



<b>Meeting</b>	<b>Audit, Risk and Assurance Committee</b>
<b>Date</b>	<b>22 June 2023</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Police Scotland Audit and Improvement Recommendation Tracker – February to April 2023</b>
<b>Presented By</b>	<b>Assistant Chief Constable Professionalism and Assurance</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b>  <b>Appendix A - Audit and Improvement Dashboard</b>  <b>Appendix B - Audit and Improvement Tracker</b>


**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 discuss the progress detailed within the report.

## 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 Independent Review of Complaints Handling 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.

**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 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the progress detailed within the report.



# Audit and Inspection Recommendations Dashboard

**Reporting Period: 1 Feb to 30 April 2023**

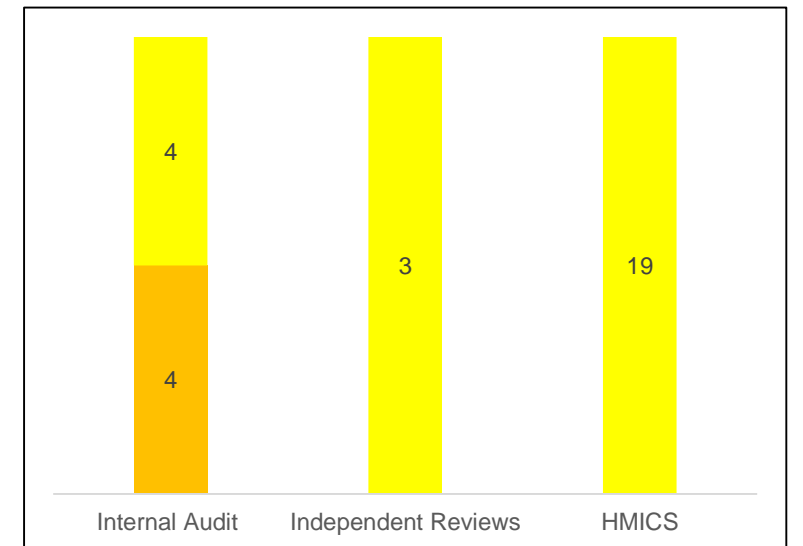
# Police Scotland Recommendations Dashboard

Total	Ongoing	Delayed	Closed to Date
187	148	39	30

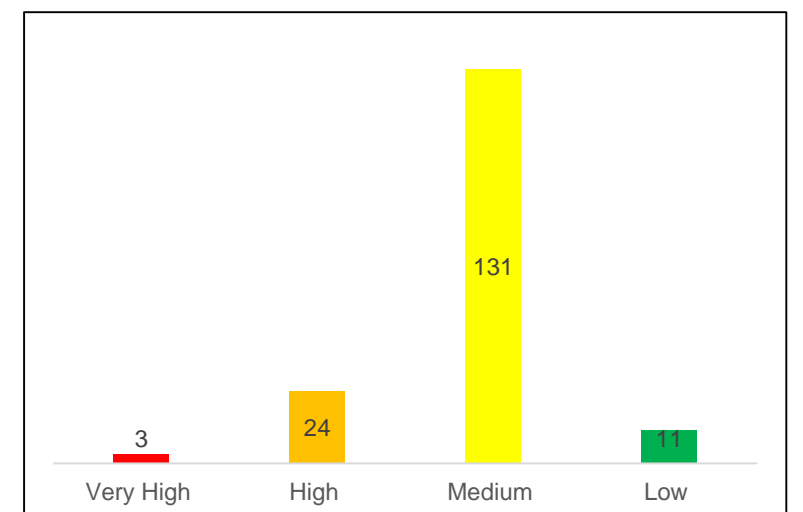
## Recommendations Management – Highlights

- 54 new recommendations were added between 1 February and 30 April 2023 across 7 publications – 4 HMICS/3 Independent Reviews.
- There were 30 closures between 1 February and 30 April 2023.
  - 4 High Risk
  - 26 Medium Risk
- 16% of recommendations have a Very/High Risk status.
- 3 recommendations classified as Very High Risk relate to Compliance Internal Audit re PAVA/Airwave. A Short Life Working Group is in place to monitor progress on a monthly basis. An update is provided on Slide 4)
- 79% of recommendations are on track.
- 73% of the recommendations open are less than one year old.
- 39 recommendations are delayed. 7 have a high risk status.

## Closed – Feb – Apr 23



## Risk Assessment



# Closures update

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Of the total closures, 4 are High Risk and 26 Medium Risk. A summary of the most significant achievements follows:

**Training & Development Phase 2** – Improvements include consideration of retention objectives within the Policing Together strategy and implementation plan and monitoring through an improved dataset. More information is provided on the website to better inform and support candidates through the selection process. Significant improvements to the candidate experience has been achieved through the introduction of the electronic recruitment system. It has also streamlined administrative purposes making the process more efficient and effective. Improved feedback mechanisms are also in place. We have introduced EDI refresher training to the entire workforce, promoted a better understand of the Positive Action Team as well as reviewing the resource available within the Positive Action Team to maximise their use and coverage across the country.

