

Meeting	Audit, Risk and Assurance Committee
Date and Time	14 July 2022
Location	Video Conference
Title of Paper	Police Scotland Audit and Improvement Recommendation Tracker Q1
Presented By	ACC Professionalism and Assurance
Recommendation to Members	For discussion
Appendix Attached:	YES Appendix A – Audit and Inspection Recommendation Dashboard Appendix B Recommendations Tracker

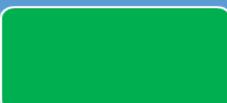
PURPOSE

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 note the contents of this paper.

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. We are now including an extract from the Dame Elish Angiolini recommendations at the end of the Tracker. This shows the recommendations being tracked that relate to Police Scotland only along with their current status.
- 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 Q1.

3 FINANCIAL IMPLICATIONS

- 3.1 There may be financial implications associated with implementing recommendations from Audits/Inspections and these are detailed where

relevant within Appendix B – Recommendations Tracker.

4 PERSONNEL IMPLICATIONS

4.1 There may be personnel implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

5 LEGAL IMPLICATIONS

5.1 There may be legal implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

6 REPUTATIONAL IMPLICATIONS

6.1 There may be reputational implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

7 SOCIAL IMPLICATIONS

7.1 There may be social implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

8 COMMUNITY IMPACT

8.1 There may be a community impact associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

9 EQUALITIES IMPLICATIONS

9.1 There may be equality implications associated with implementing recommendations from Audits/Inspections and these are detailed where relevant within Appendix B – Recommendations Tracker.

RECOMMENDATIONS

Members are invited to note the contents of this report.



Audit and Inspection Recommendations Dashboard Q1 2022/23

Reporting Period: March – June 2022

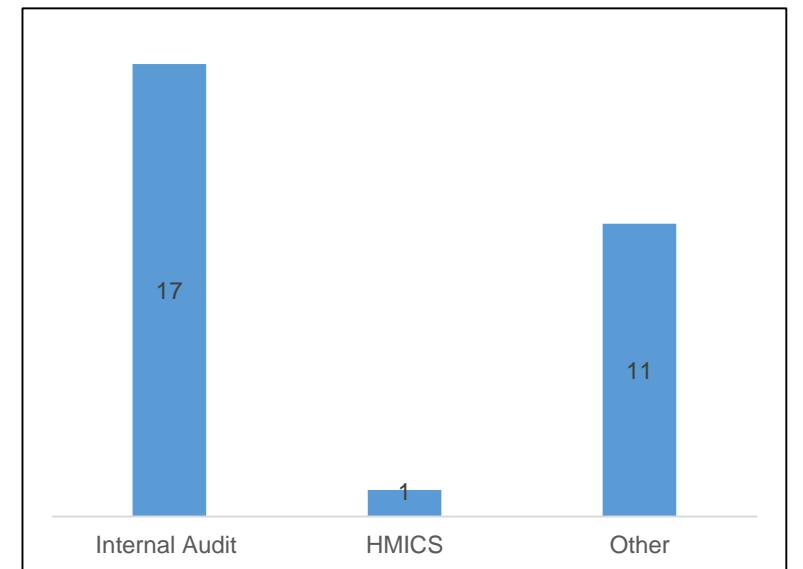
Police Scotland Recommendations Dashboard

Total	Ongoing	Delayed	Closed
102	81	21	29

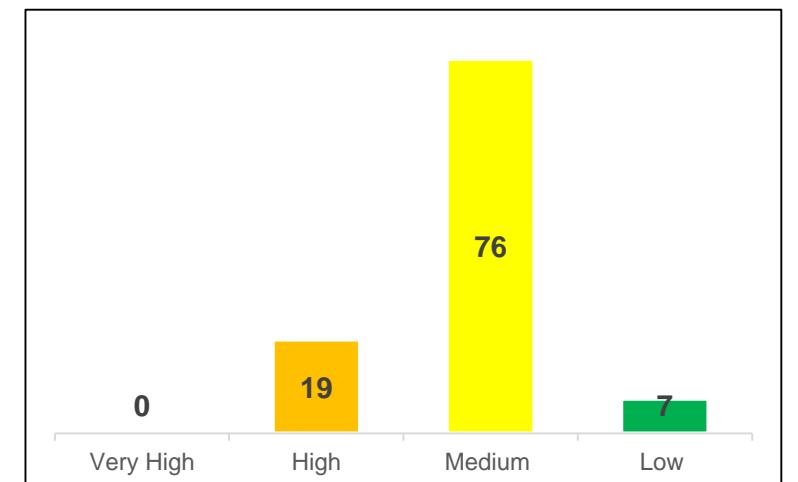
Recommendations Management – Highlights

- To the end of June, 37 recommendations were due for closure.
 - 29 have closed
 - 8 were not achieved and are therefore delayed representing 78% of recommendations achieved on time
- A further 12 recommendations have been delayed but have been reported previously.
- There are 5 high risk recommendations with delays. Delays for the high risk recommendations range from 4-7 months to allow for all work to be complete and evidence of change available.
- 16% of recommendations have a High Risk status.
- Appendix B provides details of every audit and inspection by publication, the individual status of each recommendation along with a summary of progress.

