SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.4.5

Meeting	SPA Policing Performance Committee
Date	12 March 2024
Location	Video Conference
Title of Paper	HMICS Inspection – Policing Mental Health in Scotland
Presented By	Superintendent Shaheen Baber, Policing Together
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 report and appendix.

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 and strategic owners, at ACC level, 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.

OFFICIAL

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

6. REPUTATIONAL IMPLICATIONS

6.1 There <u>would be</u> 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 <u>are no</u> 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 <u>are no</u> environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report and appendix.

HMICS Thematic review of policing Mental Health in Scotland Improvement Plan

Detail	Recommendation	Action to be Taken	Stages
			Detail
R02 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	Police Scotland has been operating without a current formal mental health strategy, oversight or governance. The result of this is a lack of defined policing response, policy and procedures. The organisation takes a risk-adverse approach to assessing its value and involvement with those experience mental health crisis or distress. By implementing this improvement action, we seek to formalise Police Scotland's parameters in relation to mental health incidents; clarify and define Police Scotland and partners' roles and responsibilities. In support of our overall aim, we have identified the following priority themes: service, re-design through	1.Engage with the Independent Advisory Group to explore opportuntities for support. 2. Engage with partners to consider service design. 3. Develop delivery plan to include monitoring and governance arrangements for Force approval.	Communications and Engagement Strategy
			Mental Wellbeing Delivery Plan
			Mental Wellbeing Policy
			Mental Wellbeing Standard Operating Procedures

identified the following priority themes: service, re-design through engagement with partners, communication and formalisation of strategic direction and framework. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery and SO3 Public and communities are engaged, involved and have confidence in policing.

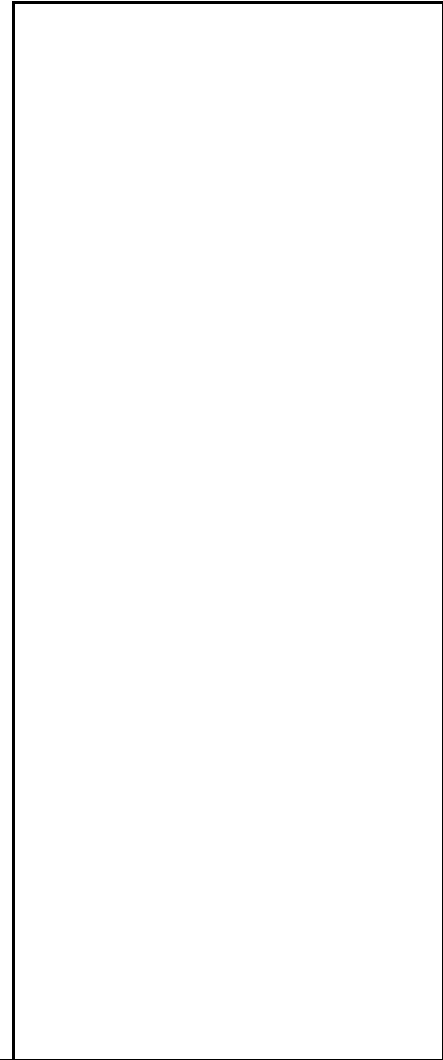| R03 Police Scotland should establish and implement internal governance arrangements to achieve its mental health strategy and delivery plan, once published. | Police Scotland has been operating without a current formal mental health strategy, oversight or governance. The result of this is a lack of defined policing response, policy and procedures. The organisation takes a risk-adverse approach to assessing its value and involvement with those experience mental health crisis or distress. By implementing this improvement action, we seek to formalise Police Scotland's parameters in relation to mental health incidents; clarify and define Police Scotland and partners' roles and responsibilities. A governance framework is required in order to provide assurance to the SPA and Scottish Communities that Police Scotland's response is effective and impactive and improving the wellbeing of our communities. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery and SO3 Public and communities are engaged, involved and have confidence in policing. | 1. Establish Mental Health governance structures at national and local levels. 2. Implement governance structures. 3. Report on outcomes to internal governance and SPA. | Governance Framework for Mental Health

Review governance structure, post-implementation |
| R04 Police Scotland and the SPA should develop, and report on, a performance management framework setting out how it will police mental health in Scotland | Currently, there is no standardised framework for performance measures across MHSP. There are elements of reporting in respect of suicide prevention to Public Health Scotland, Transport Scotland and NPCC. There exists reporting of Distress Brief Intervention referrals on a monthly and 6-monthly basis to PHS, as well as, on a fortnightly basis, place of safety | 1. Develop mental health performance measures to align with Police Scotland's performance framework. | Mental Health performance measures

