



Meeting	SPA Policing Performance Committee
Date	12 September 2023
Location	Video Conference
Title of Paper	HMICS Assurance Review of Contact Assessment Model (9/22) – Police Scotland Improvement Update
Presented By	Chief Superintendent Gregg Banks
Recommendation to Members	For Discussion
Appendix Attached	YES Appendix A – HMICS CAM Recommendations and Work Stream Summary

PURPOSE

The purpose of this paper is to provide members with an overview of the undertaken and planned improvement activity in response to findings of the recent HMICS CAM Assurance Review 2022.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 In 2022 HMICS conducted a review focusing on the operational impact of the Contact Assessment Model (CAM), implementation of which commenced in June 2019.
- 1.2 While this review focuses on CAM, HMICS have closely monitored the progress Police Scotland have made on call handling since the tragic incident involving the deaths of John Yuill and Lamara Bell and the subsequent direction by the Cabinet Secretary for Justice for HMICS to conduct enquiries that have led to five reports containing a total of 38 recommendations.
- 1.3 The introduction of CAM was intended to be a new means by which Police Scotland would manage requests for police assistance from the public and from other agencies. CAM was introduced following a recommendation made by HMICS in 2015 that Police Scotland should adopt a more formalised risk and vulnerability assessment model, such as the THRIVE model used by several police forces in England and Wales.
- 1.4 HMICS have acknowledged the adverse impact that the coronavirus pandemic has had on realising the potential benefits of CAM however rightly recognise the importance of taking the opportunity to look at how effectively CAM is delivering against the strategic benefits identified by Police Scotland in the initial business case.

2 FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 In the Review, HMICS acknowledge that no other area of operational policing has received such sustained levels of scrutiny, however have commended Police Scotland for the effort and sustained improvements made in driving forward change and being awarded the prestigious Campbell Christie Public Sector Reform Award.
- 2.2 The findings of the review are positive and endorse the concept and ambition of CAM, while still identifying a number of recommendations and areas for improvement as detailed below.

2.3 Recommendations

The HMICS report ([HMICS Assurance Review of Police Scotland Contact Assessment Model](#)) contained 8 recommendations:

Recommendation 1

Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.

Recommendation 2

Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.

Recommendation 3

Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored.

Recommendation 4

Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

Recommendation 5

Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

Recommendation 6

Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.

Recommendation 7

Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.

Recommendation 8

The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.

2.4 Areas for development

The HIMCS report also detailed 5 Areas for Development (AFD):

Service Delivery

- Police Scotland should implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.
- Police Scotland should ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim disengaging.

THRIVE assessments

- Police Scotland should include THRIVE training on the First Line Manager and Operational Command training courses.
- Police Scotland should ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.

Demand

- Police Scotland should capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored.

Partnership working

- Police Scotland should establish indicators that will measure the effectiveness of its partnership working arrangements in relation to delivering CAM benefits.

Workforce

- C3 Division should seek to improve staff survey submission rates, to reap the maximum benefits.
- Police Scotland should continue to enhance a culture of learning and continuous improvement among its officers and staff.

- Police Scotland service advisors and C3 Division staff should receive enhanced mental health training, including awareness of the Distress Brief Intervention.

2.5 Response

In response to the findings and recommendations, key stakeholders within Contact Command and Control Division (C3) engaged with Governance, Audit and Assurance (GAA) resulting in an Audit Management Officer being appointed to assist. It is noted that the Review of CAM contains complexity as it cuts across several business areas, including Crime, Digital, Local Policing and Data and Performance.

2.6 Improvement Plan

A detailed Improvement Plan has been created to address the specifics of the HMICS recommendations. This plan highlights the intended actions, impacts, key considerations in terms of how Police Scotland will achieve the actions, target dates, progress updates and action owners. The detailed improvement plan has been shared with PPC members.

A shortened summary of this extensive plan can be found attached as Appendix A – Recommendation and Work stream Summary.

2.7 Timescales and Dependencies

It is acknowledged that some of the timescales may seem lengthy to members, however, this is primarily due to the complex and interdependent nature of the recommendations and action required. In addition, the delivery of the Modernised Contact and Engagement (MCE) Programme and the Contact Engagement and Resolution Project (CERP) will have a positive impact on the delivery of the recommendations. Therefore these enabling projects are key dependencies and will determine the timeline of some recommendations.

2.8 Approach

Police Scotland's approach is to use our Product Design Framework, which focuses on the ***gathering of requirements, engagement with key stakeholders, design with the use of benchmarking and early policy development, followed by delivery and evaluation, using the Evaluation and Review Framework***, to ensure a consistent approach to each recommendation.

2.9 **Governance Arrangements**

A CAM Inspection Tactical Group has been established which is chaired by the Commander of C3 Division. Membership of the group includes representation of the different business areas across C3 – Service Centre, National Systems Support, Operations, Resolution Team, Governance & Improvement, and Learning & Development – along with representatives from COS, Crime Registrar, MCE/CERP, LTD, DPU, PPCW, Corporate Services, Corporate Communications and Strategy & Analysis.

2.10 The Tactical Group will ensure the appropriate tasking and delivery of all recommendations and areas for development. Members will be responsible for reporting progress to the CAM Tactical Group on a monthly basis. The Tactical Group reports directly to ACC Local Policing North & C3.

2.11 **Prioritisation Plan**

A prioritisation plan of short, medium and long term actions in respect of each of the recommendations has been completed, in order that early improvements to the here and now can be made wherever possible. As acknowledged earlier in the report, some of the recommendations are dependent on the delivery of the MCE and CERP Projects.

2.12 Given these dependencies, relevant members from MCE/CERP are key members of the Tactical Group, to ensure co-ordination and due consideration of the CAM review as each of the projects progress.

2.13 **Opportunities**

Police Scotland recognises the opportunity that the CAM Assurance Review Recommendations presents. This includes enhanced training and support for staff, greater coordination and clarification of working practices, including partnership arrangements and utilising updated ICT systems, and will result in an improved service level to the public.

2.14 **HMICS Response**

On 6th March 2023, Police Scotland provided a formal response to HMICS regarding the CAM Review, along with a high-level plan of proposed action.

On 16th August 2023, Police Scotland provided a formal update to HMICS regarding the CAM Review, outlining the progress made to date.

2.15 Next Steps

The Tactical Group are now overseeing the delivery plans for each of the recommendations. Progress details are available as per 2.6 above.

3. FINANCIAL IMPLICATIONS

3.1 MCE/CERP have undergone a full financial assessment as part of their Full Business Case (FBC), and although both projects are dependencies to the delivery of the CAM review recommendations, there are no presently identified financial implications connected to the delivery of the recommendations.

4. PERSONNEL IMPLICATIONS

4.1 While it is assessed that the CAM Assurance Review recommendations should be achievable utilising existing resources, the wider personnel implications are broadly positive. They include the upskilling of staff in C3 and beyond and the creation of a more efficient and effective working environment in which colleagues can provide an enhanced service.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications with this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper. Failure to address the recommendations could result in a loss of confidence and thereby reputational issues for Police Scotland.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this report.

8. COMMUNITY IMPLICATIONS

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 EqHRIAs will be developed as required as new processes are developed to address the recommendations.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no direct environmental implications.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

OFFICIAL POLICE



HMICS Assurance Review of Police Scotland Contact Assessment Model.

Disclosable under FOISA 2002		No	
Author/Contact	PI Niven Bull / PI Richard Cockbain	Department / Unit	C3 Division / G&I
Date Updated	10/08/2023	Telephone	0131 440 6823
Version	V2.0	Attachments	None

1. PURPOSE

The purpose of this document is to provide the CAM Tactical group with an overview of the Improvement Plan which has been prepared in response to His Majesty's Inspectorate of Constabulary in Scotland (HMICS) Assurance Review of Police Scotland Contact Assessment Model (CAM) in August 2022). Members are invited to consider the content and agree a suitable lead and completion deadline for each Recommendation and corresponding action(s). The paper also provides an update in relation to the progress made into each Recommendation and action.

