



Meeting	Audit, Risk and Assurance Committee
Date	6 February 2024
Location	Video Conference
Title of Paper	Police Scotland Audit and Improvement Recommendation Tracker – Q3
Presented By	Deputy Chief Constable Professionalism
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A: Audit and Inspection Recommendations Dashboard Appendix B: Audit and Improvement Tracker

PURPOSE

The purpose of this paper is to provide the Audit, Risk and Assurance Committee with an update of current open recommendations from all audit and improvement activity.

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

1 BACKGROUND

- 1.1 A report on Police Scotland's management of recommendations made by external scrutiny bodies. The report is produced on a quarterly basis for Members review. A copy of the Dashboard is available at **Appendix A**.
- 1.2 The Tracker is provided at **Appendix B**. This provides a breakdown of all publications, risk and a summary of progress.
- 1.3 All recommendations are assessed in terms of the risk they present to Police Scotland so that we can prioritise activity. Internal Audit use the following risk grading structure and this has been applied to all recommendations within Police Scotland, regardless of whether they have been made by Internal Audit. This ensures a consistent approach is taken, allows for prioritisation and enables comparisons to be made.



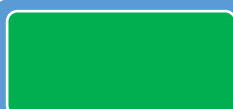
Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation



High risk exposure - absence / failure of key controls that create significant risks within the organisation.



Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risk within the organisation



Low risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues

2 FURTHER DETAIL ON THE REPORT

- 2.1 Refer to Appendix A – Audit and Inspection Recommendations Dashboard.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

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



Audit and Inspection Recommendations Dashboard

Reporting Period: Q3 October - December 2023

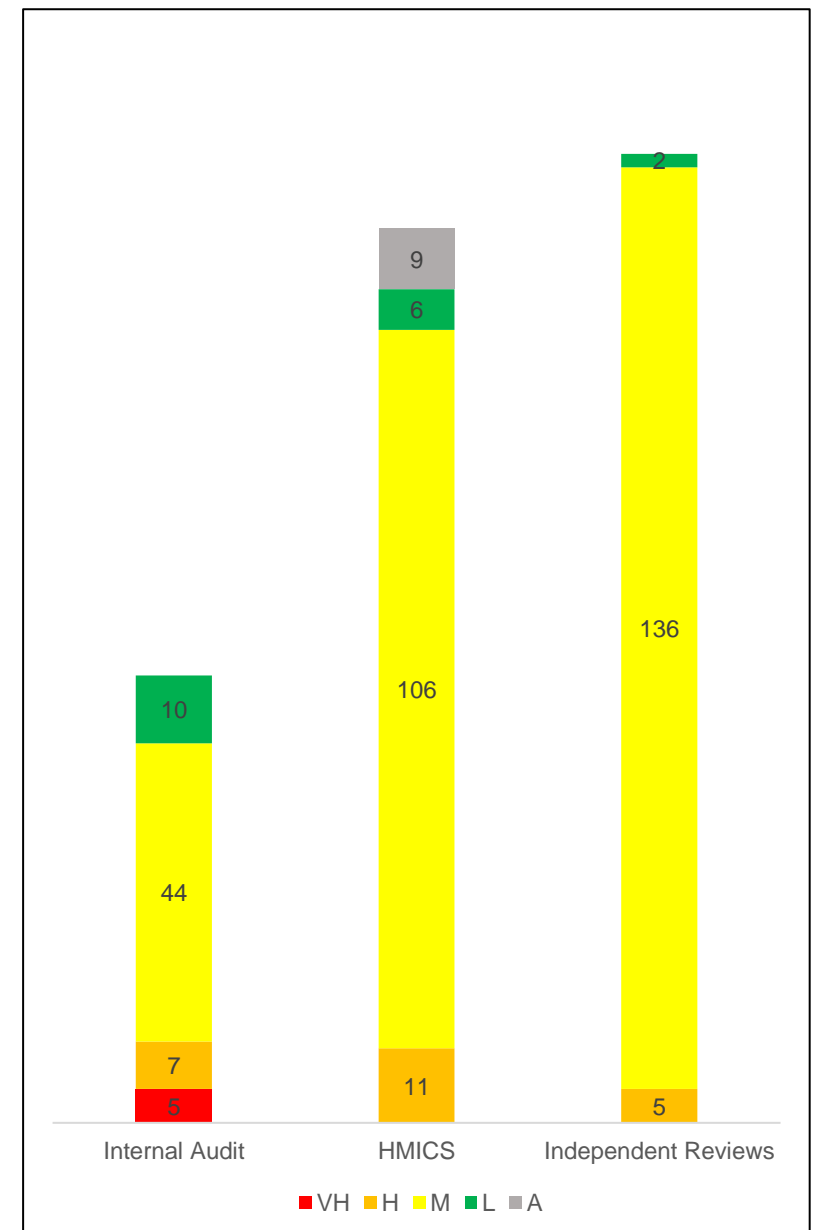
Police Scotland Recommendations Dashboard

Total	Ongoing	Delayed	Pending	Very High Risk	Closed to date
341	257	77	7	5	17

Recommendations Management – Highlights

- 17 recommendations closed.
- 107 new recommendations were added since the last meeting - 24 Internal Audit; 11 HMICS; and 72 Independent Reviews. 5 SPA Annual Audit (Grant Thornton) recommendations were re-opened.
- 7 recommendations are pending which means the action is complete but requires evidence of implementation/impact or they have been put on hold as they will be addressed by a dependency. Shown on Slide 5.
- 12% (28) of recommendations have a Very/High Risk status. 5 recommendations are classified as Very High Risk. They relate to Compliance PAVA/Airwave x 3 and RDU Project x 2. 3 of these are delayed.
- Overall 75% of ongoing recommendations are on track.

