



<b>Meeting</b>	<b>Policing Performance Committee</b>
<b>Date</b>	<b>16 September 2025</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>HMICS Improvement Plans – Progress Summary</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy &amp; Analysis</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

## PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with an overview of progress against selected improvement plans developed to address HMICS recommendations.

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

## 1. BACKGROUND

- 1.1 There are 104 open recommendations being addressed through 22 separate improvement plans.

Approximately a quarter of the recommendations are custody related.

Policing Together are responsible for 24 open recommendations within 4 improvement plans; the majority of these relate to Mental Health Demand and Missing Persons, one remaining for Hate Crime and three for Organisational Culture.

For context, 580 recommendations have been fully addressed since the inception of Police Scotland with a further 5 proposed for closure awaiting HMICS assessment.

Over the reporting period, 5 inspections are taking place:

- Drug Harm Reduction (Thematic Inspection)
- Citations (HMICS/IPS joint inspection)
- Conduct (Assurance Review)
- Best Value (HMICS/Audit Scotland Joint Inspection)
- Tools of the Trade (Frontline Focus Review)

## 2. CLOSURES WITHIN REPORTING PERIOD

- 2.1 Over the reporting period 10 recommendations were closed.

Events (2019)	
Recommendation	What we did and the impact
R8 – Police Scotland should progress demand analysis products to ensure that there is a consistent understanding of demand to inform the resourcing of events.	<p>Forecasting and analysis of frontline and event policing demand has resulted in the force mobilisation model designed to support mass mobilisation and event policing through the proactive use of High Demand Days and Operational Deployment Day, with a higher numbers of officers from national divisions being deployed.</p> <p>This model means fewer abstractions and rest-day cancellations for frontline officers and will help to sustain effective service delivery while events are taking place within local communities.</p>

Crime Audit (2021)	
Recommendation	What we did and the impact
R2 Improve SCRS Compliance 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.	These recommendations were made approximately 5 years ago and much has changed since then, including the roll-out of a single crime recording system and corresponding business rules. Additionally, the corresponding guidance has been reviewed and subsumed and now clearly articulate our strategic intent, and the working practices and counting rules to be followed. SCRS training has been reviewed and is assessed as fit-for-purpose, however this is now also embedded in Sergeants, SIO and SOLO training courses alongside inputs provided by the crime registrars to SIO forums and guidance cascaded to specialist units for further reference. The National Standards for Operational Users document is also being refreshed while work is ongoing exploring ways to rationalise local crime/incident management units to ensure a more consistent and national approach to management and quality assurance is adopted which will contribute to an enhanced service through increased compliance and 'getting it right first time' more often.
Online Child Sexual Abuse (2020)	
Recommendation	What we did and the impact
R8 Police Scotland should work with the Crown Office and Procurator Fiscal Service to establish a pragmatic and realistic approach to digital forensic examination requests.	<p>All recommendations are now closed; R8 being the last of 11 recommendations initially made in 2020.</p> <p>An MOU with COPFS has been developed which will establish a more practical approach to digital investigations. In addition, a greater reliance on approved software ensures a more proportionate response, saving time and streamlining investigations while also minimising the impact on the wellbeing of investigators.</p>

Contact Assessment Model (2022)	
Recommendation	What we did and the impact
R3 - 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	<p>All recommendations are now closed; R3 being the last of 8 recommendations made in August 2022.</p> <p>C3 has invested in training for staff, designed to reduce failure demand by ensuring that the needs of the public are understood and met accurately from the outset; a 'getting it right first time' approach. Failures within processes such as local appointments and the transfer of unresolved incidents between C3 and Local Policing (SC07) have been examined, and steps taken to improve and standardise service levels and reduce unnecessary touchpoints.</p> <p>The work undertaken has helped C3 to develop a deeper understanding of failure demand and incorporating this into C3 performance reporting will assist in improving the service delivered to the public when contacting Police Scotland.</p>
Forensic Toxicology (2023)	
Recommendation	What we did and the impact
R1 - Police Scotland, SPA Forensic Services and Crown Office and Procurator Fiscal Service should work with Scottish Government to collate and produce data to facilitate an assessment of the scale and nature of drug driving in Scotland. This should include a review of combination drink and drug driving behaviour	In partnership a National Strategic Overview of Drug Driving Offences has been prepared providing data and analysis, while highlighting trends in offending, the types of drugs identified, repeat offending and other patterns of offending behaviour as well as prevention and proactivity information. In addition, a sustainable future model has been produced, recognising the expected rise in demand based on existing trend analysis which will enable a better understanding of the issues and how SPA Forensic and Police Scotland can collaborate to meet demand more effectively in the future.
R7 - Police Scotland and SPA Forensic Services should improve how drug driving samples are tracked	Police Scotland now utilises UNIFI for lodging, processing and monitoring Drug Driving samples, while the Power BI dashboard spreadsheet provides