Roll out of national Mental Health Dashboard National rollout. |

Scotland.	monthly basis to PHS, as well as, on a fortnightly basis, place of safety information to Mental Welfare Commission, via Divisional Concern Hubs. Mental health-related demand is not, as a matter of course, reported through annual reporting mechanisms or to the Scottish Police Authority. The Division receives FOI requests in respect of this on a regular basis, though the data is not collated and reported as business as usual. The introduction of the Mental Health Dashboard (MHD) will facilitate the provision of meaningful data to inform trend analysis and formulate prevention approaches. Once governance structures are in place, a regular reporting framework will be introduced in order to interrogate the data to identify key issues or concerns and address these locally, with divisions and partners. Reporting will be progressed to SPA Policing Performance Committee (PPC) on a quarterly basis. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery.	2. Develop reporting mechanisms for performance measures. 3. Report on performance through internal governance and SPA PPC. 4. The Authority's Policing Performance Committee will consider Police Scotland's strategic response to policing mental health, and wider vulnerability, in Scotland. This will include scrutiny and oversight of agreed performance metrics and supporting data. Key metrics will be reported through the existing quarterly performance report to committee, with specific MH related reports considered in addition to this.	SPA Policing Performance Committee reporting
R05 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	Currently, as highlighted, there is a culture of risk aversion evidence in the policing of mental health related incidents. This results in substantial officer abstraction and gives the appearance of criminalising vulnerable individuals. There is a lack of consideration of human rights and the guiding principles of the Mental Health legislation in the operational environment. Culture currently gives focus to the justification of maintaining a police presence with individuals rather than considering the individual's rights and freedom of	1. Gather information on existing MH related training, guidance materials and intented audiences 2. Consult with officer and staff to identify training gaps. 3. Engage with Local Policing Service Delivery Team in relation	Training plan and training calendar. Risk assessment tool and debrief process. Review training plan to identify good practice and areas for improvement.

outcomes for people experiencing poor mental health.	individuals rather than considering the individual's rights and freedom of choice. The consideration of lived experience will allow officers to understand differing perspectives and equip frontline officers to make more informed risk assessment and decision making, allowing them to feel confident in their actions and act without fear of scrutiny. It is recognised that change of culture is required and training will be a key feature in addressing this; effective training will equip supervisors and staff with confidence and the ability to accurately mitigate the current culture of risk aversion in terms of people experiencing poor mental health. This will be a significant step in people feeling valued and listened to, contributing to the legislative requirement to improve wellbeing in our communities. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery.	Service Delivery Team in relation to plans for frontline sergeant skills training. 4. Consider training requirements to implement the agreed PS purpose an vision related to MH incidents 5. Engage with LTD to develop plan for training/guidance. 6. Review the effectiveness of the training.	
R06 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 Strategic overview board has been established and was chaired for the first time on 8th December 2023 by ACC Duncan. ACC Duncan highlighted in his opening remarks the importance of collaboration in regards to problem solving outcomes. There will be a requirement to ensure that the Mental health SOB, MW Training SLWG and Strategic bluelight services	1. Develop proposals for collaborative leadership training for Force Executive approval. 2. Implement leadership training activities	Programme of leadership training. Review of effectiveness of training delivery

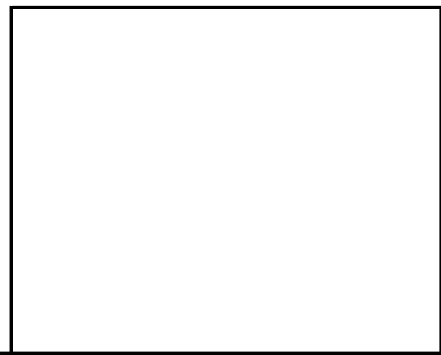|			
system, in line with the Scottish Government mental health and wellbeing strategy. Link with AFD:-Police Scotland should ensure there is strategic oversight and co-ordination of the different mental health initiatives and approaches being adopted across Scotland to ensure they are aligned to the mental health strategy	Mental health SOB, MW Training SLWG and Strategic bluelight services meetings have an understanding of each groups terms of reference and reporting pathways.	activities. 3. Review the effectiveness of the training.	
R07 Police Scotland should conduct a full training needs analysis for policing mental health, reflecting its published strategy, to include (but	It is essential across Police Scotland there is consistency of training without localised adaptations/versions. Whilst acknowledging a one size fit all is not best practice and accepting that there will be variances, a national framework and benchmarked product is required	1. Conduct training needs analysis of key officer and staff roles. 2. Develop a MH training route map for key officer and staff roles.	Training matrix. Training route map.