**Hate Crime** – Hate Crime has been included in the refreshed five year Strategic Risk and Threat Assessment as a high operational priority with associated recommendations reflecting the importance of this area. Promoting the importance of submitting intelligence logs has improved the service's understanding of the intelligence issues in relation to Hate Crime. The role and remit of Hate Crime Champions has been reviewed and information and support in relation to investigations has been improved through the provision of a First Responders Toolkit for Hate Crimes conducted online and there is further training for all officers to be rolled out for cyber kiosks which will further enhance the skills to investigate these crimes.

**Strategic Planning** - The updated strategic planning framework has been agreed and is included in the published for consultation Joint Strategy for Policing and the Chief Constable's Annual Police Plan. All enabler strategies are now submitted for consideration with an implementation plan. This approach is as standard and can be evidence from Policing Together and VAWG. Monitoring and implementation remains the priority of owning departments.

**Demand** – Improvements include an increased strategic focus with the Demand Baseline 2022 integrated into the Force Strategic Threat and Risk Assessment 2023-28, providing a robust evidence base which informs and supports our organisational governance and transformation strategies around demand for Police Scotland plans and strategies. We have also developed useful, modern and interactive demand and productivity based outputs focused on evidencing and understanding demand linked to strategic priorities with clear articulation of stakeholders and prioritisation through the Operational Delivery Board.

**Vetting** – A formal training programme has been introduced and delivered to all new staff. A Quality Assurance Framework will support ongoing and future refresher training. We have clearly articulated vetting priorities within the Force Vetting Prioritisation form which will be used to consistently respond to additional demands outwith core priorities.

# Very High Risk Actions – Update on Progress

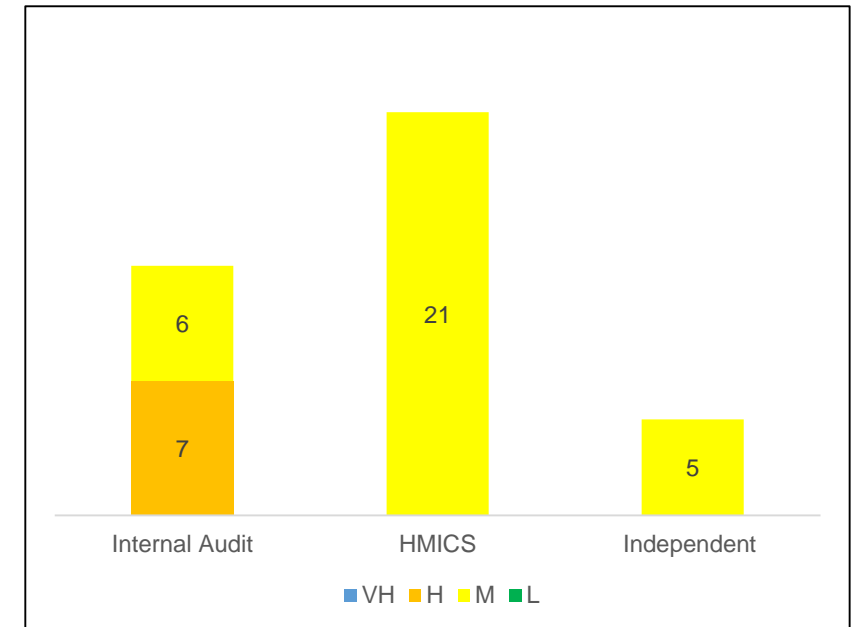
Ref	Recommendation	Target Date	Owner	Progress
2.1	<p><b>PAVA Oversight Arrangements</b></p> <p>We recommend that governance arrangements are reviewed, and a central oversight group established to oversee the management of compliance for PAVA. This group should be responsible for overseeing PAVA guidance, managing compliance, and reviewing the output of compliance monitoring activities.</p>	<p><del>31.01.24</del> 31.10.23</p>	<p>ACC Professionalism &amp; Assurance</p>	<p>We have confirmed Strategic and Tactical Leadership in the interim. We have established a Short Life Working Group with monthly meetings to drive progress and resolve issues. On this basis we are accelerating progress in this area.</p> <p>There are aspects of ownership relating to stock control, compliance and monitoring activities that were absent at the time of audit. This has been addressed through interim allocation of responsibility. These arrangements will likely be in place and unchanged for lifetime management. The existing Guidance will need to be updated confirming ownership and responsibilities before the action can be discharged.</p> <p>What remains outstanding is for policy ownership to be confirmed as this currently sits within Learning, Training and Development due to the training aspect. This will be reviewed and confirmed following consultation with key stakeholders.</p>
3.1	<p><b>PAVA Tracking Stock</b></p> <p>(not included in PSE MB total recommendations as sits within DCO portfolio)</p> <p>We recommend that a Force-wide review is undertaken to identify all PAVA within the organisation, its serial number, location and expiry date. Any expired PAVA should be removed from sites as a matter of priority.</p>	31.01.24	CFO	<p>Audits and walk throughs to establish as is and gaps complete in West and East Hubs. North to complete.</p> <p>This is the first step towards developing an electronic logging and monitoring for all stations. The first layer of compliance and monitoring activities will be built into the new system.</p> <p>A Sharepoint Survey request is with the Insight team for development with a target delivery date of 30th of June. SPOCs will be identified early July, so that this can be distributed across the operation in mid-July to understand the state of play across the country. There are c. 25000 canisters across the Police Scotland estate as of June 2023, so we need to ensure we know how these are controlled first and where they are, prior to launching the Asset Management System.</p>
4.1	<p><b>PAVA Compliance Monitoring</b></p> <p>We recommend that a central compliance monitoring regime is established to provide assurance over the issue, storage and use of PAVA. The findings identified within the report should be used to inform development of this process as a means of ensuring that the control weaknesses identified are appropriately addressed. We also recommend that a formal governance route is established both to oversee PAVA generally, and also oversee the results of compliance monitoring activities</p>	31.07.24	<p>ACC Professionalism &amp; Assurance</p>	<p>A complete range of compliance activities is being considered and will be implemented as soon as possible.</p> <p>The first line of defence will rest with Stores through improved issue and tracking capabilities.</p> <p>Compliance monitoring will be built into Divisional H&amp;S Assurance activities. Second line of defence will be incorporated within the Health and Safety 6 monthly inspections where random checks will be undertaken to establish levels of compliance. These have to be formalised and documented within our procedures. Communication being prepared to issue to officers and Divisional Commanders to reinforce their responsibilities.</p>