Open by Auditor/Inspectorate

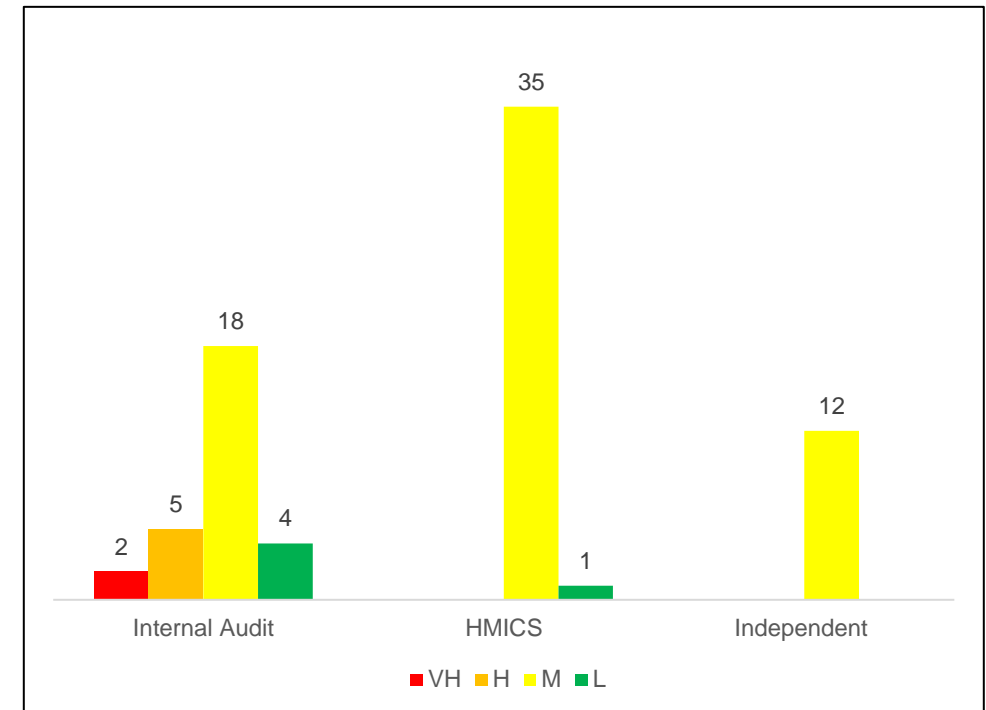


Delayed – Overview

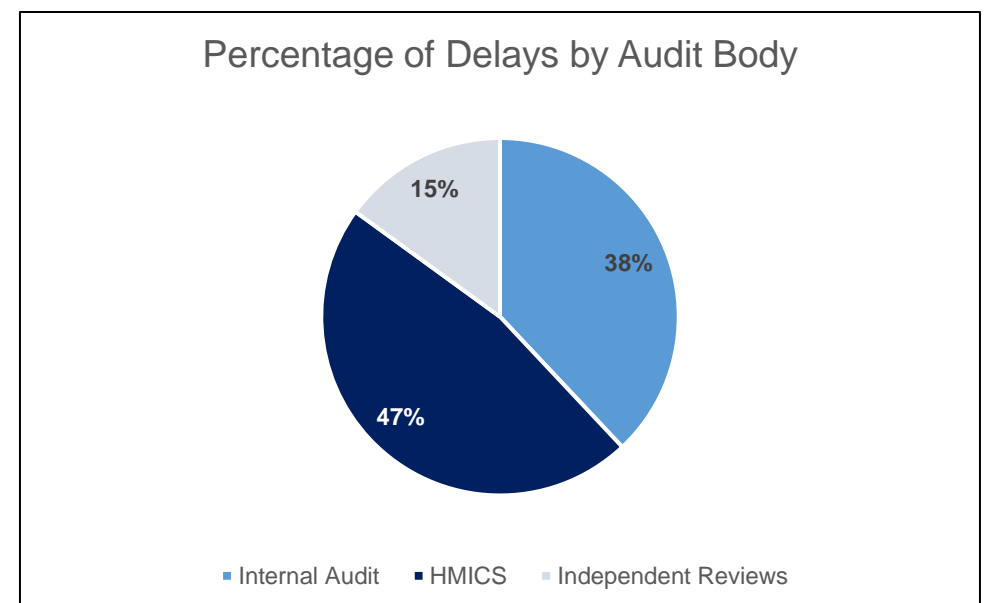
Overview

- 77 recommendations have incurred delays. This is an increase since the last report. 29 new recommendations were reported as delayed this quarter and these are summarised on slide 7 with further detail provided against each publication within Appendix B.
- 9% of all delays have a Very High/High Risk status.
- Complexity, re-prioritisation, decision-making linked to budget, dependencies with other work and the movement of staff are some of the main reasons why recommendations are delayed.
- When delays occur, we scrutinise the work undertaken to understand the barriers to completion and report these through our Management Board structures for additional governance.
- We have undertaken an assessment of all delayed recommendations. In most cases work is well underway but it is taking longer due to the complexity or the number of other priorities that are being worked on. A quarter of all delays involve developing new approaches which require new structures and potentially additional staff and therefore subject to decision making. There are a small number that are dependent on other projects – COS being the main reason why recommendations cannot be closed on time.