not necessarily limited to) all public-facing roles across the service.		3. Include MH route map in training plan.	
R08 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 groups.	Currently, the data recorded on the MH(C&T)(S) Act does not include information on under-represented groups. Consideration should be given to the value of gathering this information in relation to prevention and targeted activity. Opportunities will be explored with iVPD and the current reporting format. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery	1. Review the available data 2. Analyse information to Identify gaps 3. Update MH (C&T)(S) form to address gaps. 4. Analyse data to establish process to measure and report on	Identify gaps and omissions in current process
			Update Place of Safety form to capture data.
			Results of analysis and reports through governance.

	needs of local communities are addressed through effective service delivery.	process to measure and report on impact.	
R09 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 Governance structure to be re-implemented along with reporting mechanisms. Consistent national approach required alongside regular monitoring to provide quality assurance and accuracy of reporting. These improvement actions link to Strategic Outcomes SO1, threats to public safety and wellbeing are resolved by a responsive service, SO2 The needs of local communities are addressed through effective service delivery.	1. Review the use and recording of Place of Safety orders. 2. Develop process to improve consistency. 3. Publish guidance to improve on standardisation.	National communication on guidance circulated.
			Governance mechanism established to ensure data capture and reporting.

performance reports to the SPA.	communities are addressed through effective service delivery.	standardisation 4. Report on the outcomes through governance.	
R10 Police Scotland and the SPA should take steps to establish a clear demand picture for policing mental health.	Police Scotland has recognised the value in quantifying the number of mental health-related incidents and officer time spent at incidents involving vulnerable people where there is no inference of criminality, or criminality where mental health is a factor. The Demand & Productivity Unit (DPU), supported by Partnerships, Prevention & Community Wellbeing Division (PPCW), developed a Mental Health Dashboard (MHD) to aid understanding of the demand placed upon the service in response to mental health crisis or distress. The MHD is populated by STORM incidents and incorporates those which have the 'PW-13' (mental health related) disposal code and, in addition	1. Review national dashboard to ensure it captures an accurate demand picture. 2. National roll out of revised dashboard 3. Analyse and track to data to understand local and national demand. 4. Use gathered data to inform	National rollout of MHD Baseline established. Internal governance reporting SPA PPC reporting.

	which have the T W-13 (mental health related) disposal code and, in addition, those which incorporate relevant key words in the text. It should be noted that the methodology does not imply the strength or extent of the mental health association. The initial purpose of the MHD was to provide a management tool for local policing and was not intended for the data to be shared externally; however, there has been increasing requests from partners seeking Police Scotland data in relation to this. The capability and functionality of the MHD was tested in three local policing divisions (North East, Greater Glasgow and Highlands & Islands) as well as a dip sampling exercise to gauge the precision of the data captured. This established that the MHD provides over 90% accuracy in respect of mental health related incidents. Approval has been granted for national roll out. The MHD is useful for providing an overview of demand which can lead to areas where focussed analytical product would be beneficial and allows for crime and non-crime to be separated. Demonstrations and overview of the MHD's capabilities have been provided to both Scottish Government and health partners. Work is ongoing with partners to explore data linkage possibilities with a view to identify prevention opportunities. The aim of this project is to identify the people, localities and communities at most risk and implement the right care, by the right organisation at the right time. This recommendation aligns with strategic outcome SO2: The needs of local communities are addressed through effective service delivery.	4. Use gathered data to inform improvement and delivery plans. 5. The Authority's Policing Performance Committee has previously considered reports from Police Scotland in mental health related demand. An update position on demand will be presented to PPC in June 2024 and reported on a regular basis in line with the agreed performance framework and emerging strategic approach to responding to mental health and vulnerability related demand.	
R11 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	PEPs are devised and led by NHS Boards, in consultation with Local Policing Divisions. All are particular to each Board area and procedures available. Police Scotland is exploring a national approach to dealing with mental health, alongside all relevant partners. Further work is taking place with PS, SPA and SG to progressing consistency in respect of risk assessment, crisis and distress and the policing response. SO2 The needs of local communities are addressed through effective service delivery	1. Engage with relevant partners to consider the process and criterion for conducting the PEP reviews. 2. Consider training/guidance on PEP for officers and supervisors and risk assessment processes 3. Review working practices and	Identify gaps and omissions in current process Update PEP guidance. Results of reviews reported through governance.