# Delayed – Overview

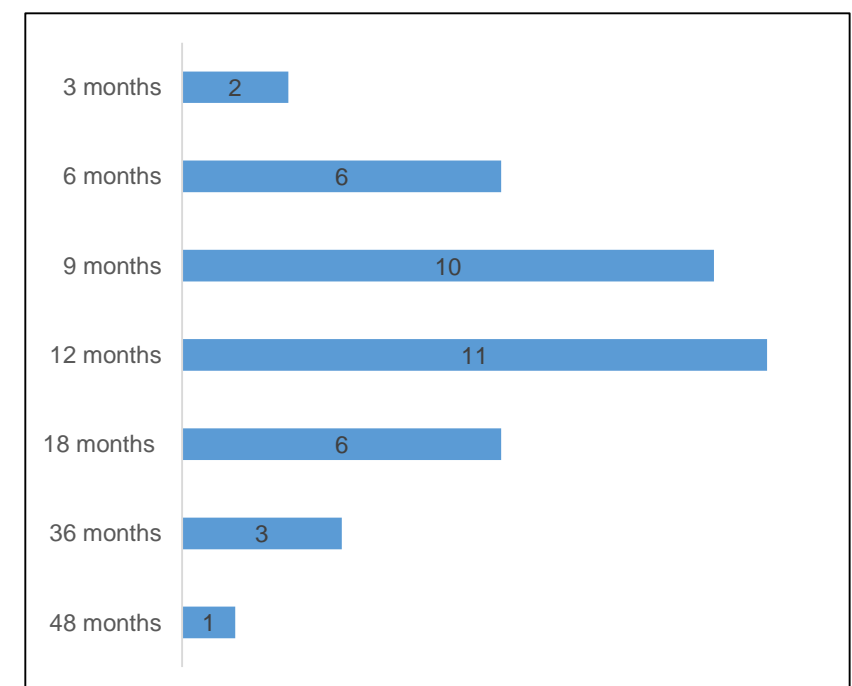
## Overview

- 39 recommendations have incurred delays. 7 new in the reporting period. These are shown on slides 9-10.
- 3 recommendations are complete but no evidence is yet available to confirm or test the change/outcome. 1 recommendation is on hold pending the publication of the Independent Review Group’s findings. 3 recommendations relating to the ICT Service Delivery audit are on hold and have a dependency with the Digital Strategy and Target Operating Model (TOM). They will be addressed or superseded by this. These are shown on slides 6-8.
- We are actively working on evidence submissions for 8 of these delays – Custody, Greater Glasgow Local Policing, Hate Crime, Events.
- Complexity, transformation, re-prioritisation and dependencies with other work are some of the main reasons why recommendations are delayed.
- We have re-planned some actions following deep dives and confirmed the need to continue progressing these. There remains challenges with evidencing the outcome relating to a small number of older recommendations and we are in active discussion with the Business area to resolve.

## Risk Profile of Delays



## Approx Length of Delays





# Delays – Pending Evidence

Recommendations where we have taken all the action we set out to but we cannot yet evidence the impact or there might be a dependency that is delaying this work.

Report / Date	Recommendation	Risk	Date	Owner	Status
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</p>	High	<del>Dec-21</del> Under Review	Digital	<p>ON HOLD PENDING EVIDENCE</p> <p>These will continue to be reported as open until such a time that new projects come forward to test the revised methodology. We are reviewing quarterly.</p>
Benefits Realisation Internal Audit October 2020	<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	<del>Dec-21</del> Under Review	Digital	<p>ON HOLD PENDING EVIDENCE</p> <p>These will continue to be reported as open until such a time that new projects come forward to test the revised methodology. We are reviewing quarterly.</p>

# Delays - Pending Evidence / Dependency

Recommendations where we have taken all the action we set out to but we cannot yet evidence the impact or there might be a dependency that is delaying this work.