Closed Q1 – June 2022



Risk Assessment

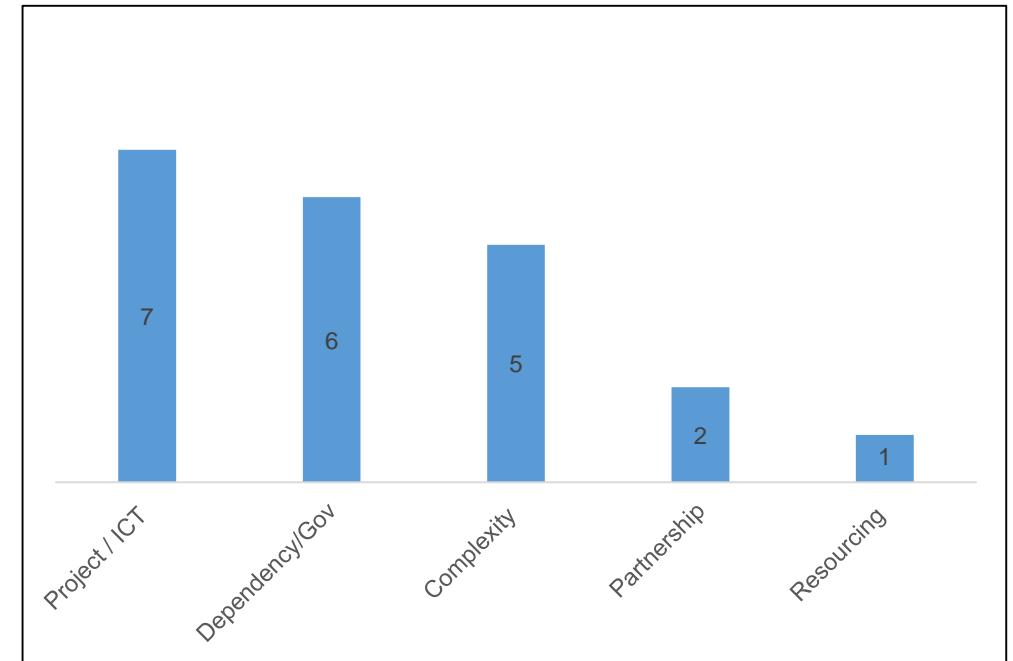


Delayed – Overview & Assurances

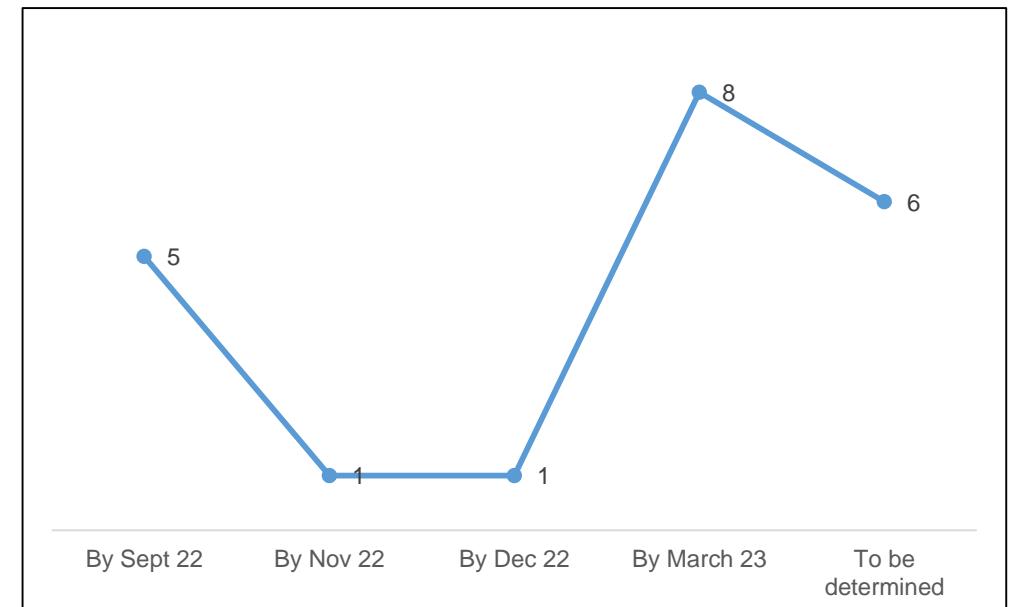
Overview

- 21 recommendations have incurred delays.
- 8 of these are new delays not previously reported.
- 4 of the new delays relate to Hate Crime.
- 6 “Project/ICT” delays relate to the Crime Audit and have a dependency with COS/FMOR. Although delayed we are in discussion with HMICS re the closure of 2 actions in the next quarter and considering other options to accelerate closure of another 2 by the end of the calendar year as we explore other options.
- 6 “Dependency/Gov” are waiting on other work to conclude or approval before being marked for closure.
- Half the recommendations are likely to be delayed by more than 6 Months.
- 6 recommendations have no revised date although these are being considered.
- 3 recommendations are outwith the control of Police Scotland and are dependent on ICT (external supplier) or Partnership work.

Reasons for Delay



Length of Delay



Delayed Recommendations

Recommendations where delays have been agreed and reported internally.

All of the recommendations reported as delayed have already had extensive work on them but their complexity or requirements to demonstrate improvement mean that they cannot yet be closed.

