

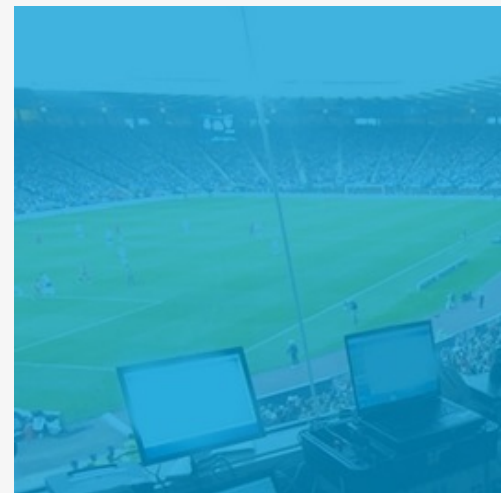
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HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

# **Assurance Review of progress on recommendations from ‘An Independent Review of Football Policing in Scotland’**

August 2019

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# HM Inspectorate of Constabulary in Scotland

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HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012 and has wide ranging powers to look into the 'state, effectiveness and efficiency' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).<sup>1</sup>

We have a statutory duty to inquire into the arrangements made by the Chief Constable and the SPA to meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions
- The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to enable us to carry out our functions
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit
- Where our report identifies that the SPA or Police Scotland is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the SPA to take such measures as may be required. The SPA must comply with any direction given
- Where we make recommendations, we will follow them up and report publicly on progress
- We will identify good practice that can be applied across Scotland
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.<sup>2</sup>

**This inspection of progress on the recommendations from 'An Independent Review of Football Policing in Scotland' was undertaken by HMICS in terms of Section 74(2) of the Police and Fire Reform (Scotland) Act 2012 and is laid before the Scottish Parliament in terms of Section 79(3) of the Act.**

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<sup>1</sup> Chapter 11, Police and Fire Reform (Scotland) Act 2012.

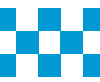
<sup>2</sup> HMICS, [Corporate Strategy 2017-20](#) (2017).



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## Our progress review

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The 2018/19 football season witnessed several high-profile adverse incidents including on 2 September 2018 when crowd safety concerns arose at a Celtic versus Rangers match following crowd density problems. Although no serious injuries arose, Celtic FC ordered sports event safety management company Fairhurst to carry out an independent safety review.<sup>3</sup> The safety review found that communications during the progress of the incident could have been improved, with stewards and police not obviously visible to supporters due to the density of the crowd.

Subsequently, the Chief Constable of Police Scotland commissioned an independent peer review of football policing in Scotland. The review was led by DCC Mark Roberts, the National Police Chiefs Council (NPCC) football policing lead and was supported by a range of relevant subject matter experts. The terms of reference for that review included an examination of all aspects of operational planning and delivery of football policing in Scotland, and an assessment of how the policing of football matches in Scotland was experienced by those involved including clubs, supporters and other relevant stakeholders.

The report '**An Independent Review of Football Policing in Scotland**' was published by Police Scotland in March 2019<sup>4</sup> and highlighted many positive aspects. However, a total of 18 recommendations for improvement were made. 16 of these recommendations sat solely with Police Scotland, whilst a further 2 rest more appropriately within the broader responsibilities of central and local government through Scottish Government and COSLA. One significant issue highlighted was an inconsistent approach to the management and scrutiny of stadium safety certificates across Scotland. The report author noted that considerable evidence had been placed before his review team, which suggested serious potential breaches of stadium safety regulations.

At the conclusion of the 2018/19 Scottish football season, and building on our own related inspection activity,<sup>5</sup> HMICS published a Terms of Reference for this follow-up assurance review, with the aim of providing an independent assessment of progress made by Police Scotland in relation to the recommendations from the 2019 Independent Review of Football Policing in Scotland. Over the summer months, we have engaged with the authors of the original report and with Police Scotland, Scottish Government, COSLA, football authorities, and a range of relevant stakeholders to evaluate progress.

From our inspection, I am assured that Police Scotland has made progress towards delivery of the 16 recommendations. Of those, 12 recommendations are assessed by HMICS as having been fully discharged, meaning that the recommendations have been implemented in line with the policy intentions from the Independent Review. The remaining 4 recommendations are considered as being partially discharged. This means that good progress has been made by Police Scotland to implement the policy intention behind each specific recommendation over a relatively short time frame, but that work is still ongoing as part of a process of continuous improvement. I am confident however that these remaining recommendations are on track to be discharged by Police Scotland within a reasonable timeframe.

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<sup>3</sup> BBC News, Celtic order independent review into crush before Old Firm game, 07 September 2018.

