SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Meeting	Policing Performance Committee
Date	10 December 2024
Location	Video Conference
Title of Paper	Police Scotland Response to Mental Health Distress
Presented By	CS Matt Paden, Policing Together
Recommendation to Members	**For Discussion**
Appendix Attached	Yes: **Appendix A - Previously submitted update (12 March 2024 PPC) – HMICS Inspection – Policing Mental Health in Scotland** **Appendix B - HMICS Thematic Inspection of Policing Mental Health in Scotland - Recommendations** **Appendix C - Previously submitted update (18 September 2024 PPC) - HMICS Improvement Plans Progress Summary**

PURPOSE

The purpose of this paper is to update committee members on the progress Police Scotland (PS) is making in respect of our response to mental health distress.

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 The previously submitted update (Appendix A) outlined Police Scotland's (PS) approach to the 14 recommendations contained within the HMICS Inspection report. (Appendix B contains the full 14 recommendations).

1.2 This update provides a succinct breakdown of the current work ongoing within the Mental Health Taskforce (MHTF) in respect of our approach to mental health distress.

2. HMICS IMPROVEMENT PLANS

2.1 The MHTF continues to progress work on all 14 recommendations in accordance with the HMICS Improvement Plan. The Progress Summary report, including the Mental Health (MH) and Policing update, was presented to the SPA Policing Performance Committee on 19 September by ACC Professionalism and Assurance. (Appendix C attached – SPA PPC paper 19/9/24).

In addition to the ongoing progress contained within this report, further points to highlight to the Committee are as follows:

2.1.1 **Recommendation 7 - Training Needs Analysis**

(Police Scotland should conduct a full training needs analysis for policing mental health, reflecting its published strategy, to include (but not necessarily limited to) all public-facing roles across the service.)

The MHTF have conducted a full Training Needs Analysis (TNA) which provides a clear understanding of the organisational requirements to empower our officers and staff when policing mental health related incidents.

The completed TNA and findings were presented at the MH Strategic Oversight Board (MHSOB) on 30 October 2024 and approved. The MHTF are leading on work to develop necessary training materials and processes whilst ensuring alignment of current learning resources.

2.1.2 **Recommendation 9 - Place of Safety (PoS)**

(Police Scotland should review the use and recording of place of safety orders across the organisation to achieve consistency of

approach and ensure that reporting of this is included in performance reports to the SPA).

MH and PoS Standard Operating Procedures have been amended to reflect the interim and subsequent consultations with the Mental Welfare Commission ensuring their recommendations regarding Section 297 powers are appropriately captured.

2.1.3 **Recommendation 10 – Demand - Policing Mental Health**

(Police Scotland and the SPA should take steps to establish a clear demand picture for policing mental health).

The MHTF are directing and progressing work within the Data Short Life Working Group (SLWG) engaging with all relevant internal partners. In order to address the need for a clear definition of a mental health related incident across PS, the MHTF presented a proposal to MHSOB where the use of the NPCC definition was approved:

"***Any police incident thought to relate to someone's mental health where their vulnerability is at the centre of the incident or where the police have had to do something additionally or differently because of it.***"

This definition will allow the Data SLWG to provide more precise data relative to policing mental health crisis/distress. It is anticipated that Police Scotland will be able to share this dashboard data by end of 2024.

2.1.4 **Recommendation 11 - Psychiatric Emergency Plans (PEPs)**

(Police Scotland should, in conjunction with relevant partner organisations, review all Psychiatric Emergency Plans across Scotland and ensure that the police role in dealing with mental health is appropriate, supportive, patient-centred and aligned to Police Scotland's mental health strategy, once established).

MHTF continue to engage with all partners in fortnightly meetings to review and progress the national approach to PEPs. The group are scrutinising PEPs by theme and addressing one per meeting. MHTF further engage with all local policing divisions to provide practical operational overview.

2.1.5 **Recommendation 13 – British Transport Police (BTP) access to iVPD**

(Police Scotland should take steps to provide ready access to, and encourage the use of, its interim Vulnerable Persons Database by British Transport Police colleagues in Scotland).

An Information Sharing Agreement has been approved and a technical solution identified. MHTF are leading on this work and chairing further meetings to test and build. The proposed go-live date for BTP access to iVPD is 17 December 2024.

3.   KEY UPDATES

3.1   FRAMEWORK FOR COLLABORATION

3.1.1 The Framework for Collaboration document, developed by the Partnership Delivery Group, including significant input from the MHTF, seeks to outline the responsibilities, processes and principles for a whole system collaborative approach to distress.

3.1.2 Scottish Government (SG) authored document has been developed through consultation with Emergency Services, NHS, Social Care, Social Work and further third sector and community organisations. It is accompanied by a Collaborative Commitments Document (Action Plan). This has been the subject of wide-ranging consultation and feedback.

3.1.3 The documents were presented at the MH Strategic Oversight Board (SOB) on 30 October and endorsed by the chair, DCC Speirs. SG will now be seeking Ministerial and Special Advisor clearance week commencing 9 December 2024 with an anticipated launch date of January 2025.

3.2   MENTAL HEALTH PATHWAY

3.2.1 The Mental Health Pathway is a SG funded collaboration between PS, NHS 24 and the Scottish Ambulance Service which enables C3 officers and staff to effectively assess and refer persons in MH crisis/distress, who initially contact PS, directly into the NHS24 Mental Health Hub (MHH), following robust risk assessment. MHTF are fully embedded in the progress of this pathway.

3.2.2 Between August 2020 and September 2024, over 10,600 referrals have been made by PS. Work is ongoing by the MHTF to maximise use of the pathway, whilst monitoring quality and appropriateness of the referrals.

3.2.3 Phase 4 of MHP now agreed with NHS 24 and SAS as being High Intensity Users/Complex needs. A working group led by SG with Public Health Scotland has been established to progress this work. In addition, the MHTF will seek to consider this from first contact (telephony or digital) in C3 through to attendance by local policing, examining the user journey and all associated processes.

3.3   DISTRESS BRIEF INTERVENTION (DBI)

3.3.1 The DBI programme creates a time limited response to persons in distress. It is a two-level approach: DBI level 1 being trained persons (including police officers) who can provide a referral option to those in distress, and DBI level 2 consisting of trained 3rd sector staff who receive the referral and contact the person in distress within 24 hours, offering support for up to 14 days.