Report / Date	Recommendation	Risk	Date	Update
HMICS Crime Audit 2020/21	6 Recommendations R1 Reporting results of crime audits <i>(being considered for closure)</i> R2 SCRS Compliance <i>(being considered for closure)</i> R3 QA processes R4 Crime Management Units Structure (FMOR dependent) R5 OL & Training Approaches R6 Implementation of Single Crime System	Medium	Sept-2022 March 2023 (earliest)	<p>Dependency with Project 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.</p> <p>We have discussed progress with HMICS who are content with work ongoing and have shown support to consider the closure of R1 and R2. Some final actions are being progressed and these will be submitted to HMICS for closure.</p> <p>Discussions are also ongoing in relation to merging any Hate Crime sub actions with these in order to prevent any actions being delayed where there is a COS dependency.</p> <p>Discussions actively ongoing if progress of Regional Pathways presents an opportunity to show completion earlier than planned with an option to review at future Crime Audits. This is likely to positively impact R3 and R5.</p>

Delayed Recommendations cont...

Report / Date	Recommendation	Risk	Date	Update
Benefits Realisation Internal Audit October 2020	<p>3.2 Performance Impact of Realised Benefits</p> <p>We have previously raised recommendations in our 2019/20 review Demand and Productivity that relate to the development of measures of demand and capacity and the implementation of the Resource Allocation Model, which we understand will provide a greater ability to view organisational performance from a productivity and efficiency perspective.</p> <p>In the interim we recommend Police Scotland convert forecast or realised FTE benefits into a clearly articulated performance impact expressed in terms of operational performance metrics. Pending the review and implementation of the Resource Allocation Model, we recognise that there are limitations to the data available to support this.</p>	High	Dec-2021 June-2022 Milestone End of August 2022	<p>Partially Complete – Complexity</p> <p>We have been able to present information that shows how elements of this has been addressed. Further work is required to develop an approach to convert FTE efficiencies into capacity that can meet the requirements of the resource prioritisation list. Once this work is complete we will be able to show the full cycle through those decisions being made, and thus becoming reportable as Management Information. An update has been requested for August ODDG.</p>
	<p>5.1 Organisational Performance Reporting</p> <p>Performance reporting should be revised to reflect realised benefits in terms of their impact on organisational performance. This may be contingent on the implementation of actions to address MAP 3.1 and 4.1, which would provide for the availability of relevant data to carry out this analysis.</p>	High	Dec-2021 June-2022 Milestone End of August 2022	<p>Partially Complete – Complexity</p> <p>We have been able to present information that shows how elements of this has been addressed. Further work is required to develop an approach to convert FTE efficiencies into capacity that can meet the requirements of the resource prioritisation list. Once this work is complete we will be able to show the full cycle through those decisions being made, and thus becoming reportable as Management Information. . An update has been requested for August ODDG.</p>

Delayed Recommendations cont...

Report / Date	Recommendations	Risk	Date	Update
Undercover Policing HMICS Thematic 2017/18	<p>R16 - Integrated Records Management System Police Scotland should introduce an integrated record management solution for the management and supervision of undercover policing.</p> <p>Risk - During our fieldwork, we accessed a range of individual source documents and found that the information contained therein was inconsistent. There was also no simple means to read across the various systems to establish an accurate picture of activity. Police Scotland has recognised that the current processes are neither efficient nor effective and have produced a business case to update the existing source management ICT system to include undercover operations.</p>	Medium	To be agreed	<p>Technical / Security</p> <p>Technical and Information Security Issues to resolve prior to roll out.</p> <p>Procurement for an undercover module from SMAN has been procured. Roll out was planned for completion August 2021 but there has been a delay due to ISO concerns which have now been fully investigated and a compromise solution has been identified.</p> <p>The initial risks identified have been mitigated through a review and consolidation of paper record keeping and establishment of audit procedures.</p>
Review of Custody Centres 2018 HMICS 2018/19	<p>R1 Custody Estate Police Scotland should develop its custody estate strategy as a matter of urgency in order to address variations in provisions across the country and better meet demand.</p> <p>Risk - While Police Scotland has invested in its custody estate and closed centres it deemed unnecessary, challenges posed by the estate remain and cannot be easily fixed without significant further investment. In 2014, we noted that Police Scotland intended to develop a custody estate strategy. We recommended that it be finalised as a matter of urgency and that Police Scotland should work with the SPA and Scottish Government to prioritise investment in the custody estate.</p>	Medium	October 2022	<p>Complexity / Financial</p> <p>The CJSD estates strategy has been developed over 6 months with extensive consultation with internal and external partners and stakeholders and is nearing completion. A SLT strategy day scheduled 09/06/2022 at the Scottish Police College where it is envisaged that tangible delivery plans will be confirmed. It is hoped that the following progression will provide SPA and HMICS with the confidence that the strategy can be delivered.</p>

Delayed Recommendations cont...