<sup>4</sup> Police Scotland, [An Independent Review of Football Policing in Scotland](#), March 2019

<sup>5</sup> HMICS, [Local Policing + Inspection of the Resourcing of Events](#), May 2019



On the specific question of stadium safety, I welcome Scottish Government taking ownership of this broader recommendation to address the matters highlighted from the 2019 Independent Review of Football Policing in Scotland. This has included engagement with COSLA and all other interested parties including the Society of Local Authority Chief Executives (SOLACE), Police Scotland, the Scottish Football Association (SFA), the Scottish Professional Football League (SPFL), the Football Safety Officers Association Scotland (FSOAS) and representation from the Sports Grounds Safety Authority (SGSA). The aim, to promote a national network of strong and effective Safety Advisory Groups, each recognising the value of the “Green Guide” and the methodology of the Sports Grounds Safety Authority.<sup>6</sup>

Whilst it has recently been confirmed by COSLA that all 22 local authorities that have senior professional football clubs have safety certificates for their local stadia in place, I share the view of Scottish Government and COSLA that more work in this area is required, and I look forward to further progress on matters relating to stadium safety.

As the 2019/20 Scottish Football season commences, there has already been a further adverse incident at a Kilmarnock versus Rangers football match which witnessed a pitch invasion and collapse of a disabled shelter resulting in minor injuries to a supporter.<sup>7</sup> Such incidents demonstrate that the problems of supporter behaviour from the 2018/19 season have not gone away, despite assurances in the popular media that football clubs and governing bodies would respond more robustly to misconduct within football grounds in Scotland. This is disappointing given the need to address the issues which became particularly problematic last season such as players and officials being endangered by missiles, coins and pyrotechnics.<sup>8</sup> Such incidents within sports grounds are a serious risk to public safety and should be condemned by all.

This assurance review is structured to give summary detail on progress against each of the recommendations from ‘An Independent Review of Policing in Scotland’. My conclusion is that satisfactory progress has been made by Police Scotland, and that the public should have confidence in the ability of Police Scotland to deliver all manner of high-profile events, including football, and to discharge its responsibilities in keeping people safe.

HMICS would like to thank Scottish Government, Police Scotland, the Scottish Police Authority and COSLA for their ongoing co-operation and support during this progress review which was led within HMICS by Associate Inspectors Brian Auld, Kevin Murray and Dr Brian Plastow, supported by the wider HMICS team.

**Gill Imery QPM**

HM Chief Inspector of Constabulary in Scotland  
August 2019

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<sup>6</sup> Guide to Safety at Sports Grounds ‘Green Guide’, 6<sup>th</sup> Edition, Sports Grounds Safety Authority, UK.

<sup>7</sup> Daily Mail, [Kilmarnock and Police Scotland investigate crowd chaos after Rangers celebrations cause collapse of disabled enclosure at Rugby Park. Daily Mail](#), 5 August 2019.

<sup>8</sup> BBC Scotland, [Football clubs to crack down on misconduct in the 2019/20 football season](#), 2 August 2019.



## Key findings

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- The 'Independent Review of Football Policing in Scotland' commissioned by Police Scotland and published in March 2019, concluded that the Chief Constable and the Scottish public should be confident that Police Scotland has a proven track record of effectively delivering all manner of high-profile events, including football, and has the requisite capability to work with relevant stakeholders to discharge its responsibilities in keeping football fans safe.
- The 'Independent Review of Football Policing in Scotland' published in March 2019 made 18 recommendations for improvement. 16 of those recommendations fell to Police Scotland.
- Police Scotland has successfully discharged 12 of the recommendations from the 'Independent Review of Football Policing in Scotland'.
- Police Scotland has made progress with the remaining 4 recommendations, and all are on course to be discharged within reasonable timescales.
- Scottish Government is providing leadership in relation to the recommendation around the safety certification of football stadia (recommendation No 1 from the 'Independent Review of Football Policing in Scotland').
- All 22 local authorities that have senior professional football clubs have safety certificates for their local stadia in place.
- COSLA and Police Scotland are jointly exploring the issues associated with standardising approaches to Temporary Traffic Regulation Orders (TTROs) (Recommendation No 4 from the 'Independent Review of Football Policing in Scotland').

The following pages of this assurance review provide a summary of progress against each of the recommendations from the report 'An Independent Review of Football Policing in Scotland'. This is followed by **Appendix '1'** which summarises the current status of each recommendation, and **Appendix '2'** which contains a glossary of terms used in this report.



# Progress against recommendations from the Independent Review

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## Recommendation 1

An urgent multi-agency review is conducted to establish an appropriate governance, consultation and inspection regime for Scottish venues, used for football and other events.

## Independent Review of Football Policing - Original Report Summary of Findings

A significant issue raised within the review was the inconsistent approach to the management and scrutiny of stadium safety certification across Scotland. It reported that considerable evidence was placed which demonstrated serious breaches of stadium safety regulations. It also acknowledged finding numerous excellent examples of strong and intrusive oversight by local Safety Advisory Groups (SAG).

