



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 on Online Child Sexual Abuse, Crime Audit 2020, Hate Crime, Contact Assessment Model, Domestic Abuse and Mental Health Demand.

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

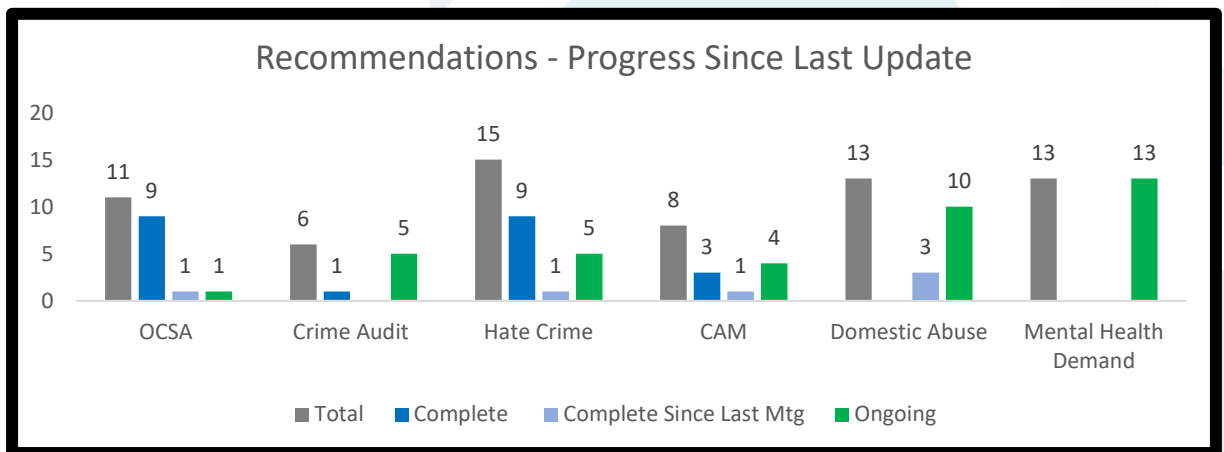
*Updates since March 2022

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 welfare 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 rationale 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
<ul style="list-style-type: none"> Improving governance, scrutiny and oversight to understand how well we are performing. 	<ul style="list-style-type: none"> Ensuring all our guidance is up-to-date, consistent and easily accessible. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Using data more effectively to determine demand 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. 	<ul style="list-style-type: none"> 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 are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

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