3.3.2 Over 1,600 officers are now trained to DBI level 1 and over 4,200 referrals have been made since 2017. The MHTF take responsibility to co-ordinate and oversee this rollout whilst providing DBI training to officers and members of police staff.

3.3.3 A Ministerial visit took place on 26 November at PS Headquarters Dalmarnock with ACC Policing Together, members of the MHTF, Scottish Government, 3rd sector partners and DBI Central Team in attendance. The event received significant positive media coverage.

3.4   MENTAL HEALTH INDEX

3.4.1 The Mental Health Index (MHI) was created by the MHTF in collaboration with SG to help formalise and structure a more consistent approach to the community triage support. Furthermore, it aims to help frontline personnel, and those in specialist divisions, who are engaging with a person experiencing mental health crisis/distress to ensure they receive the support they need.

3.4.2 The MHI was launched force wide on 11 September 2024 with a supporting PS Corporate Comms delivery plan and quick links access via frontline officers' mobile devices.

3.4.3 Dip sampling being carried out by MHTF has shown the beneficial use of the MHI, with positive feedback being received from divisions.

3.5 MENTAL HEALTH RESEARCH PROPOSAL

3.5.1 At the Risk and Harm Data Owners Group (RAHDOG) meeting in September 2024, ACC Johnson approved and granted a research project by Professor Susan McVie (University of Edinburgh) relating to Policing Mental Health Distress: Understanding the socio-demographic characteristics, health vulnerabilities, and healthcare system use of people in contact with the police due to factors relating to poor mental health or wellbeing.

3.5.2 Additionally, following a recent meeting of the SIPR Responsive Research Fund Award Panel, research has been commissioned to consider Good Practice in the Transfer of Care. A key issue for people in distress with subsequent demand on agencies. Both areas of research align to Police Scotland's strategic objectives and policing priorities.

4. LEGAL IMPLICATIONS

4.1 There are no legal implications in this report.

5. FINANCIAL IMPLICATIONS

5.1 There are no financial implications in this report.

6. PERSONNEL IMPLICATIONS

6.1 There are no personnel implications in this report.

7. REPUTATIONAL IMPLICATIONS

7.1 There are no current reputational implications.

8. SOCIAL IMPLICATIONS

8.1 There are no current social implications.

9. COMMUNITY IMPACT

9.1 There are no current community impact implications.

10. EQUALITIES IMPLICATIONS

10.1 There are no current equalities implications.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no current environmental implications.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

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Agenda Item x

Meeting	Policing Performance Committee
Date	12 March 2024
Location	Video Conference
Title of Paper	HMICS Inspection – Policing Mental Health in Scotland
Presented By	ACC David Duncan
Recommendation to Members	**For Discussion**
Appendix Attached	Appendix A - Mental Health Improvement Plan

PURPOSE

The purpose of this paper is to provide members with an overview of the Police Scotland planned improvement activity in response to the findings of the recent His Majesty's Inspectorate of Constabulary in Scotland (HMICS) inspection on Policing Mental Health in Scotland.

Members are invited to discuss the content of this paper.

1.   BACKGROUND

1.1   In January 2023 His Majesty's Inspectorate of Constabulary in Scotland (HMICS) commenced a thematic review of policing of mental health in Scotland publishing the review in October 2023.

1.2   HMICS outline in this report the need for Police Scotland to develop and implement its own Mental Health Strategy clearly articulating its role within a whole system partnership approach. The report very clearly identifies in recommendation 1 that Mental Health is a cross sector issue that requires a full system response to ensure the best possible service and support to the community.

HMICS outlines within this report the importance of a whole system review which is complex and far-reaching, requiring political and institutional will and support, thus organisations such as Police Scotland must ensure they provide the best possible support to the public in the short term, within the current system. Police Scotland should act on the recommendations in the report, not awaiting the conclusion of Scottish Government whole system review, and thereafter continue to ensure that post whole system review their Mental Health strategy is aligned reflecting change. This will ensure that the Police Scotland role within the whole system is clearly defined and relationships with partners is understood.

1.3   The report identified 14 recommendations of which 13 are specifically for Police Scotland and recommendation 1 is for Scottish Government.

Assistant Chief Constable for Policing Together will oversee the delivery of the improvement plan in response to the HMICS review. The Improvement Plan is in respect of Police Scotland recommendations only. Interdependencies run throughout all recommendations and Police Scotland will work with SPA and partners to implement the required improvements.

The recommendations and areas for development from the HMICS review are detailed in **APPENDIX A - Mental Health Improvement Plan.**

2.   Key Considerations

2.1   This report provides Police Scotland's approach to developing responses to the recommendations and Areas for Development identified within the HMICS review.

The Improvement Plan has been developed by an internal Police Scotland working group comprised of officers and staff from Policing Together and Risk, Assurance and Inspection, including staff in senior leadership roles.

The key considerations that have been taken into account when developing improvement actions are outlined below:-

- Alignment with organisational strategy
- Desired outcomes
- Milestones to measure performance
- Strategic/operational/divisional risks
- Responsibilities-Strategic/action owners

Section 2.2 of this report provides more details on the alignment with our Organisational Strategies.

The Improvement Plan (APPENDIX A) presents our management response, intended actions, milestones and key deliverables along with target dates.

The plan also identifies action owners; strategic owner, at ACC level and relevant Police Scotland Internal Governance Board.

An internal working group has been created and will be liaising with all key internal stakeholders such as policy support, training, legal, financial and key external stakeholders SPA and HMICS.

2.2   Alignment with Organisational Strategy

The strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including The Scottish Government and the Convention of Scottish Local Authorities (COSLA) recently published 'Scotland's Mental Health and Wellbeing Strategy', through Police Scotland's strategies, plans and performance reporting, ensuring alignment.

The development actions from the review have been considered within the wider policing context of the Strategic Outcomes. The improvement actions aligned to the Police Scotland Strategic Outcomes are highlighted below.

Strategic Outcome(s)	Development Actions
Threats to public safety and wellbeing are resolved by a proactive and responsive police service.	Establish Mental Health governance structures at national and local levels. Implement governance structures. Report on outcomes to internal governance and SPA. VPD accessibility for BTP at advanced stage.

