

Meeting	SPA Policing Performance Committee
Date	17 March 2022
Location	Video Conference
Title of Paper	Crime Audit Improvement Plan – progress update
Presented By	Detective Chief Superintendent Laura McLuckie, Specialist Crime Division
Recommendation to Members	For Discussion
Appendix Attached	YES Appendix A - Crime Audit Tactical Group TOR Appendix B - Improvement Plan Progress Report as at 07 February 2022

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 1st September 2021, Police Scotland has been actively engaged with key internal stakeholders.
- 1.2 The Crime Audit Tactical Group has been established and is charged 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 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 ensures strategic alignment of related project activity across the organisation.

The Crime Audit Tactical Group Terms of Reference is attached at **Appendix A**.

- 1.3 As previously reported, HMICS had raised concerns regarding the lack of operational learning from previous audits in 2013, 2014 and 2016.
In response, the remit of the Crime Managers Forum has been reviewed and this forum are charged with the identification, gathering and dissemination of organisational learning as the improvements and changes to process and guidance are implemented and will report into the Crime Audit Tactical Group.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Summary of progress

Positive improvements have been made with a new governance reporting framework in place and the results of the SCRS 2020/21 audit providing an increase in compliance in all three audit categories. Of particular note was the significant improvement with SCRS compliance in the "No Crime" audit, which increased from 94.86% in 2018/19 to 97.81% in 2020/21. This highlights that divisional 'No Crime' processes have been strengthened and there is clear evidence that complainers were being updated appropriately. Only one additional recommendation was made in the SCRS audit for 2020/21, over and above those highlighted in 2018/19, to tackle the timeliness of recording of crimes being reported direct to the

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Resolution Teams. Work is ongoing with the Resolution Teams to address this.

It is acknowledged that there is a need to develop a plan to review specific crime categories and this will be aligned with the roll out of the new crime recording system. Divisional assurance checks going forward should build on compliance in this area.

The Scottish Government in their annual statistical bulletin published in September, 2021, estimated that cyber-crime had almost doubled (increased by 95%) during 2020-21 compared to 2019-20. Whilst not forming part of the SCRS audit for 2020/21 it was noted from the sample audited overall that compliance with the appropriate application of a cyber-crime marker was 94.64%."

A high level summary for each of the 6 recommendations contained within the HMICS Report, is provided below:-

Recommendation 1

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.

Progress as at February 2022

Governance reporting processes developed for internal reporting of the Crime Audit recommendations-initial discussions have taken place with DPU in relation to improvements for reporting at ODB/RDB to reflect agreed Crime Management Structures. Regular engagement taking place with HMICS and SPA Head of Strategy and Performance. SPA Annual Report and Accounts 2020/21 published. Annual SCRS Audit 2020/21 completed –attached to this report.

Recommendation 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.

Progress as at February 2022

*The SCRS manual terminology will be amended for inclusion with the National Crime System processes.
Crime Registrars developing high level process for Divisional Assurance checks.*

Recommendation 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.

Progress as at February 2022

Three regional workshops have taken place to begin the mapping of the end to end journey and process of an Incident and Crime from first recording to final disposal. Following the workshops, members of the FMOR Team, along with a Business Change Analyst, have visited individual CIMUs to further develop the detail surrounding this. These process maps are currently being validated by divisions. Regional visits to Contact Centres are also scheduled to take place with Contact, Engagement and Resolution Project (CERP) colleagues to capture details of the incident compliance and quality assurance within C3 and how this links with and impacts upon CIMUs and Local Policing.

*The strategic 'As Is' baseline scoping work to date offers confidence that while the processes are a mix of manual and digital processes, there is uniformity in terms of the functional activities and tasks actually performed by the CIMU workforce. The focus of this work stream will be around embedding standardised processes and practice and improved workforce agility
Consistent Business Rules to be created as part of the development of a regional proof of concept for CIMUs and support future processes and practices within COS Crime system and developments within C3, CERP and CAM processes.*

Recommendation 4

Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.