and managed, including the consideration of technological methods such as barcoding, networking and automation of processes and instruments	<p>information associated with tracking of cases within Police Scotland. SPA FS process and monitor cases using EMS/CARRS. Where outsourcing is used, SPA FS transfer cases to EFS who receive, process and monitor on their internal systems.</p> <p>Individual cases are therefore monitored at all stages with the ability to identify the location and progress of each case along the chain of custody. This process will remain under review.</p>
R9 - Police Scotland and SPA Forensic Services should create a priority forensic analysis protocol that would establish high and standard risk categories for analysis and associated timescales for drug driving cases	A Drug Driving MOU has been agreed between key stakeholders in relation to Drug Driving Service. The MOU details associated end-to-end timescales assuming a 6-month timescale for statutory time-bar. An agreement has also been reached in respect of prioritisation for drug driving examinations; Urgent, Priority and Standard to help ensure that the most serious cases are prioritised as well those close to time-bar.
R23 - Police Scotland should include drug driving prevention activity within its current road safety prevention activity	PSOS in collaboration with partners now include Drug Driving prevention activity within dedicated multi-channel media campaigns. A new dedicated webpage within the Road Safety section of Police Scotland's website is now live. In addition, this information is now routinely being cascaded to the public through schools, colleges and proactive patrols and face to face communications with drivers and during dedicated periods of enforcement.
<b>Mental Health</b>	
<b>Recommendation</b>	<b>What we did and the impact</b>
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 (BTP) colleagues in	Access to iVPD has now been extended to BTP contributing to a better shared understanding of risk and vulnerability of persons using the transport network. This will primarily better inform BTP's operational decision making when dealing with vulnerable people on the rail network, whilst also:

Scotland	<ul style="list-style-type: none"> <li>Negating the need for BTP to contact Police Scotland's Control Rooms thereby reducing demand and mitigating time critical delays in information sharing.</li> <li>Improving partnership working and providing a cohesive and holistic policing response to identifying and supporting those most vulnerable in our communities across Scotland.</li> </ul> <p>Allowing both organisations to better meet their statutory duties and engage with partners in a more efficient and effective way.</p>
<b>Missing Persons (2024)</b>	
<b>Recommendation</b>	<b>What we did and the impact</b>
R3 - Police Scotland should re-establish the missing person strategic governance forum to provide scrutiny, oversight and governance for matters relating to the police and partner response to missing persons	<p>The board has now been re-established. Chaired by the ACC or Chief Superintendent Policing Together it delivers key strategic direction in respect of Police Scotland's approach to missing persons, acknowledging a multi-agency forum at strategic level is key to ensuring that partnership contribution is established. The identified improvement actions link to Strategic Outcome SO2, the needs of local communities are addressed through effective service delivery. The board also provides increased focus and oversight of missing persons at Force Executive level. The board has currently produced a raft of actions which have positively impacted national awareness of policy and considerations.</p>

### 3. OPEN RECOMMENDATIONS

- 3.1 The majority of open recommendations are progressing well. Not all recommendations are of equal measure. Some might be categorised as 'quick wins' while others require complex organisation-level systemic and cultural change in order to be competently addressed, often dependent on the capability and capacity of multiple enabling stakeholders beyond those assigned ownership. This often means that anticipating timescales for



completion and evidencing the impact can often be challenging. This is an area for improvement that we are actively addressing. In light of this, 76% of the HMICS recommendations were added for tracking in the last 2 years (August 2023 onwards) so there is evidence that these are being prioritised for delivery.

3.2 With such a wide range of reports and subjects, identifying themes and common challenges can be difficult. Some common themes across all publications are as follows:

- Establishing a demand picture to ensure effective resource allocation and prioritisation
- Using performance information to drive / prioritise decisions, improve understanding of performance and improve accountability
- Consolidating, simplifying and updating guidance
- Achieving consistency of process and practice across Scotland
- A focus on continuous training and organisational learning.