Report / Date	Recommendation	Risk	Date	Owner	Status / Reason on Hold
Demand Analysis & Mgmt June 2021	R05 Leadership of Scrutiny Processes  Police Scotland and the Scottish Police Authority should, in line with a demand framework, review the operational leadership, governance and focus of their scrutiny processes around demand analysis and management	M	Feb-22 Apr 23	Strategy & Analysis	<b>ON HOLD PENDING EVIDENCE</b>  This has a dependency with transformation work. Submitted for closure but HMICS has requested additional evidence to cover some final points before closure. This is being progressed.
Independent Complaints Handling Nov 2020	R18 Discrimination Culture  In the light of the very worrying evidence that I have received, I consider that issues related to discrimination and their impact on public confidence in Police Scotland should be the subject of a broader, fundamental review of equality matters by an independent organisation. That review should take into account HMICS's proposed inspection of Training and Development that is to concentrate on the recruitment, retention, development and promotion of under-represented groups.	M	Sept-22 Dec 23	People & Development	<b>AWAITING IRG FINAL REPORT</b>  An Independent Review Group has been established to provide critical oversight of equality matters, guide strategic direction and scrutinise activity. HMICS previously indicated that they would not close this recommendation until the IRG report on their findings.  The IRG were originally due to report in September 2022 but due to delays will now provide a full report to SPA by end of 2023.

# Delays - Pending Evidence / Dependency

Recommendations where we have taken all the action we set out to but we cannot yet evidence the impact or there might be a dependency that is delaying this work.

Report / Date	Recommendation Summary Title	Risk	Date	Owner	Status / Reason on hold
ICT Service Delivery April 22	3.1 Demand Planning and Prioritisation We recommend that Digital Division, in collaboration with senior stakeholders in the organisation, develops and implements formal processes through which resource demands are collated and prioritised. Formal criteria should be developed to allow a consistent approach to prioritisation of demand over a rolling 12-18 month period.	H	Dec-22 Aug 23	Digital	ON HOLD PENDING DECISION ON DIGITAL STRATEGY & TOM  Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 has been applied to these actions when the TOM/Strategy will have gone through governance and clarity on next steps and deliverables will be known.
ICT Service Delivery April 22	4.1 Resource Planning The Digital Division should establish formal resource management processes for non-Change programme activity.	H	Dec-22 Unknown	Digital	ON HOLD PENDING DECISION ON DIGITAL STRATEGY & TOM  Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 has been applied to these actions when the TOM/Strategy will have gone through governance and clarity on next steps and deliverables will be known.
ICT Service Delivery April 22	2.2 Service Catalogue We recommend that the Digital Division updates their service catalogue to cover all services within their portfolio, with reference to associated SLAs, targets, objectives, or performance expectations.	M	Dec-22 Unknown	Digital	ON HOLD PENDING DECISION ON DIGITAL STRATEGY & TOM  Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 has been applied to these actions when the TOM/Strategy will have gone through governance and clarity on next steps and deliverables will be known.

# Delays – New Delays

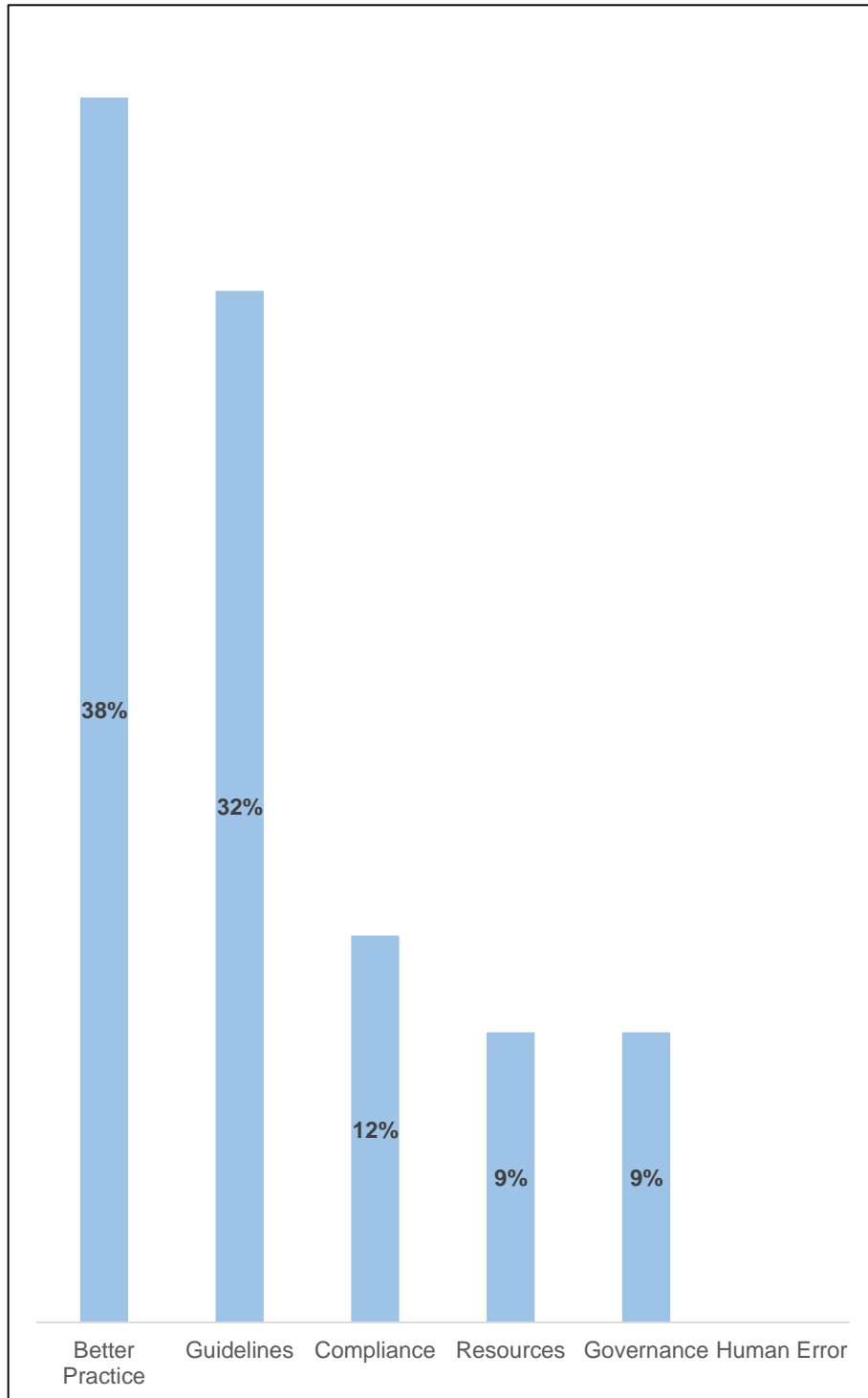
Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
ICT Service Delivery April 2022	<p>1.1 Service Requests</p> <p>We recommend that the Digital Division produces formal guidance on classifications of service requests and how each should be managed internally. This will be important in supporting effective resource planning and in managing customer expectations.</p>	H	Apr-23 Oct 23	10 months	<p>Complexity – Future Proofing</p> <p>This action has been delayed due to a bigger change being required to improve the flow of requests to support future requirements.</p>
ICT Service Delivery April 2022	<p>1.2 Performance Reporting</p> <p>We recommend that Digital Division management, in collaboration with relevant stakeholders, develops a formal performance reporting framework.</p> <p>The content of reporting should be geared to the specific needs of management and those charged with governance with consideration given to the level of detail included within reports and frequency of reporting.</p>	M	Apr-23 Oct 23	10 months	<p>Partially Complete</p> <p>This action has been delayed due to the work required and dependency with re-development of the Intranet space. We are addressing this recommendation through the development of a Digital Division Newsletter which will give stakeholders an update on key projects that affect/impact the efficiency and effectiveness of Divisions/Departments.</p>
ICT Service Delivery April 2022	<p>2.1 Performance Indicators</p> <p>We recommend that Digital Division works closely with stakeholders to develop and agree Key Performance Indicators and service levels for incident management, service requests and any other core BAU work.</p> <p>A core part of implementing service level management activities should be to embed continuous service improvement. Digital Division should routinely monitor performance against service levels.</p>	M	Mar-23 Mar 24	12 months	<p>A suite of indicators is already in place but have never been subject to consultation with stakeholders which is required to close this action. Due to demands re the Digital Strategy and TOM more time is required in order to complete this recommendation.</p>