## Progress

Scottish Government (SG) has taken ownership of this recommendation and is providing leadership through Active Scotland to address the necessary improvements. SG recognises that there are some excellent SAGs across Scotland and there is a drive to bring commonality in approach setting these exemplars as the benchmark. Engagement has taken place with COSLA and all other interested parties including the Society of Local Authority Chief Executives (SOLACE), Police Scotland, the Scottish Football Association (SFA), the Scottish Professional Football League (SPFL), the Football Safety Officers Association Scotland (FSOAS) and representation from the Sports Grounds Safety Authority (SGSA). The aim, to promote a national network of strong and effective Safety Advisory Groups, complemented by robust inspection regimes, with each group recognising the value of the “Green Guide” and the methodology of the Sports Grounds Safety Authority.

A COSLA-SOLACE national survey conducted in May/June 2019 across all Scotland’s local authorities showed there are Safety Advisory Group type arrangements in every local authority and proportionate responses to risk from match-based planning, indicating good health and safety practice is adhered to. These arrangements and activities are supported by professional local authority officers and their Chief Executives who take the matter of safety at local football grounds seriously.

The findings of the COSLA-SOLACE national survey revealed the following:

- Renewals/reviews of sports grounds occur in local authority areas between 1-2 years.
- The ‘Green Guide’ produced by the Sports Grounds Safety Authority (SGSA) is widely used across Scottish local authorities.
- There are 17 Safety Advisory Groups (SAGs) established across local authorities. In areas where there isn’t a SAG they simply have a different name for them e.g. ‘Events Safety Committee’. Police Scotland, and other stakeholders are involved in the SAGs or other local arrangements.
- A number of SAGs have formalised terms of reference with more local authorities moving to formalise their local SAGs.
- There are match day/annual inspections.
- A strong desire has been expressed by local authorities to develop a consistent and uniform approach to safety certification with the support of COSLA/SOLACE.





The newly established Local Government Football Working Group has set up an online Knowledge Hub that allows members to access documentation used by other local authorities to encourage, share and promote good practice for more uniformity for safety certification and SAG arrangements. In addition, the working group has been investigating potential training opportunities with various providers to help improve arrangements across Scotland, for instance moving towards embracing a formal SAG approach more widely.

A further meeting of the Local Government Football Working Group will be held at Tynecastle Stadium on 10 September 2019 involving representation from the Football Safety Officers Association Scotland along with other stakeholders. In addition, COSLA plan to host a seminar involving the Scottish Government and a number of other stakeholders e.g. Police Scotland, Safety Officers, SGSA later in October/November 2019.

### **HMICS Assessment**

HMICS recognises Scottish Government (SG) ownership of this recommendation with evidence provided of ongoing leadership through Active Scotland to address the identified opportunities for improvement in the safety certification of football stadia. It is acknowledged that this is a complex multi-agency issue and that good progress has been made. However, we share the view of Scottish Government and COSLA that more work in this area is required.

### **Recommendation 1: Partially Met**

#### **Recommendation 2**

Police Scotland should issue / reissue clear guidance to all divisions as to the roles, responsibilities and policies relating to football policing to ensure a corporate approach, supported by an internal inspection regime to monitor compliance.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review found differences in roles, responsibilities and policies relating to football policing across Scotland and recommended a corporate approach.

### **Progress**

Police Scotland has re-circulated the Standard Operating Procedure (SOP) for policing at football matches to Area Football Policing Leads, all Match Commanders (Event Policing Leads) and Divisional Commanders. The current version of this document is under consideration and a revised publication is to be circulated in due course to reflect the findings of the review and the additional internal learning to come from it.

Some continuing differences in approach to both administration and operational delivery have been identified, where standardisation would be appropriate. It is anticipated that the new football season will provide opportunities for these to be fully addressed.

A Short Life Working Group has been introduced by Police Scotland in direct response to the review, with nominated officers and staff working through a schedule of identified tasks relevant to each recommendation. The well-established Football & Events Working Group (FEWG) also continues to provide an existing forum to promote commonality across football policing and events management. The agenda for this meeting, which is chaired by an Assistant Chief Constable (ACC), has been amended to take account of alterations to practice arising from several of the recommendations.

Police Scotland has introduced an internal inspection regime at selected football matches which will see subsequent key learning being shared across relevant police officers and staff as part of a programme of scrutiny, learning and continuous improvement. This process led by National Football Information Point (NFIP) Scotland, formerly FoCUS, was tested at the Scottish Cup Final in May 2019 and will be introduced for the 2019/20 football season.



## HMICS Assessment

HMICS acknowledges the significant efforts from officers and staff across Police Scotland in realising meaningful progress against this recommendation. As such we are content that work carried out offers a platform for continuous improvement, under business as usual, and moving into the 2019/20 football season.

### Recommendation 2: Closed

#### Recommendation 3

The Police Scotland media plan should engage supporters and the media to explain the force's responsibilities and what sits with others.