Report / Date	Recommendation	Risk	Date	Update
Events HMICS Thematic 2019/2020	<p>R4 - Baseline and Risks Police Scotland should develop a framework or means of guidance to event commanders regarding a baseline for the level of resource required and a means of considering the risks to the wider policing environment.</p> <p>Risk - Police Scotland should provide clear guidance regarding baseline officer levels for events in the form of a framework or matrix to guide commanders. This would assist commanders to demonstrate the rationale of their decision-making regarding the level of resource deployed and achieve greater consistency.</p>	Medium	To be agreed	<p>CPD Event Police Leaders Training - Dependency HMICS Assessment - Further Evidence Required – we are in discussion with HMICS re this additional information.</p> <p>A baseline for the policing of an event will always be what the minimum required number of officers to allow the event to progress safely and securely and each event considered on a case by case basis. The policing resource allocated to an event or operation will take into account proportionality and necessity when resourcing events and the wider impacts that event policing has on the police service and wider community impacts. These will be evidence in the Silvers tactical Plan and will be further brought out and instilled within the Event Police Lead Course, Continuous professional development and annual accreditation of an EPL. The EPL course is under revision to ensure it is up to date, fit for purpose and supports current policing.</p>
Events HMICS Thematic 2019/2020	<p>R8 - Demand Analysis Products for Events Police Scotland should progress demand analysis products to ensure that there is a consistent understanding of demand to inform the resourcing of events.</p> <p>Risk - If Police Scotland continues to use OBLs as a means of identifying available resource it is crucial that they are accurate and that the same principles are being used across Scotland.</p> <p>Police Scotland must understand demand to ensure that officers and staff are in the right place, and then agreement must be made regarding OBLs, including which officers and staff are included and what the exceptions are.</p>	Medium	To be agreed	<p>Demand Data - Complexity HMICS Assessment - Further Evidence Required – we are in discussion with HMICS re this additional information.</p> <p>The DPU are building and in the initial testing stages with G Div Planning of an application that can be included in the Event Police Leads decision making ‘toolbox’ when it comes to the resourcing of an event.</p> <p>This tool can assist in providing a menu of tactical options for that framework of resourcing (RR4) for EPL’s based on level of risk and understanding of the wider implications on resourcing events. However, it does not determine resourcing for events, only aid in the decision making by pulling information in relation to abstraction levels and resource levels in the force and knock on effects from previous events. This can be used to provide a more scientific view on the impact of resourcing alongside traditional methods of professional judgement and intelligence relating to the event itself.</p>

Delayed Recommendations cont...

Report / Date	Recommendation	Risk	Date	Update
Greater Glasgow Custody 2019 HMICS	<p>Management of Queues at Custody Police Scotland should reconsider how it can better manage custody queue levels and provide radios to large custody centres to improve communication inside the centre and with local policing.</p> <p>Risk - Police Officers are non-productive whilst waiting to book in prisoners.</p>	Medium	July 2022	<p>PENDING CLOSURE Following a review, this recommendation is no longer considered to be an issue due to a number of reasons. Discussions have taken place with HMICS who confirm they are content to close once some data is provided to support the rationale to close. This is being collated but will be end of June before complete.</p>
Hate Crime June 2021 ~NEW~	<p>R1 Hate Crime Profile Police Scotland should review the profile of hate crime in strategies and plans, given that it is not currently identified as a standalone strategic priority for the force</p>	Medium	June 22 Dec 22	<p>Dependency with other work This is being taken into consideration as part of the refresh of the Strategic Assessment therefore timescales have been realigned to December 2022.</p>
Hate Crime June 2021 ~NEW~	<p>R3 Dedicated Hate Crime Unit Police Scotland should consider establishing a dedicated unit for hate crime.</p>	Medium	June 22 tbc	<p>Abstractions for other priorities - Resourcing Internal scoping has taken place with Police Scotland's Domestic Abuse Task Force and the Rape Task Force looking at their roles, remits, governance and structures.</p> <p>Police Scotland have engaged with NPCC Hate Crime Secretariat and the UK Policing Diversity, Equality & Inclusion Consortium to understand the position for dedicated Hate Crime Units in England and Wales Forces.</p> <p>Timescales have slipped due to staff abstractions to achieve other priorities. A new timescale is being considered and will be discussed at the next Hate Crime Strategic Oversight Group.</p>

Delayed Recommendations cont...