OFFICIAL POLICE

2. PROGRESS REPORT

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
1.1	<p>Conduct a review of LPA arrangements across the force.</p> <p><i>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1)</i> <i>Recommendation 5: Police Scotland should streamline the policing response to diary appointments through promoting and embedding a “getting it right first time approach” and defining parameters of acceptable performance. It should also put systems in place to obtain data and management information on the use and compliance of diary appointments.</i></p>	CERP	<p>Review in progress by Contact Engagement and Resolution Project (CERP) and Resolution Team to provide better quality of service to all our local communities. There needs to be a reinvigoration of the interoperability between what C3 are trying to achieve and what Local Policing Divisions are able to provide.</p> <hr/> <p>Update March 2023 In May 2022 CERP commenced a review of LPA arrangements across the force establishing relevant baselines to enable comparison between current arrangements against the intended/predicted model.</p> <p>Analysis of current demand and a detailed review of each division’s diary and appointment system has been carried out and the current rules and expectations around timescales and transfer to Local Policing established. A deep-dive of prompt incidents was also conducted to identify failure demand based on CAM principles. CERP also engaged with C3 staff and carried out survey gathering feedback in relation</p>	<p>Current recorded on 4Action: 30/11/2023</p> <p>Proposed update to 4Action: June 2024 (18 – 24 months)</p> <p>Rationale: Following the update in April 2023 that workshops had been undertaken and an interim report was being drafted ahead of a project being set up for J Division regarding diary handling and identification of SPOCs for the project, it was assessed that June 2024 was a more appropriate and achievable target date.</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>to confidence levels around THRIVE and use of appointments. This survey results and the gathered data fed into a subsequent training needs analysis.</p> <p>CERP have engaged with C3 and each Local Policing Division gathering divisional-level feedback to better understand LPA arrangements in each area, and have also engaged with SCD to consult and gather their concerns in relation to appointments when serious/specialist crime is involved. This feedback has been clustered into common themes helping to identify specific pain-points to identify where improvement activity should be focussed. This has also helped to establish areas of good practice for sharing. Service Design have supported this work and a discovery workshop has been held to augment and consolidate the work already carried out.</p> <p>User Experience survey data has also been examined to gather satisfaction feedback from the public in relation to our response and appointments. Engagement is ongoing to review and update the survey question set to dive further into satisfaction relating specifically to CAM and appointments.</p>	

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>Benchmarking work with English forces based on positive HMISCFR reporting has also been conducted.</p> <p>The process in relation to incidents being transferred to local policing has been tightened up is being used to reduce and manage failure demand in relation to appointments and disengaged/uncooperative reporters.</p> <hr/> <p>Update April 2023 RT have undertaken workshops with Q & J Divisions, led by CI Booth.</p> <p>An interim report relating to LPAs and Failure Demand will be created and shared for review.</p> <p>A project to be set up for May for J Division regarding diary handling and SPOCs are being set up to ensure diaries are fit for purposes.</p> <hr/> <p>Update June 2023 Diary changes made in J Div. No further work planned on this pending outcome of RT and LPSDR work. Monthly SPOC meeting to be established and greater</p>	

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>autonomy given to LP Division.</p> <hr/> <p>Update August 2023 RT update: 2 LPA workshops have now taken place with a 3rd soon to be diarised. Both very well attended from a wide ranging divisions and workshop 1 feedback has been shared. J div have altered their diary configuration with the assistance of CERP colleagues, some adjustments were required soon after implementation but in most now fit for purpose. SPOCs have been set up nationally with all Local Policing divisions in respect of their diary structures and regular engagement now ongoing in an attempt to ensure Service Delivery is not negatively impacted by poor planning practices.</p>	
1.2	Identify standards of service/areas for improvement to increase standardisation across PS for the management of LPA's. <i>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1)</i>	CERP	<p>Areas for improvement will be identified following the conclusion of the review of existing LPA arrangements.</p> <hr/> <p>Update March 2023 A number of areas for improvement have now been identified as a result of the review work conducted (as</p>	<p>Current recorded on 4Action: 30/11/2023</p> <p>Proposed update to 4Action: June 2024 (18 – 24 months)</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
	<i>Recommendation 5: Police Scotland should streamline the policing response to diary appointments through promoting and embedding a “getting it right first time approach” and defining parameters of acceptable performance. It should also put systems in place to obtain data and management information on the use and compliance of diary appointments.</i>		<p>per 1.1) and a list of common problem areas where standards of service / processes may be improved has been identified.</p> <p>This has been supported through an in-person Service Design led workshop to further define and agree specific areas to be explored and improved.</p> <hr/> <p>Update April 2023 As per above from CI Booth</p> <hr/> <p>Update June 2023 As per 1.1, Diary changes made in J Div. No further work planned on this pending outcome of RT and LPSDR work. Monthly SPOC meeting to be established and greater autonomy given to LP Divisions.</p> <hr/> <p>Update August 2023 CERP – no change</p>	Rationale: Inherently linked with 1.1 and so update as per the above.
1.3	Conduct research to identify training products to promote awareness of LPA expectations.	CERP	<p>TNA to be conducted and will provide options and recommendations around training requirements.</p> <hr/> <p>Update March 2023 TNA completed in Nov 2022, highlighting training</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>needs in relation to LPAs.</p> <p>The original CAM comms and training material have been reviewed. CERP have also engaged with C3 staff in-person and conducted a division-wide staff survey to gather insight and analyse training needs. CERP are currently planning and delivering a range of material and products to assist risk assessment and decision making in relation to appointments, including a 1-day in-person training course to augment the quick-time THRIVE refresh work carried out recently by C3. This one day course will seek to refresh THRIVE, provide greater awareness of the - I, V and E and provide input/material in relation to specialist crime.</p> <hr/> <p>Update April 2023 The CERP project team have gained executive approval to complete national training within C3 Division to improve knowledge and awareness of CAM and THRIVE to be rolled out to 1700 C3 staff.</p> <p>The roll out of training was initially compromised by COVID.</p> <p>An overtime budget has been secured to secure back-fill of resources to ensure BAU is not impacted.</p>	<p>4Action: June 2024 (18 – 24 months)</p> <p>Rationale: Following the update in April 2023 that the training had received Exec approval and that it was to be rolled out in September 2023 with a target completion date of Feb-May 2024, it was assessed that June 2024 was a more appropriate and achievable date.</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>The training is scheduled to commence in September 2023 with a completion date of February 2024. There is a contingency to use March-May 2024 to extend the training program if required.</p> <p>Further meeting to be held for discussions about a training delivery unit and the logistical arrangements for the three command areas. DPU identified an issue of how rurality and demand are balanced. It was explained that a Rurality Index is available and could be applied to LPA work.</p> <hr/> <p>Update June 2023 Planning for training course ongoing and will be delivered in late 2023. LPAs will feature as a resolution option.</p> <hr/> <p>Update August 2023 CERP – no change DPU – rurality project engagement with Edinburgh University due to start at the end of August 2023. Sgt Craig Niven to provide an overview of work done around rurality and resilience to date, as a known and complex gap within their demand profiling tool.</p>	

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
1.4	Implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.	RT	<p>Links to AFD: Service Delivery</p> <p>A refreshed communications piece direct from Resolution Team Senior Management is being prepared for Local Policing Officers and staff to refresh and inform them of the nature of CAM. Local Policing Divisions SMT will be engaged and invited to C3 (all sites nationally) for an insight hour into the Operational arena within C3 (PSSC, ACR and RT). PSOS Corporate Communications are engaged and assisting with narrative and a pathway to promote RT to PSoS Senior Leaders and wider Local Policing Divisions</p> <hr/> <p>Update March 2023 CI Booth confirms that open sessions at Dundee, Inverness, Bilston and Govan have been undertaken and well received. The next stage is for RT Sergeants to provide face to face briefings to Local Policing colleagues. Intranet FAQs are also to be developed.</p> <p>An informal SLWG has been established between LTD, C3 G&I, C3 L&D and CERP to review and refresh existing probationer training for insertion of CAM and THRIVE in to relevant module.</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: June 2024 (18 – 24 months)</p> <p>Rationale: Communications and engagement plan is closely aligned to the training and so change to target date appropriate in line with 1.3.</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>The CERP engagement outlined at 1.1 and the planned continuation of this, such as the ongoing work between CERP and J Division (West Lothian) to review their resourcing and appointment system present additional opportunities to re-invigorate and share awareness in relation to CAM. The review work already undertaken by CERP (both of the original CAM concept and research of the model 'as-is') has helped to established FAQs and allowed for the development of informed answers to be shared.</p> <hr/> <p>Update April 2023 As per above from CI Booth</p> <hr/> <p>Update June 2023 Agreed that this action moves from CERP to RT ownership.</p> <hr/> <p>Update August 2023 RT update: still ongoing</p>	
1.5	Ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also	C3 RT	<p>Links to AFD: Service Delivery</p> <p>Work ongoing between Local Public Protection Units, C3 Learning Academy and Resolution Team for a national approach from C3 in relation to domestic</p>	<p>Current recorded on 4Action: 30/11/2023</p> <p>Proposed update to 4Action: June 2024 (18</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
	<p>essential that any such appointments are met, to avoid, where possible, the victim disengaging.</p> <p>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1) <i>Recommendation 3: Police Scotland should implement changes to enhance the response at the first point of contact for more complex areas of work such as public protection.</i></p> <p>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1) <i>Recommendation 4: Police Scotland should implement an ongoing support and training programme for all C3 staff incorporating input from specialists within public protection, to ensure C3 staff are properly equipped to conduct and record thorough THRIVE assessments for domestic abuse incidents that include all six components.</i></p> <p>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1)</p>		<p>incidents, domestic bail incidents and sexual crime. Bespoke training in relation to PPU incidents being formulated. C3 working collaboratively with CERP and SCD PP to ensure all parties sighted and engaged.</p> <hr/> <p>Update March 2023 Discussions ongoing to include specialist training as part of CERP 1-day training, albeit funding issues to be resolved. CERP is currently engaged with C3 and SCD (DACU) in positive discussions to consider ways in which incidents/appointments relating to 'complex public protection' matters can be prioritised. Ideas being discussed range from additional RT coordinators and bespoke diaries to, the use of tags and priority/specialist triage with additional bespoke specialist training. To be confirmed who is formulating this training.</p> <hr/> <p>Update April 2023 Significant updates made to the C3 Procedures Guide following liaison with various specialist departments across Police Scotland. These updates include:</p> <ul style="list-style-type: none"> • SOC Appointments • Contact Us amendments 	<p style="background-color: yellow;">– 24 months)</p> <p style="background-color: yellow;">Rationale: This action is included in the training detailed in 1.3 and so the amendment of target date to align with 1.3 is appropriate.</p>