## Independent Review of Football Policing - Original Report Summary of Findings

The review identified a lack of understanding amongst supporters and media as to the specific roles carried out by the football clubs, the leagues and the police, in managing events. It was also suggested that some police match commanders were at times unclear on the lead function of the safety officer. It was suggested that Police Scotland may wish to consider the benefits of setting out an engagement plan, supported by key messages, to help educate both externally and internally in order to bridge the gap outlined above.

### Progress

A new engagement strategy and media plan are presently being developed by Police Scotland in response to this recommendation. These will seek to address the communication and engagement issues highlighted. The engagement strategy is being progressed with input being sought from supporters' groups and other interested parties through a questionnaire on "Citizen Space" a digital platform used to manage public involvement activity.

Police Scotland has moved from the designation of "Match Commander" to "Event Policing Lead". This change has come about to clarify the role of football clubs as event facilitators and considering the very specific responsibilities of the football safety officer in managing the event supported by the police lead officer.

At the recent annual Supporters' Direct Scotland summit Police Scotland was represented by an experienced Event Policing Lead. During a comprehensive presentation supporter groups learned of the roles and responsibilities connected to the delivery of football. At this forum those involved at national level commented positively on significantly improved engagement with Police Scotland following the review.

## HMICS Assessment

HMICS welcomes the prompt response from Police Scotland to revisiting its media plan and identifying an approach which allows for broad and relevant input into the design of a new engagement strategy. The change of designation from Match Commander to Event Policing Lead is also helpful in the context of the review findings.

With regards to this specific recommendation HMICS accepts that the closed season has limited the opportunities for messages around roles and responsibilities at football matches to be widely publicised. We anticipate that the new season will present such opportunities but presently do not view this action as discharged.

### Recommendation 3: Partially Met



#### **Recommendation 4**

Police Scotland should agree with partners a single national approach to the management and charging of TTROs.

#### **Independent Review of Football Policing - Original Report Summary of Findings**

The review reported that the approach to Temporary Traffic Regulation Orders (TTROs) for football events in Scotland differs from elsewhere in the UK. Application for, and the deployment of TTROs across Scotland is also variable.

#### **Progress**

This matter was under consideration by Police Scotland and the Scottish Police Authority in advance of the findings from the independent review.

Police Scotland is now engaged in a joint process where Senior Counsel's opinion is being sought on behalf of the Convention of Scottish Local Authorities (COSLA) and Police Scotland on a number of issues relating to the control of road traffic at events, marches and parades to secure consensus amongst the parties. The matter is presently under consideration.

#### **HMICS Assessment**

Police Scotland and COSLA are now engaged in a joint process to assist in the determination of roles and responsibilities in connection with the application and charging for TTROs associated with football. The opinion of Senior Counsel in due course will assist in determining whether a single national approach can be agreed.

#### **Recommendation 4: Partially Met**

#### **Recommendation 5**

Police Scotland should consider, with partners, the options for developing a national approach to Hostile Vehicle Mitigation (HVM) at events, incorporating fixed and mobile barrier assets. Police Scotland should also satisfy itself, via its Counter Terrorism Search Advisors (CTSAs) that all venues have undertaken thorough reviews of their security measures and that identified actions have been undertaken.

#### **Independent Review of Football Policing – Original Report Summary of Findings**

The review team found that significant resources were deployed by Police Scotland to football matches in respect of hostile vehicle mitigation (HVM). It was acknowledged that such deployments are now a response to deter and mitigate the threat posed to crowded places by a variety of terrorist attack methodologies, including the use of vehicles as weapons. However, variations in approach were noted across Scotland and a national approach was recommended.

#### **Progress**

For the 2019/20 football season all football stadia will be the subject of a desk top security assessment by the police. The detail of which will be shared with the football club, and where appropriate a proportionate response generated. All Scottish Premier League football clubs will receive an on-site visit/assessment from a Counter Terrorist Search Advisor (CTSA) and again the detail will be shared with the club to allow for a decision to be reached on protective measures. This approach now forms part of a national strategy to provide relevant security overlay at football grounds.

Police Scotland continues to review its responsibilities with regards to HVM (Hostile Vehicle Mitigation) and HVD (Hostile Vehicle Deterrent) at football matches to ensure that tactics used are current, relevant and site specific.



## HMICS Assessment

HMICS assesses that the short/medium term elements of this recommendation have been discharged with the introduction of a specific national strategy to support the security overlay at football stadia. The further consideration relating to a national multi agency approach to barrier asset deployment at events is recognised as a longer-term proposition and as such remains open.

### Recommendation 5: Partially Met

#### Recommendation 6

Police Scotland may wish to consider a further examination of the cost recovery in place across Scotland

## Independent Review of Football Policing – Original Report Summary of Findings

The independent review found inconsistent police resourcing and cost recovery practices across the country.