3.3 Where delays have occurred with those reported, they can be categorised in four areas:

- Wider improvement programmes underway which contribute to delivering change on a larger scale than the recommendations alone. For example, the Public Protection Development Programme (now Investigations and Safeguarding Project within the Policing for our Communities Programme) will support the delivery of revised and consistent operating models for domestic abuse, develop consistent risk assessment processes, review demand and training needs to deliver an operating model fit for the future.
- Crime Management reform is ongoing and will support consistency of recording practices and improve overall quality assurance practices in relation to crime recording.
- Technical developments which support greater efficiency, automation and better performance management of processes associated with domestic abuse, missing persons and mental health.
- There are a number that have a partnership dependency.

3.4 There are risks associated with not addressing these recommendations within reasonable timeframes as improvements to services will be delayed. Balancing and prioritising the resources required to implement these along with BAU activities, change and other local improvement activity is taken into consideration when approving delays.

3.5 All of our recommendations have been reviewed for alignment with the Vision and three-year business plan. In many cases there is a direct link to a business plan milestone which has been shown in the summary table below.

3.6 The following provides a summary of progress, risk and revised target dates for selected HMICS inspections.

<b>Publication</b>	<b>Closed</b>	<b>Open (Delayed)</b>	<b>Business Plan Link (direct links only)</b>
Domestic Abuse	4	9 (9)	Safer Communities 1.02 Supporting Victims 3.02, 3.13, 3.17 & Less Crime 2.11
Crime Audit	2	4 (4)	Less Crime 2.17
Hate Crime	14	1(1)	Supporting Victims 3.15
Missing Persons	1	10 (0)	Safer Communities 1.14
Mental Health	3	10 (6)	Safer Communities 1.11, 1.35, 1.36 & Supporting Victims 3.12

<b>Domestic Abuse 2023</b>	
<b>Recommendation</b>	<b>What we are doing</b>
R1 – Standards of Service (Gender) - Police Scotland should take action to ensure it is meeting its standard of service statutory obligations in offering the gender of interviewing officers to victims of domestic abuse.	<p>We have put measures in place to capture this is being asked where appropriate. Work is ongoing to improve iVPD recording compliance. Work has also been instigated to explore the eventual solution which will likely be delivered through the evolution of COS national crime recording.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Without a technical fix to make this mandatory, PS are relying on individual officers being aware of the standards (via multiple channels) and applying the standards correctly.</p>
R5 - Police Scotland should streamline the policing response to diary	HMICS have acknowledged that improvements have been made in respect of 'getting it right first time' as outlined



<p>appointments through promoting and embedding a 'getting it right first-time approach' and defining parameters of acceptable performance. It should also put systems in place to obtain data and management information on the use and compliance of diary appointments.</p>	<p>within Police Scotland's response to several of the CAM recommendations.</p> <p>Improvements in relation to the second part of the recommendation; putting 'systems in place to obtain data and MI on the use and compliance of diary appointments' remain outstanding.</p> <p>C3 Resolution Team (RT) have since confirmed that they gather data in relation the number of Local Policing Appointments booked, cancelled, missed by the Local Policing Division or by the caller and they will make every effort to facilitate a victim's preferred time and date for an appointment however this also need to be balanced with availability and other appointments within the diary. All domestic incidents being closed SC02 No Crime or SC07 Transfer to Local Policing must be reviewed and endorsed by an RT Supervisor. Similarly domestic incidents being downgraded must be reviewed by a supervisor.</p> <p>The initial target for completion was March 2024. A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Without robust MI, we will be unable to effectively monitor performance.</p>
<p>R7 Police Scotland should review the role of officers involved in risk assessment and safety planning for domestic abuse incidents to provide national consistency, based on the optimum model, and ensure they are given the appropriate training and support.</p>	<p>The Public Protection Development Programme (PPDP) and LPSDR programmes are now merged under the Policing for our Communities programme and is now known as the Investigation and Safeguarding Project. This has extended the original timescales in relation to the work which PPDP had been developing around standardised risk assessments and safety planning process which will be pivotal for the new model safeguarding processes. Training will be developed once the new model has been determined.</p>