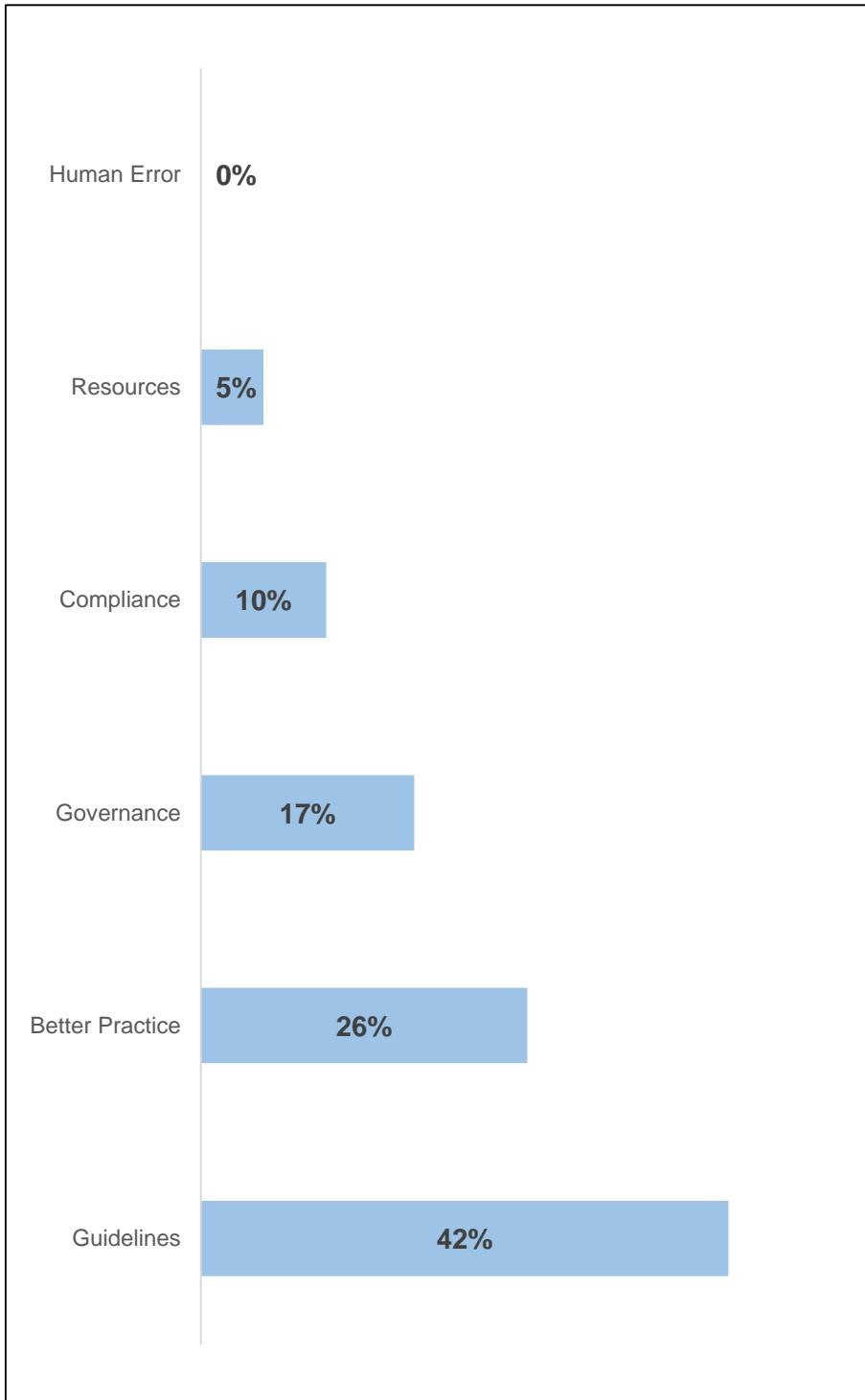
Report / Date	Recommendation	Risk	Date	Update
Hate Crime June 2021 ~NEW~	R5 Partnership Relationships and Knowledge Sharing Police Scotland should ensure that it maximises the benefits of strong partnership relationships, and shares the knowledge of diversity issues developed by police officers and staff working in Safer Communities roles at national and local levels	Medium	May 22 tbc	Partnership dependent Work is now ongoing with APU and Information Assurance to expand the provision of Hate Crime reporting to all local policing divisions and where technology and data protection regulations permit, enhance the depth of information available. A SLWG has been established to look specifically at information sharing within the constraints of the present IT system. Scottish Government have advised that they are working to re-convene the Tackling Prejudice and Building Connected Communities Group – with a new name and Terms Of Reference. Police Scotland will be invited to participate in this group. The expectation is that the group will focus on a new national hate crime campaign and the development of a new hate crime strategy.
Hate Crime June 2021 ~NEW~	R6 Third Party Reporting Improvements Police Scotland should accelerate its work with partners to improve the Third Party Reporting arrangements, providing people with the option to report hate crime without speaking directly to the police	Medium	June 22 tbc	Partnership dependent Scottish Government have advised that they are working to re-convene the Tackling Prejudice and Building Connected Communities Group – with a new name and Terms Of Reference. Police Scotland will be invited to participate in this group, chaired by Shona Robison MSP. The expectation is that the group will focus on a new national hate crime campaign and the development of a new hate crime strategy.
Estates Internal Audit ~NEW~	R1.2 Estates Plans for National Divisions and Functions Police Scotland should prepare estates plans for national divisions and functions, similar in scope to those prepared for local policing divisions.	High	May 22 Dec 22	Complexity Due to interdependencies and complexity this recommendation will be delayed.

Delayed Recommendations cont...