Risk Profile of Delays by Audit Body

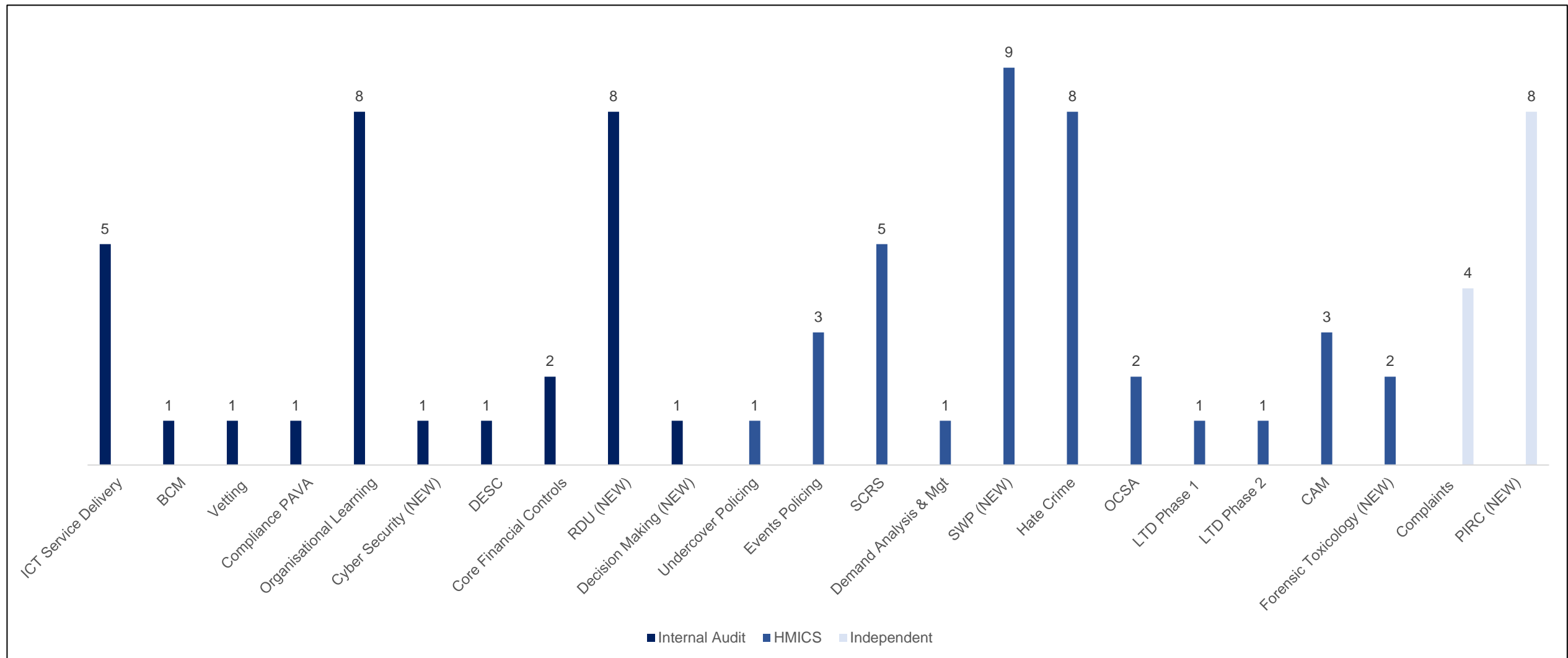


% of Delays by Audit Body



Delayed – By Audit Body

Summary of Delays by Publication



Pending

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

Report / Date	Recommendation	Risk	Date	Owner	Status
Benefits Realisation Internal Audit October 2020	3.2 Performance Impact of Realised Benefits	High	Dec-21 Unknown	Digital	Meeting scheduled for 10 October with BDO to discuss. Agree to put on hold pending the availability of evidence or the next audit.
Benefits Realisation Internal Audit October 2020	5.1 Organisational Performance Reporting	High	Dec-21 Unknown	Digital	Meeting scheduled for 10 October with BDO to discuss. Agree to put on hold pending the availability of evidence or the next audit.
ICT Service Delivery April 22	3.1 Demand Planning and Prioritisation	H	Dec-22 Unknown	Digital	Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 was been applied to these actions when the TOM/Strategy will have gone through governance but there has been no further clarity on full funding to set out next steps and deliverables.
ICT Service Delivery April 22	4.1 Resource Planning	H	Dec-22 Unknown	Digital	Will be delivered or superseded by the revised Target Operating Model and Digital Strategy. A milestone date of August 2023 was been applied to these actions when the TOM/Strategy will have gone through governance but there has been no further clarity on full funding to set out next steps and deliverables.
Business Continuity July 2022	3.1 Assurance over recovery and resilience expectations	H	Mar 2024	Digital	Requires publication of BCM SOP to discharge this recommendation and show that recovery expectations has been documented within the guidance.