	<p>The initial target for completion was Dec 2024.</p> <p>Risk: Without a national model there will continue to be variances in safety planning and risk assessment.</p>
<p>R8 Police Scotland should:</p> <ul style="list-style-type: none"> <li>ensure that all domestic abuse training incorporates an element of lived experience of victims.</li> <li>as a matter of priority, introduce a programme of mandatory CPD on key topics for all operational officers, supervisors and managers.</li> </ul> <p>Key topics for the first year should include: DASA offences, to improve officers' understanding and use of the legislation; trauma informed practices, to improve engagement with victims; and lived experience of victims, to address problematic attitudes and behaviours.</p>	<p>Significant work has been undertaken to address this recommendation. All training has for some time now been developed based on and incorporating elements of lived experience. Among the various steps taken to continue to raise awareness and improve understanding in relation to DASA, 6 new domestic abuse CPD modules have been produced and published. Although these are not presently mandatory, they have been well publicised internally and all frontline officers and staff and supervisors have been encouraged to undertake these modules.</p> <p>HMICS have indicated that closure of the recommendation relies on the module becoming mandatory training.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was Dec 2024. A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: There is no way of monitoring compliance with training if not made mandatory via Moodle or in person training.</p>
<p>R9 Police Scotland and the SPA need to ensure that investigative opportunities for digital evidence capture are improved and maximised for domestic abuse offences.</p>	<p>The Cyber Crime Knowledge hub was launched in December 2024 containing information and links to all relevant guidance documents including guidance in relation to the use of Cyber Kiosks and the Examination Request Form, including flow</p>

	<p>charts explaining the steps and journey of a device.</p> <p>Numerous internal communications have also been circulated and a comprehensive first-responders guide is now available to inform officers and staff when interacting with victims, witnesses and suspects in circumstances where the capture of digital evidence is a consideration.</p> <p>The newly developed CPD modules also provide advice on this matter.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was June 2024. A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Service to victims and survivors may be negatively impacted.</p>
<p>R10 Police Scotland must, as a priority, introduce a robust system for allocation and monitoring progression of domestic abuse investigation packages at local, regional and national level to ensure there are clear channels of ownership and to improve service to victims. With the introduction of the new national crime recording system, Police Scotland should introduce a consistent national standard for domestic abuse packages, to include storage in an accessible and auditable format.</p>	<p>Work is ongoing in collaboration between Domestic Abuse Coordination Unit (DACU) and the Digital Enhancement Team APU to explore the capability of COS UNIFI to house domestic abuse 'to-trace' packages. APU have agreed to develop this dashboard however it is yet to commence due to existing backlog.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was April 2024. A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Without effective monitoring arrangements, tasking will be inefficient</p>

	leading to backlogs and public safety concerns.
R11 Police Scotland should develop and implement effective processes for communication with victims of domestic abuse that are victim focused and include acceptable timeframes for providing updated information. Such processes should include clear recording of preferred methods of contact, which can be accessed by relevant personnel.	<p>We have service standards in place. Work is ongoing to consider how best to introduce a method for recording the victim's preferred method of contact and standardise and improve the way in which victims are kept apprised of information while matters are being investigated.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was Dec 2023. A divisional working group is reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Without a robust recording system, we will be unable to give assurance that we are delivering our standards of service.</p>
R12 Police Scotland should ensure that the cadre of trained SOLOs across the organisation is sufficient to meet demand and to ensure the wellbeing of these officers.	<p>SOLO numbers have increased and steps have been taken to better protect the welfare of SOLOs through the SIO forums and improved SOLO co-ordination.</p> <p>PPDP are analysing the various tasks undertaken and demand on SOLOs to better understand how best to incorporate wellbeing and resource levels into any public protection model, and improvements in this area are likely to be realised as the Public Protection Service Blueprint and TOM are realised. HMICS have indicated that they will not support closure until this further improvement can be evidenced.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was Dec 2024. A divisional working group is</p>

	<p>reviewing progress to identify what, if any further action can be taken at this time.</p> <p>Risk: Resource levels may not match forecast demands.</p>
<p>R13 Police Scotland should incorporate the findings and recommendations from our Strategic Workforce Planning Assurance Review in its approach to the Public Protection Development Programme. It should review its structures holistically and for its response to domestic abuse: -</p> <ul style="list-style-type: none"> <li>• Establish an in-depth and accurate picture of current and forecasted demand levels.</li> <li>• Set out clearly defined service level standards to meet victims' needs.</li> <li>• Establish the resource level needed to meet demand.</li> <li>• Implement the best model nationally and locally to effect the change needed to support the concept of investigative ownership and continuity of contact/engagement with victims.</li> </ul> <p>Ensure the resources within that model are empowered and have the requisite skills and training to equip them in the complex area of domestic abuse.</p>	<p>Evidence was submitted to HMICS in July 2024 outlining the aims and intentions of the PPDP and service design principles being applied.</p> <p>HMICS acknowledged the programme (now Investigations and Safeguarding Project) was still in the discovery stage and the recommendation would remain open until evidence of tested solutions had been developed and delivered.</p> <p>The initial target for completion was December 2024. The Investigations and Safeguarding Project progressed through the Front Door approach mid August 2025 and received strong support but a decision on progressing is outstanding.</p> <p>Risk: Without carrying out a review in a systematic and scientific way, forecast demands may not be taken account of in future planning.</p>