The needs of local communities are addressed through effective service delivery.	Engage with the Independent Advisory Group to explore opportunities for support.
	Engage with partners to consider service design. First workshop was November 2023.
	Develop delivery plan to include monitoring and governance arrangements for Force approval.
	MH Dashboard has been launched.
The public, communities and partners are engaged, involved and have confidence in policing.	Engage with the Independent Advisory Group to explore opportunities for support.
	Engage with partners to consider service design. First workshop was November 2023.
	Engaging with partners in relation to PEPs.
Our people are supported through a positive working environment, enabling them to serve the public.	Conduct training needs analysis of key officer and staff roles.
	Develop a MH training route map for key officer and staff roles.
	Include MH route map in training plan.
	National DBI rollout ongoing.
Police Scotland is sustainable, adaptable and prepared for future challenges.	Launch of the MH Dashboard to obtain and monitor vital management information.
	Development and implementation of MH Strategy alongside whole system review.

2.3 Outcomes and Impact

Where improvement actions are not included in Quarterly Performance Reports, progress will be reported within the wider Improvement Plan updates to the Policing Performance Committee.

2.4 Governance and Reporting

ACC Policing Together is the Executive Lead for this Improvement Plan with Chief Superintendent Policing Together, designated SRO.

Approval in respect of the Improvement Plan has been received through Local Policing Management Board on 25 January 2024 and Strategic Leadership Board on 7 February 2024.

In consideration of operational priorities, capacity and dependencies of the contributing Divisions/Departments the actions and timescales are considered achievable.

Regular updates will be provided on Improvement Plan progress to LPMB and the SPA Policing Performance Committee:

(i) Key achievements.
(ii) Recommendations closed in the period - outcomes and impact on service delivery.
(iii) Recommendations in progress - emerging challenges/risks to delivery and rationale for changes to target dates.

Updates will be provided in accordance with standard reporting arrangements requested by the Committee.

3.   FINANCIAL IMPLICATIONS

3.1   There is the possibility of financial implications in this report. Recommendation 7 highlights the need for a full training analysis to be conducted across the organisation before a full training picture can be established. The term "re-establish" implies the need to revive past training environments and partnership governance structures with minimal resource and cost implications. The exact cost of the training will have to be calculated when fully understood. However, these costs can potentially be shared across organisations and consideration to Scottish Government for financial support. Due to this, implementing previous iterations of training can help save costs, time, and resources, resulting in a shorter implementation time.

For this recommendation to be impactful, it is essential to consider interdependencies from partner agencies' support and capacity.

4.   PERSONNEL IMPLICATIONS

4.1   There are no personnel implications in this report. It is acknowledged that any change to the whole system approach could positively benefit frontline policing and as stated in the review, afford Police Scotland's

effectiveness and efficiency in performing it's traditional role of preventing and detecting crime.

5. LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1   There would be reputational implications should the recommendations not be discharged, however there are no anticipated challenges with meeting the requirements of the recommendations or areas of improvement from these inspections.

7. SOCIAL IMPLICATIONS

7.1   There are no social implications in this report.

8. COMMUNITY IMPACT

8.1   The improvements delivered by these recommendations will undoubtedly improve the service to the public and therefore the communities Police Scotland serves.

9. EQUALITIES IMPLICATIONS

9.1   Equality, diversity and human rights feature across each of the recommendations. EqHRIAs will be developed from the outset as new processes are developed.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

HMICS Thematic Inspection of Policing Mental Health in Scotland - Recommendations

Recommendation 1	Scottish Government should commission a strategic review of the whole system relating to mental health, involving a range of scrutiny bodies.
Recommendation 2	With the support and engagement of the advisory panel, Police Scotland should develop and publish a mental health strategy (and delivery plan) that clearly articulates its purpose and vision in dealing with mental health-related incidents and allows the recommendations and areas for development highlighted in this review to be progressed.
Recommendation 3	Police Scotland should establish and implement internal governance arrangements to achieve its mental health strategy and delivery plan, once published.
Recommendation 4	Police Scotland and the SPA should develop, and report on, a performance management framework setting out how it will police mental health in Scotland.
Recommendation 5	Police Scotland should provide clear guidance and effective training for officers and staff, in line with its mental health strategy, to help address the culture of risk aversion evident in the policing of mental health-related incidents and to improve outcomes for people experiencing poor mental health.
Recommendation 6	Police Scotland should engage with partner agencies to re-establish collaborative leadership training to help develop leaders across the whole system, in line with the Scottish Government mental health and wellbeing strategy
Recommendation 7	Police Scotland should conduct a full training needs analysis for policing mental health, reflecting its published strategy, to include (but not necessarily limited to) all public-facing roles across the service
Recommendation 8	Police Scotland should monitor and report on the impact of the use of its powers, under the Mental Health (Care and Treatment) (Scotland) Act 2003, on under-represented group
Recommendation 9	Police Scotland should review the use and recording of place of safety orders across the organisation to achieve consistency of approach and ensure that reporting of this is included in performance reports to the SPA
Recommendation 10	Police Scotland and the SPA should take steps to establish a clear demand picture for policing mental health
Recommendation 11	Police Scotland should, in conjunction with relevant partner organisations, review all Psychiatric Emergency Plans across Scotland and ensure that the police role in dealing with mental health is appropriate, supportive, patient-centred and aligned to Police Scotland's mental health strategy, once established
Recommendation 12	Police Scotland should ensure consistency of approach across all local policing divisional senior management teams on the oversight of local Psychiatric Emergency Plans.
Recommendation 13	Police Scotland should take steps to provide ready access to, and encourage the use of, its interim Vulnerable Persons Database by British Transport Police colleagues in Scotland
Recommendation 14	Police Scotland and the SPA should put in place measures to monitor progress on the development and implementation of the mental health strategy and the recommendations and areas for development outlined in this review, including recommendations from the VOX lived experience report