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
	<i>Recommendation 5: Police Scotland should streamline the policing response to diary appointments through promoting and embedding a “getting it right first time approach” and defining parameters of acceptable performance. It should also put systems in place to obtain data and management information on the use and compliance of diary appointments.</i>		<ul style="list-style-type: none"> • Fraud CERP • Process Map for Cosultation with COPFS – Sexual Offences committed by police officers and police staff • Railway Incidents • Sudden Death • SUDI • SmartDiary • Electronically Monitored Bail • National Forensics Tasking Unit • MHNP • NSPCC • Mountain Rescue <p>The CERP project team have gained executive approval to complete national training within C3 Division to improve knowledge and awareness of CAM and THRIVE.</p> <p>The roll out of training was initially compromised by COVID.</p> <p>An overtime budget has been secured to secure back-fill of resources to ensure BAU is not impacted.</p>	

OFFICIAL POLICE

Recommendation 1				Lead:
Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.				CERP
No.	Action	Owner	Update	Completion date
			<p>The training is scheduled to commence in September 2023 with a completion date of February 2024. There is a contingency to use March-May 2024 to extend the training program if required.</p> <hr/> <p>June 2023 This action is the ethos of THRIVE and much has been done to update the C3PG to support this. RT are developing a process to assess the most vulnerable calls and piloting the prioritisation of the investigator filter for 5 codes, including domestic, sexual and concern for, based on analysis of NIs.</p> <hr/> <p>Update August 2023 RT update: Changes to the investigator filter trialled unsuccessfully as demand too great. Practice reverted and further solutions being sought.</p>	

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
2.1	Review TNA to identify areas for skills enhancement.	CERP	<p>7/11/2022 – Training needs analysis (TNA) produced by CERP team with C3 Chief Superintendent for review. Discussion held with PSoS TLD. Updates as follows -</p> <p>Sgt Alistair Matheson – PLDP Specialist training inputs, CAM and THRIVE training for part of this curriculum and can be enhanced/ altered in line with revised training to be provided and produced by CERP team.</p> <hr/> <p>Update March 2023</p> <p>TNA completed in Nov 2022, highlighting training needs in relation to Service Advisors.</p> <hr/> <p>Update April 2023</p> <p>The CERP project team have gained executive approval to complete national training within C3 Division to improve knowledge and awareness of CAM and THRIVE.</p> <p>The roll out of training was initially compromised by COVID.</p> <p>An overtime budget has been secured to secure</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: November 2023 (6-12 months)</p> <p>Rationale: While TNA completed in November 2022, this was kept open pending outcome of planning of training and extended to November 2023 after the meeting in January 2023. Action shown as complete in June 2023.</p> <p>Complete June 2023</p>

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
			back-fill of resources to ensure BAU is not impacted. The training is scheduled to commence in September 2023 with a completion date of February 2024. There is a contingency to use March-May 2024 to extend the training program if required. Update June 2023 Supt Anderson to circulate TNA and then action can be closed. COMPLETE	
2.2	CERP to engage with C3 management to identify core and specialist training requirements for service advisors. <i>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1)</i> <i>Recommendation 4: Police Scotland should implement an ongoing support and training programme for all C3 staff incorporating input from specialists within public protection, to ensure C3 staff are properly equipped to conduct and record thorough THRIVE assessments for domestic abuse incidents that</i>	CERP	CERP has been working collegiately with C3 management to identify the specific training/support needs of service advisors through site visits and staff survey work and the findings mirror those within this recommendation. An analysis is underway which will underpin the planning, development and delivery of training in relation to THRIVE and enhancing specialist crime awareness. Simon Jones - C3 training to identify core syllabus of specialist training inputs required for C3 staff. There has been a significant increase in engagement with the CERP project and C3 L&D compared to the CAM project who worked in isolation. This has been at my	Current recorded on 4Action: 31/05/2023 Proposed update to 4Action: May 2024 (12-24 months) Rationale: Again, tied in to 1-day training being developed and deployed by CERP. Simon Jones reported at meeting in June 2023 that

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
	<i>include all six components.</i>		<p>level, Sgt level and L&D staff and Constables. This has involved them understanding our products and for them to acknowledge that Induction courses for new starts is very different to what they will create for existing staff. This has enabled a more partnership approach to take their work and integrate into BAU along the way.</p> <hr/> <p>Update March 2023 One day training course as induction training and for substantive staff members to be developed. C3 L&D and CERP to collaboratively review and update existing training packages to reflect long term needs. Resourcing this is current barrier, although work is progressing in terms of RT and PSSC training.</p> <hr/> <p>Update April 2023 Work ongoing with funding achieved for refresher training.</p> <hr/> <p>Update June 2023 As per 2.1, TNA to be shared and the training will feed in to business as usual, albeit challenges identified by L&D. Simon Jones has drafted a paper to highlight this for the consideration of Supt Bell.</p> <hr/>	challenges existed in deploying training with L&D and that this was the subject of a paper drafted. Initial target date already passed and so reassessed to be complete by May 2024.

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
			Update August 2023 CERP – no change C3 L&D: We now have some of the materials CERP will deliver, however my team will be given more training on MHP and CERP have offered more awareness of the materials / content in order to be fully confident of integrating into BAU packages. Our target date for the new courses (with CERP integration) is the end of September courses. This allows for 3-4 weeks re-write, database building and full testing of the courses. It also allows for CERP to deliver their courses for existing staff before we deliver to new starts.	
2.3	<p>Develop a range of training inputs to enhance skills of service advisors-including annual refresher and signposting.</p> <p>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1) <i>Recommendation 4: Police Scotland should implement an ongoing support and training programme for all C3 staff incorporating input from specialists within public protection, to ensure C3 staff are properly equipped to</i></p>	CERP	<p>As part of continuous professional development of C3 staff, an annual refresher will assist with the general upskill of I, V and E with further work around the iVPD/COS Insight dashboard. Training around these platforms will need to be designed as a bespoke package and subsumed into the SC initial course.</p> <p>Signposting opportunities will also be improved to ensure Engagement is as complete as possible.</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: May 2024 (12-24 months)</p> <p>Rationale: Following January meeting and articulated plans re training, this was</p>

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
	<i>conduct and record thorough THRIVE assessments for domestic abuse incidents that include all six components.</i>		<p>Specialist inputs will need to be explored to confirm what is appropriate for inclusion and capacity of any specialist department confirmed to ensure they can service any requests. The options of bespoke video tutorials/lessons/inputs will also be explored for inclusion in the initial course and/or in the C3 Learning Zone for CPD.</p> <hr/> <p>Update March 2023 One day training course as induction training and for substantive staff members to be developed. C3 L&D and CERP to collaboratively review and update existing training packages to reflect long term needs. Resourcing this is current barrier, although work is progressing in terms of RT and PSSC training.</p> <hr/> <p>Update April 2023 This is an evolutionary process, with topics such as Vehicle Telematics and other emerging areas. A lot of work has been done through the C3 Procedures Guide and C3 L&D. We are adapting to the growing and changing needs of the technology industry on a daily basis with what we receive.</p> <hr/> <p>Update June 2023 Training content being developed can be the basis of future and refresher training, albeit refresher training outside scope of CERP. Method of delivery still</p>	reassessed to be more appropriate and achievable with a target date of May 2024.