### Progress

A recent review of the event charging matrix – policing services for football, has taken place in each local policing division to ensure consistency across the country. This is aligned to a review of cost recovery charging for all events for which a national working group chaired by the Superintendent for Events and Emergency Resilience Planning (EERP) has been established. Various options for cost recovery are being explored.

Police Scotland and football clubs have agreed costs for season 2019/20. This will be reviewed in advance of season 2020/21.

## HMICS Assessment

HMICS acknowledges progress made by the working group set up by Police Scotland to explore and address this issue. Consideration should continue to be given to the impact of officer abstraction on both localities and staff as highlighted in the 2019 HMICS Local Policing + inspection on the Resourcing of Events.<sup>9</sup>

Whilst the matter has not yet been fully concluded we are content that significant momentum has been achieved to the point where this recommendation is discharged.

### Recommendation 6: Closed

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<sup>9</sup> *ibid*, 2019.



## **Recommendation 7**

Police Scotland should review their training, accreditation and continuous professional development (CPD) of football commanders (and other football roles), including opportunities for greater interoperability with other United Kingdom police forces.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review found that there was a need for Police Scotland to review its training, accreditation and continuous professional development (CPD) of football commanders and other football specific roles, including examining opportunities for interoperability with other UK police forces.

#### **Progress**

Police Scotland has carried out a review of its own event command course, a five-day course delivered at the Scottish Police College, owned by Events Emergency Resilience Planning (EERP) and delivered by Leadership and Development at the Scottish Police College. Following on from this, elements have been added to enhance on the ground training, developing input on the progression from occupational to operational competence. Revised accreditation also considers command competence specifically for football policing and stadium awareness. All elements of the course are presently considered fit for purpose.

Work continues against the other findings connected to training, accreditation and continuous professional development (CPD). This includes discussions between Police Scotland and the College of Policing on interoperability and mutual aid, with the College of Policing also having a standing place on Police Scotland Public Order Monitoring Group.

#### **HMICS Assessment**

An evaluation has been completed in respect of Police Scotland event command course with subsequent new additions made to the syllabus. There are several further findings connected to this recommendation across training, accreditation and CPD which are currently being considered but have not yet progressed to conclusion. This recommendation remains open.

### **Recommendation 7: Partially Met**

## **Recommendation 8**

Police Scotland should review the policy for the appointment of match commanders to ensure, wherever practical, there is a degree of continuity and consistency.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review found inconsistent approaches to the appointment of match commanders.

#### **Progress**

Police Scotland understands the context of this recommendation and is working to ensure where possible a level of consistency in the Event Policing Lead role is achieved.

However, command responsibilities are often dictated by available officers having the necessary skills and experience to support specific risk matches and outwith these matches opportunities must be taken to provide occupationally competent staff with the appropriate operational exposure to gain footballing command accreditation. It is also recognised that there is a need for senior officers involved in football policing to balance these demands with their core policing duties.



A recent change in national policy has been introduced where officers who have completed the event command course no longer have to achieve a portfolio of evidence, including shadow and mentor, in both football and another event. It is anticipated that this will reduce numbers in the football Event Policing Lead cadre.

Divisional planning leads (police), normally Inspectors and Chief Inspectors undertake the role as single point of contact (SPOC) for their local football clubs. These officers are also Event Policing Leads and provide the consistency of engagement with clubs and where appropriate supporters groups as part of their core function.

### **HMICS Assessment**

HMICS acknowledges that progress has been made by Police Scotland against this recommendation with a very recent change of policy removing the need for command competence in both football and event delivery before accreditation. HMICS believes that it is important for Police Scotland to maintain a cadre of a size that means officers have sufficient exposure to events to ensure ongoing operational competence.

### **Recommendation 8: Closed**

#### **Recommendation 9**

Police Scotland may wish to review their existing dedicated football officer (DFO) model to ensure it is fit for purpose in enabling DFOs to undertake the necessary engagement activity to build strong relationships with clubs, supporters and communities over the long-term.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review acknowledged the wide support for club dedicated football officers (DFO) from the clubs and supporters. However, variations in approach were found across Scotland.

### **Progress**

Presently Police Scotland has a dedicated football officer (DFO) for each local police division, managed as a local resource, with some officers attached to intelligence function and others to events planning. The DFOs are tasked in line with the divisional demand profile, which can result in officers performing predominately non-football duties due to a low football footprint. Clubs, supporters and communities are not always clear who their police point of contact is on football related matters.

As part of our field work HMICS noted some excellent examples of work being undertaken by DFOs and whilst most of our engagement took place during the closed season, we found that the majority of those we spoke with were motivated and well intentioned. However as reported in the review there continue to be inconsistencies in function, understanding of role and engagement with football groups.