Section	Area for Development	Number
Leadership and Vision	Police Scotland must reconsider Recommendation 5 from the HMICS Training and Development Review Phase 1, regarding supervisors being properly trained before performing the role, and align this to the recommendations and areas for development highlighted in this review.	1
Leadership and Vision	Police Scotland should ensure there is strategic oversight and co-ordination of the different mental health initiatives and approaches being adopted across Scotland to ensure they are aligned to the mental health strategy.	2
Delivery	Officers and staff should be aware of their local arrangements as set out in the Psychiatric Emergency Plan for their area.	3
Delivery	Police Scotland should revisit the area for development highlighted in the HMICS Strategic Workforce Planning assurance review that highlighted the need for the SPA and Police Scotland to commit to further development of the demand forecasting approach to support medium to longer-term planning and decision making.	4
Delivery	Police Scotland should provide Distress Brief Intervention training to all operational officers and staff.	5
Delivery	Police Scotland should take steps to re-establish formal protocols with the wide range of non-statutory agencies involved in improving outcomes for people experiencing poor mental health.	6
Delivery	Police Scotland should benchmark with other police services to identify areas where good practice has led to better outcomes for people experiencing poor mental health, and establish if this can be implemented in Scotland.	7
Delivery	Police Scotland should consider the progress made through the Right Care Right Person approach developed by Humberside Police, specifically in relation to: improving handovers at hospital accident and emergency departments; reviewing missing person protocols with the NHS, and dealing with concern for person calls.	8
Outcomes	In the development of its mental health strategy and improvement plan, Police Scotland should embed a process to better understand the lived experiences of people who have experienced poor mental health and have been in contact with the police.	9
Outcomes	Police Scotland should review its recruitment and selection materials to ensure people considering a career in policing better understand the nature of the role they will be asked to perform.	10

Meeting	**SPA Policing Performance Committee**
Date	**18 September 2024**
Location	**Webex**
Title of Paper	**HMICS Improvement Plans – Progress Summary**
Presented By	**ACC Professionalism and Assurance**
Recommendation to Members	**For Discussion**
Appendix Attached	**No**

PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with an update of recommendations from HMICS Inspections selected for review.

1   BACKGROUND

1.1   This report provides an update on progress relating to HMICS Assurance and Inspection activity focussing on the following areas:

| Publication	Date	Total Recs	Last Update	No. of updates*
Online Child Sexual Abuse	Feb 2020	11	March 2024	4
Crime Audit 2020	Mar 2021	6	March 2024	5
Hate Crime	Jun 2021	15	March 2024	5
Contact Assessment Model	Sept 2022	8 recs	March 2024	3
Domestic Abuse	Jan 2023	13	March 2024	2
Mental Health Demand	Oct 23	13	March 2024	New Plan

*Updates since March 2022

There are currently 135 open recommendations from HMICS across 21 publications.

2   SUMMARY OF PROGRESS WITHIN REPORTING PERIOD

2.1   Progress with addressing recommendations is displayed in the graph below at figure 1.

Figure 1 Graph showing status of all recommendations for each publication reported
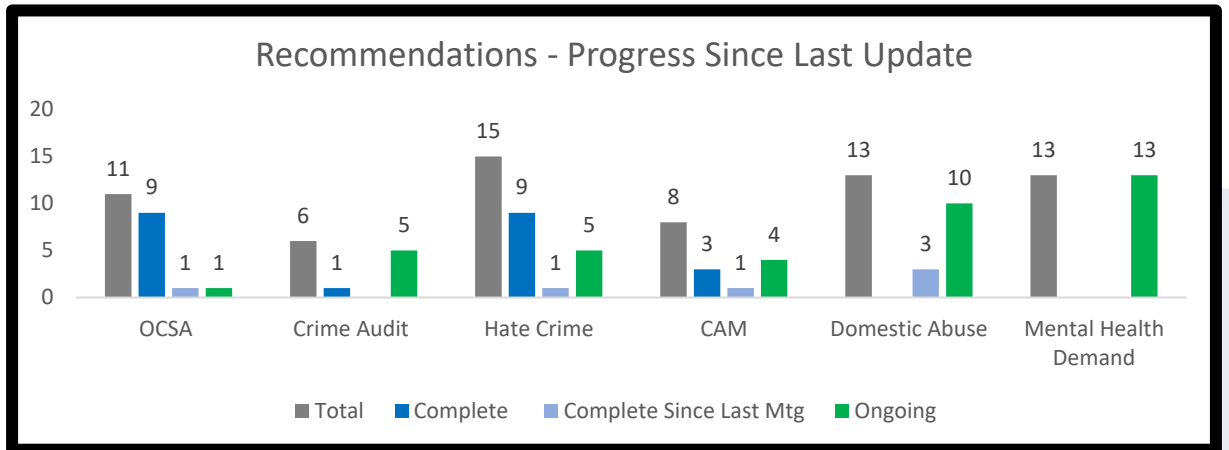
2.2   A total of 6 recommendations have been closed since the last update. Some of which have been reviewed by HMICS and discharged and others are awaiting HMICS review and verification.

2.3. Online Child Sexual Abuse

Total	Closed	Ongoing – on track	Ongoing - delayed
11	10	0	1

2.3.1 Closures

Since the last update we have completed Recommendation 11 relating to ensuring appropriate wellfare support and monitoring arrangements are documented and consistently in place for those who have a dedicated role in responding to online child sexual abuse.

We have developed a National Online Child Abuse Prevention (NOCAP) Welfare Strategy to build and maintain resilience to keep staff safe, which in turn enables the relevant department to perform at a high level in support of organisational priorities.

This strategy has been developed in line with Police Scotland's Your Wellbeing Matters campaign and other UK guidance documents such as College of Policing – Supporting the wellbeing of Internet Child Abuse Teams 2019.

It provides staff and supervisors with vital information which can be used to identify signs of a problem, increase emotional awareness and build individual resilience by using suggested coping techniques and distractions.

We have engaged our people to identify priority areas for improvement and have mechanisms in place via our governance structure to enhance our provisions. We have completed initial survey work providing a baseline to further improve and practitioners play an active role in the Welfare Group to ensure the work remains focused.

Activity of the NOCAP Welfare Group that supports the strategy has been wide ranging and includes national (UK) benchmarking regard NOCAP welfare provision, exploration to enhance staff counselling services and development of a welfare training pathway for staff.

Contributing to Outcome 4 – Our people are supported through a positive working environment, enabling them to serve the public.

2.3.2 Progress since last update

One recommendation remains ongoing relating to working with the Crown Office and Procurator Fiscal Service to establish a pragmatic and realistic approach to digital forensic examination requests.

This recommendation has been ongoing for a number of years and is complicated by the high-risk nature of the activity and partnership working required to address. Although ongoing there has been progress since our last update in March 2024 with all stakeholders collaborating to find a workable solution.

A pilot was introduced which is being rolled out by COPFS with support from Police Scotland relating to training and raising awareness of procedures.

A case management system was introduced impacting positively with police Examination Request Forms (ERFs) backlogs and the Digital Forensics team has been strengthened.