Progress as at February 2022

A Proof of Concept is being delivered within the North Area Command with a view to being delivered by the end of the financial year.

Work is also ongoing to assess the level of local performance reporting support provided by CIMUs to Local Policing Divisions. FMOR plan to have 'To Be' model designed by the end of the calendar year which will include defining structure, process, practice, and skill set.

Recommendation 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.

Progress as at February 2022

Probationer Open Distance Learning Package on SCRS with Crime Registrar reviewed and Tutor Constable content being reviewed for February 2022 launch.

Knowledge gaps identified for policing and C3 colleagues, details to be captured within the generic TNA.

Crime Managers Forum Terms of Reference and membership reviewed with meetings scheduled to December 2022.

Group to consider analysis of various audit/inspection reports to ensure that all organisational learning is captured.

Recommendation 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, audit and quality assurance processes.

Progress as at February 2022

*Pilot commenced in D Division on 28th September 2021.
User guides and briefing packs created for the pilot which will be subject to ongoing review by the tactical group.
Any necessary enhancements will be made prior to national roll-out commencing, with updates being made to the document set, training materials and guidance as required.*

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. In December 2021, Police Scotland Change Board were provided a summary of the delivery to date of Phase 1 and the Phase 2 product development components and updated on the progress of the Digitally Enabled Policing Programme (DEPP) Core Operational Solutions (COS) Phase 2 roll-out. Change Board considered the learning from the Phase 2 Pilot and the implications for the national roll-out beyond the North region and the scale of the work required to complete the delivery nationally and approved the overall schedule moving from September 2022 to January 2023.

At the January 2022 DEPP Programme Board the recent challenge from Covid-19 and the need to support Op Talla with DEPP officers was acknowledged. This provision, the wider training moratorium put in place plus Covid impacts in N Division meant that there would be a delayed rollout into N Division with further impact for the rest of the implementation schedule into other divisions. DEPP are currently working through what the impact will be, however the current estimate would be that the overall schedule

will need to move from January 2023 to March 2023 at the earliest.

2.3 SCRS Annual Audit 2020/21

The SCRS Annual Audit tests Scottish Crime Recording Standard compliance in the following areas:

- *Crime Related Incidents (Test 1)*
- *Associated Recorded Crime (Test 2)*
- *Crime Reports Reclassified to "No Crime"*

All Audits were conducted by the Command Area Crime Registrars, and errors were discussed and agreed by all Crime Registrars.

Compliance is achieved with a result of 95% or above and the audit was conducted on incidents and crimes from Quarter 4 (January to March) 2020/21. This year's Police Scotland results reflect a collective compliance improvement, in all three areas audited.

Key findings were initially presented to the Professionalism and Assurance Strategy Group on 21 October 2021, prior to circulation to Local Policing.

2020/21 Audit Observations

As noted in 2017/18 and 2018/19, the audit identified that while improvements were made across all three audit categories there continues to be no standardisation in the roles undertaken by each Divisional Crime Management Unit. Some Crime Management Units have responsibility for both Crime and Incident compliance, whilst other Units are only responsible for Crime compliance, with Incident compliance either being managed by a separate business area or no established process being in place in some Divisions to manage incidents. The separation of these tasks continues to have a negative impact on performance.

Recommendations aimed at addressing these issues made in the 2018/19 Police Scotland SCRS Annual Audit and by HMICS in their Crime Audit 2020 are ongoing and are being addressed by the FMOR and Crime Audit Tactical Group.

Crime Managers in each division have been provided with comprehensive details of each crime or incident which failed the audit, together with a rationale why the record did not meet the required standard, for information and training purposes.

Divisional, Command Area and Police Scotland Audit Reports, for the 2020/21 Scottish Crime Recording Standard Audit, have been completed. These will be cascaded to appropriate personnel for information and action where appropriate.