centred and aligned to Police Scotland's mental health strategy, once established.	addressed through effective service delivery	3. Review working practices and identify gaps. 4. Present outcomes from the review and develop plans to increase awareness of PEP across local policing and improve consisitency. 5. Report on the outcomes of the review and report ongoing monitoring/progress updates	
R12 Police Scotland should ensure consistency of approach across all local policing divisional senior management teams on the oversight of local Psychiatric Emergency Plans.	PEPs are devised and led by NHS Boards, in consultation with Local Policing Divisions. All are particular to each Board area and procedures available. Police Scotland is exploring a national approach to dealing with mental health, alongside all relevant partners. Further work is taking place with PS, SPA and SG to progressing consistency in respect of risk assessment, crisis and	1. From outcome of the SOP review (rec11), develop national/local processes to improve standardisation. 2. Develop plans to ensure that	National communication on guidance circulated. Governance mechanism established to measure compliance / improvement.

		officers and staff are aware of their local arrangements as set out in the Psychiatric Emergency Plan for their area. 3. Report on the outcomes of the review and report ongoing monitoring/progress updates	
distress and the policing response. SO2 The needs of local communities are addressed through effective service delivery			
R13 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.	Currently, BTP have no access to iVPD and are developing their own system to record vulnerabilities. Work is ongoing within SCD to provide BTP with 'view only' access to the iVPD system; however, this does not allow BTP to input data to populate and contribute to the system and information held. A review of iVPD is currently underway in respect of data gathered and approaches/outputs, ensuring they are proportionate, legally compliant and streamlined. We look to achieve enhanced data sharing with BTP colleagues and ensure the data gathered is as rich as possible and ensure the right people are given the right support at the right time, and extreme vulnerabilities	1. Review Information Security measures and also current/future plan for IVPD. 2. Consider options for BTP acccess/use of Ivpd-purpose and discuss key considerations with PS Information Security. 3. Present proposals for Force executive consideration	The Policing Response to Vulnerable People project reports. Internal governance processes. Communications strategy. Information Sharing Protocol.

	people are given the right support at the right time, and extreme vulnerabilities are identified at an early stage. These improvement actions link to Strategic Outcome SO1, threats to public safety and wellbeing are resolved by a responsive service	executive consideration. 4. Implement agreed Information Protocols to ensure data integrity.	
R14 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.	A baseline of reporting through a new Performance framework, with the vision being to establish key indicators of success is required. This will in turn allow for the accurate identification and assessment of gaps and risks. (Covered under recommendation 3).	1. Establish a MH Strategic Oversight Board with terms of reference, involving key stakeholders to monitor the progress of the Improvement Plan, and Areas for Development. 2. Progress against the recommendations and areas for development will be reported	Improvement plan SOB papers. PPC - Improvement Plan PPC - Progress Report

experience report		development will be reported through PPC on a six-monthly basis. In addition, specific reports in relation to Police Scotland response to policing mental heath and vulnerability demand will be considered throughout development and delivery.	

Fixed Target	Benefits & Impact	Dependencies & Achievability	Management Action	Risk Rating (AMT)
31 Jan 2025 31 Jan 2025 31 Jan 2025 31 Jan 2025	PSOS has operated without a formal mental health strategy, governance, and assurance. Silos of governance and related assurance are already in place; however, they are not correctly aligned with the center of the organisation. Creating a strategy, developing a performance framework, and delivery plan will help PSOS, the public, and partners understand operating parameters and define partner agencies'	The resources required to create a strategy will be minimal. It may be possible to align work to already established groups/departments; PSOS can undertake this task unilaterally but with mandatory consultation (both internal and external), creating dependencies. The related costs would be included in the business-as-usual expenses. The implementation time will involve consultation, drafting, testing, and evaluation	Copies of relevant documentation including governance approval. Evidence of (i)stakeholder engagement in the development of plans and policies;(ii) clearly defined responsibilities (iii) improved awareness/understanding of PS officers/staff and partner organisations responsibilities.	Medium

	parameters and define partner agencies responsibility. Creating operation parameters will result in several benefits for PSOS, including increased transparency, accountability, and improved mental health service to communities.	consultation, drafting, testing, and evaluation. Related EQHRIA (Equality and Human Rights Impact Assessment) will be necessary. Partner agencies, internal and external consultation, and internal governance, among other aspects, will form part of the internal/external dependencies required to complete this work.	Evidence of impact on service delivery,through governance reporting aligned to Strategic Outcomes.	