Separately Police Scotland and COPFS have had discussions on evidential thresholds and whether an "Abbreviated Examination Policy" in terms of numbers of devices and images being examined could be decided by

applying a Serious Harm threshold test. This has been subject to extensive consultation internally and externally to ensure the necessary safeguards are in place relating to the risk of harm posed. Agreement has been reached in principle but requires final sign off before we can propose for closure.

2.3.3 Challenges and Risks

This recommendation has been ongoing for a number of years and is complicated by the risk of implementing new procedures without full consideration of the consequences. Although ongoing there has been progress since our last update in March 2024 with all stakeholders collaborating to find a workable solution.

The risks associated with this recommendation relate to public safety, service delivery and inefficient use of resource.

2.4   Crime Audit

Total	Closed	Ongoing – on track	Ongoing - delayed
6	1	0	5

HMICS Plan to undertake another Crime Audit in 2025 and recommend that all ongoing actions now remain open until the findings of the next inspection are published.

Ongoing activity will continue, and all target dates have now been extended to June 2025.

In August 2024, HMICS received a copy of the draft National Crime Management Process which will address the remaining actions.

2.4.1 Progress since last update

Notwithstanding above, 5 actions (Recs 2 to 6) remain open from the 2020 Crime Audit.

Recommendation 2 - Police Scotland should revise its current Crime Recording Strategy to focus on effective implementation and better consider the required level of cultural change required to improve SCRS compliance.

A Short Life Working was set up to progress the crime recording strategy, the Crime registrars are active members to ensure we can continue to uphold our commitment to SCRS Compliance and Crime Data integrity. The Crime Managers Forum in conjunction with the crime registrars will develop the Quality Assurance (QA) processes across crime and incident management to ensure nationally consistent QA arrangements and improved SCRS compliance.

The Crime Registrars have now completed their Data Integrity Audits across the force during the COS roll out and are currently in the process of reviewing their key findings and learning.

Evidence was submitted for review in July 2024 outlining the progress made to date. HMICS will further inspect progress in upcoming 2025 Crime Audit and recommend the action remain open until those findings are published.

Recommendation 3 - Police Scotland should review its overall approach to incident compliance, considering what constitutes best practice in

quality assurance processes in C3, specialist units and front-line policing, establishing clear relative roles and responsibilities.

Recommendation 4 - Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.

A review of Divisional Crime Management structures has been conducted and draft proposal has been produced and is currently being shared internally.

Both of these recommendations are outlined within the draft National Crime Management Process report, shared with HMICS in August 2024. HMICS recommend that final closure now takes place after the planned HMICS Crime Audit in 2025

Recommendation 5 - Police Scotland should develop a comprehensive approach to organisational learning and training, with consistent approaches to the introduction of new or changes to legislation, to support delivery of its crime recording strategy more effectively.

There is now an element of SCRS within the training being delivered to probationers and the current Sergeants and tutor Constable courses. SCRS compliance is also covered on the SOLO and other sexual offences training courses and further information has been published on the Police Scotland intranet.

SCRS training is currently taking place to SIOs throughout March and September 2024.

Police Scotland have set up Short Life Working group to progress the training strategy and training strategy template. Once in place a crime recording strategy and review of the SCRS manual will be progressed.

Crime Registrars are also consulting with the resolution team within C3 to assist with the training of C3 staff.

This workstream is detailed within the draft National Crime Management Process report, which was sent to HMICS in August 2024. As with the others, HMICS now recommend that final closure only takes place after the planned HMICS Crime Audit in 2025

Recommendation 6 - It is recommended that the Police Scotland COS Programme review its approach to business change as part of the implementation of the new single national crime recording system, taking

the opportunity to standardise and streamline business, audit and quality assurance processes.

Position: In July 2024 evidence was submitted to HMICS detailing the progress which has been made in respect of Data Governance and the creation of a Data Quality Group leading work to develop a Crime Data Input Quality Assurance Framework. The submission also outlined the planning work being undertaken by Data Governance and COS training packages which are now in place.

HMICS now recommend that final closure takes place after the planned HMICS Crime Audit in 2025

2.4.2 Challenges and Risks

The delay in the rollout of the National Crime system and competing demands for training delivery has impacted on the achievability of the target dates.

2.5   Hate Crime

Total	Closed	Ongoing – on track	Ongoing - delayed
15	10	0	5

2.5.1 Closures

Two recommendations have been closed since the last update – Recommendations 3 and 8.

Recommendation 3: Police Scotland should consider establishing a dedicated unit for hate crime. HMICS had observed that other areas of priority policing had dedicated units however this was not the case in relation to Hate Crime.

This recommendation was fully considered. Taking into account that Hate extended beyond criminal conduct it was concluded that the EDI team was best placed to provide a more holistic oversight of hate related matters. HMICS accepted the rational and evidence provided and agreed to close the recommendation.

Recommendation 8: Police Scotland should review hate crime national documents to ensure there is clear accessible guidance for officers and staff responding to and recording hate crime.

The Hate crime national documents have been reviewed and a number of guidance documents and training materials were developed and disseminated since the inspection. Most notably the new Responding to Hate Policy and SOP were recently published, and this recommendation is currently proposed for closure.

Contributing to Outcome 2 - The needs of local communities are addressed through effective service delivery;
Outcome 3 - The public, communities and partners are engaged, involved and have confidence in policing; and
Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.

2.5.2 Progress since the last update

There are 5 recommendations ongoing.

Recommendation 2: Police Scotland should ensure the national policy direction for hate crime links up with the local delivery and response to hate crime.

Position: Since the inspection took place Police Scotland's national policy and strategic direction has continued to evolve and inform our operational approach through the development of renewed governance, training and guidance materials a new SOP and refreshed information hubs and sharing forums which has resulted in greater consistency in engagement, recording and response.

Evidence is currently being collated and our response will be submitted to HMICS in the coming weeks.

Recommendation 5: Police Scotland should ensure that it maximises the benefits of strong partnership relationships and shares the knowledge of diversity issues developed by police officers and staff working in Safer Communities roles at national and local levels.

The recommendation seeks to ensure that the various effective local partnership relationships are shared with other areas to maximise opportunities across the country. Several reporting mechanisms, working groups, forums and information sharing arrangements exist in support of this, including the Policing Together Community Group.

Evidence is currently being collated and our response will be submitted to HMICS in the coming weeks.