Pending

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

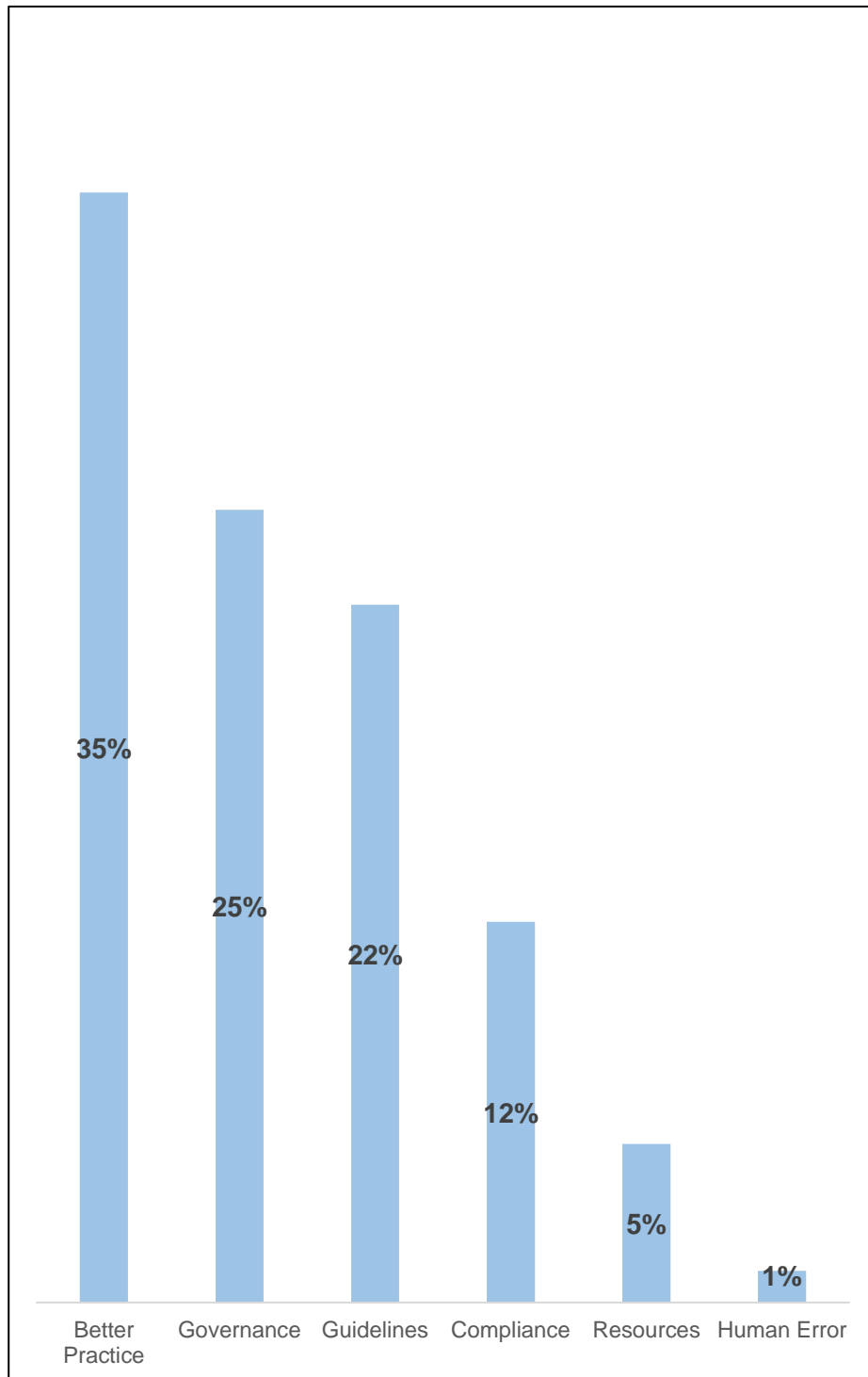
Report / Date	Recommendation	Risk	Date	Owner	Status
Independent Complaint Handling Review November 2020	R19 Independent Review of Equality Matters	M	Sept 22 Mar 23 Mar 24	Policing Together	An independent review of equalities has is ongoing but has taken longer to report than originally planned. There is nothing further Police Scotland can do at this time until the IRG report their findings.
SPA Annual Audit 21/22 September 22	Benefits Realisation The SPA should continue to monitor work by Police Scotland towards including meaningful and realistic processes for monitoring and evidencing realised cash and non-cash benefits across all projects.	M	Unknown	SPA / Change	Requires evidence of Benefits Realisation in place before discharge. Reporting has improved but still requires to be linked to performance framework as per Internal Audit actions.