31 Jul 2025 31 Jul 2025	By reviewing governance, PSOS can assess performance and identify areas of good performance and ineffectiveness to enhance future performance. Performance can also be directly linked and tracked against the strategy for external reporting if required. If adequate local and national governance processes are not implemented, demand and capability assessments and performance tracking are negated, resulting in the inability to accurately measure demand and the related force performance, creating a risk. Potential savings can be aligned to PSOS's avoiding failure demand from other agencies.	Governance structures are already in place at both local and national levels. Police Scotland will need to realign these structures to ensure progress and effectiveness are accurately tracked against our strategy. The costs associated with this realignment will be minimal since the necessary structures, such as local governance, RDB/ODB, and executive functions, are already in place. The time required to realign governance structures will also be minimal and will be incorporated into our performance framework.	Copies of apporoved MH Governance structures. Clear definition of oversight/governance arrangements at national and local levels. Evidence of consideration/decision making in relation to improvements in PS response. Evidence of the effectiveness of national/local governance arrangements.	Medium
31 Jan 2025 31 Jan 2025	Police Scotland can ensure that it operates efficiently and effectively within the parameters set and defined by executive functions and partners while adhering to consultation by creating a performance framework. Creating the	The resources required to create a performance framework will be incorporated into the Business-as-usual (BAU) process. However, additional resources may be necessary to understand which data will be used and which data super groups	Copies of approved MH peformance measures and National Dashboards. Evidence of stakeholder engagement in the development of MH performance measures	Medium

31 Jan 2025	creating a performance framework. Creating the above ensures organisational ownership whereby ongoing performance can be measured, evaluated, and reviewed. By gathering data and reporting periodically on performance, Police Scotland can measure demand vs capacity and display where it remains to absorb failure demand from other agencies. Future-proofing can also take place when data is assessed to ensure that the approach is evolving to meet the future needs of communities in Scotland. Savings in FTE can also be assessed and tracked to display the strategy's efficacy and generate organisational understanding of mental health demand to display trends. As an impact of the framework, savings will be assessed and clearly articulated at set junctures.	data will be used and which data owner groups must be consulted to access the required data. The above may generate interdependencies and time delays. If the design of the reporting template cannot be integrated into the current reporting templates, it may also increase the time and resources required. The governance, consultation drafting, and sign-off of the performance framework will also lead to delays. The costs associated with these activities will be minimal and depend on recommendation 2.....	development of MH performance measures. Examples of governance reporting,including decision logs and evidence of SPA scrutiny (PPC minutes/action logs).	
31 Jul 2026 31 Jul 2026 31 Jul 2026	By creating a standardised training program based on a comprehensive organisational training needs analysis, PSOS can ensure that officers and staff receive adequate training to support efficient decision-making aligned with the mental health strategic outcomes. This training program can improve public service and support	A training needs analysis is required to be conducted across all organisational roles. The focus should be on adopting/adapting training modules internally or externally to reduce resource implications. It is necessary to have physical and software resources to develop, deliver, and evaluate training (not just on number	Copies of approved Training Plan and related documentation. Evidence of officer/staff engagement in the design of training/guidance materials. Evidence to demonstrate the effectiveness and	Medium