Recommendation 6: Police Scotland should accelerate its work with partners to improve the Third-Party Reporting (TPR) arrangements, providing people with the option to report hate crime without speaking directly to the police.

Police Scotland has reviewed existing TPR arrangements and consulted with internal and external stakeholders including Scottish Government. A range of training has also been delivered across TPR Centres.

Evidence was submitted to HMICS in May 2024 proposing closure, however HMICS recommended the action remain open until Police Scotland provide evidence of improvements to the existing arrangements. A response is being developed.

Recommendation 10: Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities.

Police Scotland now has access to a wealth of Hate related data from a variety of recording systems and reporting mechanisms. In addition, this data is being collated into a Power BI Dashboard, which will help to readily identify trends, geographical issues and comparisons and repeat victims. Evidence was submitted to HMICS in April seeking review for closure, however HMICS are seeking evidence of how this data is being used to and the impact on communities.

Recommendation 13: Police Scotland should review its approach to dealing with hate crime experienced by police officers and staff on duty and providing effective support. Data should be collected to identify the volume, nature and extent of hate crime perpetrated against police officers and staff.

Police Scotland has undertaken a review of our approach in relation to recording, identification of repeat victims, management and provision of support for officers who are victims of hate crime.

The new Responding to Hate SOP provides guidance around repeat victimisation and responsibilities where officers/staff are the victims. A Hate Welfare Support Assessment & Supervisor Toolkit has recently been withdrawn from use to ensure that the process or an updated version of it corresponds with the recently published SOP and other national Documents.

Evidence is currently being collated and our progress will be submitted to HMICS in the coming weeks.

2.5.3 Challenges and Risks

This report was published in 2021 and a significant amount of work has been undertaken since then both in response to the recommendations and the evolving landscape in terms of governance, structure, legislation, process and technology all of which have impacted upon delivery. In addition, the implementation of COS has provided a consistent method of recording and understanding performance but had also been subject to delay. The new legislation was also delayed which impacted the speed at which we were able to update our record set to provide guidance and training to our people.

The improvement activity has been managed as BAU and due to the passage of time there has been a high turnover of people and working groups touching different aspects of the improvement activity. This has led to a, sometimes, disparate and siloed approach and lack of clarity in relation to outcomes which has added to the challenge of collating, assessing progress/completion and cohesive interim reporting.

Work on the remaining actions is sufficiently advanced to mitigate the associated risks which prior to progress being made, related to public trust and confidence, staff wellbeing, and service delivery.

2.6 Contact Assessment Model

Total	Closed	Ongoing – on track	Ongoing - delayed
8	4	0	4

2.6.1 Closures

Recommendation 2 has been submitted for closure since the last update.

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.

A comprehensive training programme has now been put in place for Service Advisers and the wider C3 resource group and this has been extended out across the organisation as well. The training programme remains ongoing, and C3 Command are now evaluating options for a refresher programme to be incorporated into their BAU training programme.

This work is aligned to our operational priorities in terms of focus on threat risk and harm in line with our commitment to ensure:
- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.
- The needs of local communities are addressed through effective service delivery.
- The public, communities and partners are engaged, involved and have confidence in policing.
- Our people are supported through a positive working environment, enabling them to serve the public.

Contributing to Outcome 2 - The needs of local communities are addressed through effective service delivery; and
Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.

2.6.2 Progress since last update

Recommendation 1: Police Scotland should demonstrate that the management of Local Policing Appointments (LPAs) ensures the public receives a consistent level of service across Scotland.

Position: Although C3 have responsibility for leading improvement activity in relation to this recommendation, Local Policing are also responsible for the management of LPAs and delivery of consistent levels of service. The Contact Engagement and Resolution Project (CERP) helped to establish the current operating model and identify areas for improvement through extensive engagement with C3 and Local Policing. C3 and Service Design workshops helped to define the issues and consider solutions and the findings will inform the delivery of consistent levels of service through LPSDR.

In order to deliver a consistent level of service, it has been necessary to adapt the process to suit the policing area, taking into account demand levels, resourcing profiles/locations and geographical considerations. In addition, local policing divisions must retain the flexibility to deploy their resources according to local priorities.

Significant work has been undertaken towards enhancing the knowledge and skills of C3 staff to increase confidence and consistency of THRIVE assessments which in itself has helped to ensure the appropriate use of appointments for all incident types.

Evidence is currently being collated and our response will be submitted to HMICS in the coming weeks.

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.

Position: It has been necessary to agree a definition of failure demand within the context of C3 activity to identify preventable and unavoidable failure demand. This is a complex and multi-faceted consideration in the context of our Contact Assessment Model (CAM) and responding to the public's needs. Discussions are ongoing between C3 and the Demand and Productivity Unit to understand how best to capture and use this within a formal framework.

Evidence is currently being collated and our response will be submitted to HMICS in the coming weeks.

Recommendation 4: Police Scotland should review the working practices and training within the Resolution Teams (RT), 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.

Position: RT working practices have been reviewed. Additional training has been provided to all C3 staff and bespoke training for those involved in direct crime recording. Procedural guidance and processes have also been improved to enhance efficiency, including as evidenced in the roll out of Proportionate Response to Crime. Feedback from the public and local policing has been favourable and the contact demand being handled by RT is being tracked through a new Power BI Dashboard.

C3 consider this action closed. Evidence is being collated and our response will be submitted to HMICS in the coming weeks.

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.

Position: The need to divert demand to the most appropriate service is regularly emphasised to all C3 staff through line management. The Mental Health Pathway is an example of our endeavour to formally channel contact demand to the appropriate agency when circumstances are right. A review of C3 procedural guides ensures that signposting opportunities are considered within normal working practices. Signposting to partner agencies was also featured within the additional THRIVE training provided to all C3 staff.

This is considered closed. Evidence is being collated and our response will be submitted to HMICS in the coming weeks.

2.6.3 Challenges and Risks

Delivering change within an area of business where there is considerable risk to public safety, trust and confidence and service delivery behind significant, 24/7 non-stop demand across the country provides inherent challenges.

Striking the balance between recommendations which promote national consistency against the desire to rightfully retain local variations in response when recommendations cut across C3 and all Local Policing Divisions.

Affecting change within the confines of a relatively new contact model has restricted the available opportunities.