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
			<p>being confirmed with Moodle being considered however there is currently a 6-9 month lead time for Moodle course development.</p> <p>Simon Jones will provide an update for the July 23 meeting on options and progress.</p> <hr/> <p style="background-color: yellow;">Update August 2023 CERP – propose reallocation of action to C3 L&D The 1 day course will be a key factor in deciding what an annual Service Centre refresher looks like (as per Operation Airspace). No further work has been completed on annual refresher given the awaited sign off of the current CERP materials and the significant resourcing issue within Service Centre L&D. This is a major issue in terms of being able to run BAU courses and to complete this additional large piece of work with a suitably qualified SC L&D Officer.</p>	
2.4	Develop processes in line with national guidance to evaluate the impact of the specialist training inputs.	CERP	<p>Evaluation to be included and built in as part of the process of designing new and refreshing training inputs as part of LTD and C3 L&D.</p> <hr/> <p>Update June 2023</p>	<p style="background-color: yellow;">Current recorded on 4Action: 31/05/2023</p> <p style="background-color: yellow;">Proposed update to</p>

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
			<p>Evaluation is complete. Paper to be submitted to Ch Supt PW prior to closure of action.</p> <hr/> <p>Update August 2023 CERP – evaluation process will be built in to the one day training programme.</p>	<p>4Action: November 2023 (6 – 12 months)</p> <p>Rationale: Action relates to assessing impact of training and so appropriate to push back until post-initial deployment of training.</p>
2.5	Engage with LTD to explore opportunities for THRIVE training on the First Line Manager and Operational Command training courses.	LTD	<p>Links to AFD: THRIVE assessments</p> <p>An analysis is underway which will underpin the planning, development and delivery of training in relation to THRIVE.</p> <hr/> <p>Update March 2023 CERP - Initial meetings have taken place to ascertain suitability of the material for these courses. Further update to follow.</p> <hr/> <p>Update April 2023 A SLWG including C3 L&D, C3 G&I, CERP and Probationer Training has been established to review existing inputs and enhance to fit current needs and include greater THRIVE elements. In May 2023, C3 Division have 2 opportunities to provide inputs to</p>	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
			<p>probationer training to positively raise awareness of THRIVE.</p> <p>Assessed that First Line Managers should already be aware of THRIVE and further THRIVE training does not fit with Operational Command Training.</p> <p>FLM training would benefit from THRIVE input so that incidents can be re-thrived by supervisors. Chief Superintendent Paul Wilson suggested conversations should be held about this.</p> <p>It was suggested that there could be an annual refresher of THRIVE for the division and bespoke training for the rest of the force. The suggested platform being Moodle.</p> <hr/> <p>Update June 2023 Engagement with LTD will continue.</p> <hr/> <p style="background-color: yellow;">Update August 2023 Supt Dunbar now in post at LTD and attending first meeting.</p>	
2.6	C3 Division ED&I Department progressing work streams to review and improve holistic	C3 G&I	C3 Division are authoring an extensive Equality, Diversity and Inclusion framework.	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 2				Lead:
Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.				CERP
No.	Action	Owner	Update	Completion date
	cultural changes in managing contact with public into C3		<p>February 2023 - This framework is with ACC Bond and Chief Superintendent Paul Wilson for sign off and implementation.</p> <hr/> <p>Update April 2023 Documentation currently out for consultation. Publication anticipated in May 2023.</p> <p>THRIVE refresher to be rolled out in September and interim refreshers should be considered. Recent refreshers held within PSSC which has led to longer call times but more methodical with call taking and better THRIVE assessments.</p> <p>From a review carried out by CERP, it showed that Service Advisors want floorwalkers back.</p> <hr/> <p>Update June 2023 EDI work continues to bring about cultural change and ownership of action transferred to C3 G&I.</p> <hr/> <p>Update August 2023 This is an ongoing, embedded and successful work stream independently of the response to the HMICS report and recommendations. Due to the stability of this work, propose for showing this as complete.</p>	

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
3.1	Define 'Failure Demand' within Police Scotland	DPU	<p>C3 / DPU / CERP to collaborate in order to define Failure Demand and to consult with HMICS to agree definition</p> <hr/> <p>Update March 2023 DPU have developed a definition of failure demand that has been shared with HMICS. When agreed this should provide a core definition for use that will provide consistency and an ability to analyse.</p> <hr/> <p>Update April 2023 CI CF to make contact with Gillian Cherry, DPU</p> <p>Gillian Cherry advised that a methodology for Failure Demand has been created. The process looked across three categories: Value, Necessary, Failure Demand and identified a scoring matrix used against various departments. A definition and methodology was in place. This scoring matrix could be transferred into the C3 arena for proof of concept.</p> <hr/> <p style="background-color: yellow;">Update August 2023 In late July DPU held a failure demand workshop to</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>finalise the definitions and framework. Definitions finalised:</p> <p>Failure – Any demand incurred by reabsorption of work due to avoidable/repeat incidents, ineffective working practices or procedural and technological inefficiencies.</p> <p>Necessary – Any demand which is procedurally or legislatively required but does not add additional value beyond satisfying process or policy.</p> <p>Value – Any demand which is directly of benefit to police, partners or key stakeholders.”</p> <p>Framework still in final stage of drafting.</p>	
3.2	Consider how 'Failure Demand' can be enshrined within C3 and the wider context to ensure consistency	C3 G&I	<p>From Amanda Coulthard, SPA: Policing Performance Committee will seek inclusion of specific C3 / CAM metrics in the quarterly PS performance report, including detail on user experience as well as service performance.</p> <p>C3 Analyst engaging with DPU who are working on</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: September 2023 (6-12 months)</p>

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>creating a failure demand methodology using the crime survey results. This methodology once developed can be applied to C3's needs and appropriate metrics can then be developed.</p> <hr/> <p>Update March 2023 DPU confirm above progress along with ability to report using Power BI dashboard. Further discussions required to include C3 Analyst and RT to ensure access to meaningful management information.</p> <hr/> <p>Update June 2023 Concept to be embedded within C3 and in line with national response to ensure that failure demand definition and process is consistent across Police Scotland.</p> <hr/> <p>Update August 2023 C3 G&I await final updates following confirmation of definition and framework.</p>	<p>Rationale: Following updates at June 2023 meeting, it was clear that this action was making good progress but had not achieved initial target date. Reassessed to be September 2023.</p>
3.3	Consider improvements to crime recording with the COS rollout and Unifi to improve SCRS compliance	C3 RT	CERP are working with the Core Operational Solutions Project and the Data Governance Unit to ensure that the "How Reported" section on COS	Current recorded on 4Action: 31/05/2023

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>UNIFI includes an option to record that a crime has been generated via Direct Crime Recording. This will generate meaningful and accurate Management Information on how many crimes are recorded via DCR. It will also assist in auditing SCRS and “No Crime” rates specific to Direct Crime Reports. In addition this will allow C3 Division and CIMU’s to accurately quality assure DCR Crime Reports.</p> <hr/> <p>Update March 2023 Discussions have taken place between CERP, FMOR and COS UNIFI re the possibility of introducing a “Crime Management Feedback Loop” for DCR Crime Reports – allowing Crime Management Unit’s to easily and consistently report quality assurance and SCRS issues back to C3 Division. This is likely to be in the form of a “tasking” function within COS UNIFI which has still not been developed.</p> <hr/> <p>Update April 2023 CI CF to liaise with PI Andy Johnson, CERP</p> <hr/> <p>Supt. Jonathan Millar updated that Crime and Case would be released soon in E and J Division. As the project is rolled out, existing data sets with gaps and non-compliance have been identified. There is</p>	<p>Proposed update to 4Action: May 2024 (12-24 months)</p> <p>Rationale: COS UNIFI will not be fully rolled out until at least December 2023 giving limited window to complete this action. Reassessed to be more appropriate for target date to be May 2024.</p>

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>ongoing work towards a 'Golden Nominal' to get constant and longer term data compliance. This requires to be a continual piece of work and the importance of FMOR was mentioned. It was confirmed that the Data Audit Team are aware.</p> <hr/> <p>Update June 2023 COS asses that the introduction of national crime will significantly reduce the time C3 staff spend on searching and inputting data into crime. The national system will hold a rich dataset for Scotland which will allow single searching regarding crime across Scotland. The architecture of the system allows crimes to be raised with automated division and beat codes when the correct address is inputted, which will additionally reduce failure demand.</p> <p>In recent Benefits work it was seen that most resolution operators in Bilston Glen for example are searching 8 legacy systems to find a nominal, which will soon be reduced to one crime system search, saving time and enhancing accuracy.</p> <p>COS have successfully delivered national crime to the North and East of Scotland (East fully live on</p>	

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>17/05/23). Plans for the West are in place and will see the West divisions go live between Sept and Dec 2023, assuming no significant challenges are faced (the west holds 53% of the forces crime data and is a significant challenge for the COS team with inherent risks).</p> <hr/> <p style="background-color: yellow;">Update August 2023 DEPP COS update: COS remains on schedule with West Divisional roll out planned as follows (all week commencing), U Div – 19/09, K&L Div's – 10/10, Q Div 07/11, G Div- 14/11, V Div 05/12. This will allow a national Crime and Case data set to be available by mid December 2023, allowing staff the ability to access one Crime system across Scotland for the 1st time and realise the resultant efficiencies.</p>	
3.4	Revise C3 daily/weekly/quarterly performance reports to include failure demand metrics.	C3 G&I	<p>Failure demand metrics to be designed once a failure demand methodology has been developed by the DPU. Relevant metrics to then be added to relevant performance reports.</p> <hr/> <p>Update March 2023 In line with updates above, this will be incorporated</p>	<p style="background-color: yellow;">Current recorded on 4Action: 31/05/2023</p> <p style="background-color: yellow;">Proposed update to 4Action: November 2023 (6 - 12 months)</p>