New Delays

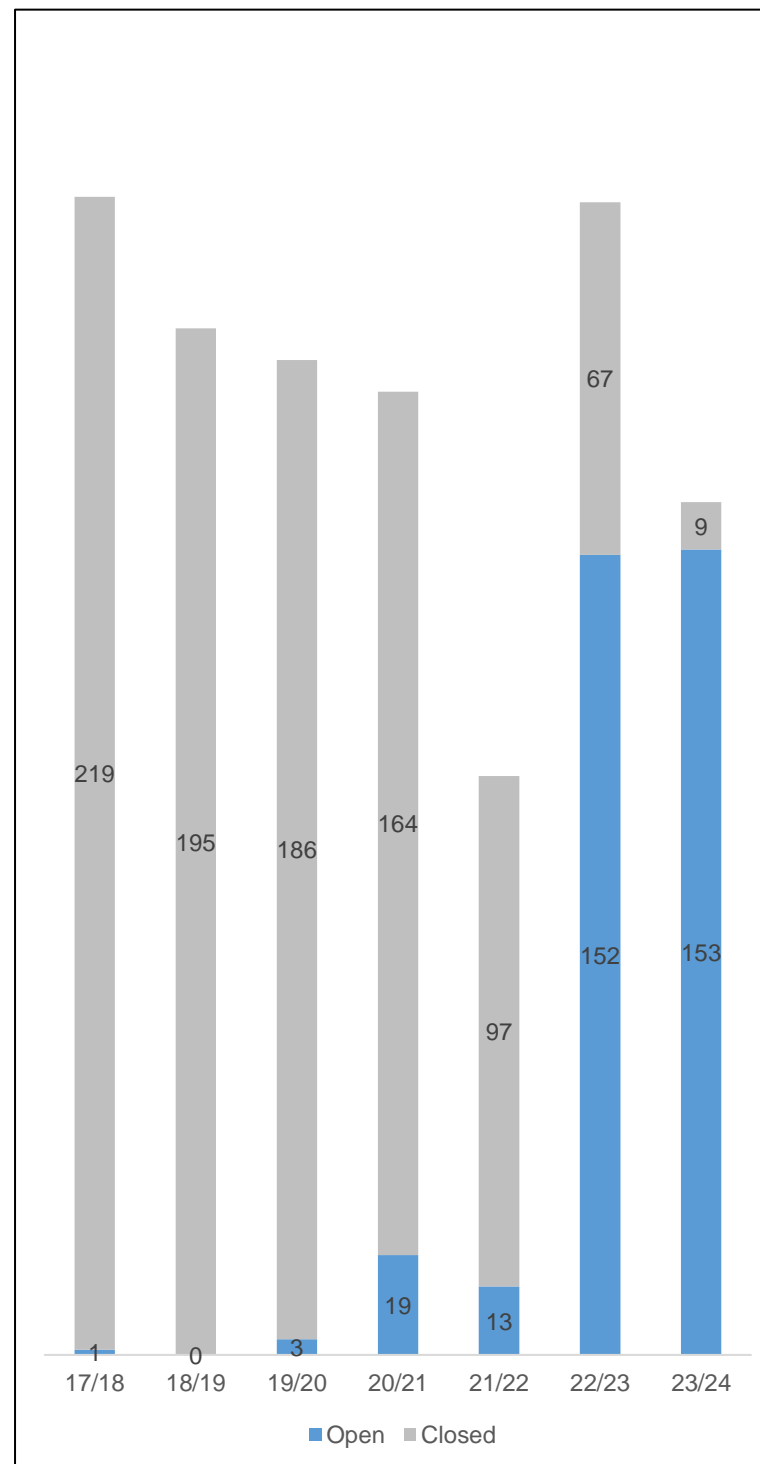
Auditor / Inspectorate	Publication / Report / Date	Risk	Revised Date	Reason
Internal Audit	Cyber Security Jan 2023 1 Recommendation	M	Mar 25	New technology requires to be implemented which is planned alongside large scale Cyber Security work. Controls already in place to mitigate the risk pending full implementation.
Internal Audit	Resource Management Unit Jun 2023 8 Recommendations	VH - 1 H - 1 M - 3 L - 3	TBC	Subject to separate briefing provided to BDO explaining the status of this work.
Internal Audit	Decision Making Oct 2023 1 Recommendation	M	Mar 24	Partially complete in that reminders are issued about late papers. Performance information not yet collated in relation to performance. We are awaiting changes to our governance structure before making any more change in this area. Minimal risk.
HMICS	Strategic Workforce Planning Aug 2022 9 Recommendations	M	TBD	Some of the recommendations are being prepared for closure. Others will require longer to evidence and will form part of the implementation plan for the SWP. Risk partially mitigated with production of Strategic Workforce Plan. Residual risk mitigated and improvement built into the Implementation Plan.
HMICS	Forensic Toxicology Apr 2023 2 Recommendations	M	TBD	Minor slippage to allow more time for completion.
Independent Review	PIRC Triage of Complaints About the Police Mar 2023 8 Recommendations	M	May 24 Jun 24 Oct 24	Actions replanned with realistic timescales.

Police Scotland Recommendations Trends

Recommendations by Theme (%)



Recommendations by Age



Summary

- Themes** – The largest proportion of recommendations relate to Better Practice meaning these are opportunities for continuous improvement rather than relating to non-compliance. There remain high numbers of recommendations in the Guidelines category which relates to policies, procedures to govern what, why and how activities are progressed. There has been a very small increase in the number of governance related recommendations in the last quarter.
- Age** – There has been positive movement with 6 closures in the 2020/21 age range. The other closures are within more recent audits. We continue to focus on reducing the number of recommendations in the oldest age category. 10% are over 2 years old.