2.7 Domestic Abuse

Total	Closed	Ongoing – on track	Ongoing - delayed
13	3	4	6

2.7.1 Closures

There have been two recommendations discharged by HMICS since the last update – Recommendations 3 and 4. Recommendation 12 is proposed for closure and submitted to HMICS for consideration of discharge.

We have improved the service to victims and survivors and equipped our officers/staff with skills to improve the assessment of needs when contacting the police in relation to matters of Domestic Abuse. We have achieved this through the

- ✓ introduction of THRIVE for better assessment of threat, risk and harm at first contact.
- ✓ delivery of a comprehensive training programme for C3 aimed at improving standards of service, particularly in relation to risk assessment of vulnerability at earliest opportunity.
- ✓ greater collaboration between C3 and Public Protection, evidenced through case studies and exercises built into training.
- ✓ improved governance over attendance policies for domestic related crimes/incidents.
- ✓ improved scrutiny of incidents and crimes and assessment of quality of service and investigation from end to end.

In relation to our SOLO (Sexual Offences Liaison Officers) cadre, we have reviewed our operating policies and increased the cadre to provide more resilience to meet demand and support the wellbeing of those performing the SOLO role. This has yet to be reviewed by HMICS for discharge.

Contributing to Outcome 2 - The needs of local communities are addressed through effective service delivery; and
Outcome 4 – Our people are supported through a positive working environment, enabling them to serve the public.

2.7.2 Progress since the last update

We understand our compliance in relation to allowing victims and survivors to nominate gender preference for interview officers. Full compliance can only be achieved through system automation which is planned in future phases of COS delivery which is causing this recommendation to be delayed.

We have undertaken an assessment of training, introduced self-directed CPD modules covering a wide range of activities to improve understanding of responsibilities, but this will require further online packages to be produced in order to be assured that this essential training is undertaken and to measure our peoples understanding.

We have improved our processes for communicating with and contacting victims and survivors in relation to domestic abuse and an evidence submission is currently being prepared to submit to HMICS.

2.7.3 Challenges and Risks

There is significant IT related work regarding COS and the enquiry module (Gender Preference), domestic abuse 'to trace' packages, as well as action management and investigation more generally which is delaying these recommendations. However, progress is being made to implement shorter-term changes to UNIFI, updates to guidance and the creation of Power BI dashboards to promote greater consistency and more effective governance of "to trace" packages. An update to iVPD (an additional victim safety planning tab) is also at the stage of being tested for fitness for purpose with a plan to roll it out nationally.

Although interim training has been provided it remains the intention to formalise this. Some of which will be picked up and addressed through ongoing training reviews but also as part of wider reform by the Public Protection Development Programme and partnership working to deliver Trauma Informed Training.

Significant internal collaboration around processes especially for diary car crewing policy, promoting gender preference and C3 – despatch policy and time limits for domestic abuse related incidents is delaying completion but we are quite advanced with the work.

There are significant programmes of work ongoing that will positively impact the service in relation to Domestic Abuse relating to Public Protection Development Programme, Modernising Contact and Engagement Programme and the implementation of our commitments

within the Violence Against Women and Girls (VAWG) Strategy which are being managed along with the changes here.

Although some actions are tracking slightly behind schedule, we are making good progress and committed to completing evidence submissions for the remaining recommendation before the end of the calendar year.

The risks relating to these recommendations relate to the service provided to victims and survivors to ensure effective recording, assessment of risk and robust investigations are carried out by trained staff.

2.8 Mental Health Demand

Total	Closed	Ongoing – on track	Ongoing - delayed
13	0	13	

All recommendations are currently on track with two recommendations (13 & 14) with approaching timescales for completion in September 2024 and an additional three recommendations (R2; R4 & R7) due January 2025.

2.8.1 Progress since the last update

Recommendations 2, 3, 4 and 14

In June 2024, Chief Constable Jo Farrell directed that a Mental Health Task Force be formed, under the ownership of DCC Speirs, to drive work in this priority area, at pace. The Taskforce will co-ordinate and balance Police Scotland's response to Mental Health and will seek to address and coordinate the response to all HMICS recommendations. The taskforce will develop and embed referral pathways such as the NHS Mental Health Pathway and Distress Brief Intervention, as well as operational guidance on how to access community triage, so the public get the right response from those best able to give people the help they need and deserve. The taskforce will also build on training to give our people the knowledge, skills and confidence to support that balance around the care, support and monitoring in our day-to-day policing.

The Mental Health Strategic Oversight Board has been established to provide strategic leadership and governance for matters relating to the policing response to incidents involving mental health and suicide prevention; and to support and influence relevant external bodies and groups.

A communications strategy has been developed around MH Workstreams to develop and embed a strategic approach to communicating about Police Scotland's response to mental health incidents in support of the mental health strategic oversight board's terms of reference and objectives.

A Partnership Delivery Group (time limited delivery group across Scottish Government, Police Scotland, and the Scottish Police Authority) was established and has developed a Framework for Collaboration (FfC) to support increased partnership working in responding to and supporting people in distress. The FfC will be supported by an action plan which will set out the vision and actions that will support an ongoing cross-sector collaborative approach to responding to those who are in distress. The action plan will also provide oversight and monitoring of the FfC's effectiveness. The FfC is currently out for consultation until 20th September 2024.

A Mental Health Working Group, chaired by CS Matt Paden, has been established and is progressing Mental Health Workstreams at a tactical level. This group reports into the Strategic Oversight Board. The aim of the working group is to develop a framework to provide governance, approval and oversight of national commitments towards the policing of mental health, distress and vulnerability. The group will provide an overview of themes, identify priorities and offer direction in terms of mental health and wellbeing demand.

The inaugural meeting of the newly formed Mental Health Reference Group was held on 15th August 2024 at Edinburgh Futures Institute where representatives from third sector mental health organisations, and academia colleagues met to discuss new collaborative opportunities to improve person centred support in our communities. Representatives agreed to future participation solely focused on providing Police Scotland with the voices of professional, expert and lived experience to support the development of new, and improved, person centred approaches across Scotland. A Terms of Reference will be developed and agreed by the group at the next meeting scheduled for 24th October 2024.

Recommendations 5, 6 and 7

Training needs analysis considerations undertaken by the Mental Health Taskforce and an options paper regarding training considerations was presented to the Mental Health SOB on 28th August where approval was granted to commence the development of a formal training need analysis after extensive scoping in last 24 months. A short life working group has

been created to support moving this area of priority forward in the coming months.