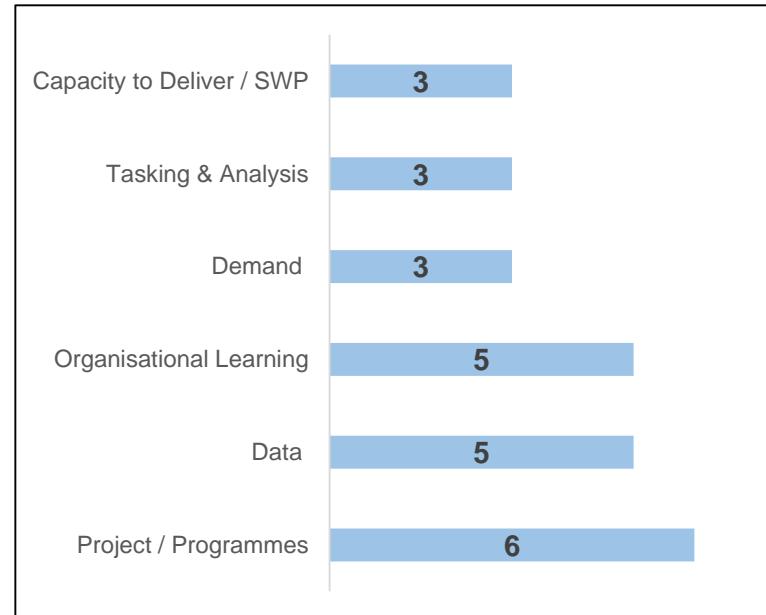
Report / Date	Recommendation	Risk	Date	Update
Performance Management Internal Audit January 2021 ~ NEW	<p>R3.1 Defining and Recognising Good Performance</p> <p>Police Scotland should develop a documented, systematic approach to analysing data and engaging with business areas. The approach should establish a performance baseline and seek to measure the impact of management action upon that baseline, accounting for external factors.</p>	High	May 22 Sept 22	<p>Dependency</p> <p>The Dictionary will include all of the processes to be followed and is being worked on now. This will demonstrate the consistent approach. The Performance Framework sets out all of the measures as a direct result of PS Action. The Technical Notes will also support this work.</p>
Performance Management Internal Audit January 2021 ~ NEW	<p>R4.1 Half Yearly Reporting</p> <p>Police Scotland should, in consultation with the PPC, update the form and content of the half-yearly report such that it clearly identifies the objective or outcome that the activity is intended to produce, and appropriate supporting information to evidence whether this is being achieved, or on track to be achieved as planned. Where the activity is a change activity or project, this could make reference to appropriate project milestones. For ongoing or business as usual activities, this should be linked to performance management information, either aligned with quarterly reporting or expressed in terms of the KPIs used in the business area carrying out the activity.</p>	High	May 22 Nov 22	<p>Dependency</p> <p>There have been some amendments to the half yearly report in respect of linking to the outcome sought and tracking against timescales where known. However, some of the actions set out within the original Annual Policing Plan were in the main recorded as "ongoing business as usual activities". We have worked with our colleagues in SPA and Board Members to ensure measures have specific milestones or end dates so that we can report progress more effectively. The target dates have been clearly articulated in the Annual Policing Plan 2022/23. The first evidence of this being available will be in November 2022 when we produce the half year report evidencing progress against these targets.</p>
Performance Management Internal Audit January 2021 ~ NEW	<p>R4.2 Reporting Policy</p> <p>The APU should define a policy or set of principles that underpins its approach to the identification of the highest priority matters. This should include:</p> <ul style="list-style-type: none"> • The approach to the use of exception reporting, including the circumstances in which indicators out with the core measures of progress will be reported; and • The methodology for the identification and presentation of issues of significance identified within performance reporting. 	Medium	May 22 Sept 22	<p>Dependency - Clear process is in place for determining highest priority areas for based on the following and will be documented along with information at 3.1 above:</p> <ul style="list-style-type: none"> • Data analysis, horizon scanning, topics highlighted in the strategic assessment, ODB/RDB threat register/discussion; • Content is suggested by the SPA or Force Exec for detailed consideration; • Consultation between PPOs and business areas to identify topics of interest/concern; • PPO attendance at thematic boards that provides insights in to areas of interest/concern; • Subjects that are receiving media attention are considered as a point of legitimacy/comfort to the SPA; • Crimes/incidents that are trending higher (or lower) from the 'norm' are assessed using professional judgment and followed up in detail

Police Scotland Recommendations Trends

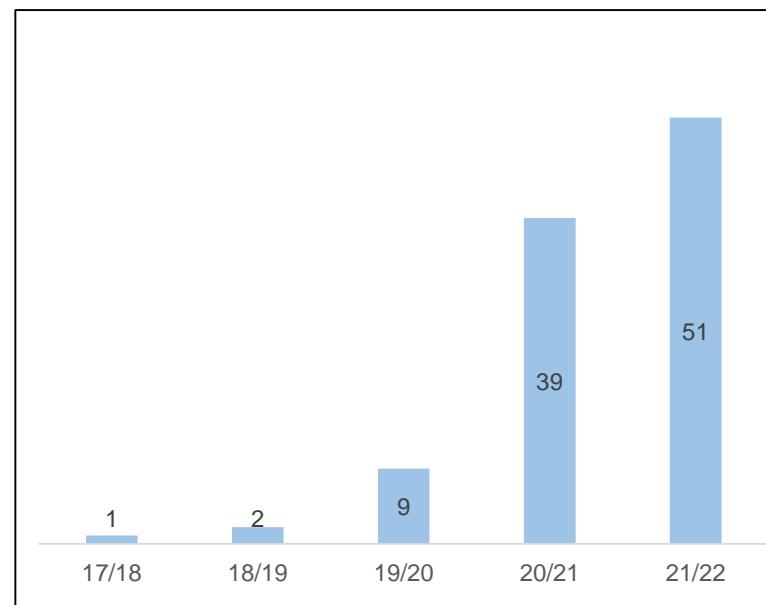
Recommendations by Theme



Dependencies



Recommendations by Age



Summary

- Themes** - The largest proportion of recommendations are categorised within the “Guidelines” theme. This theme includes a lack of or insufficient documented approaches, strategies or operating procedures to govern what, why and how activities are progressed. The order of these themes has not changed in the last year.
- Dependencies** – where there are a number of recommendations reliant on the same piece of work we have mapped these to improve our understanding of dependencies. Where there are dependencies these are indicated against each publication at **Appendix B**.
- Age** – there has been no movement with the three oldest recommendations. Although action is still ongoing. One due July, two likely October but not confirmed.