<p>R14 Police Scotland and the SPA should put in place measures to monitor progress against the areas for development outlined in this thematic review.</p>	<p>13 Areas for Development were identified by HMICS during their inspection. Work is yet to commence on these and all 13 currently remain open.</p> <p>No progress has been reported since the last update (above) was provided to SPA PCC.</p> <p>The initial target for completion was December 2023. We are prioritising delivering on the recommendations above.</p>
Crime Audit 2020	
Recommendation	What we are doing
<p>R3 Police Scotland should review its overall approach to incident compliance, considering what constitutes best practice in quality assurance processes in C3, specialist units and frontline policing, establishing clear relative roles and responsibilities.</p>	<p>A paper was presented to the Operational Policing Management Board in June 2025 agreeing the following recommendations be adopted:</p> <ol style="list-style-type: none"> <li>1. Refresh and update the "National Standards for Crime and Incident Management" document, to take account of the identified best practice across these divisions and any system amendments which may affect processing since the document was last updated.</li> <li>2. Specify and clarify Crime Management roles and responsibilities. Aggregate the crime volume and staffing levels utilised across these three divisions which deliver the higher performance to identify a base line ratio of staffing required relative to crime volume. This is necessary to deliver the National Standards and Processes.</li> <li>3. Mandate that all divisions work to this staffing/crime ratio and follow the National Standards and processes.</li> <li>4. Introduce a National Crime Manager role to maintain ownership and oversight of the Crime and Incident management Function</li> </ol> <p>The initial target for completion was Sept 2022. Revised timescales are awaited.</p> <p>Risk: Inconsistent practice across Scotland affecting quality of recording.</p>



R4 - Police Scotland should review crime management unit structures taking the opportunity to maximise the benefits of the new single national crime recording system.	<p>As above.</p> <p>The initial target for completion was Sept 2022. Revised timescales are awaited.</p> <p>Risk: Delays in introducing national crime management unit structures creates inconsistencies in practice.</p>
R5 - 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 more effectively support delivery of its crime recording strategy.	<p>As above.</p> <p>The initial target for completion was Dec 2022. Revised timescales are awaited.</p> <p>Risk: Inconsistent practice across Scotland affecting quality of recording.</p>
R6 - 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.	<p>As above.</p> <p>The initial target for completion was Sept 2022. Revised timescales are awaited.</p> <p>Risk: Although COS has been delivered, work continues on developing business process to ensure quality and consistency across the Service.</p>
<b>Hate Crime 2021</b>	
<b>Recommendation</b>	<b>What we are doing</b>
R6 – Police Scotland should accelerate its work with partners to improve the Third-Party Reporting arrangements, providing people with the option to report hate crime without speaking directly to the police.	<p>This is the last remaining recommendation from the 2021 Thematic Inspection of Hate Crime.</p> <p>Police Scotland continue to work with the external service design team to ensure the improvements to TPR services are sustainable, victim centred and trauma informed. A definition workshop took place recently to consider user needs, influence level and agree the themes to be taken forward to the next stage; an ideation workshop aimed at prioritising and using the key insights from research</p>