Police Scotland is working to address the reported inconsistencies and as part of their new role the senior officer team within the National Football Information Point (NFIP) have visited DFOs across Scotland to better understand the national demographic and function being undertaken by staff across each division. All DFOs are being assisted to fulfil their football responsibilities through support from NFIP. A DFO conference was held at the Scottish Police College in July 2019 to bring officers together to better understand role requirements, receive briefings and be provided the opportunity to share best practice and learning. It is also anticipated that NFIP will be placed to manage and advise on intelligence function and support DFOs accordingly.

Monthly phone conferences for the DFO cadre are to be initiated as the new football season starts. The first NFIP-Scotland Quarterly Bulletin was circulated on the 1<sup>st</sup> July 2019 with DFOs included as part of the circulation.



## HMICS Assessment

In recognising that work is already ongoing through NFIP to bring a more coordinated approach to the DFO role HMICS would encourage strong continued oversight to promote standardisation of approach early into the new football season. It is important that officers are clear on their role requirements including responsibilities around National Intelligence Model (NIM) Compliance. The theme of supporter engagement is prevalent throughout this report and DFOs can play an important role in helping to bridge current gaps, whilst developing stronger relationships. Presently this recommendation is not considered to be fully met.

### Recommendation 9: Partially Met

#### Recommendation 10

Police Scotland to review its policy and funding for seeking summary football banning orders.

#### Independent Review of Football Policing – Original Report Summary of Findings

The review stated that current Police Scotland policy requires the chief constable to approve any summary banning order applications and there is a perception (not shared or endorsed by chief officers) that the force is reluctant to make the financial investment to pursue them and as a consequence very few are progressed.

#### Progress

Police Scotland acknowledges the value of football banning orders and has continued to actively pursue the use of criminal banning orders through the justice system. Following on from the findings of the review a briefing note was published to reemphasise Police Scotlands' commitment to their use.

Police Scotland is presently undertaking work to re-evaluate existing processes and procedures with regards to application for summary banning orders. A project is also ongoing, connected to community impact, which it is anticipated will inform future practice.

## HMICS Assessment

HMICS notes that it is legislative requirements and not internal policy which dictates that the Chief Constable must approve summary banning order application. Our assessment is that Police Scotland has carried out work to progress this matter to the position suggested in the recommendation. We recognise that the value of any revisions in approach will not be properly understood until the new footballing season is underway.

### Recommendation 10: Closed



## **Recommendation 11**

Police Scotland should review the function, composition and branding of FoCUS (Football Coordination Unit for Scotland)

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review examined the role of the FoCUS team, benchmarking it with similar units across Europe. Whilst FoCUS was recognised as being an effective unit containing motivated staff, the review also found that it also attracted unhelpful negative attention from football fans.

#### **Progress**

At the time of the review the future function, composition and branding of FoCUS was already under consideration with a view to evolving the team's role in line with good practice adopted by similar football policing units across Europe.

In advance of the new football season FoCUS has become the National Football Information Point (NFIP) Scotland. From 12<sup>th</sup> June 2019 the unit has withdrawn from operational deployments moving to; policy and strategy; training and coordination; and quality assurance. Leadership will continue to be provided by a Chief Inspector. Operational functions previously associated with FoCUS will now be disaggregated to local policing divisions.

#### **HMICS Assessment**

HMICS acknowledges that Police Scotland has moved swiftly to meet this recommendation which is complete. We also recognise the diligent efforts of staff, a position emphasised by positive input from stakeholders during our field work. In discharging this recommendation, we would urge Police Scotland to monitor for emerging operational gaps resultant from the changes made.

### **Recommendation 11: Closed**

## **Recommendation 12**

Police Scotland should consider undertaking further work to develop an overarching engagement strategy in order to give clarity of direction and cohesion of activity.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review found that Police Scotland did not have an overarching engagement strategy and media plan for football policing.

#### **Progress**

In response to several recommendations made in the review a new engagement strategy, and media plan are presently being developed by Police Scotland. These will seek to address several of the communication and engagement issues highlighted. The engagement strategy is being progressed with input sought from supporters, supporter groups, and other interested parties through a questionnaire on "Citizen Space" a digital platform used to manage public involvement activity. The questionnaire will be available for six to eight weeks after which contributions will be assessed to help inform engagement and the development of the strategy with a better appreciation of supporter expectation.

The style of football policing will also be addressed as part of the new Standard Operating Procedures (SOP) document and included in the standard national template used to create football operational orders. The additions will help inform staff on expectations around supporter engagement, preparing officers for their specific duties. The new football monitoring regime highlighted in recommendation two will also consider the interaction between police and supporters at identified matches.





## HMICS Assessment

HMICS acknowledges that Police Scotland has moved quickly to deliver significant progress against this recommendation causing us to assess it as discharged. We would hope to see obvious benefits to those involved in the football experience in the months ahead.

### Recommendation 12: Closed

#### Recommendation 13

Police Scotland may wish to review their integration of supporter input to the above strategy to build a fully inclusive model.