There was only 1 recommendation in the 2020/21 Audit recommendations from the 2020/21 Audit along with HMICS recommendations from their Crime Audit 2020 Inspection report now form an action plan being taken forward by the Crime Audit Tactical Group.

2.4 Next steps

The dependency on the full rollout of the national crime system and associated timescales it is expected that there will be two major milestones for reporting:-

- Interim report following North Divisional rollout-Summer 2022;and
- Full report following National rollout-Summer 2023.

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

- TITLE:** **Crime Audit Tactical Group**
- CHAIR:** Detective Chief Superintendent Laura McLuckie
- MEMBERS:** Representatives or their designated deputies:
- FMOR
 - COS
 - LTD
 - Crime Manager Forum
 - Crime Registrar
 - C3
 - Governance, Audit and Assurance
 - Strategy and Analysis
 - SCD
 - Local Policing
 - Corporate Communications
- ATTENDING:** Others at the discretion of the Chair
- PROCESS OWNER:** Detective Chief Superintendent, Local Policing Crime
- QUORATE:** The quorum of the Crime Audit is a simple majority of all listed Members (including the Chair) who must be present for the duration of the meeting. Representatives of core members who have been approved to attend will contribute to quorate numbers.

REMIT:

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The Crime Audit Tactical Group will ensure the appropriate tasking and delivery of all actions, against each of HMICS' Crime Audit 2020 Recommendations. Thereafter members will be responsible for reporting progress to the Strategic Governance Board, chaired by ACC Crime and Public Protection, on a monthly basis.

This will be achieved through the following:

- Development of appropriate governance reporting arrangements, increasing visibility and consistency of approach
- Develop reporting arrangements with SPA
- Review and revise audit methodology to deliver assurance at all levels
- Develop an annual audit plan in conjunction with the Scottish Crime Recording Board
- Develop a plan with SPA, to include crime recording compliance within the Annual Report
- Review and revise the Crime Recording Strategy to include people / process improvements across all HMICS Recommendations
- Review SCRS Manual in consultation with key stakeholders and establish corporate expectations, in parallel with the rollout of the National Crime System
- Identify best practice / learning from quality assurance of end to end processes
- Develop a national structured approach to local scrutiny
- Review and development of crime management structures linked with FMOR, and aligned to SWP
- Complete a post deployment review of the distance learning package for probationer training (distance learning module) to capitalise on organisational learning
- Conduct a review of the training needs of all officers / staff involved in crime recording decisions
- Develop a strategy and training plan to address the identified training needs, in conjunction with the National Crime System
- Establishment of a tactical forum to deliver a Continuous Improvement and Organisational Learning Framework
- Development of a Communications Plan, to support the training strategy and plan
- Develop a Crime Data Input Quality Assurance Framework
- Develop process maps / flowcharts demonstrating the future Crime and Case Management Processes
- Develop a Crime Management Guidance document, which articulates the standards expected
- Develop a Data Citizenship initiative, interwoven into training highlighting the importance of data quality

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LEVELS OF APPROVAL: Delegated approval rights for implementation of policy, strategic direction, investment and resource allocation within respective business areas.

SECRETARIAT: SCD, Local Policing Crime

FREQUENCY: Monthly

REPORTING TO: Strategic Governance Board – chaired by ACC Major Crime and Public Protection