Assurances

- We continue to make good progress with recommendations.
- We are closing a high percentage on time and we are putting effort towards those with a high risk status.
- Where we have delays, there are good reasons.
- When delays have occurred we have assessed the work undertaken to be substantial and delays are not due to actions being overlooked.
- With recent delays we are seeing a pattern of earlier resolution after the target date however there remain a few older recommendations which are difficult to bring to a conclusion as they are reliant on other work or are complex to resolve.
- We continue to set ambitious timescales and we encourage business areas to consider a target date that shows evidence of implementation rather than evidence of action taken. We encourage the use of milestones to keep track and show progress.
- We report to Senior Management Teams or have given business areas their own enhanced access so they can take reports from our Action Management system. This ensures a continued focus on recommendations and allows forward planning to be undertaken.
- All recommendations are reported via our Management Board structures and delayed recommendations are subject to scrutiny by Deputy Chief Constables/Deputy Chief Officer.

Internal Audit Recommendations Progress Tracker - June 2022									
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)	Dependency
		Total Closed	Pending	Closed Jun	Delayed	On track			
Benefits Realisation October 2020 11 recommendations	1	1					These remaining recommendations are complex to address. Whilst we have been able to demonstrate areas where we have freed up FTE how that resource has been distributed there remains more we can do. We have some residual work to complete.	Change / Strategy & Analysis	
	4	2			2				
	3	3							
	3	3							
Performance Management January 2021 7 recommendations							This work is ongoing. It requires some processes to be documented now that the Performance Framework has been refreshed.	DoSA	Performance Framework refresh and Strategic Assessment
	2				2				
	5		2	2	1				
Home Working Security March 2021 4 recommendations							R2.1 Mobile Device Management - this is a long term action and will be delivered as part of a wider project to deliver Office 365 - target date is March 2023. Confirmed on track April 2022.	CDIO	ICT Internal Dependent with roll out of Office 365
	4	3			1				
Legal Claims Handling August 2021 8 recommendations							One recommendation open with a dependency on implementing an organisational learning framework.	Head of Legal Services	Organisational Learning impact
	2	1		1					
	5	3		1	1				
	1	1							
Data Quality and Integrity Sept 2021 6 recommendations							Remaining recommendation due September.	ACC Professionalism and Assurance	
	2	1			1				
	4			4					
Overtime and Allowances December 2022 4 recommendations							2 recommendations remain ongoing but are not yet due.	DoPD	
	1				1				
	2	1			1				
	1	1							

Internal Audit Recommendations Progress Tracker - June 2022											
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)	Dependency		
		Total Closed	Pending	Closed Jun	Delayed	On track					
Estates Management December 2022 7 recommendations	4	2		1	1	1 recommendations open but has been delayed from May to December 2022 due to the volume of work required and interdependencies.	CFO				
	3	1		2							
Strategic Planning March 2022 4 recommendations	1				1		DoSA CDIO				
	2			1	1						
	1	1									
CFC IFRS16 Preparedness March 2022 6 recommendations	5	2		3		2 recommendations expected to close June 2022.	CFO				
	1	1									
Health and Safety April 2022 10 recommendations	4				4	June recommendations submitted for closure. Remaining recommendations not yet due.	ACC Professionalism and Assurance				
	4			1	3						
	2			1	1						
ICT Service Delivery April 2022 8 recommendations	3				3	Not yet due.	CDIO				
	5				5						

Audit Scotland Recommendations Progress Tracker - June 2022														
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)	Dependency					
		Total Closed	Pending	Closed Jun	Delayed	On track								
SPA Annual Audit Report 2020/21	4						One not yet due (end of Sept 2022)	CFO DoPD Legal PPCW CDIO						
7 recommendations	3													
	2	5		1		1								
	1													