# Delays – New Delays

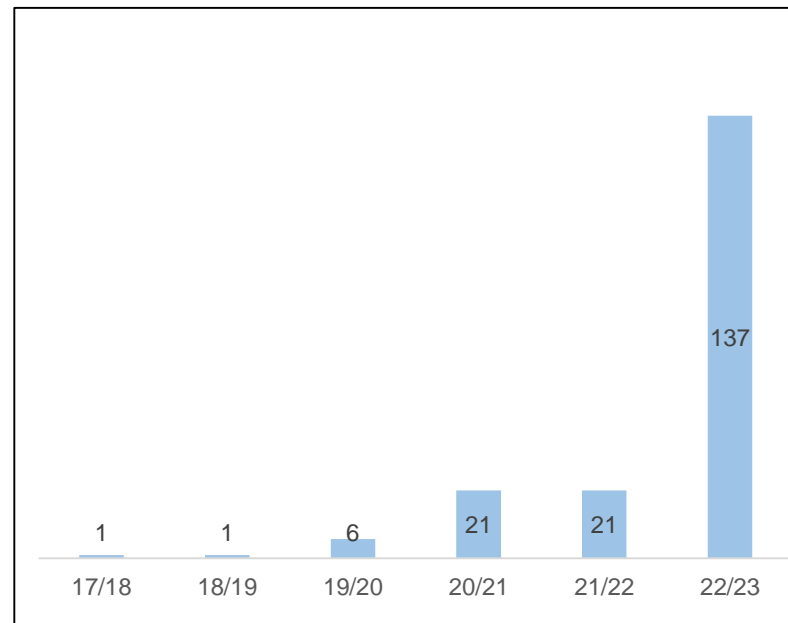
Report / Date	Recommendation Summary	Risk	Date	Delays	Reason
Greater Glasgow LP	<p>R11 - Campus Officer Role</p> <p>Police Scotland and Greater Glasgow Division should carry out an evaluation of the campus officer role and consider extending the concept across Scotland.</p>	M	<p><del>Mar-23</del> May 23</p>	2 months	Some further work to validate findings required and then resubmitted to SMT for approval.
Vetting Internal Audit	<p>4.4 Demand forecasting tool</p> <p>The Force Vetting Unit should consider the use of a demand forecasting tool where upcoming spikes in demand can be input to develop a visual dashboard of large intakes and projects. This will help in understanding demand, prioritisation of workload and allocation of resource accordingly.</p>	M	<p><del>31-Dec-22</del> <del>30-Apr-23</del> Jun 23</p>	6 months	Following discussion at the National Vetting Working Group in April 2023, a Workload Profiler tool was mentioned which will be further researched by the Force Vetting Manager.
Vetting Internal Audit	<p>5.1 Benchmarking (confirming staff profile is correct)</p> <p>Police Scotland should continue to assess demand levels and collaborate with other Forces to identify best practice solutions in meeting demand.</p> <p>Once the Vetting Unit has a more accurate demand forecast, Police Scotland should assess if the size and shape of the unit is appropriate to meet the identified business need. This review should also incorporate the impact of the recently approved additional Vetting Officer recruitment, Robotic Process Automation and RV renewals on both demand and resourcing.</p>	H	<p><del>31-Dec-22</del> <del>30-Apr-23</del> Jun 23</p>	6 months	<p>Police Scotland is part of the National Vetting Working Group which provides opportunities to review good practice, benchmark and network with other Forces. In addition, the College of Policing collate Vetting establishment data and share with forces on a regular basis. The Vetting Unit benefited from an increase in 16 FTE last year. As these members of staff have now completed their training, we are now starting to understand the benefit these additional resources bring to the Vetting Team in terms of improving turnaround times. This is under constant scrutiny at SMT meetings and the Force Executive have also requested regular briefings on capacity to meet demand.</p> <p>Now that the staff are fully trained and their competency and speed is increasing, we will now be able to make a more informed assessment to determine if staffing levels are sufficient for current and future demand.</p>