Improvement Plan Template

APPENDIX B-Progress Update as at 15th February 2022			
Recommendation	Action to be taken	Latest progress update.	Next Steps
<p>Recommendation 1 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. <i>Links with recommendations 1.4;2.1;2.2;6.2.</i></p>	<p>Strategic Fraud Group established, led by Detective Supt. David Ferry, approved at December SLB (sub action to be removed from Crime Audit).</p> <p>Initial discussions have taken place with APU in relation to increasing the visibility of reporting.</p> <p>Stage Two Healthcheck has not been progressed as the results of the Stage 1 Health Check are being considered with a view to confirm that a sufficient bedding in period has elapsed before commencing the Stage 2 Health check.</p>	<p>(i) Further discussion with DPU/APU in relation to inclusion of 'placeholder' for Divisions to present /escalate findings from Management SCRS checks and/or Crime Performance trends/issues. Options paper to be developed on proposals for increased visibility within RBD/ODB.</p> <p>(ii) SCRS Annual Audit to be issued to management boards prior to reporting to the SPA</p> <p>(iii) Process map activity to be transferred to recs 3 and 6 as dependent on the FMOR and COS timescale.</p> <p>(iv) Healthcheck for COS rollout stage two to be transferred to rec 6.</p>
	<p>1.2 Establish tactical and strategic forums to ensure consistency and sustainability of approaches to the HMICS Recommendations across all business areas. <i>Links with recommendation 4.1;5.4;6.1;6.2.</i></p>	<p>TOR for the Strategic Forum remains to be developed.</p>	<p>(i) TOR to be developed and agreed for Strategic Forum</p> <p>(ii) Comms plan activity to be transferred to action 5.4</p>
	<p>1.3 In conjunction with the SPA, identify appropriate arrangements for reporting to the relevant SPA Audit, Risk and Assurance Committee including:- (i) Initial update on plans to address recommendations allocated to Police Scotland (PS) from the HMICS Crime Audit and thereafter progress update on each recommendation (in addition to the normal reporting on progress of improvement recommendations) (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. <i>Links with recommendations 1.1;1.2;1.4;6.1.</i></p>	<p>SCRS Annual Audit not included within 28th January ARAC papers, expectation that these will be included in SPA PPC (March 2022.)</p>	<p>(i) SCRS Annual Audit to be reported to PPC (09 March 2022) as Appendix to the Crime Audit update paper.</p>

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
	<p>1.4 Revise Audit Methodology document to deliver more complete assurance at all levels, including the following:-</p> <ul style="list-style-type: none"> (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. <p><i>Links with recommendations 1.1;1.4;2.1;2.2; 4.1;6.1;6.2.</i></p>	<p>Crime Registrars progressing reviewing and updating audit methodology document.</p>	<p>Sub actions (i) (ii) and (iii) regarding roles and responsibilities to be transferred to rec 6.</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.</p> <p><i>Links with recommendations 1.1; 1.3;1..</i></p>	<p>Crime Registrars have Annual Audit Plan in draft-key dependency with national crime to confirm audit calendar for the year which is expected will mainly be health checks rather than undertaking an annual audit.</p>	<ul style="list-style-type: none"> (i) Annual Audit plan (current draft) to be shared with the Tactical Group. (ii) SLWG to report on progress and results of healthchecks.

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
	<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.</p> <p>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.</p> <p><i>Links with recommendation 1.5.</i></p>	Action complete.	
<p>Recommendation 2</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>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><i>Links with recommendations 1.1;1.2;4.1;6.1;6.2.</i></p>	Crime Registrars progressing,key dependency with the roll out of national crime and crime management structures.	<p>(i)Crime Registrars to define terminology for the revised Crime Recording Policy and forward to COS in order that documentation reflects agreed Crime Recording terminology.</p> <p>(ii) SLWG being established to discuss level 1 SCRS Quality Assurance and management controls for Divisions.</p>