	<p>with victims and support organisations to help generate ideas and potential solutions. These ideas will be refined and used to develop prototypes and test in the second round of research later in August.</p> <p>The initial target for completion was June 2022. This recommendation is aligned to a milestone within the Vision and Business Plan and will be delivered by March 2026.</p> <p>Risk: Without robust TPR processes, crimes and incidents may go unreported.</p>
<b>Mental Health 2023</b>	
<b>Recommendation</b>	<b>What we are doing</b>
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	<p>A strategic intent document has been prepared. The Strategic Intent Document will be formally published via the next Op Evolve newsletter in August 2025. However, this delay has meant that the recommendation has missed its target date of 30th June 2025 but will be subject of a short delay.</p> <p>The initial target date was 31 January 2025, revised to 30 June 2025 (imminent).</p> <p>Risk: Without this framework, there may be a lack of clarity on the legal and moral position of PS and the overall role within the whole system.</p>
R03 - Governance Arrangements for Strategy Police Scotland should establish and implement internal governance arrangements to achieve its mental health strategy and delivery plan, once published.	<p>A governance structure was re-established and an evidence submission shared with HMICS along with a folder of evidence. However, this was returned until the strategic intent document is approved at R2 above. The Mental Health Tactical Forum has since met with HMICS on the 09/06/25 to determine if the Framework for Collaboration, Collaborative Commitments document, and the Strategic Intent Document will meet the requirements of a MH Strategy and Delivery Plan under R2. This was</p>

	<p>approved by HMICS, but who also advised that strategy needs to be published before Recommendation 3 can be discharged. Closure is dependent on R2 above and will be addressed shortly.</p> <p>The initial target date was 31 July 2025, revised to 31 August 2025.</p> <p>Risk: Without effective governance arrangements, there may be a lack of accountability for mental health delivery.</p>
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	<p>Following a meeting of the Partnership Delivery Group on 5 June 2025 it was agreed that the Performance Management Framework is going to be developed through a new forum - Mental Health Distress PDG – Data and Evidence Workstream.</p> <p>This is subject to a separate report at SPA PPC in September 2025.</p> <p>The initial target date was 31 January 2025, revised to 31 December 2025.</p> <p>Risk: Without a range of data, there will not be a full understanding of demands and current performance and opportunities for further improvement will be reduced.</p>
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 health.	<p>The development of training materials and audio-visual resources is moving at pace, with a planned launch of learning bite 1 focussing on MH roles in August / September</p> <p>The target date for delivery is June 2026.</p> <p>Risk: Without training, there may be a lack of understanding between dealing with someone that is unwell and dealing with someone in distress. Training will enable consistency and inform better risk assessments.</p>

<p>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 and wellbeing strategy.</p>	<p>Collaborative Leadership Training opportunities are being considered as part of Phase 2 of wider training delivery.</p> <p>The target date for delivery is January 2026.</p> <p>Risk: Collaborative leadership training will ensure supervisors and leaders within policing and other agencies are properly equipped to direct staff.</p>
<p>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.</p>	<p>The target date has now been extended to allow for the technical updates to be implemented and tested and will provide additional time to review improved compliance.</p> <p>MHTF met with SCD, National Risk and Concern (NRAC) to discuss inclusion of POS1 form on iVPD and how data on protected characteristics can be extracted via information captured on concern forms.</p> <p>The initial target date was 31 July 2025, revised to 31 March 2026.</p> <p>Risk: Without data, there may be limited assurance that police powers under the Act are not disproportionately impacting under-represented groups.</p>
<p>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.</p>	<p>The original target date of will not be met due to delays in integrating the POS1 form on the iVPD system.</p> <p>This is the best route to ensure compliance with the Sec 297 legislation and allows for quality assurance and review at various stages of the process guaranteeing improved efficiency and effectiveness.</p> <p>The initial target date was 31 July 2025, revised to 31 December 2025.</p> <p>Risk: Without reviewing use and recording of place of safety orders, Police</p>

	Scotland cannot be assured of consistency of approach.
R10 Police Scotland and the SPA should take steps to establish a clear demand picture for policing mental health.	<p>Dashboard was presented to PDG on 05/06/25 and thereafter to ACC and DCC at SOB. At this meeting, approval was sought to share the dashboard with local commanders.</p> <p>The target date for delivery is January 2026.</p> <p>Risk: Insufficient data and information means that an accurate picture of demand cannot be obtained, impacting on resource allocation and service delivery.</p>
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 health strategy, once established.	<p>Awaiting update from SG MHUC Group regarding publication of SG PEP Guidance and template which was due in Summer 2025.</p> <p>The initial target date was 31 July 2025, revised to 31 December 2025.</p> <p>Risk: Without consistent practices and full understanding of the policing role there may be a detrimental impact to service delivery and the police role in PEPs may not align with the PS Strategic Intent.</p>
R12 – Police Scotland should ensure consistency of approach across all local policing divisional senior management teams on the oversight of local Psychiatric Emergency Plans.	<p>Awaiting update from SG MHUC Group regarding publication of SG PEP Guidance and template which was due in Summer 2025. MHTF have requested that the review process is included in the new guidance and that health boards will need to highlight ongoing consultation with an identified Police Scotland SPOC – likely Partnership Superintendent.</p> <p>The initial target date was 31 July 2025, revised to 31 December 2025.</p> <p>Risk: There may be inconsistencies in understanding among senior officers and oversight of the police's role in PEPs may not align with the PS Strategic Intent.</p>