can improve public service and support communities more effectively by providing the proper care through the most appropriate service. The impact of training staff is that officers and supervisors gain confidence and knowledge to inform their decision-making abilities, which leads to a practical, proportionate response to mental health incidents. It also enables them to understand better partner capabilities and where organisations can dovetail to provide a multilateral response. The standardised training program reduces organisational risk by ensuring officers understand their roles, responsibilities, expectations, and limitations when responding to mental health issues.	deliver, and evaluate training (not just on number of attendees but by impact on each person and related outcomes). External specialist support may be required to build an informed training package to address organisational needs, which may incur costs but generate more significant benefits and impact. The timeframe for this process depends on the review of training needs analysis (first step) and resource development. The capacity of internal departmental support (IT, AV) and external input (partners, third sector, specialist) should also be considered.	Evidence to demonstrate the effectiveness and impact of training/guidance materials in relation to frontline decision making. Clear processes to capture and disseminate learning from risk assessment tool/debrief process and reviews of training,including good practice and areas for improvement.	
30 Jan 2026 30 Jan 2026	Improved inter-service relationships will lead to better joint problem-solving and communication, resulting in a more effective joint and singular response to mental health issues at both an organisational and regional level	The term "re-establish" implies reviving past training environments and partnership governance structures, which may reduce resource and cost implications. The exact cost of the training will have to be calculated when fully	Copies of approved Leadership Training Programme and related documentation. Evidence of officer/staff engagement in the design of training/guidance materials	Medium

	organisational and regional level. By prioritising sustainability and financial awareness, organisations can make joint decisions that mutually benefit each other for the best community impact. The current siloed approach across and between organisations results in duplication of work, leading to less efficiency on the front line. The financial impact of this includes a sustained level of high demand and resource implications. Practical framework and related reporting can help calculate the savings in capacity release in terms of FTE, resulting in increased efficiency.	the training will have to be calculated when fully understood; However, these costs can be shared across organisations and possibly funded by SG. Implementing previous iterations of training (updating where required) 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' - buy-in and capacity....	design of training/guidance materials. Evidence to demonstrate the effectiveness and impact of training/guidance materials in relation to collaboration ,including communication and joint problem solving. Clear processes to capture and disseminate learning from leadership programmes,including good practice and areas for improvement.	
31 Jan 2025 31 Jan 2025	Before developing and implementing any training, a comprehensive training needs analysis should be conducted across the organisation, including all ranks, roles, departments, and functions.	Projected Resources and costs to implement a training needs analysis are low; However, the assessment may be extended due to interdependencies and the need for an	Copies of approved Training Needs Analysis,Training matrix and route map. Evidence of stakeholder enagement in the	Medium

	This analysis is crucial in developing training tailored to the audience's needs. Failure to conduct this analysis can result in delivering the wrong training or training that is not audience-specific, leading to additional costs associated with re-training to fill gaps (failure demand). Therefore, undertaking a holistic organisational assessment before developing and facilitating training is essential.	organisational assessment of required needs at various ranks and roles. Various internal interdependencies are at play, as departments and business functions must cooperate in this assessment to ensure that the correct training is identified. A thorough examination will ensure future-proofing of training coupled with ongoing review of each module (when developed and delivered). Revisiting departments and functions to re-assess their needs will contribute to succession planning and efficacy of training for maximum impact.	development of the TNA and alignment with organistional People/Training strategies and plans. Clearly defined ownership /coordination of MH training and linkage to MH strategy. Evidence to demonstrate quality assurance mechanisms are in place to measure the effectiveness and impact. Clear processes to capture and disseminate learning ,including good practice and areas for	
31 Jul 2025 31 Jul 2025 31 Jul 2025	Assessing the impact of powers on underrepresented groups allows PSOS to assess which groups are most impacted by mental health in Scotland while coincidentally understanding which groups are likely to come to PSOS in times of crisis.	PSOS must ensure the compatibility of systems to record disaggregated data to achieve this recommendation. Reporting is already covered in recommendation 4, and the impact on the under-represented group can be aligned with this reporting.	Copies of relevant documentation including governance approval. Results of data analysis/compliance checks and outcomes of governance considerations/decisions.	Medium

	Reporting can be amalgamated with NHS and other agencies to understand the cross-organisational mental health across Scotland. Disaggregating data will ensure that protected groups are identified and tracked to showcase impact. Avoiding effective recording and reporting generates risk as PSOS may adversely impact under-represented groups (unknowingly) and will not have the supporting data to identify trends to take action to resolve. No potential savings are identified.	can be aligned with this reporting.	Evidence of consideration of MH(C&T)(S) Act information on under-represented groups within organisational (e.g EDI;iVPD)considerations of under represented groups.	
31 Jul 2025 31 Jul 2025	A standardised national process will ensure parity of use across Scotland, resulting in streamlined and accurate reporting once generated. Fragmented working practices are currently in	Minimal resources are required as Place of Safety Orders are already in use, and only standardisation is required to comply with this recommendation. Costs will be minimal as BAU absorbs the standardised policy.	Copies of relevant documentation including governance approval. Results of reviews/consistency checks and outcomes of governance	Low