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
	<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><i>Links with recommendation 1.4;4.1;6.1;6.2.</i></p>	<p>Crime Registrars will review the SCRS manual in line with the new crime system,document is owned by the SCRB and discussion is required with Scottish Government re formatting and needs to be discussed at the SCRB.</p>	<p>i)Transfer activity re (i)QA and learning and (ii) review of the SCRS Manual with SCRB in line with the new crime system as sub actions to rec 6</p> <p>(ii)proposed change of action- Crime Registrars to complete review of SCRS Manual with updated terminology related to the National Crime system. (iii)COS to ensure that terminology is reflected in the document set for the national system.</p>
<p>Recommendation 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><i>Links with recommendation 2.2;6.1;6.2.</i></p>	<p>Resolution Team (RT) staff visiting DCMUs to provide an overview of the role of the DCMU and expectation in respect of update of incidents and creation of crimes-this will be progressed by C3 as part of RT training.</p> <p>The key themes of meetings are around staff on restricted and modified duties returning to work and the skill gaps they face. Work force blend issues, training, SCRS compliances, processes, inefficiencies, differences in incident management and ancillary tasks.</p> <p>13 Local Policing Division CIMUs processes mapped-C3 and the Resolution Team processes to be completed.</p> <p>Training such as that provided for STORM can be challenging when trying to tailor it to suit the differing needs to C3 and Crime Managers</p>	<p>(i) Plan for secondment of RT staff to CMU's; (ii) Plan and timesclae for RT training; (iii) Timescale for North Area Proof of Concept. (iv) Engage with FMOR Project Management to obtain monthly Board updates. (v) SLWG to develop training materials and guidance for CIMU.</p>

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	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>	<p>FMOR, CERP, COS and Crime Registrars continue to meet regularly to discuss various aspects of our 'to be' design of CIMUs, particularly around the North Region proof of concept. The group are progressing the development of future training for CIMUs. This will also assist CERP as we look at elements of training around STORM for SCRS incident compliance.</p>	<p>(i) Improvement Plan on how the key themes of meetings are being progressed :-staff on restricted and modified duties returning to work and the skill gaps they face;Work force blend issues, training, SCRS compliances, processes, inefficiencies, differences in incident management and ancillary tasks.</p> <p>(ii) Copies of process maps for 13 Divisions;</p> <p>(iii) Timescale for C3 process maps.</p> <p>(iv) SLWG to develop training materials and guidance for CIMU.</p>
<p>Recommendation 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><i>Links with recommendations 1.4;2.1;2.2;6.1;6.2.</i></p>	<p>Job profiles for Sergeant/First line supervisor, Crime & Incident Manager created and issued for evaluation.</p> <p>Strategic Workforce Planning -Engagement around options to be provided for IBC- Initial options paper issued for consideration.</p> <p>Communication Intranet design and content completed, await Go Live. Comms pieces for Intranet and for demand activity tracker developed & issued for review.</p> <p>Demand Activity/Volumetrics Demand activity tracker designed and reviewed by project team. Issued to DPU for comment/approval.</p> <p>Action Fraud Process mapping and briefing paper produced to show high level impact of Action Fraud on CIMU workload.</p> <p>Training Engagement with LTD to discuss available training a high level discussion of future training needs.</p> <p>Planning Forward planning session with work-stream lead and BCA for the BSU/PESA/DPS workstream working on Work Breakdown Structure and timeline for requirements gathering.</p> <p>'To Be' Design CIMU revised functionality list defined. 'To Be' process map produced and engagement with Service Design Manager begun in order to facilitate CIMU 'To Be' design workshop.</p> <p>20/1</p> <p>FMOR continue to develop the 'to be' design for CIMUs and in particular for the North Region proof of concept, worked with stakeholders to develop a consistent role profile for a Police Staff member of a CIMU with a view to increasing the number of Police Staff members within CIMUs and release Police Officers to other priority areas of policing. Also working with the DPU to develop a demand activity tracker to further develop our understanding of the time taken to undertake various tasks within CIMUs.</p> <p>This work will inform the resource levels that are required to enhance the work of CIMUs going forward. We have also finalising what we see as the core functionality within CIMUs as over the years a large amount of ancillary functionality has become their responsibility and is not aligned with their purpose.</p>	<p>(i) Copy of 'to be ' model;</p> <p>(ii) TOR and Minutes of SLWG meetings;</p> <p>(iii) Timescale for skills matrix.</p> <p>(iv) FMOR Project Manager agreed to provide weekly updates as provided to the Change Team with relevant supporting documentation from FMOR Programme Board-next High Level Report due 04/02/22.</p> <p>Propose to request updates prior to Crime Audit Tactical Group meetings-FMOR Programme Manger to be advised of timescales for reporting.</p>