Internal Audit Recommendations Progress Tracker - December 2023											
Risk Grading Key	4	Very High Risk Exposure			3	High Risk Exposure		2	Moderate Risk Exposure	1	Limited Risk Exposure
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion		
		Total Closed	Pending	Closed Dec	Delayed	On track					
Benefits Realisation October 2020 11 recommendations	1	1					ON HOLD PENDING AVAILABILITY OF EVIDENCE These remaining recommendations are complex to address and evidence. We have documented the process within procedural documents to evidence the process in place in the absence of projects which have demonstrated realignment of resource. ARAC rejected our efforts to complete on advice of Azets. We are exploring other options but none of which will see these addressed in the short term.	Change / Strategy & Analysis	100%		
	4	2	2								
	3	3									
	3	3									
Legal Claims Handling August 2021 8 recommendations	2	2					CLOSED - CROSS REFERENCE WITH ORGANISATIONAL LEARNING RECOMMENDATIONS - SPECIFICALLY R1, R2 AND R3. Has a dependency with wider OL Framework. Organisational Learning scoping continues but requires decision on next steps and implementation and is also dependent on Learning and People Strategies. Our recommendations for the Organisational Learning Internal Audit duplicate / supersede this recommendation and therefore we have requested BDO consider closure with a link to the wider OL recommendations. We have an Organisational Learning approach for Legal Claims via the Legal Team and Insurance services. The residual action will be addressed as part of the Organisational Learning recommendations.	Head of Legal Services / ACC Professionalism and Assurance	100%		
	5	4		1							
	1	1									
	1	1									
Estates Management December 2022 7 recommendations	4	3	1				REQUIRES EVIDENCE TO COMPLETE CLOSURE Change of approach with a focus on savings is superseding this recommendation.	CFO	100%		
	3	3									
	3	3									
	3	3									
ICT Service Delivery April 2022 8 recommendations	3					3	2 of the delays are impacted by the development of the Target Operating Model and Digital Strategy which may address or supersede these actions when implemented. Revised milestone dates have been applied to these actions. R3.1 Demand Plan & Prioritisation, R4.1 Resource Planning. R2.2 Service Catalogue - We have presented one recommendation for closure based on the agreed action within the original management response and the work achieved to date. 3 other recommendations are experiencing delays but are progressing R1.1 - Service Requests - in order to future proof this area of work a larger change is being implemented. R1.2 - Performance Reporting - This is progressing via the production of a newsletter but has a dependency with updating the Intranet. R2.1 - Performance Indicators - KPIs do exist but there has been limited consultation on their design. Once consultation has taken place to confirm the KPIs are the best fit for Police Scotland then this will address this action.	CDIO	36%		
	5	2		1	2						
	5	2		1	2						
	5	2		1	2						
Business Continuity Planning June 2022 6 recommendations	2	1	1				Recommendation regarding Disaster Recovery has been completed but requires the SOP to be finalised before discharge. Recommendation regarding incorporating the policy within the wider guidance document is underway but has been given more time to enable consultation to take place.	ACC Professionalism and Assurance	83%		
	3	2			1						
	3	2			1						
	1	1									
Vetting June 2022 17 recommendations	9	8				1	A substantial amount of progress made in addressing these recommendations. One recommendation is requiring more time to co-ordinate with national approaches.	ACC Professionalism and Assurance / CFO / CDIO	94%		
	7	7									
	7	7									
	1	1									

Internal Audit Recommendations Progress Tracker - December 2023											
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Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion		
		Total Closed	Pending	Closed Dec	Delayed	On track					
Organisational Learning September 2022 8 recommendations	8					8	Recommendations delayed. Significant scoping undertaken and decision on implementation awaited.	ACC Professionalism and Assurance	0%		
Cyber Resilience January 2023 9 recommendations	2			1		1	1 closed this quarter 1 delayed this quarter relating to R2.3 Operational Security - Allow Listing functionality to be introduced to reduce the risk of untrusted and malicious applications being installed on end user devices. This approach mitigates significantly the risk of unauthorised software installations. The new plan will implement new technologies in a staged approach, ensuring adequate time and testing is completed in each business area before moving to the next. The timeframes that are recommended for this transitional work will run over the next 2 years and complete at the end of 2025. Current controls are in place that prevent standard users from installing software on client endpoints, with capability to install software restricted to a small sub-set of approved technical staff within Digital Division. Remaining actions not due until: 1 x Sept 24, 3 x Mar 25, 1 x Dec 25, 1 x Dec 25 Replanned Deep dive of progress and review of achievability complete.	DCIO	23%		
Compliance PAVA / Airwave January 2023 9 recommendations	3				1	2	1 Very High Risk recommendation partially complete but will need to wait on full implementation to demonstrate the compliance monitoring arrangements in place. 2 closures presented to BDO for consideration 1.3 COSHH Risk Assessments completed for PAVA 3.2 Airwave - Stock Tracking - renewed focus on auditing of all devices in place. Improvements to compliance achieved with Personal compliance sitting at 99.94% and Pool Assets sitting at 98.75%. Devices that have not been audited at been stunned (disabled).	ACC Professionalism and Assurance	44%		
DESC Readiness June 2023 8 recommendations	2		1		1		1 closed 1 low risk recommendation regarding reviewing the TOR for the Project Board annually. This was not able to be discussed at the January meeting as planned and therefore has been carried forward into the next quarter.	Chief Digital Information Officer	88%		
RDU Redesign June 2023 10 recommendations	2				1	1	8 Recommendations due in Q3 will not be met as were dependent on the RDU Project. Subject to separate briefing to BDO.	ACC Operational Support	0%		

Internal Audit Recommendations Progress Tracker - December 2023									
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		Total Closed	Pending	Closed Rec	Delayed	On track			
Core Financial Controls July 2023 8 recommendations						There are very minor delays to the collection of evidence for two of these recommendations. We will provide examples of the testing of new procedures at the end of Q3.	Chief Financial Officer	63%	
	6	4		2					
	2	1			1				
Decision Making (Governance) October 2023 4 recommendations						1 recommendation due December 2023 regarding late paper submissions has been delayed. This is due to the wider governance framework review which is ongoing therefore we will not make any significant changes that may be subject to further change in the near future. All paper requests are now issued with the reminder that late submissions will not be accepted as standard. The outstanding part of this recommendation relates to reporting submission performance to the Boards.	ACC Professionalism and Assurance	0%	
	2			1	1				
	2				2				
Ill Health Retirement/ Injury on Duty October 2023 13 recommendations						1 action closed in quarter. All other actions progress, but not yet due.	Director of People and Development	8%	
	13		1		12				
Biometrics - Compliance with Code of Practice October 2023 11 Police Only recommendations						All actions progressing but not yet due 7 x Sept 2024 1 x Oct 2024 2 x Mar 2025 1 x Jun 2025	ACC Crime	0%	
	8				8				
	3				3				



















































