	use across Scotland with no standardised format of terms of use, resulting in varying recording levels and an inability to track and assess use statistically. Minimal savings can be assessed - practice is in place, and benefits can be evaluated in reporting and assessment of performance.	Executive agreement, testing, and rollout may take time to generate and complete. Divisional buy-in and related governance will be required to ensure assurance that a national approach is being implemented.	considerations/decisions. Clear processes to capture and disseminate learning ,including good practice and areas for improvement.	
30 Jan 2026 30 Jan 2026 30 Jan 2026 30 Jan 2026	Understanding demand from a local, divisional, and national perspective will allow Police Scotland to understand the various demand levels and shape policing resources to specific regional or geographic needs. Police Scotland can also begin to track demand, using statistical process control, to assess common cause variation and identify strategic problems and address them. This approach coincidently future-	PSOS does not have an efficient and effective way to collect disregarded mental health demand data. This recommendation is also interdependent on a strategy being constructed (Rec. 2) and performance framework being rendered (Rec.4). This is due to data being utilised/collated, data owners groups (DOGs) being consulted for data access, and displaying demand in a way that can be easily translated to	Copies of relevant documentation including governance approval. Results of MH demand analysis/ review and outcomes of governance considerations/decisions. Evidence of SPA engagement in the development of the Improvement Plan including joint actions	Medium

	address them. This approach coincidently future-proofs the organisation while monitoring failure demand absorbed by PSOS. There are strategic risks associated with a demand picture not being mapped. PSOS will be unable to understand its current baseline and track the impact of strategic decision-making around mental health. Demand absorbed from partners can not be iterated. Disaggregating regional differences will not be possible. The result will be that PSOS does not understand demand vs. capacity, the impact mental health has on policing, or the impact of strategic decision-making. Savings surround what PSOS does with the harvested demand data to improve efficiency. Actions could include resource alignment, investment, de-confliction, and holding partners to account. Releasing capacity, although hard to measure, can be assessed through demand reduction and re-aligning resources to increase local performance.	demand in a way that can be easily translated to support performance reporting. This approach is not a short-term piece of work due to interdependencies. Resources will have to be secured from departments such as APU, and due to the organisational cross-cutting nature of the request, this will be over and above BAU. Local and regional input may also have to be sought to feed the central coordination, which increases time and interdependencies. Costs are not foreseen as an issue; However, releasing capacity to allow the work to be undertaken is essential. However, if capacity can not be released, time will be extended, and costs will occur to generate additional resources or overtime.	of the Improvement Plan,including joint actions together with evidence of scrutiny (PPC briefing papers, minutes and action logs)	
31 Jul 2025 31 Jul 2025 31 Jul 2025	A standardised national approach for Psychiatric Emergency Plans (PEPs) prioritises streamlining, reduces duplication, and saves time on the front line. Standardisation will lead to improved service delivery. All necessary measures are already in place.	Ownership of the PEPS lies with the NHS and regional health boards. PSOS can only contribute to and influence discussions. There are minimal costs to PSOS. However, the time to implement relies on the NHS board driving the work forward in alignment with the PSOS strategy and approach and other agencies. The overarching	Copies of relevant documentation including governance approval. Evidence of PS engagement with partner organisation and examples of consideration/decision making in relation to PS response.	Low

	It's important to note that PSOS doesn't own this responsibility. Therefore, PSOS can only contribute to the discussion and try to influence decision-making around PEPs and related policies and practices. The savings relate to service delivery and the impact on frontline policing.	approach and other agencies. The overarching dependency is on the NHS to drive this work forward and ensure national uniformity.	response. Evidence of impact on service delivery across Local Policing Divisions. Clear processes to capture and disseminate learning ,including good practice and areas for improvement.	
31 Jul 2025 31 Jul 2025	If standardisation is achieved across Scotland (Rec.11), aligning PSOS practices to this will benefit significantly. The efficacy of the policing response will be achieved and aligned with the National Health Service (NHS) and partner	Local management structures are already in place, and the process of ensuring that police response aligns with agreed PEPs will be incorporated into local and divisional governance structures.	Copies of relevant documentation including governance approval. Evidence of National /Local governance arrangements.	Medium

	agencies. Data gathering and monitoring are also beneficial if a unified process exists. Eliminating bureaucracy and streamlining the policing response and related paperwork will ensure efficient information sharing across territorial divisions and sharing with partners.