HMICS Recommendations Progress Tracker - June 2022									
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)	Dependency
		Total Closed	Pending	Closed Jun	Delayed	On track			
Undercover Policing February 2018 19 recommendations							R16 - Integrated Record Management System - Cyber Security check with Information Security required before sign off for the ABM software can be received. Next stage requires training on a test system; training on live system and full uplift. Key dependency on availability of consultancy to deliver training-indicative completion date October 2022. IPCO review completed on 12/05/22 will highlight this as was also highlighted in previous IPCO review (May 2021).	ACC OCCTI	ICT External Impact (external supplier)
	6	6							
	4	4							
	9	8			1				
Review of Custody Centres 2018 August 2018 7 recommendations							For closure - R05 risk assessments recently returned from HMICS for further work they have requested clarification on the term of the QA role and a copy of QA framework in order to close. This is complete but needs evidence submission form. Ongoing R01 estate strategy requires the Custody Improvement Plan (MED). All actions have been completed but not discharged until evidence of implementation plan which is still awaited. Decision made to refresh on a 5 year basis - DELAYED R02 Inconsistent Practice - final pieces of evidence being gathered for closure. (LOW)	ACC Local Policing & CJS	Extensive business process review
	4	2	1		1				
	3	2			1				
Review of Delivery of the Policing Plan March 2019 12 recommendations							One recommendation removed from report regarding Scottish Policing Model. All action complete and HMICS to maintain a watching brief on impact/progress.	Director of Strategy & Analysis/ CDIO ACC OCCTI	Project Dependency with progress with Target Operating Model
	12	11	1						
LP+ Greater Glasgow Inspection March 2019 11 recommendations							1 recommendation is ongoing relating a review of Campus Officers - we are awaiting confirmation of a post implementation review. This will now not take place until after the summer holiday period.	ACC Local Policing West	
	6	6							
	5	4			1				
Greater Glasgow Custody Inspection June 2019 5 recommendations							Ongoing R01 custody queues - Action reviewed for feasibility and discussed with HMICS. Data to be captured and submitted to HMICS along with closure report. R05 improving quality of information - This has reliance upon QA Framework and QAI role. Development of a Strategic and Operational Self-assessment template and QA Universe document. (75% complete)	ACC Local Policing & CJS	Business process review
	1	1							
	4	1	1		1				
LP+ Events Inspection May 2019 15 recommendations							2 recommendations remain open as evidence submitted only partially addresses the recommendations: Resourcing Framework or Matrix for Event Commanders Demand Products We have reviewed these areas in discussion with DPU and there are some products available that will support the closure of the recommendations but they are still in the process of a trial. Further discussions with HMICS to be held regarding closure.	ACC Operational Support	Demand data for resourcing
	15	12			2				
					1				

HMICS Recommendations Progress Tracker - June 2022										
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)	Dependency	
		Total Closed	Pending	Closed Jun	Delayed	On track				
Strategic Review of Custody May 2019 12 recommendations	3	3					ONGOING R3 – Analytical assistance - There is a dependency here with the force-wide analytical review. An interim measure for a temporary post was not approved so other options to be considered and with HMICS agreement will be resubmitted to CJSD SMT for closure.	ACC Local Policing & CJS ACC Operational Support	Capacity to deliver / SWP implementation	
	2	2								
	7	6				1				
Online Child Sexual Abuse February 2020 & August 2021 11 recommendations	5	3					A further 4 approved for closure by HMICS. 2 subject to ongoing discussion regarding closure based on work to date. 2 ongoing and not yet due.	ACC Crime and Public Protection / ACC OCCTI	Capacity to delivery / SWP implementation / Tasking processes / significant business process review	
	6	4				2				
Training and Development-Phase 1 December 2020 17 recommendations	17	12		2		3	There are a further 3 recommendations which are at an advanced stage but will take many more months to evidence a change or outcome and dependent on project activity.	DoPD ACC Partnerships and Prevention	Project Training review	
Scottish Crime Recording Audit March 2021 6 recommendations	6					6	Major dependency with new Crime Application which is delayed from September 2022 date. Comprehensive updates provided to SPA Policing and Performance Committee	ACC Major Crime and Public Protection	Project Dependency with COS and FMOR	
Hate Crime June 2021 15 recommendations	15					4	11	4 actions delayed	ACC Preventions, Partnerships and Community Wellbeing	Data dependency Partnership working
Demand, Analysis and Management July 2021 12 recommendation	11	1	2				1 recommendation discharged by HMICS. 2 Complete pending further evidence. 6 recommendations have been submitted to HMICS for closure but are still being assessed along with the SWP review.	DoSA		
	1					1				

HMICS Recommendations Progress Tracker - June 2022											
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)	Dependency		
		Total Closed	Pending	Closed Jun	Delayed	On track					
Training and Development Phase 2							Action plan finalised. Actions not yet due	DoPD			
September 2021											
10 recommendation	10					10					
Title & Date of Publication	Risk Rating	Total Closed	Pending	Closed Jun	Delayed	On track	Comments	Owner(s)	Dependency		
Custody North East Hub										Action plan at final review stage.	ACC Criminal Justice
December 2021											
3 recommendation	3					3					

Other Recommendations Progress Tracker - June 2022									
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Dependency
		Total Closed	Pending	Closed Jun	Delayed	On track			
Digital Forensics Working Group (DFWG) April 2020 5 recommendations (1 SPA, 4 PS)	<div style="background-color: red; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: orange; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: yellow; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div>						Actions due December 2022	ACC OCCTI	
Independent Complaints Handling Review November 2020 26 Police Scotland only recommendations (+10 recommendations where we work in partnership with other organisations but do not have the lead)	<div style="background-color: red; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: orange; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: yellow; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div>						Work ongoing. 5 recommendations have been closed in June 2022. They are subject to final review by HMICS and will be included within the SG Highlight Report in August.	ACC Professionalism and Assurance	Data dependency for some of the more complex recs
Civil Aviation Authority (CAA) Oversight Report 2019 September 2019 2 recommendations	<div style="background-color: red; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: orange; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: yellow; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div>						Ongoing	ACC Operational Support	IT External Dependency with ICT system - Chronicle (external supplier)
ICO Mobile Phone Data Extraction by Police in Scotland June 2021 6 recommendations	<div style="background-color: red; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: orange; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: yellow; width: 20px; height: 20px; margin-bottom: 2px;"></div> <div style="background-color: green; width: 20px; height: 20px;"></div>						Ongoing and expected to be closed at end of June.	SCD	Project DESC