Audit Scotland / External Audit Recommendations Progress Tracker - December 2023									
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		Total Closed	Pending	Closed Dec	Delayed	On track			
Annual SPA Audit 21/22 - REOPENED	4						The actions were not discharged during the recent audit. We are currently assessing what, if anything, else can be done to evidence change. Benefits Realisation - moved to pending as has same dependency as the wider Benefits Realisation Internal Audit recommendations also in pending. Exit Packages Risk Assessment Scoring BV Arrangements (subject to Internal Audit Q4)	Various	0%
September 2022	3								
	5		1		4				
	1								
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
Total Closed	Pending	Closed Dec	Delayed	On track					
Annual SPA Audit 22/23	4						Progressing, not yet due	Various	0%
September 2023	3								
6 recommendations	6				6				
	1								

HMICS Recommendations Progress Tracker - December 2023										
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure		
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion	
		Total Closed	Pending	Closed Dec	Delayed	On track				
Undercover Policing February 2018 19 recommendations							<p>Delays R16 - Integrated Record Management System installed awaiting detailed testing. Once we test and configure the system we will go live. No timescales can be provided for this as it cannot be managed as BAU. We will update again in the next quarter to ascertain progress and if any issues have emerged from testing.</p>	ACC OCCTI	95%	
	6	6								
	4	4								
	9	8			1					
LP+ Events Inspection May 2019 15 recommendations							<p>Recommendations remain ongoing. Business area met with HMICS December 2023 to discuss progress and consider action needed for closure. Awaiting next steps.</p>	ACC Operational Support	80%	
	15	12			3					
Online Child Sexual Abuse February 2020 & August 2021 11 recommendations							<p>1 submitted to HMICS as partially complete with no further action possible at this time. 1 action relating to development a Wellbeing Strategy is partially complete and is awaiting evidence of implementation before we can submit to HMICS for closure. 1 action ongoing relating to Digital Forensic examinations unlikely to be submitted for closure this next quarter.</p>	ACC Crime and Public Protection / ACC OCCTI	82%	
	5	5								
	6	4			2					
Training and Development-Phase 1 December 2020 17 recommendations							<p>Significant progress has been made in the development of an overarching understanding of training and alignment to the core organisational needs. However, the strategy has not yet been delivered and the earliest indication of the new operating model is 2024. This recommendation to stay open until the strategy is in implementation.</p>	DoPD	94%	
	17	16			1					
Scottish Crime Recording Audit March 2021 6 recommendations							<p>1 recommendation approved for discharge. Major dependency with new Crime Application (COS) which is delayed from original September 2022 date. Comprehensive updates provided to SPA Policing and Performance Committee. In light of some of the developments, these actions are undergoing a comprehensive review to consider action to be taken.</p> <p>R2 SCRS Compliance - strategy revised but more evidence required on culture change which will also be evidence over time and supported by COS. R3 QA processes - a process for health checks and integrity audits is in place with the pilot areas. Will be further enhanced when COS is fully implemented and processes are standardised. R4 Crime Management Units Structure (FMOR dependent) - requires single structure implementation. R5 OL & Training Approaches - is COS dependent R6 Implementation of Single Crime System</p>	ACC Major Crime and Public Protection	17%	
	6	1			5					
Hate Crime June 2021 15 recommendations							<p>1 recommendation (R3) subject to briefing paper and being prepared for closure. All others due April 2024.</p> <p>R2 National Policy and Local Delivery Coordination - COS dependency R3 Dedicated Hate Crime Unit - re-prioritised due to staffing R5 Partnership Relationships and Knowledge Sharing - awaiting SG action to progress R6 Third Party Reporting Improvements - awaiting SG action to progress R8 Hate Crime National Document Review - is ongoing but has a dependency with COS R10 IT Systems Data Review - HC Knowledge and Trends - subject to a business case for new TOM R12 Hate Crime Training Review - a prioritisation exercise is ongoing - Evidence submission prepared. R13 Hate Crime Perpetrated Against Officers and Staff (data and insights)</p>	ACC Preventions, Partnerships and Community Wellbeing	47%	
	15	7			8					

HMICS Recommendations Progress Tracker - December 2023													
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Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion				
		Total Closed	Pending	Closed Dec	Delayed	On track							
Demand, Analysis and Management July 2021 12 recommendations							R07 - Organisational Design ongoing subject to consideration as part of a wider P&D review. Now due June 2024. (R3 we are monitoring along with SWP action R5)	DoSA	92%				
	1	1											
	11	9	1	1									
Training and Development Phase 2 September 2021 10 recommendations							The remaining recommendation is partially complete but requires us to present further evidence of how revised EDI data and insights is being used to inform strategies. We anticipate being able to demonstrate full achievement when we finalise the People Strategy and commence implementation.	DoPD	90%				
	10	9		1									
Strategic Workforce Planning August 2022 10 recommendations							1 recommendation to be completed but pending HMICS consideration Significant progress made with the finalisation and publication the SWP but some replanning will still be required to demonstrate implementation and provide the necessary evidence to show demonstrable change.	DOSA CDIO	10%				
	10		1	9									
Contact Assessment Model January 2023 8 recommendations							The action presented for closure relates to developing a mechanism to dealing with Areas for Development. There was an administrative error in applying the timescales to 3 recommendations - R3, R4 & R6. This has been corrected and reported to Policing Performance Committee. 2 recommendation has been delayed (approx. 6 month delay). Following review it was assessed that the original timescales were unrealistic.	ACC North	13%				
	1				1								
	7	1		3	3								
Domestic Abuse January 2023 14 recommendations							Actions in progress. First milestones to be met end of December 2023 and on track. We are preparing the evidence packs for R11 and formal updates to HMICS and SPA Policing Performance Committee in March 2024.	ACC Crime	0%				
	14				14								
Joint Inspection of Custody (Health Improvement Scotland) January 2023 1 recommendations (Police Only)							Action plan to be developed and risk assessment applied/confirmed	ACC Criminal Justice	0%				
	1				1								