# Police Scotland Recommendations Trends

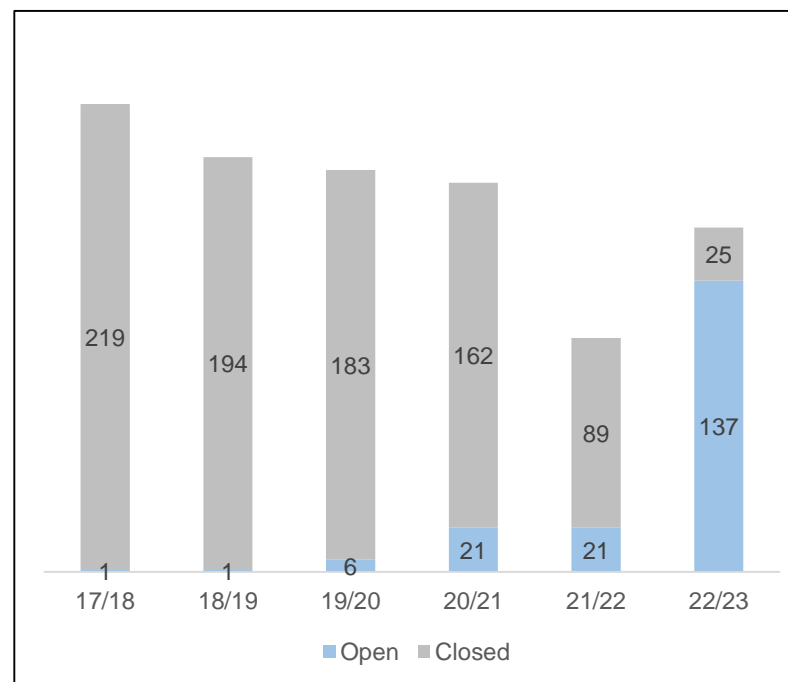
## Recommendations by Theme



## Recommendations by Age



## Recommendations Open / Closed by Year



## Summary

- Themes** – The largest proportion of recommendations relate to Better Practice and Guidelines themes. For the first time since we started tracking, Guidelines is not the highest. The Better Practice category is reserved for continuous improvement activity and areas where we can do better rather than relating to a non-compliance. There has been an increase in the number of compliance related actions mainly due to the type of Internal Audits undertaken in the final quarter.
- Age** – There has been no movement with the oldest recommendations but they continue to be an area of focus.
- Open v Closed by Year** – The graph shows the majority of open actions are sitting in the most recent time period and there are a small number of recommendations that have been open for more than 3 years.

Internal Audit Recommendations Progress Tracker - April 2023									
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)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
Benefits Realisation October 2020 11 recommendations	1 4 3 3	1 2 3 3					ON HOLD PENDING AVAILABILITY OF EVIDENCE  These remaining recommendations are complex to address and evidence. We have documented the process within procedural documents to evidence the process in place in the absence of projects which have demonstrated realignment of resource. ARAC rejected our efforts to complete on advice of Azets. We are exploring other options but none of which will see these addressed in the short term.	Chief Digital Information Officer (CDIO)	100%
Home Working Security March 2021 4 recommendations							R2.1 Mobile Device Management - this is complete	Chief Digital Information Officer (CDIO)	100%
Legal Claims Handling August 2021 8 recommendations							Has a dependency with wider OL Framework but evidence submitted which outlines improvements to ET and motor claims learning.	Head of Legal Services / ACC Professionalism and Assurance	88%
Estates Management December 2022 7 recommendations							1 recommendation open but has been delayed from May 2022 due to the volume of work required and interdependencies. It relates to the development of Estates Plans for National Divisions as per the work undertaken for Local Policing. These are in draft and we expect to finalise for revised date.	Chief Financial Officer (CFO)	86%