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>as work progresses.</p> <hr/> <p>Update April 2023 Performance reporting and metrics, including the number of discontinued calls, 101 contacts, use of email, LPAs cancelled by Local Policing and Failure Demand, being examined and developed as part of the C3 reporting process. CI Booth and Paul Fairhall are working together regarding the capture of Failure Demand for diaries if cancelled by Local Policing rather than C3 processes being put in place to identify data.</p> <hr/> <p>Update June 2023 As per update for 3.2</p> <hr/> <p style="background-color: yellow;">Update August 2023 Work ongoing between CI Booth and Paul Fairhall.</p>	Rationale: Linked to 3.2.
3.5	Develop processes to ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.	CERP	<p>Links to AFD: THRIVE assessments</p> <p>CERP have Training needs analysis and discussion paper out at present. The first workshop took place on Thursday 15th December with a follow up work shop to take place on Monday 19th December. This will discuss and agree best practice, benchmarked</p>	<p style="background-color: yellow;">Current recorded on 4Action: 31/05/2023</p> <p style="background-color: yellow;">Proposed update to 4Action: November 2023 (6 – 12 months)</p>

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>against other UK forces, for THRIVE process when dealing with incidents transferred between departments in PSoS.</p> <hr/> <p>Update April 2023 The CERP project team have gained executive approval to complete national training within C3 Division to improve knowledge and awareness of CAM and THRIVE.</p> <p>The roll out of training was initially compromised by COVID.</p> <p>An overtime budget has been secured to secure back-fill of resources to ensure BAU is not impacted.</p> <p>The training is scheduled to commence in September 2023 with a completion date of February 2024. There is a contingency to use March-May 2024 to extend the training program if required.</p> <hr/> <p>Update June 2023 This will be part of the one day training course – decisions re deployment to be considered at newly formed DIG.</p> <hr/>	<p>Rationale: This will be part of 1-day training course and so May 2023 no longer appropriate target date.</p>

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>Update August 2023 Changes to THRIVE process presented to DIG and approved.</p> <p>Propose for showing as complete?</p>	
3.6	<p>THRIVE training to be given Force-wide</p> <p><i>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1)</i> <i>Recommendation 4: Police Scotland should implement an ongoing support and training programme for all C3 staff incorporating input from specialists within public protection, to ensure C3 staff are properly equipped to conduct and record thorough THRIVE assessments for domestic abuse incidents that include all six components.</i></p>	LTD	<p>Analysis is underway which will underpin the planning, development and delivery of training in relation to THRIVE.</p> <hr/> <p>Update March 2023 Initial discussions have taken place. CERP will not own this piece of work but may assist with provision of training material.</p> <hr/> <p>Update April 2023 The CERP project team have gained executive approval to complete national training within C3 Division to improve knowledge and awareness of CAM and THRIVE.</p> <p>The roll out of training was initially compromised by COVID.</p> <p>An overtime budget has been secured to secure back-fill of resources to ensure BAU is not impacted.</p> <p>The training is scheduled to commence in</p>	

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			<p>September 2023 with a completion date of February 2024. There is a contingency to use March-May 2024 to extend the training program if required.</p> <hr/> <p>Update June 2023 Ownership to be reallocated to LTD as outside scope of CERP. No LTD SPOC attended meeting and action created to ensure SPOC identifies and attends.</p> <hr/> <p>Update August 2023 Supt Dunbar now in post at LTD and attending first meeting.</p>	
3.7	Explore the possibility of STORM having the functionality to automatically send out LPA and DCR appointment and confirmation reminder messages to reporters via SMS messages and emails.	CERP	<p>CERP have begun discussions with UCCP, Digital Division and C3 Div System Support to explore the possibility of sending out automated LPA and DCR confirmation text messages and emails to reporters. Initial indications suggest that it is technically possible however is likely to incur a cost.</p> <hr/> <p>Update June 2023 Ongoing – discussions ongoing between CERP, NSS and STORM admin to identify technical solution and supporting business rules.</p> <hr/>	May 2024 (6 – 18 months)

OFFICIAL POLICE

Recommendation 3				Lead:
Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored				C3 Governance & Improvement
No.	Action	Owner	Update	Completion date
			Update August 2023 CERP update: Testing on reminder messaging options still ongoing with STORM Admin	

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
4.1	In collaboration with RT management conduct an analysis of RT activity to better understand the current functions and demand within RT.	C3 RT	CERP and RT conducting collaborative analysis. Crime Registrars will provide a copy of the Data Integrity Audits to the CAM Inspection Tactical Group as each is completed, in order to highlight SCRS compliance issues and drive improvement in data quality of crime recording. Any further audits conducted by the Crime Registrars which may impact on C3 will also be shared with the Group. CERP and RT conducting collaborative analysis. Update March 2023	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			<p>Complete. CERP/CR activity tracker data collated and shared with C3.</p> <hr/> <p>Update June 2023 Ongoing with STORM NSS and UCCP.</p> <hr/> <p>August 2023 APU data is now shared monthly with the Commander only at this time. Synopsis included with papers. Complete?</p>	
4.2	<p>Engage with C3 Training to develop a bespoke training course for Resolution Team Assistants.</p> <p>Cross reference to HMICS Thematic Review of Domestic Abuse (Phase 1) <i>Recommendation 4: Police Scotland should implement an ongoing support and training programme for all C3 staff incorporating input from specialists within public protection, to ensure C3 staff are properly equipped to conduct and record thorough THRIVE assessments for domestic abuse incidents that</i></p>	CERP	<p>TNA ongoing and likely to result in bespoke training course for Resolution Team Assistants being created. This will require close liaison with C3 L&D to ensure they can service this course on a regular basis given the likelihood of further recruitment of RTA's. Alongside new staff course material, those already in post will need upskill training to ensure parity of knowledge.</p> <hr/> <p>Update March 2023 CERP have produced material for upskill inputs for RTA's which is being delivered throughout March and April 2023. C3 L&D have commenced development of an RT Assistant bespoke training</p>	<p>May 2023 (0 – 6 months) The initial action was completed on time.</p> <p>Revised action of training for new starts being progressed with timescale</p> <p>April 2024 (6-12 months)</p>

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
	<i>include all six components.</i>		<p>course and CERP will assist with provision of content.</p> <hr/> <p>Update April 2023 CERP work stream one have started delivering Basic Crime Refresher Training to Resolution Team Assistants (RTA's). The training of all RTA's based at Govan and Inverness will be completed by the end of April.</p> <p>CI Booth guiding this developing area as continuous professional development for RT staff.</p> <hr/> <p>Update June 2023 Training delivered to RT assistants, concluding last month. Training for new starts being developed by C3 L&D. Action to remain open at this time.</p> <hr/> <p style="background-color: yellow;">August 2023 Proposed re-allocation action to C3 L&D or mark as complete?</p>	
4.3	Develop processes to capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3	C3 RT	<p>Links to AFD: Demand</p> <p>Work ongoing to create meaningful stats/Power Bi</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
	performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored		<p>dashboard for RT & NDEU. MCE currently working to have a bespoke system that provides meaningful accurate data to measure and monitor progress within Resolution Team. Support being provided by C3 analyst and Storm Governance as well as Demand and Productivity Unit to ensure the bespoke product is globally mirrored.</p> <hr/> <p>Update March 2023 Work ongoing in this area led by CI Booth and is at a good stage.</p> <hr/> <p>Update April 2023 CI Booth provided that a new disposal code had been implemented to capture all RT involved incidents and was producing positive results. 85% compliance rate with the new disposal code and ongoing QA to monitor this.</p> <p>A bespoke suite of performance matrix would be produced independently to capture work carried out by RT.</p> <hr/> <p>August 2023 3 month RT performance snapshot – data enclosed</p>	

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			in document circulated with papers.	
4.4	Consider links with Crime Audit Tactical Group	C3 RT	<p>Work ongoing with Lorraine Ramsay. Updates to be provided at February meeting of this group.</p> <hr/> <p>Update April 2023 This action is ongoing.</p> <hr/> <p>Update June 2023 Links to N Div pilot. Ongoing.</p> <hr/> <p style="background-color: #ffff00;">August 2023 Continuous development for RTAs – Briefings have commenced between CI Booth, RTAs and Team Leaders. TLs are now have identified portfolios and monthly themes introduced i.e. SOCE, Suspect description etc. or anything requested by staff.</p>	November 2023 (6 – 12 months)
4.5	Review N Div. Pilot in relation to victim-led work in relation to ongoing work with the C3 Procedures Guide	C3 RT	This work is ongoing, led by CI Booth. A recent visit to N Division in February, with meetings involving N Division SMT were productive and updates to be provided by CI Booth at the February meeting of this group.	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			<p>Update April 2023 PI Rik Sievwright provided inputs in the North area during N Division Supervisory Skills Development Day.</p> <hr/> <p style="background-color: yellow;">August 2023 No change</p>	
4.6	Progress work with proportionate response to crime investigation paper	CERP	<p>CERP progressing work with any changes to policy/ procedure to be evidenced and agreed through internal C3 Division process at the Operations Board. Wider policy change will be progressed through Police Scotland executive.</p> <hr/> <p>Update March 2023 CERP have completed the formal stakeholder engagement in relation to Proportionate Response to Crime Investigation. Work is currently ongoing to refine the proposed process following stakeholder feedback.</p> <hr/> <p>Update April 2023 CERP work stream one intend to present a paper to the next CERP Project Board on 25/04/2023</p>	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			<p>detailing the final proposed process for Proportionate Response to Crime Investigation. Work has already begun on developing Proportionate Response to Crime training content for Resolution Team Assistants. CERP are proposing a phased roll out of Proportionate Response to Crime.</p> <hr/> <p>Update June 2023 Paper being presented to LPPB and LPMB in June. CERP to liaise with Corp Comms for messaging.</p> <p>A Division are progressing a pilot and update to be obtained and provided for the next meeting.</p> <hr/> <p>August 2023 Pilot on PRC to commence in A Division on 28th August 2023.</p>	
4.7	Progress work with retail crime investigation and outsource to external agencies	CERP	CERP progressing work with any changes to policy/ procedure to be evidenced and agreed through internal C3 Division process at the Operations Board. Wider policy change will be progressed through	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			<p>Police Scotland executive.</p> <hr/> <p>Update March 2023 CERP are working Retailers Against Crime to explore the possibility of retailers being able to report DCR crime reports via an online platform.</p> <hr/> <p>Update April 2023 CERP work stream one intend to present a paper to the next CERP Project Board on 25/04/2023 requesting approval to commence a proof of concept for SenrySIS retailer online crime recording. Should the proof of concept be approved a Project Change Request Form will need to be submitted requesting budget allocation to fund the proof of concept.</p> <hr/> <p>Update June 2023 Ongoing discussion with C3 before paper can be progressed. Pilot to be undertaken with 2/3 retailers – further information to be shared.</p> <p>CERP PI Johnson has completed extensive work in this area and will re-submit a proposals paper to executive boards for consideration and progression. Updates will be provided at the next meeting.</p>	