HMICS Recommendations Progress Tracker - December 2023									
Risk Grading Key	4	Very High Risk Exposure	3	High Risk Exposure	2	Moderate Risk Exposure	1	Limited Risk Exposure	
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
Joint Inspection of Alternatives to Prosecution February 2023 4 recommendations (Police Only)	4					4	Progressing	ACC Criminal Justice	0%
Joint Inspection of Custody (Health Improvement Scotland) - LANARKSHIRE April 2023 10 recommendations (Police Only)	10					10	Action plan progressing	ACC Criminal Justice	0%
Forensic Toxicology April 2023 14 recommendations	14				2	12	Actions progressing with 2 shared recommendations due end of Dec but will require a little more time to fully address. Minor slippage. R03 Interim and Exceptional Measures - Review Stand Down Plans SPA Forensic Services, Police Scotland and Crown Office and Procurator Fiscal Service must work together and identify solutions and timelines to 'stand down' outstanding interim and exceptional measures, still in place, to support drug driving justice provision R08 Joint National Forensic Gateway SPA Forensic Services, Police Scotland and Crown Office and Procurator Fiscal Service should consider opportunities for the Joint National Forensic Gateway to effectively manage all forensic submissions, including drug driving	ACC Crime & ACC Operational Support	0%
Joint Inspection of Custody (Health Improvement Scotland) - TAYSIDE July 2023 5 recommendations (Police Only)	5					5	Action Plan in place and will be reported to Policing Performance Committee December 2023.	ACC Criminal Justice	0%
Vetting Assurance Review October 2023 14 recommendations	14					14	Action Plan underway. Still to be risk assessed	ACC Professionalism and Assurance	0%
Mental Health Demand October 2023 13 recommendations	13						Action Plan underway. Still to be risk assessed	ACC Preventions, Partnerships and Community Wellbeing	0%

HMICS Recommendations Progress Tracker - December 2023									
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed neg	Delayed	On track			
Custody (D&G) November 2023 recommendations	4						Action Plan underway. Still to be risk assessed -	ACC Criminal Justice	0%
	2					2			
	3					3			
						4			
Organisational Culture December 2023 11 recommendations	11						Action Plan underway. Still to be risk assessed	DCC Professionalism	0%

Other Recommendations Progress Tracker - December 2023									
Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
Independent Complaints Handling Review November 2020 26 Police Scotland only recommendations (+10 recommendations where we work in partnership with other organisations but do not have the lead)	  26 	  21 	  1 	  4 	  0 	  0 	3 of the delays relate to changes to Centurion 1 is partially complete relating to rank ratios and sergeant workload 1 is pending - it is complete in that an Independent Review of Equality is underway but has yet to report findings. Not within Police Scotland control	ACC Professionalism and Assurance	
ICO Mobile Phone Data Extraction by Police in Scotland June 2021 6 recommendations	  6 	  3 	  3 	  0 	  0 	The follow-up review by ICO in June 2023 has taken this work into consideration and a further recommendation, which builds on this, has been provided in respect of the creation of a specific APD and Privacy Notice for MPE.	ACC OCCTI		
PSNI Independent Review of ET & Grievance 17 learning points / recommendations	  17 	  14 	  0 	  0 	  3 	A number of others at an advanced stage with closing updates to be provided for another 3. Significant number of dependencies with existing and new workstreams.	Force wide actions ACC Professionalism and Assurance (Chair, SOG)		
ICO - The processing of victims personal data in rape and sexual crime offences January 2023 4 recommendations	  4 	  0 	  2 	  0 	  2 	actions progressing, 2 closed this quarter with a further 2 ongoing due end of March 2023	ACC Crime		
Biometric Data - Vulnerable Adults in Police Custody March 2023 3 recommendations	  3 	  0 	  0 	  0 	  3 	Actions progressing	ACC Crime		

Other Recommendations Progress Tracker - December 2023

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
Biometric Data - Children in Police Custody	4						Actions progressing	ACC Crime	0%
March 2023									
4 recommendations						4			

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
PIRC Triage of Complaints about the Police	8						Actions progressing but will not be complete by December as planned. Minor delays anticipated. Recommendations around amendments to forms and guidance.	ACC Professionalism	0%
March 2023									
8 recommendations					8				

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
Records Management 2022 Assessment - Keeper of Records Scotland	8						Actions ongoing	ACC Professionalism	0%
June 2023									
8 recommendations						8			

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
ICO - Data Protection Audit	43						Work is progressing in relation to these audits. Work is underway to update/close all remaining 16 recommendations with December milestones.	ACC Professionalism	7%
September 2023									
43 recommendations				3		40			

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
ICO - Data Protection Audit - Data Breach	9						Not yet due	ACC Professionalism	0%
September 2023									
9 recommendations						9			

Other Recommendations Progress Tracker - December 2023

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
ICO - Mobile Phone Data Extraction - 2 September 2023 recommendations	High						New actions added and being managed separately.	ACC OCCTI	0%
	Medium								
	13					13			
	Low								

Title & Date of Publication	Risk Rating	No. Open & RAG					Comments	Owner(s)	Completion
		Total Closed	Pending	Closed Dec	Delayed	On track			
Human Rights Baseline Assessment September 2023 37 recommendations	High						New actions added and being assessed for those that are completed, to be prioritised or not progressed.	ACC Policing Together	0%
	Medium								
	37					37			
	Low								