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
<p>Recommendation 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. <i>Links with recommendations 5.2;5.3.</i></p>	<p>LTD have agreed in principle to an additional day in Module 2 to address any issues on crime recording standards and use of the new COS systems for crime recording. Implementation of that training is subject to its development by subject matter experts and alignment to the roll out of the new COS systems</p>	<p>(i) Develop a timeline for the various training elements and include FMOR and Crime Registrars in the consultation process for the new training programme contents, including any required training inputs-for actions 5.1,5.2,and 5.3. (ii) Ensure that Training packages developed through the SLWG's are consistent in promoting Right First Time approach and QA.</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; (iv) Frontline Officers and Staff. <i>Links with recommendations 5.3;</i></p>		
	<p>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. <i>Links with recommendations 4.1;6.4.</i></p>		

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
	<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>	<p>TOR drafted,however due to COVID was not presented at December Crime Managers Forum.</p> <p>Approved TOR to be presented at the next Crime Managers Forum and Crime Tactical Group.</p>	<p>(i)TOR for Crime Managers Forum</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><i>Links with recommendations 3.1;5.1;5.3.</i></p>		<p>(ii)Draft Initial 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>
<p>Recommendation 6 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>	<p>Draft set of documentation developed as part of the D Division Pilot.</p> <p>Paper presented to Change Board-December 2021 provided a summary of the delivery to date of Phase 1 and the Phase 2 product development components and updated on the progress of the Digitally Enabled Policing Programme (DEPP) Core Operational Solutions (COS) Phase 2 roll-out.</p> <p>In relation to the roll-out the paper introduces the learning from the Phase 2 Pilot and considers the implications for the national roll-out beyond the North region. In particular the paper highlights the scale of the work required to complete the delivery nationally and made 5 recommendations to mitigate which were approved at the Change Board in December 2021 with the overall schedule moving from September 2022 to January 2023.</p>	<p>(i) Upload relevant COS Files to HMICS Egress-including copies of the contents of D Division Guidance and products listed in 6.1,6.2,6.3 and 6.4 (draft Full Document set)</p> <p>(ii) Provide copy of COS project documentation as reported through internal governance;</p> <p>(iii) COS to issue updated <i>timeline</i> for the full Divisional/National rollout of COS including engagement with Crime Registrars in respect of reviewing the SCRS Manual;</p> <p>(iv) Agree the timescale for stage 2 Health Check;</p> <p>(v) Crime Recording Strategy to be reviewed following FMOR and COS rollout.</p> <p>(vi) DEPP Programme Manager has agreed to provide monthly progress updates from DEPP Programme Board and Change Board. Propose to request updates prior to Crime Audit Tactical Group meetings-FMOR Programme Manger to be advised of timescales for reporting.</p>
	<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.</p> <p><i>Links with recommendations 1.3;2.1;2.2;3.1;4.1;6.2.</i></p>	<p>28/01 DEPP COS status update presented to the January Change Board highlights the most recent challenge from Covid-19 and the need to support Op Talla with DEPP officers from January. That provision, the wider training moratorium put in place plus Covid impacts in N Division mean that we will need to delay rollout into N Division, which will then have a knock on impact for the rest of the implementation schedule into other divisions.DEPP are working through what the impact is at the moment, with an estimate would be that the overall schedule will need to move from Jan 23 to Mar 23 and perhaps beyond.</p>	

Improvement Plan Template

Recommendation	Action to be taken	Latest progress update.	Next Steps
	<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><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.</p> <p><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.</p> <p><i>Links with recommendations 2.1;2.2;</i></p>		