Internal Audit Recommendations Progress Tracker - April 2023														
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)	Completion					
		Total Closed	Pending	Closed April	Delayed	On track								
Strategic Planning March 2022 4 recommendations	4 1 2 1			1			2 recommendations complete April 2023	Director of Strategy & Analysis (DOSA)	100%					
Health and Safety April 2022 10 recommendations	4 4 2	4		1			Remaining recommendation complete	ACC Professionalism and Assurance	100%					
ICT Service Delivery April 2022 8 recommendations	3 5				3		3 of the delays are impacted by the development of the Target Operating Model and Digital Strategy which may address or supersede these actions when implemented. Revised milestone dates of August have been applied to these actions once the TOM and Digital Strategy has been approved and there is clarity on next steps. R2.2 Service Catalogue, R3.1 Demand Plan & Prioritisation, R4.1 Resource Planning. 3 other recommendations are experiencing delays but are progressing R1.1 - Service Requests - in order to future proof this area of work a larger change is being implemented. R1.2 - Performance Reporting - This is progressing via the production of a newsletter but has a dependency with updating the Intranet. R2.1 - Performance Indicators - KPIs do exist but there has been limited consultation on their design. Once consultation has taken place to confirm the KPIs are the best fit for Police Scotland then this will address this action.	Chief Digital Information Officer (CDIO)	25%					
Business Continuity Planning June 2022 6 recommendations	2 3 1	1		1	1		Recommendation regarding incorporating the policy within the wider guidance document is underway but has been given more time to enable consultation to take place. The ongoing recommendation relates to training and is due later in the year.	ACC Professionalism and Assurance	67%					
Vetting June 2022 17 recommendations	9 7 1	5		2	1	1	A substantial amount of progress made in addressing these recommendations. Some recommendations are requiring more time.	ACC Professionalism and Assurance / CFO / CDIO	82%					
Organisational Learning September 2022 8 recommendations	8					8	Not yet due	ACC Professionalism and Assurance	0%					



Internal Audit Recommendations Progress Tracker - April 2023									
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)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
<b>Cyber Resilience</b> January 2023 9 recommendations	3						Not yet due	Chief Digital Information Officer (CDIO)	0%
	2					2			
	7					7			
	1								
<b>Compliance PAVA / Airwave</b> January 2023 9 recommendations	3					3	New actions added.	ACC Professionalism and Assurance	0%
	4					4			
	2					2			
	1								
<b>Staff Absence and Modified Duties</b> February 2023 11 recommendations	3						New actions added	Director of People and Development (DoPD)	0%
	1					1			
	10					10			
	1								

Audit Scotland Recommendations Progress Tracker - April 2023													
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)	Completion				
		Total Closed	Pending	Closed April	Delayed	On track							
SPA Annual Audit Report 2021/22	4						one recommendation remains outstanding relating to SWP which is not yet due.	Mixed	90%				
10 recommendations (for PS)	2												
	10	6		3		1							
	1												

















































































HMICS Recommendations Progress Tracker - April 2023									
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)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
Undercover Policing February 2018 19 recommendations							Delays R16 - Integrated Record Management System Early testing of the new system revealed that it did not meet our needs. New updated version awaited and anticipated July 2023. Then full testing to take place thereafter.	ACC OCCTI	95%
	6	6							
	4	4							
	9	8		1					
Review of Custody Centres 2018 August 2018 7 recommendations						Submitted to HMICS for closure  R01 estate strategy requires the Custody Improvement Plan (MED). Now complete following publication of CJSD 5 Year Strategy. Pending update to HMICS	ACC Criminal Justice	100%	
	4	4							
	3	2		1					
LP+ Greater Glasgow Inspection March 2019 11 recommendations						1 recommendation is ongoing relating a review of Campus Officers - report submitted to Divisional SMT with some minor revisions required before finalisation. Short delay to achieve this.	ACC Local Policing West	91%	
	6	6							
	5	4		1					
Greater Glasgow Custody Inspection June 2019 5 recommendations						Further consideration due to feasibility  R01 custody queues - Action reviewed for feasibility and discussed with HMICS. Data captured and submitted to HMICS for closure	ACC Criminal Justice	80%	
	1	1							
	4	3		1					
LP+ Events Inspection May 2019 15 recommendations						Recommendations remain ongoing. Briefing paper being prepared for July SLB which will present an updated position re resourcing.	ACC Operational Support	80%	
	15	12		3					