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			<p>August 2023 CERP update – no change</p>	
4.8	PPCW Division to provide paper to group for trauma informed policing work ongoing	PPCW	<p>Valerie Arbuckle provided that new starts to the force are being given trauma informed training in Tulliallan. In general there are no plans in place for training across the force however local divisions are seeking training from local authority.</p> <hr/> <p>Update June 2023 PPCW to provide a paper for trauma informed policing work which is ongoing.</p> <hr/> <p>August 2023 The CI post for Mental Health has been vacant since April and a new post holder will be starting with PPCW this month. Due to this the main push has been the continuing development of the mental health dashboard and User Acceptance Testing. A full update will be given next month.</p>	November 2023 (6 – 12 months)
4.9	Strategic assessment of demand from rural locations and bespoke arrangements to facilitate good practice	C3 RT	<p>Ongoing as per action 4.5.</p> <hr/> <p>Update March 2023 Agreed that local officers in rural areas could attend certain crime types instead of DCR by RT, however</p>	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			subject to availability and demand on local officers. Requires further discussion to ensure consistency. Update April 2023 Work continues in this area to ensure that while informed by capacity, the process is victim-led.	
			August 2023 DPU – rurality project engagement with Edinburgh University due to start at the end of August 2023. Sgt Craig Niven to provide an overview of work done around rurality and resilience to date, as a known and complex gap within their demand profiling tool.	
4.10	Create a Financial Crime Guidance Document providing advice and guidance to RT officer and staff around the recording of fraud offences.	CERP	CERP have worked with the Economic Crime Unit to create a “Financial Crime Guidance Document” which is now available for Resolution Teams to access on the C3 Procedures Guide. Resolution Team Fraud Champions have been identified and received additional training. Update April 2023 Work continues in this area to ensure that while informed by capacity, the process is victim-led.	Complete June 2023

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			Update June 2023 Complete	
4.11	To reduce demand on RT DCR and divert to most appropriate agency, C3 SMT/PPCW to engage with COSLA to ensure there is a consistent approach from Local authorities in relation issuing replacement wheelie bins to residents whose bins have gone missing.	CERP	<p>Meetings held with COSLA who have identified that different local authority areas have different processes for issuing replacement wheelie bins to residents. Some councils insist on residents providing a crime reference number before a new bin is issued.</p> <p>Work ongoing to ensure a consistent approach across Scotland and to prevent residents being forced to phone the police for a crime reference number regardless of the circumstances.</p> <hr/> <p>Update April 2023 Work continues in this area to ensure that while informed by capacity, the process is victim-led.</p> <hr/> <p>Update June 2023 CERP: Linked to 5.1 which is for PPCW to progress, however this action to continue with CERP leading.</p> <hr/> <p style="background-color: yellow;">August 2023 Issues around reporting of wheelie bin thefts resolved with local authorities. No wider</p>	May 2023

OFFICIAL POLICE

Recommendation 4				Lead:
Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.				C3 Resolution Team
No.	Action	Owner	Update	Completion date
			engagement with COSLA is ongoing by CERP. Propose for showing as complete.	
4.12	Ensure that the new National Crime System is able to distinguish between DCR and non DCR crime reports. This will assist in providing DCR Management Information and Quality Assurance.	CERP	<p>The CV List within the “How Reported” section of COS UNIFI now has the option of selecting “Resolution Team – Direct Crime Recording”. This went live on 01/10/2022. All DCR crime reports recorded on COS UNIFI from that date are now searchable.</p> <hr/> <p>Update April 2023 Ongoing - CERP work stream one are working with DEPP COS and the DPU to ensure that DCR crime reports are searchable for statistical purposes within PowerBi Dashboards. This work will support the phased roll out and monitoring of Proportionate Response to Crime.</p> <hr/> <p>Update June 2023 Complete. Drop down box available on COS Unifi and trained to RTAs</p>	Complete June 2023

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
5.1	<p>PPCW/ C3 SMT to review ongoing work with COSLA and SOLACE and capture work ongoing at strategic level.</p> <p>Potential new wording: <i>PPCW to continue working with partners to ensure the correct agency respond to relevant calls for service from the public.</i></p>	PPCW	<p>Ongoing.</p> <hr/> <p>Update April 2023 A meeting was held in March 2023 in which concerns were raised regarding end of day calls from Social Workers to Police Scotland. Initial research by C3 G&I suggests data does not support the assertion that this causes significant issue for PSoS. Further discussions needed as to how to progress via C3 NSS.</p> <hr/> <p>Update June 2023 GC stated as per the previous update on demand analysis, NS is aware re the comms if necessary. JK to give an update on the work she is doing as she touched on the demand. GC's department to be tasked with the source of the demand analysis to inform a paper to the Scottish Police Authority. Proposed PPCW/SMT would be the action owners. This action represents the work to understand the source of the demand.</p> <p>PW asks that this recommendation/action be reworded.</p> <hr/> <p>August 2023</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			VA met with Social Work Scotland and was accompanied by CI Finnie on 7th April. C3/PPCW to have internal discussions with PPU regarding current processes before any further action. Meeting between PPCW and CI Finnie to be arranged.	
5.2	Explore opportunities to enhance the awareness of service advisors and RT in relation to signposting callers towards relevant support agencies, updating C3 guidance as relevant.	C3 RT	<p>CERP exploring opportunities to enhance the awareness of service advisors and RT in relation to signposting callers towards relevant support agencies and survivor groups, advocacy services and agencies with primacy for providing case updates (e.g. COPFS) in certain circumstances. Although this would be intended primarily to enhance service delivery by assisting victims to access relevant third sector advice and support, it might also have a small impact on diverting demand.</p> <hr/> <p>Update March 2023 Further discussion required to ensure Police Scotland discharge duty of care under Police & Fire Reform (Scotland) Act 2012 and to ensure risk and vulnerability are identified with no gap in service when passing demand to more appropriate partner agency.</p> <hr/> <p>Update June 2023</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			<p>C3 Procedure Guide updated to assist with raising awareness of signposting and the THRIVE training/one day course will reinforce this demand diversion.</p> <p>Chief Inspector Booth to provide update on positive work ongoing through local policing engagement workshops that have been progressed in the last 6 months.</p> <hr/> <p>August 2023 SMT engagement sessions concluded and were all very positive with continued engagement learning and escalation channels now firmly in place. Engagement sessions still ongoing with LP at constable/sergeant/inspector level at the moment across the country. Once concluded a survey will be sent out to capture any feedback.</p>	
5.3	Review training provided to police staff working in the SCs and those involved in direct crime recording to ensure that they are appropriately trained and supported to be able to correctly identify and record incidents, crime types and	C3 Service Centre	<p>Bespoke training for officers and staff within the Resolution Team in development to guide the journey of fraud reported incidents.</p> <p>Bespoke Cybercrime training package to be</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: November 2023</p>