Missing Persons 2024	
Recommendation	What we are doing
R1 - Police Scotland should promote the national missing person framework's aims, objectives and commitments to officers and staff across divisions, and emphasise that this underpins its strategic direction.	<p>The SG Framework Launch date has yet to be confirmed. To promote the Framework launch, a PSOS MP Framework event is being planned for later in 2025. This will see all divisional commanders, partnership Superintendents and other internal and external key stakeholders invited to this event.</p> <p>The target date for delivery is December 2025.</p> <p>Risk: Without a framework or strategic position, there is a risk of inconsistent practice affecting service delivery.</p>
R2 - Police Scotland should ensure that there is consistent national leadership in place to direct missing persons policy, establish outcome targets and support effective operational delivery.	<p>Appropriate Risks have been created on Risk Register – both internal and external governance structures are being considered with current controls and actions to progress improvement included. Newly established Partnerships and Preventions Oversight Group with terms of reference, key objectives, agenda and membership provides link to Strategic Governance Group and ensures Missing Persons Strategic Oversight Board outcomes are delivered to divisional missing person tactical leads. This will be included within Divisional Commanders missing person briefing pack that will be developed to meet multi agency governance review recommendations - Suggested governance structures, multiagency governance structures will be included within this pack.</p> <p>This is aligned to the Framework relaunch along with work that is being examined by Op Evolve. The need for a local Tactical lead is being explored.</p> <p>The target date for delivery is June 2026.</p>



	<p>Risk: Without outcome targets and measures there may be lost opportunities to understand what is working well and why, so that learning can be shared and embedded across the service.</p>
<p>R4 - Police Scotland should bring together all operational practice guidance relevant to missing persons in one place on the police intranet – including protocols and procedures, shared learning, and the national missing persons toolkit – to enable easy access for managers and staff.</p>	<p>The five existing guidance documents have been reviewed and sent out for local consultation which is now complete. They are now being examined by PSOS Policy Quality Assurance to ensure compliance with the national record set guidance. This includes work on the supporting documentation such as Impact Assessments and Passports. The move to external mandatory consultation has been delayed but expected in the near future.</p> <p>The target date for delivery is September 2025.</p> <p>Risk: Without a single repository of guidance and direction, there is a risk that officers cannot quickly find information to support dealing with missing persons effectively and efficiently.</p>
<p>R5 - Police Scotland should review the training provided to officers and staff regarding missing persons and ensure that it is adequate and meets the requirements of the role.</p>	<p>Existing training includes:</p> <ul style="list-style-type: none"> <li>• Probationer training modules</li> <li>• Moodle based learning package for Constables, Sergeants and Inspectors</li> <li>• PLDP training for probationary Sergeants</li> <li>• Moodle based NMPA package</li> </ul> <p>Probationer Training and Detective Training to look at existing packages. The three Moodle packages currently available have been reviewed and improvements to each are required. National Missing Persons Unit (NMPU) are working with Learning, Training and Development to establish how changes can be made to the existing packages prior to creating new, up to date versions.</p>

	<p>Consultation with the MP Coordinators has concluded and work has commenced on creating a new PowerPoint that will provide a single version of an input to provide to operational officers in their area, removing the disparate approach that is currently seen across PSOS.</p> <p>The target date for delivery is December 2026.</p> <p>Risk: If operational officers are not provided with the same level of training as specialists there may be an impact on service delivery.</p>
R6 - Police Scotland should develop a role profile and operational guidance for divisional coordinators, and ensure that the role is supported and enabled to fulfil tasks and responsibilities effectively.	<p>Consultation with MPOCs has concluded and a picture of the varied roles carried out across PSOS is better understood. Benchmarking with other forces across the UK has been undertaken and a single role profile is being drafted for consideration of adoption by PSOS. Consultation with Policing for our Communities Programme has been arranged to look at this piece of work and to feed their plan for building a protected MPOC role in their future Target Operating Model.</p> <p>The target date for delivery is December 2025.</p> <p>Risk: Without a single role profile, inconsistent practice may arise.</p>
R7 - Police Scotland should develop a version of the national missing persons application that has full functionality on mobile devices, and respond swiftly to any technical problems and potential improvements identified by users.	<p>v4 of National Missing Persons Application (NMPA) has been released which provides the ability to create drafts and has created the auto-save function. In order to promote remote working, this information has been shared on PSOS intranet via a news item, the PSOS Spotlight and was included in the Line Manager Briefing note. A partial increase in Mobile App record creation has been observed since the launch. Work is ongoing by DSEG re version 5.</p>