PSOS needs to implement consistent governance and assurance across territorial divisions so the efforts to standardise Police Emergency Procedures (PEPs) across Scotland will be more impactful. Consistency will inform performance, data gathering, performance management, and related reporting.

Standardisation of the approach generates efficacy which saves money. | The standardisation process will take a short to medium term and is dependent on Recommendation 11. With national standardisation, the current measures will continue to operate more efficiently. | Evidence of (i)stakeholder engagement in the development of plans and policies;(ii) improved awareness/understanding of PS officers/staff of local PEP arrangements.

Results of consistency/standardisation checks and outcomes of governance considerations/decisions.

Evidence of impact on service delivery across Local Policing Divisions.

Clear processes to capture and disseminate learning ,including good practice and areas for improvement | |
| 30 Sep 2024

30 Sep 2024

30 Sep 2024

30 Sep 2024 | Improving the 2-way information sharing process and capturing information collected by the British Transport Police (BTP) beyond critical/major incidents, which Police Scotland would generally lead, can help avoid missed opportunities for information and intelligence sharing. There may be minimal direct savings, but the benefits lie in creating a comprehensive demand picture. | Resources are required from PSOS and BTP. However, this is already underway, and resources have been secured. Discussions have been undertaken within the railway committee, and an SLWG (Short Life Working Group) has been established. Costs are minimal, and any costs should be shared between PSOS and BTP, as both parties will mutually benefit. | Copies of approved documentation.

Evidence of key stakeholder engagement in the development of PS response.

Clear information security processes in relation to data management and integrity.

Clear processes to capture and disseminate | Medium |

		This project is advanced, and the short time reflects this. Critical dependencies regarding BTP cooperation and IT mutual compatibility have been identified and addressed, minimising dependencies going forward.	Clear processes to capture and disseminate learning ,including good practice and areas for improvement.	
30 Sep 2024 30 Sep 2024 30 Sep 2024 30 Sep 2024	Effective management of recommendations is crucial to ensure that the owners of actions are held accountable, progress is measured and monitored, and the impact is evaluated. Governance ensures that PSOS implements the relevant recommendations made by HMICS. Additionally, decisions on pursuing actions, timelines, and insights can be discussed and agreed upon to ensure proper recommendation	Resources in terms of personnel will be required, from executive functions to tactical management and secretariat functions. Management of the 4-Action system will also be necessary for its building and maintenance. Recommendation owners and leads will have to be identified to progress deliverables. Since the 4-Action license is already in place and	Copies of approved Improvement Plan with clear governance arrangements in place for the monitoring of Improvement Plan and Areas for Development. Evidence of stakeholder engagement in the development of MH Improvement Plan. Evidence from Strategic Oversight Board of	Medium

	agreed upon to ensure proper recommendation management. By preventing siloed working and streamlining activities with central governance, savings can be made within system efficiency.	Since the 4-Action license is already in place and being utilised, governance to monitor implementation and measure performance and impact may have to be generated to ensure strategic oversight and tactical ownership. Interdependencies run throughout all recommendations, and a force-wide governance decision will have to be made as the recommendations touch all areas of PSOS and partner agencies....	Evidence from Strategic Oversight Board of monitoring and decision in relation to (i) Improvement Plan and (ii) Monitoring progress. Evidence of SPA engagement in the development of the Improvement Plan, including joint actions together with evidence of scrutiny (PPC briefing papers, minutes and action logs).	

Assignee	Owner	Internal Governance Group (AMT)	Variable Target
Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jan 2025

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jul 2025
Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jan 2025

Leanne Blacklaw	Jackie Dunbar	Local Policing Management Board	31 Jul 2026

Leanne Blacklaw	Jackie Dunbar	Local Policing Management Board	30 Jan 2026

Leanne Blacklaw	Jackie Dunbar	Local Policing Management Board	31 Jan 2025

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jul 2025

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jul 2025

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	30 Jan 2026

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	31 Jul 2025

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Leanne Blacklaw	Christine Boyd	Local Policing Management Board	30 Sep 2024

Leanne Blacklaw	Christine Boyd	Local Policing Management Board	30 Sep 2024