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
	the most appropriate disposal.		<p>provided along with assessment as to which agency is best placed to deal.</p> <hr/> <p>Update March 2023 CERP - Policing in a Digital World Project will be dealing with this – they are at IBC stage.</p> <hr/> <p>Update June 2023 Laura Henderson to provide update in due course.</p> <hr/> <p>August 2023 RTA training in hand. CI Booth now sits on the Fraud Strategic Steering group looking at the response to frauds at a national level. RT manage c.16,000 fraud enquiries per year and so key stakeholder in this work. PSSC update re training regarding the recording of incidents?</p>	<p>(6 – 12 months)</p> <p>Rationale: This will be part of 1-day training course and so May 2023 no longer appropriate target date.</p>
5.4	Ensure training for Service Centre staff includes direction that when SAS contact PSOS to attend due to lack of resources, that SAs confirm SAS have completed an initial clinical and medical assessment prior to calling police and include this information in the THRIVE assessment.	C3 Learning and Development	<p>Liaison between C3 and PPCW. Progression of Direct Contact From Scene (DCFS) being rolled out across Police Scotland effective from 20th February 2023. Collaborative work between PSoS and SAS to improve patient triage and service delivery.</p> <hr/> <p>Update April 2023 Valerie Arbuckle provided SAS staff get one day training regarding medication to deal with</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			<p>psychological matters but no training is provided regarding the Mental Health Act. Over the coming months, paramedics would be put through training which should divert calls from Police to GPs.</p> <hr/> <p>Update June 2023 Linked with Direct Contact from Scene, where – when operationally safe to do so – officers contact the SAS via their mobile devices in order to improve clinical outcomes for injured parties and reduce demand within Service Centres, ACRs and for partner agencies. This is very much embedded in the work ongoing at the moment.</p> <hr/> <p>August 2023 C3 L&D update: This process is now part of C3 ACR Training. For closure?</p>	
5.5	Consider opportunities for service advisors and C3 Division to receive enhanced mental health training, including awareness of the Distress Brief Intervention.	CERP	<p>DBI Sessions arranged for officers and staff to focus on awareness and welfare elements and now rolled out on a continual basis with recent sessions taking place on 15/12/22 and 19/01/23. Evaluation and review of learning to take place.</p> <hr/> <p>Update March 2023 CERP are continuing to work with NHS 24 mental</p>	<p>May 2024 (12 – 18 months)</p> <p>Complete June 2023</p>

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			<p>health nurse practitioners to develop the training material around MH for C3 Division. This will form part of the 1-day training course commencing Sept 2023.</p> <hr/> <p>Update June 2023 Will be included in one day training course. Closure of action agreed.</p>	
5.6	Consider the Phase 2 Mental Health Pathway evaluation report and continue with ongoing work to evolve and develop Phase 1+ of the pathway	CERP	<p>Evaluation ongoing. Phase 1 training levels are not at 100% across C3 Division. There are opportunities to increase levels of training and improve confidence levels in order that MH calls are passed to the most appropriate service (NHS 24). With regards to MHP Phase 2, collaboration between PS and NHS 24 is ongoing to ensure the best support and outcomes for those experiencing MH crisis.</p> <hr/> <p>Update March 2023 Evaluation work ongoing.</p> <hr/> <p>Update June 2023 Plans to develop the Pathway are ongoing and will feature as part of the one day training course which has been devised by CERP and delivered between September 23 and March 24. (Linked to 7.5 also).</p>	November 2023 (0 – 12 months)

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			August 2023 CERP propose to show as complete	
5.7	Monitor call diversion statistics and develop improvement actions to ensure effective signposting.	DPU	<p>C3 Analyst supporting SC to develop appropriate recording mechanisms. UCCP installation likely to be critical accurate recording of statistics.</p> <hr/> <p>August 2023 Await update.</p>	<p>Current recorded on 4Action: 30/11/2023</p> <p>Proposed update to 4Action: November 2024 (12 - 24 months)</p> <p>Rationale: UCCP installation critical to accurate recording of statistics and so this action cannot be completed until then – change to target date reflects intended delivery of UCCP.</p>
5.8	Review findings from the Mental Health in Policing Inspection to fit wider strategic needs	C3 G&I	Governance and Improvement Chief Inspector is engaged in the initial SPoC meetings for the HMICS review of policing mental health in Scotland. HMICS	November 2024 (12 - 24 months)

OFFICIAL POLICE

Recommendation 5				Lead:
Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.				C3 SMT
No.	Action	Owner	Update	Completion date
			<p>will provide 4 weeks advanced notice of the 4 week Self Evaluation period and will provide the opportunity for the SPOC/SPOCs to attend a Briefing Session on the Inspection process and Self-Evaluation. HMICS will identify the criterion to be used as the basis for the self-evaluation and will develop a set of Key Lines of Enquiry (KLOE's) questions from the HMICS Inspection Framework and will issue Self-Evaluation Guidance and a Template containing the above, normally within two weeks of the TOR being agreed. On receipt of the Self-evaluation template, Police Scotland have 4 weeks to submit the completed template</p> <p>Collaborative work across both HMICS inspections will be maintained to optimise learning and improvement.</p> <hr/> <p>Update June 2023 Engagement and info provided with MH and Policing inspection. Complete.</p>	Complete June 2023

OFFICIAL POLICE

Recommendation 6				Lead:
Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.				C3 SMT
No.	Action	Owner	Update	Completion date
6.1	Engage with the SPA to define the parameters and approach to Scottish Government.	C3 SMT	<p>From Amanda Coulthard, SPA: The Authority, through Policing Performance Committee, will continue to focus on understanding demand and vulnerability. Further detail will be considered in relation to mental health demand, and actions being taken to address this through partner collaboration and onward referrals. The Authority will host a Mental Health Demand conference in December 2022 to start a wider conversation with strategic partners on this issue.</p> <hr/> <p>August 2023 Await update</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: November 2023 (0 – 12 months)</p> <p>Rationale: Date amended c. January 2023 – as strategic level work this will be ongoing, longer term work stream and so target date amended accordingly.</p>
6.2	As part of PS approach to resource and demand management, engage with Strategy, Insights and Engagement to ensure that CAM management information is included within further engagement between Police Scotland’s senior leaders and key partners to set out the realities and decisions made as to where	PPCW	PS/SAS are currently working in collaboration to introduce a new national call routing for PS calls to SAS called the Advanced SEND protocol. Whilst in the early stages of development it is anticipated this will allow officers to contact SAS direct from scene (where operationally safe to do so) for all medical related incidents. SAS have confirmed PS officers	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: November 2023 (0 – 12 months)</p>

OFFICIAL POLICE

Recommendation 6				Lead:
Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.				C3 SMT
No.	Action	Owner	Update	Completion date
	police will no longer continue to attend certain incidents.		<p>will have access to dedicated call handlers for PS calls for both immediately life threatening and medical related incidents. The benefits of the new system will allow officer's access to pre- attendance medical advice such as CPR, major haemorrhage and a new defined medical question set to improve patient triage and corresponding ambulance response. SAS are currently in the final stages of preparing the Advanced SEND protocol with anticipated launch Spring 2023.</p> <p>In parallel to this, the SAS Direct Reporting from scene pilot commenced on 18th Jan 2023 in Q division running until 15th Feb 2023.</p> <hr/> <p>Update March 2023 DCFS pilot rolled out nationally on 20th February 2023 and is being monitored by PS and SAS with oversight provided by regular meetings and statistical analysis, albeit data capture remains under development.</p> <hr/> <p>August 2023 PPCW have provided update – briefing paper enclosed with papers.</p>	<p>Rationale: Date amended c. January 2023 – as strategic level work this will be ongoing, longer term work stream and so target date amended accordingly.</p>

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
7.1	Deliver ICT improvement plan across C3	Digital Division	<p>The Modernised Contact and Engagement (MCE) Programme is a collection of projects which will deliver the Contact and Engagement strategy to Police Scotland. The projects covered under this programme include:</p> <ul style="list-style-type: none"> • NICCS <p>The NICCS project, will upgrade the four legacy Integrated Communication Control Systems (ICCS) to a single unified national system, compatible with Emergency Services Network (ESN) in the future. The NICCS solution will allow for a single integrated operating model across Police Scotland, which will allow us to present a consistent delivery of services nationally.</p> <ul style="list-style-type: none"> • UCCP <p>The Unified Communications and Contact Platform (UCCP) will bring a new digital 999 and 101</p>	<p>NICCS - target date for completion of delivery is December 2023 (Digital Division project lead)</p> <p>UCCP - project delivery phase commences March 2023, however the delivery timeline is currently being re-phased based on developments within the project plan.</p>

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>telephony platform along with the omni-channel solution for modernised contact replacing our existing office telephony, contact platforms, workforce optimisation (for C3 Division), call recording solutions and analytics.</p> <ul style="list-style-type: none"> • Command and Control Gazetteer <p>The Command and Control gazetteer relates to the information from which address locations are identified and populated within STORM, the current data was originally populated by the NCC Project Team in December 2014 using an extract of the Scottish Police Gazetteer (SPG). Since this bulk upload the 3 million records held within the Command and Control gazetteer have been managed manually. The Chief Data Office (CDO) and C3 Division are working in partnership with Digital Division to find a viable solution to this issue which provides an updated data set with an automated process for updating the information.</p> <ul style="list-style-type: none"> • Future of Command and Control and Customer Relationship Management 	<p>C&C G - in December 2022 a paper was submitted to MCE Board which included options for a recommended approach and seeking approval for this project to progress under MCE Portfolio. (CDO project lead).</p> <p>C&C / CRM systems - Current assumption is this being a 5 year timeline (Digital Division project lead).</p>