## Independent Review of Football Policing – Original Report Summary of Findings

The review found that there was a clear and relatively consistent view that supporters felt the delivery of football-related activity was ‘being done to them’ and not ‘with them’. The review concluded that Police Scotland needed to improve its approach to engagement as most supporters had an appetite for greater communication with police.

## Progress

As reported in recommendation 12, Police Scotland is presently developing an engagement strategy to address several different elements including supporter engagement. Input is being sought from supporters, fan groups, and other interested parties through the questionnaire on “Citizen Space” as outlined previously under recommendation 12.

Three national supporters’ associations were invited to a recent meeting of the Football & Events Working Group (FEWG) of which Police Scotland is a member and holds the chair. The group has membership from other interested parties including Scottish Government (SG), Crown Office Procurator Fiscals Service (COPFS), SFA, SPFL and FSOAS. The supporters’ associations will now become standing members of this forum.

Police Scotland was represented at the recent Supporters’ Direct Scotland national summit by an experienced Event Policing Lead who was provided the opportunity to engage in a lengthy question and answer session with supporters group coordinators from across Scotland. At this forum representatives from the national supporters’ groups reported having greatly increased contact with the police since the review. A position that they would wish to see replicated across all clubs.

## HMICS Assessment

HMICS has noted evidence of a determined shift from Police Scotland to engage more actively with supporters’ groups, at a national level, in the first instance. The developing Engagement Strategy will better inform the best means to continue this work whilst empowering stakeholders. Based on progress to date we believe that this recommendation is complete.

### Recommendation 13: Closed



## **Recommendation 14**

Consider the establishment of a national forum including key stakeholders and supporters' groups, supported by local fans' forums.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review recommended the establishment of a national forum to give supporters and stakeholders a greater voice in how football matches are policed in Scotland.

#### **Progress**

See recommendations 12 and 13 regarding work ongoing around the development of a national engagement strategy to better inform stakeholder, fan group and spectator engagement with police and connected to football policing.

Three national supporters' associations were invited to a recent meeting of the Football & Events Working Group (FEWG) through the chair from Police Scotland. The multi-agency group involving key stakeholders has significant influence in shaping the delivery of football event management in Scotland. The supporters' associations will now become standing members of this forum. It is apparent that their knowledge and influence will inform decision making and promote meaningful future engagement with fan groups and spectators.

Police Scotland was represented at the recent Supporters' Direct Scotland summit. This national forum provided opportunity for an experienced Events Policing Lead to engage with supporter group coordinators from across Scotland. Due consideration is being given to how this engagement can be developed further.

#### **HMICS Assessment**

HMICS welcomes the efforts by Police Scotland in moving this recommendation to its current position. The decision to invite the Scottish Football Supporters' Association, Supporters' Direct Scotland and Scottish Disabled Football Association to the FEWG as new members is evidence of an important shift in relationships.

### **Recommendation 14: Closed**

## **Recommendation 15**

Existing neighbourhood policing team (NPT) good practice and engagement is shared nationally, either via continuous professional development events or at a national seminar.

### **Independent Review of Football Policing – Original Report Summary of Findings**

The review found that there were opportunities for football policing to make better connections with neighbourhood/community policing teams in the locality of football stadia throughout Scotland.

#### **Progress**

The value of local community policing teams and their link to football policing is accepted. To ensure that the theme is further developed and following this recommendation "Community Policing" has been added as an agenda item to the Football and Events Working Group. A national professional development event is also scheduled for autumn 2019 with opportunity to share learning and best practice amongst community officers whose area incorporates a football stadium.

Presently NFIP will share examples of good practice from community policing electronically on a national information bulletin for police circulation.



## HMICS Assessment

HMICS acknowledges the efforts of Police Scotland to progress this matter in line with the spirit of the recommendation. It is assessed as being closed.

### Recommendation 15: Closed

#### Recommendation 16

Police Scotland should review its media strategy for football policing.

## Independent Review of Football Policing – Original Report Summary of Findings

The review identified opportunities for Police Scotland to develop a specific media strategy for football policing.

### Progress

In response to several of the recommendations made in the review a new media plan has been developed by Police Scotland. It will form part of the engagement strategy to address the issues highlighted. The plan provides guidance on corporate and media communications with direction for those involved in the management of football policing, including as default a tone that reflects the positive role of the police in support of event delivery. Staff from Police Scotland corporate communications will continue to support Event Policing Leads.

This messaging will be carried over into football operational orders and briefings on match days in advance of policing deployments.

## HMICS Assessment

HMICS welcomes the imminent introduction of a new media plan in support of football policing and as part of the broader engagement strategy for Police Scotland. We consider this recommendation to be closed.

### Recommendation 16: Closed

#### Recommendation 17

Police Scotland may wish to review their existing social media policy, particularly with respect to access levels and its use within the overarching engagement strategy.