Recommendation 8

Review of Mental Health and Place of Safety SOP with support from the Mental Welfare Commission is progressing towards conclusion.

Recommendation 10

Externally, prior to sharing data, Police Scotland are in the process of ensuring the framework for methodology, within the Mental Health Dashboard, used to quote data, is accurate, sustainable and quality assured. This is being completed through Police Scotland analysts and Demand and Productivity Unit (DPU). Conscious of the importance of accuracy, this is a key piece of work that requires completion prior to sharing. A short life working group has been established between the Mental Health Taskforce and DPU.

Recommendations 11 and 12

Police Scotland are supporting the Mental Health Unscheduled Care Network in creating a national template for PEPs. A PEP review working group, chaired externally by Doctor Alistair Cook, Principal Medical Officer, Mental health Director, Scottish Government, will develop a national template of guidance with the aim of promoting consistency, accessibility and multi-agency working. The projected completion date is November 2024.

The Working Group will provide direction to NHS Scotland Health Boards, HSCP partners, emergency services, local authorities, and other agencies as required on the objectives that need to be progressed to develop an effective and efficient local PEP. The group will drive a national approach that recognises regional and local differences.

Other Progress

Ongoing collaboration with Public Health Scotland and Scottish Government partners to support the potential roll out of a suicide review portal, delivered using QES software. Ongoing checks with Information Assurance, Cyber Security regarding due diligence etc supported by a formal approach by PHS / SG to request Police Scotland support of programme. Police Scotland's Suicide Notification form has been recently approved at and will support ongoing information sharing with relevant partners regarding local suicide deaths will support force wide consistency and a level of uniformity.

Mental Health Index

The Mental Health Index for Police Scotland (MHI) has been developed to support individuals in mental health crisis or distress and ensuring a person-centred approach whilst at the same time, reducing the significant demand on officers and staff. The Mental Health Index is designed to enhance officers' confidence, enabling, and empowering them when dealing with a mental health related incident. The Scottish Government have been working in partnership with Police Scotland, all National Health Service (NHS) Health Boards and the Scottish Ambulance Service to create the Mental Health Index to ensure accuracy of service provision, provide guidance, support, and consistency by way of a point of reference for unplanned access to urgent mental health assessments. The MHI is scheduled to go live to nationally mid-September 2024.

Mental Health Pathway

The Mental Health Pathway (MHP) continues to operate in C3 Division in collaboration with NHS 24. Work is ongoing to ensure the pathway is used to full capacity, whilst maintaining appropriateness and quality of referrals to NHS 24. An average of 370 referrals per month were passed to NHS 24 over 3 months (June/July/Aug) and there has been a total of 4141 since Phase 3 commenced on 5 Sept 2023. This has allowed 20,202 officer hours to be reallocated to other tasks.

The MHP team and seconded NHS 24 nurses continue work under the Mental Health Taskforce to ensure optimum quantity and quality of referrals, ensuring our callers receive the best support from trained NHS 24 staff at the earliest opportunity, whilst reducing the number of Police deployments. This work is concentrating on missed opportunities, particularly in Service Centre, alongside exploring MH-related contact with entering the organisation through the "Contact Us" platform and work around repeat contact/high intensity users.

Mental Health Unscheduled Care Workshops

The final draft of Mental Health Unscheduled Care Workshop 3 report by Police Scotland Service Design is under review with plans for an online prototype presentation event with partners scheduled to take place later this year. The intention is to seek support from the Unscheduled Care Network, Partnership Delivery Group and newly formed Mental Health Reference Group in having the perspectives of professional, expert and lived experience represented in discussions working towards the vision of a pilot initiative.

Distress Brief Intervention

Monthly DBI governance meetings have been established to support Police Scotland divisions and will be promoted via the Mental Health Working Group to ensure continued learning and compliance. A ministerial visit and media attendance is scheduled for 26th November 2024 with DBI Central and Scottish Government to positively promote DBI. Police Scotland have volunteered to host this visit at Dalmarnock.

2.8.2 Challenges and Risks

This work is being managed as part of business-as-usual activity and there has been a turnover in the Divisional Management structure and people contributing towards the improvement activity.

There are dependencies with other work - there has been limited progress with BTP access to Police Scotland IVPD system due to competing demands within Digital Division. The DPIA covering this work has been updated to reflect the technical solution being deployed and has been sent to IA for assessment.

The main risks relate to not having our overall approach to dealing with incidents of mental health, understanding and managing demand, ensuring our people have all the skills and training required to carry out their responsibilities and lack of governance and oversight in relation to performance.

2.9 Themes

All recommendations are allocated a theme at point of recording within our tracking system. This enables us to draw out learning about organisational performance and put in place measures to act on these findings.

Governance - Leadership of decision-making, culture, controls, accountability, oversight and management of performance.

Guidelines - Need for development of strategies, organisational approaches and plans, improvements to written procedures, policies, and guides.

Compliance - To deal with non-compliance of prescribed procedures, rules and standards.

Resources – Right people, right place, with the right skills, tools and resources to support them carry out their duties. Physical and people assets.

Human Error - Where mistakes have occurred.

Better Practice - Opportunities to improve to attain best practice or greater efficiency and effectiveness.

The themes from the recommendations featured in this report have been analysed and a summary of the key themes is included below and are relatively broadly similar to other recommendations recorded against HMICS activity.

Figure 3 - Themes

Governance	Guidelines	Compliance	Resources	Better Practice
•Improving governance, scurtiny and oversight to undertand how well we are performing.	•Ensuring all our guidance is up-to-date, consistent and easily accessible.	•Ensuring that we are complying with standards we have set. •Ensuring quality assurance frameworks are in place to assure processes and ensure procedures are consistently followed.	•Using data more effectively to determine demand and and resource allocation. •Providing up-to-date and continuous training on essential or high risk activities to ensure our people have the right skills to do their work.	•Making use of, or introducing new technology to automate processes to improve service delivery and the impact on our people. •Improving our partnership working - transferring or sharing demand.

3. FINANCIAL IMPLICATIONS

3.1 There <u>are no</u> financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There <u>are no</u> personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There <u>are no</u> legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There <u>are no</u> reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There <u>are no</u> social implications in this report.

8. COMMUNITY IMPACT

8.1 There <u>are no</u> community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There <u>are no</u> equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There <u>are no</u> environmental implications in this report.

RECOMMENDATIONS

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