p>31/03/2023</p>
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<p>4. 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>As of 31 March 2023, the existing Force Middle Office Remodelling Project (FMOR) and resources have been allocated to the Local Policing Service Delivery Review.</p> <p>No decision has yet been made with regard to future of CIMUs and their resourcing model which currently sit within local policing budgeted establishments. This allows flexibility around resourcing, particularly in relation to the use of officers on duty modifications but autonomy remains with the individual Divisional Commanders in relation to resourcing levels and ancillary functions.</p> <p>In the interim, the three divisions in the north (A, D and N) region, who have all now moved to the national crime system, are developing a means of working as a single Crime and Incident Management Unit (CIMU) in order to share demand. The standard national guidance being develop is supporting this as it provides a means of developing consistent practises and processes within the national system. Work in this area will be replicated in the east region in due course as the national system rolls out in these divisions.</p> <p>In respect of the National Crime Registrar position and Crime Registrar structure, a review has been undertaken and an options paper has been developed and submitted to the ACC Professionalism and Assurance for consideration.</p>	<p>31/03/2023</p>
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<p>5. 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>5.2 Conduct a review of the training needs of all the following officer/staff clusters involved in crime recording decisions:- (I) Crime Management Staff- National crime registrar, regional crime registrars, divisional crime managers and crime management staff; (ii) Specialist Divisions-C3; SCD; (iii) Probationers;</p>	<p>Phase 2 Probationer Training Package – a draft PowerPoint presentation has been completed and discussion has taken place with Learning, Training and Development (LTD) with regards to incorporating this into training for probationers at the Phase 2 stage (face to face input by Crime Registrars). Due to changes within LTD direction on how this should be progressed is awaited. LTD Training looking at setting a development meeting within their own team to look at “additional content” for the probationers.</p> <p>A range of training packages are under development:- Specialist Unit Training – a PowerPoint presentation has been compiled in relation to Sexual Offences with the intention of this being incorporated into training for staff moving to work within specialist units such as Rape, PPU, Domestic Abuse Units. The relevant form will be submitted to LTD seeking for this to be delivered via an online training package.</p> <p>Refresher Training – a PowerPoint presentation is being developed and the relevant form will be submitted to LTD seeking for this to be delivered via an online training package.</p> <p>Crime Registrar Training – LTD are liaising with the College of Policing in an effort to obtain details of 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.</p> <p>Crime Registrar Intranet Page – Crime Registrars will review and consult with Corporate Communications to develop their intranet page to incorporate relevant information regarding incident and crime recording.</p> <p>Crime Managers Forum-Terms of Reference updated to bring them into line with the current position as the National Forum will/should 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>30/09/2023</p>
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	<p>(iv) Frontline Officers and Staff. 5.3 Develop a strategy and training plan in conjunction with P&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>5.4 Establish a tactical forum to provide a continuous improvement and organisational learning framework to facilitate and disseminate across Divisions the promotion and</p>	<p>Training documentation to assist officers using the National crime system (UNIFI) is available on the Force Intranet.</p>	
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	<p>sharing of best practice in crime recording practices.</p> <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>6.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,</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>6.2 Develop process maps/flow chart documentation of the future Crime (and Case) Management Process, including</p>	<p>FMOR are developing a guidance document to support quality and data recording. COS continue to work with the APU/DPU to introduce prompts for each data fields for crime definitions and aggravators to support the recording of quality data. This will be part of an ongoing process as use of the system expands nationally.</p> <p>Process charts and guidance documents and user guides are being developed as part of the FMOR project.</p> <p>A comprehensive training package is in place. The allocated 1 day for training has a primary focus on use of the COS systems. Whilst there is limited time available for anything else, as time allows the training is designed to support crime recording trends/practices and any issues which have arisen. I would caveat this with the fact that this is extremely limited as time does not allow for all aspects to be covered combined with the fact that learning points are continually being identified which need to be communicated to those already trained.</p>	<p>30/12/2023</p>

<p>audit and quality assurance processes.</p>	<p>the positioning of the Quality Intervention activities.</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).</p> <p>6.4 Develop Training packages for respective users based on the above and incorporating learning points from Crime Audits</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</p>	<p>A Data Citizenship video has been developed. This is included as a requirement for the COS training and then repeated at the 'in-person' classroom training for COS.</p>	
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	support the system provides and some key pointers, supported with Data Citizenship video.		
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