## Independent Review of Football Policing – Original Report Summary of Findings

The review found that there were opportunities for Police Scotland to review its social media as part of the development of a specific media strategy for football policing.

### Progress

In response to several of the recommendations made in the review a new media plan has been developed by Police Scotland. It will form part of the engagement strategy to address the issues highlighted. The plan provides guidance on corporate communications for those involved in football policing. This includes the use of social media platforms, and control of staff user numbers. Guidance is provided on the tone and style of messaging and importantly consideration on the purpose of the information to be shared. Staff from Police Scotland corporate communications will continue to support engagement across the different media.

A role of NFIP (Scotland) will be to establish on behalf of Police Scotland key themes and information that may be of interest to fan groups and can be shared internally within the organisation but also openly across social networks.



## **HMICS Assessment**

HMICS welcomes the development and imminent introduction of a media plan to address the highlighted issues around Police Scotland use of social media. Whilst accepting that the new approach will not be fully tested until the season is underway, we are content that this recommendation be closed.

### **Recommendation 17: Closed**

## **Recommendation 18**

Police Scotland to consider extending nationally the current diversionary schemes such as the 'Changing Behaviours Programme' and 'Pitchin' in' project.

## **Independent Review of Football Policing – Original Report Summary of Findings**

The review found that there were opportunities for Police Scotland to cascade the learning from diversionary schemes across Scotland, and to share details of its work across the UK and Europe for the benefit of others.

## **Progress**

With the recent move by NFIP (formerly FoCUS) away from operational deployment to policy and strategy; training and coordination; and quality assurance, opportunity will be taken to further develop and promote preventative diversionary options. Police Scotland recognises the value of diversion, where suitable, and is engaging with partners to help extend the format and reach of programme work.

Police Scotland continues to support football clubs in the delivery of local projects, and the Pitchin In and Changing Behaviours programmes are now available across Scotland and accessible to all clubs. Discussions have taken place to secure additional support from a Scottish Government funded programme that works to address attitudes and behaviours of those involved in football related anti-social behaviour and who are already in the criminal justice system.

## **HMICS Assessment**

Police Scotland has made meaningful progress in extending the availability of diversionary schemes throughout Scotland and is presently active in raising awareness amongst officers, staff and stakeholders regarding the value and scope of diversionary programmes. This recommendation is closed.

### **Recommendation 18: Closed**



## Appendix 1 – Recommendations status

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**Closed** – Sufficient evidence to clearly demonstrate that all elements of the recommendation have been completed.

**Open** – Insufficient evidence to show any progress on this recommendation.

**Partially met** – Progressed, with enough evidence to clearly demonstrate that some elements of the recommendation have been completed, but further work is required to achieve fully met status.

Recommendation	Agency	Status
1	Scottish Government	Partially met
2	Police Scotland	Closed
3	Police Scotland	Partially met
4	Police Scotland/COSLA	Partially met
5	Police Scotland	Partially met
6	Police Scotland	Closed
7	Police Scotland	Partially met
8	Police Scotland	Closed
9	Police Scotland	Partially met
10	Police Scotland	Closed
11	Police Scotland	Closed
12	Police Scotland	Closed
13	Police Scotland	Closed
14	Police Scotland	Closed
15	Police Scotland	Closed
16	Police Scotland	Closed
17	Police Scotland	Closed
18	Police Scotland	Closed



## Appendix 2 – Glossary

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ACC	Assistant Chief Constable
BV	Best Value
COPFS	Crown Office and Procurator Fiscal Service
CPD	Continuous Professional Development
COSLA	Convention of Scottish Local Authorities
CRAM	Crisis and Risk Management
CTSA	Counter Terrorism Search Advisor
DFO	Dedicated Football Officer
EERP	Events and Emergency Resilience Planning
EFQM	European Foundation of Quality Management
FEWG	Football and Events Working Group
FOCUS	Football Coordination Unit for Scotland
FSOA	Football Safety Officers Association
HMICS	Her Majesty's Inspectorate of Constabulary for Scotland
HVD	Hostile Vehicle Deterrent
HVM	Hostile Vehicle Mitigation
NFIP	National Football Information Point
NIM	National Intelligence Model
NPCC	National Police Chiefs' Council
NPT	Neighbourhood Policing Team
PSIF	Public Sector Improvement Framework
SAG	Safety Advisory Group
SFA	Scottish Football Association
SG	Scottish Government
SGSA	Sports Grounds Safety Authority
SLO	Supporter Liaison Officer
SOLACE	Society of Local Authority Chief Executives
SOP	Standard Operating Procedure
SPA	Scottish Police Authority
SPOC	Single Point of Contact
SPFL	Scottish Professional Football League
TTRO	Temporary Traffic Regulation Order



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### **About Her Majesty's Inspectorate of Constabulary in Scotland**

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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