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		Total Closed	Pending	Closed April	Delayed	On track			
Strategic Review of Custody May 2019 12 recommendations	4	3						ACC Criminal Justice	92%
	3	3							
	2	2							
	7	6			1				
Online Child Sexual Abuse February 2020 & August 2021 11 recommendations	4						1 updated and re-submitted for closure relating to the significant uplift in staff Forensic examinations. 2 subject to ongoing discussion regarding closure based on work to date.	ACC Crime and Public Protection / ACC OCCTI	73%
	5	3				2			
	6	4	1			1			
Training and Development-Phase 1 December 2020 17 recommendations	4						2 submitted for closure in October - awaiting discharge from HMICS. 1 remains open but has a dependency with the Strategic Training Review and will have a short delay to align with the People Strategy.	DoPD ACC Professionalism and Assurance	94%
	3								
	17	16			1				
Scottish Crime Recording Audit March 2021 6 recommendations	4						1 recommendation approved for discharge. Major dependency with new Crime Application (COS) which is delayed from original September 2022 date. Comprehensive updates provided to SPA Policing and Performance Committee. In light of some of the developments, these actions are undergoing a comprehensive review to consider action to be taken. R2 SCRS Compliance - strategy revised but more evidence required on culture change which will also be evidence over time and supported by COS. R3 QA processes - a process for health checks and integrity audits is in place with the pilot areas. Will be further enhanced when COS is fully implemented and processes are standardised. R4 Crime Management Units Structure (FMOR dependent) - requires single structure implementation. R5 OL & Training Approaches - is COS dependent R6 Implementation of Single Crime System	ACC Major Crime and Public Protection	17%
	3								
	6	1			5				
Hate Crime June 2021 15 recommendations	4						R2 National Policy and Local Delivery Coordination - COS dependency R3 Dedicated Hate Crime Unit - re-prioritised due to staffing R5 Partnership Relationships and Knowledge Sharing - awaiting SG action to progress R6 Third Party Reporting Improvements - awaiting SG action to progress R8 Hate Crime National Document Review - is ongoing but has a dependency with COS R10 IT Systems Data Review - HC Knowledge and Trends - subject to a business case for new TOM R12 Hate Crime Training Review - a prioritisation exercise is ongoing - Evidence submission prepared. R13 Hate Crime Perpetrated Against Officers and Staff (data and insights)	ACC Preventions, Partnerships and Community Wellbeing	47%
	3								
	15	3	4	7	1				
Demand, Analysis and Management July 2021 12 recommendation	4						R05 Leadership of Scrutiny Processes - requires evidence of transformation implementation R07 - Organisational Design	Director of Strategy & Analysis	83%
	1	1							
	11	6	1	5	1				

HMICS Recommendations Progress Tracker - April 2023														
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Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion					
		Total Closed	Pending	Closed April	Delayed	On track								
<b>Training and Development Phase 2</b> September 2021 10 recommendation	   			1	8		1	Actions progressing and not due. We have 9 out of 10 Evidence Submission Forms sent to HMICS. The remaining recommendation is being worked on.	Director of People and Development					
<b>Custody North East Hub</b> December 2021 3 recommendation	   		1				2	actions send to HMICS for closure	ACC Criminal Justice					
<b>Strategic Workforce Planning</b> August 2022 10 recommendation	   						3	1 recommendation to be closed in due course some replanning is required	DOPD DOSA CDIO					
<b>Contact Assessment Model</b> January 2023 8 recommendation	    						1	Action plan to be developed and risk assessment applied/confirmed	ACC North					
<b>Domestic Abuse</b> January 2023 14 recommendation	   						14	Action plan to be developed and risk assessment applied/confirmed	ACC Major Crime & PP					
<b>Joint Inspection of Custody (Health Improvement Scotland)</b> January 2023 1 recommendation (Police Only)	   						1	Action plan to be developed and risk assessment applied/confirmed	ACC Criminal Justice					

HMICS Recommendations Progress Tracker - April 2023										
Risk Grading Key	<b>4</b>	Very High Risk Exposure	<b>3</b>	High Risk Exposure	<b>2</b>	Moderate Risk Exposure	<b>1</b>	Limited Risk Exposure		
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion	
		Total Closed	Pending	Closed Avoid	Delayed	On track				
Joint Inspection of Alternatives to Prosecution February 2023 4 recommendation (Police Only)	4					4	Action plan to be developed and risk assessment applied/confirmed	ACC Criminal Justice	0%	
Joint Inspection of Custody (Health Improvement Scotland) - LANARKSHIRE April 2023 10 recommendation (Police Only)	4					10	Action plan to be developed and risk assessment applied/confirmed	ACC Criminal Justice	0%	
Forensic Toxicology April 2023 14 recommendation	4					14	Action plan to be developed and risk assessment applied/confirmed	ACC Crime ACC Operational Support	0%	

## Other Recommendations Progress Tracker - April 2023

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
<b>Independent Complaints Handling Review</b>  November 2020  <b>26 Police Scotland only recommendations</b> (+10 recommendations where we work in partnership with other organisations but do not have the lead)	      	    21  	    1  	    	    3  	    1  	3 of the delays relate to changes to Centurion	ACC Professionalism and Assurance	 81%
<b>ICO Mobile Phone Data Extraction by Police in Scotland</b>  June 2021  <b>6 recommendations</b>	      	    2  	    	    	    	    4  		SCD	 33%
<b>PSNI Independent Review of ET &amp; Grievance</b>  <b>17 learning points / recommendations</b>	      	    6  	    	    	    	    11  	6 proposed for closure A number of others at an advanced stage with closing updates to be provided for another 3. Significant number of dependencies with existing and new workstreams.	<b>Force wide actions</b> ACC Professionalism and Assurance (Chair, SOG)	 36%
<b>ICO - The processing of victims personal data in rape and sexual crime offences</b>  January 2023  <b>4 recommendations</b>	      	    	    	    	    	    4  	New actions added	ACC Crime	 0%

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
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Biometric Data - Vulnerable Adults in Police Custody	High						New actions added	ACC Crime	0%
March 2023	Medium								
3 recommendations	Medium-Low	3				3			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
Biometric Data - Children in Police Custody	High						New actions added	ACC Crime	0%
March 2023	Medium								
4 recommendations	Medium-Low	4				4			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed April	Delayed	On track			
PIRC Triage of Complaints about the Police	High						New actions added	ACC Professionalism & Assurance	0%
March 2023	Medium								
8 recommendations	Medium-Low	8				8			
	Low								