	<p>In terms of future resilience, another member of DSEG staff is currently receiving training on management of the system to support upgrades and to work through the issues identified.</p> <p>The target date for delivery is July 2026.</p> <p>Risk: Without a technical solution, there will continue to be inefficiencies in the use of mobile devices creating additional demands on officers.</p>
<p>R8 - Police Scotland should continue to engage with partners and service providers at a national and local level to encourage greater adherence to the collective commitments of the national missing persons framework. This should include engagement on the implementation of early intervention and prevention approaches, and the use of national and local protocols.</p>	<p>Promotion of this will be carried out following the national launch of the Framework, supported by a PSOS Launch to showcase the Framework to PSOS senior leaders.</p> <p>The target date for delivery is July 2026.</p> <p>Risk: Without effective collaboration, there may be an impact on learning and service improvement.</p>
<p>R9 - Police Scotland should ensure consistent and effective communication and engagement takes place with families, carers and key contacts throughout investigations.</p>	<p>Benchmarking has been undertaken and outcomes used to inform guidance developed and included in National Guidance document as per Recommendation 4 above. Work has been ongoing with Strategic Engagement and Insight, who have engaged our partner company Progressive to devise a survey/feedback strategy. A meeting with Progressive and PSOS will follow to confirm the themes to be examined with the relevant groups. This work will involve Depth Interviews with participants (internal, external and service users) to provide a report that will be used for future learning.</p> <p>The target date for delivery is September 2025.</p>

	<p>Risk: Without more formalised communication and engagement, PS does not have absolute assurance as to the quality of service provided.</p>
<p>R10 - Police Scotland should work with partners to ensure that clear and co-ordinated arrangements are in place to conduct return discussions across divisions. These should align effectively with safe and well checks, and all relevant information gathered from such discussions should be shared between partners.</p>	<p>Upon completion of consultation with MPOCs, it is clear that there is a difference across PSOS in terms of how return discussions are conducted. The Framework launch and promotion of the Framework, along with a single MPOC role profile, will assist in harmonising that approach.</p> <p>NMPU have liaised with Missing People Charity and have reviewed the training they deliver to partner agencies. It is very possible that this training is available across a variety of courses within PSOS, so work will be undertaken to see how best to progress the training aspects of this work</p> <p>The target date for delivery is June 2026.</p> <p>Risk: If there is disparity in the provision of return discussions, this may result in a potential loss of prevention and intervention opportunities.</p>
<p>R11 - Police Scotland should routinely evaluate the quality of its missing persons operations to pinpoint areas for improvement, using that knowledge to drive improvement, reduce demand and improve outcomes for missing people and their families.</p>	<p>NMPU will work with APU to consider performance in missing persons incidents. With feedback from SPA and partners, NMPU will ensure the data is meaningful and can be used to drive improvements. Consultation with SPA on the Performance Reporting metrics has started and changes made, e.g. STORM recording and NMPU record creation compliance.</p> <p>The target date for delivery is June 2026.</p> <p>Risk: Without routine evaluation of missing persons operations PS may be unable to offer assurance over quality of investigations and ensure effective responses.</p>

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no financial implications in this report.

#### **5. PERSONNEL IMPLICATIONS**

5.1 There are no personnel implications in this report.

#### **6. LEGAL IMPLICATIONS**

6.1 There are no legal implications in this report.

#### **7. REPUTATIONAL IMPLICATIONS**

7.1 There are no reputational implications in this report.

#### **8. SOCIAL IMPLICATIONS**

8.1 There are no social implications in this report.

#### **9. COMMUNITY IMPACT**

9.1 There are no community implications in this report.

#### **10. EQUALITIES IMPLICATIONS**

10.1 There are no equality implications in this report.

#### **11. ENVIRONMENT IMPLICATIONS**

11.1 There are no environmental implications in this report.

#### **RECOMMENDATIONS**

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