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>The CRM systems and Command and Control systems are due for contract renewal and there are more current versions available for both systems. An initial project group was established to start discussions in this regard, however these discussions are at an early stage and will be informed by other work streams such as the C3 Target Operating Model (TOM) which is currently under development. There is currently a bridging piece of work as part of UCCP looking to replace our current CRM with a solution to enable optimal benefits ahead of any future C&C/CRM procurement.</p> <hr/> <p>Update April 2023 Chris Perry updated that all of the Digital Divisions improvement are being put together under MCE for new work. He mentioned that the National ICCS project would be replacing the Legacy ICCS and that it has been complex because not only is it a critical solution but it needs to be right. He advised that they ran into a whole load of challenges such as the Motorola airwave and its digital connectivity interfaces which work differently elsewhere in Europe. They are used extensively in control rooms and air traffic controls but it hasn't been</p>	

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			implemented in the UK. He touched on the Frequentis supplier working in the UK and mentioned the massive work carried out through the learning in C3 and testing and assurance. He advised on the ongoing work with ICCS talkgroups and CCI ports and that standards are being set high as to what can be accepted. CP provided that they were expecting a fix on a Severity One defect and that final integration testing within Data Centres were still to be had. A meeting has been scheduled for 27 th April with C3 to discuss the current status and finalise a joined up transition for how it will work. The UCCP project was described as ongoing and would replace telephony platforms across centres and it would not just be a telephone system but will have a unified way across social media, SMS and other elements. There has been development identified to upgrade the CRM system used in Service Centres which cover a number of challenges. The more modern systems to come should handle calls and other forms of contact. He advised of C3 resources embedded in the project team working with the digital division and that improvement work related to performance and resilience were being carried out on operating	

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>systems reaching its end of life.</p> <hr/> <p>August 2023 Await update from Digital Division</p>	
7.2	Review communications and engagement plan	C3 G&I	<p>Review and evaluation of communication and engagement plan to be completed as part of plan roll out.</p> <p>Action relates to post-implementation of previous actions and so currently pended.</p>	<p>Current recorded on 4Action: 31/05/2023</p> <p>Proposed update to 4Action: May 2024 (12-24 months)</p> <p>Rationale: Action relates to post-implementation of previous actions and so setting of target date of May 2023 inherently flawed. Amended to ensure achievable and timely completion of action.</p>
7.3	C3 Division should develop approaches to improve staff survey submission rates, to reap	C3 G&I	Links to AFD: Workforce	Current recorded on 4Action: 31/05/2023

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
	the maximum benefits.		<p>C3 One, EDI Framework for the division, under development and will drive enhanced engagement with colleagues.</p> <hr/> <p>August 2023 LGBTI Youth Scotland Charter survey.</p>	<p>Proposed update to 4Action: November 2024 (6 – 24 months)</p> <p>Rationale: Long-term work stream relating to C3 One, EDI Framework and staff survey. Important that this is progressed over lifetime of whole HMICS project and so initial target date not appropriate.</p>
7.4	Police Scotland should explore opportunities to enhance a culture of learning and continuous improvement among its officers and staff.	C3 Learning and Development	<p>Links to AFD: Workforce</p> <p>Notable Incident (NI) process well embedded and currently under review with intent to further improve the process to enhance collaboration and coordination.</p> <hr/> <p>Update April 2023 The HMICS commended Notable Incident process</p>	May 2023 (0 – 6 months)

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>has been reviewed and enhanced. Early notification to C3 Governance, an updated form, and a fortnightly oversight meeting to support the timeous progression of NIs and subsequent learning opportunities have been introduced with significant benefits in terms of completion times already established.</p> <hr/> <p>August 2023 C3 L&D: C3 L&D centres around our courses and content evolving in line with changes to practices, procedures and guidance. We work closely with G&I to ensure relevant training material changes are made based on findings, recommendations and signed off changes communicated to us. I am content that these decisions / changes made by Operational colleagues in conjunction with Governance and Improvement work their way to L&D for timeously changes to be made.</p>	
7.5	Refresh and improve the SMART DIARY application	C3 NSS	Links to AFD: Workforce Engagement with stakeholders, including MCE. NSS Department, C3 Division are progressing the roll out of SMART diary, with an update published	November 2023 (6 – 12 months)

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>on the Police Scotland Intranet site on 13th February 2023. Over recent months staff from C3 NSS, along with colleagues from Digital Division, have been working to improve the user experience of SmartDiary with the aim to implement a new version of the application along with new user functionality. On 22nd February 2023 an upgrade to a new version of SmartDiary will commence and will be implemented over four phases. The new version will bring a fresh new look to both the SmartDesktop and SmartDiary and will introduce new functionality for diary users. New functionality will include;</p> <p>The ability to change the diary font Introduction of SmartDiary Help Files Group Diaries Extend appointment Create a MultiSlot appointment Diarise an Incident from STORM MA Being able to move an appointment from one appointment slot to another Create reports and charts on the use of diaries</p> <hr/> <p>Update March 2023 Smart Diary servers are now in place.</p> <hr/> <p>Update April 2023</p>	

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			<p>SmartDiary upgrades introduced in March 2023, including new functionality that allows the ability to change the diary font, introduces help files and group appointments. Appointments can be extended, moved and multislot appointments can be made. An incident can be diarised from STORM MA. Management reporting is also now available.</p> <hr/> <p>August 2023 Enhancements and fixes for known defects recorded during initial testing were due to be released by Steria at the end of July but currently awaiting confirmation as to when this will be available. This release will subsequently be thoroughly tested by the NSS Test and Assurance Team prior to being implemented into the live Storm Unity application. Meeting with Steria today (08/08/23) will hopefully establish a timeline as to when this will be released.</p> <p>The new release will bring further enhancements to the existing functionality, including default grouping of diaries and location based diaries. Other work currently ongoing includes 'Outcomes'</p>	

OFFICIAL POLICE

Recommendation 7				Lead:
Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.				Digital Division
No.	Action	Owner	Update	Completion date
			which will provides details of the outcomes of previous diary appointments with a caller.	

Recommendation 8				Lead:
The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.				C3 SMT
No.	Action	Owner	Update	Timeline
8.1	Establish a CAM Tactical Forum with terms of reference involving key internal stakeholders to monitor the progress of the Improvement Plan, and Areas for Development, ensuring alignment with BAU activities	C3 SMT	CAM Tactical group formed with ToR agreed and monthly meetings in place. Propose to show as complete?	May 2023 (0 – 6 months)
8.2	Engage with the SPA in relation to six-monthly reporting to the SPA Policing on CAM Management Information and progress on the CAM Improvement Plan	C3 SMT	Quarterly reporting to be prepared for SPA PPC. From Amanda Coulthard, SPA: PPC will consider the combined improvement plan on all assurance	November 2024 (0 – 24 months - until recommendations have been discharged)

OFFICIAL POLICE

Recommendation 8				Lead:
The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.				C3 SMT
No.	Action	Owner	Update	Timeline
			<p>review recommendations on a 6 monthly basis during delivery, including detail of progress against areas for development as outlined in the report.</p> <hr/> <p>August 2023 Following submission of initial report in March 2023, the first draft of a second report for the September SPA PPC meeting has been drafted and reviewed by Ch Supt. Redraft ongoing.</p>	

Areas for development		
Theme	Outcome	Comment

OFFICIAL POLICE

Areas for development		
Theme	Outcome	Comment
Service Delivery	<p>Police Scotland should implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.</p> <p>Police Scotland should ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim disengaging.</p>	Links to R1.4 & 1.5
THRIVE assessments	<p>Police Scotland should include THRIVE training on the First Line Manager and Operational Command training courses.</p> <p>Police Scotland should ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.</p>	Links to R2.5 & 3.4
Demand	Police Scotland should capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored.	Links to R4.3

OFFICIAL POLICE

Areas for development		
Theme	Outcome	Comment
Partnership working	Police Scotland should establish indicators that will measure the effectiveness of its partnership working arrangements in relation to delivering CAM benefits.	Links R6
Workforce	<p>C3 Division should seek to improve staff survey submission rates, to reap the maximum benefits.</p> <p>Police Scotland should continue to enhance a culture of learning and continuous improvement among its officers and staff.</p> <p>Police Scotland service advisors and C3 Division staff should receive enhanced mental health training, including awareness of the Distress Brief Intervention.</p>	Links to R7.3, 7.4 & 7.5

3. CONSIDERATIONS

OFFICIAL POLICE

Members are invited to consider and agree the most appropriate lead for each recommendation going forward.

The above timescales are provided as a guideline only and subject to confirmation by leads.

Collaboration will continue across all business areas and leads included as part of the CAM Inspection Tactical group to ensure a coordinated approach to delivering the recommendations and themes.

The content of this paper is to be discussed and agreed by members at next HMICS CAM Tactical group meeting.

4. CONCLUSION

This paper is submitted for the information and attention of members of the CAM Inspection Tactical group to ensure they are sighted on the progress being made in respect of addressing the recommendations and themes identified in the HMICS Review of CAM and to agree appropriate leads / timescales to delivery.