

Strategic Plan 1 April 2023 to 31 March 2026 – Our commitments

You said, what we have done so far

Detailed below is a summary of how we have achieved our commitments over the last two years, and an outline of what we are working on until the end of March 2026.

1. Influencing and empowering commitments

- Continue to 'close the loop' of influence e.g. measure recommendation responses according to criteria and ensure robust standard of response and follow up, to complete closure reports, to provide follow up at end of year meetings, to take stock of recommendations and where there are themes emerging and escalate where action has not been taken.
- Work in partnership with our stakeholders to analyse recommendations made in the Scottish Mental Health Law Review (SMHLR) and position the Commission in terms of short/medium/long term actions and evidence capability to deliver with additional resources.
- Participate in relevant National Care Service (NCS) work streams and influence.
- Explore collaborative relationships with new partners.



Summary of actions taken to deliver our commitments

- We now have criteria in place to assess the quality of responses received in relation to national reports. This ensures consistency of response to the Commission.
- To support services with their response to our reports we have prepared a SMART action plan template for their use.
- Executive Directors ensure all action plans are returned within expected timescales (and escalate where required to deliver on this) and a closure report prepared and published on our website for all key reports, e.g. themed visits.

- End of Year visits with HSCPS have been developed with clear scorecard information and focus on the governance routes and actions taken locally in response to the Commission's work.
- We have attended a range of meetings, e.g. the development of mental health strategy, adult mental health standards, dementia strategy and national workforce group.
- Invited to lead discussion at Scottish Government sponsored fringe stall at the Royal College of Psychiatrists International Congress promoting careers in psychiatry in Scotland (in context of recruitment crisis).
- The Commission has had a keynote speaker and facilitated various workshops at the Scottish Association of Social Work's (SASW's) annual National Mental Health Officer events. We gave a presentation at the Cross-Party Group (CPG) Social Work scheduled in March 2024 and the Executive Director Social Work continues to attend this group.
- Attendance at the national AHP leads meeting to develop stronger links with this critical mental health workforce/professions.
- We continue to participate in the National Care Service work streams and the note changes announced by the Minister for Social Care, Mental Wellbeing and Sport in January 2025, which largely removes significant parts of the previously proposed NCS Bill and has converted to the Care Reform (Scotland) Bill. However, the National Social Work Agency continues to progress, and the Commission remains a member of the NSWA Advisory Group, chaired by Iona Covin, OCSWA.
- We have continued to participate in all pieces of work relating to the Scottish Mental Health Law Review; in particular the definition of mental disorder workstream and AWI reform workstream and related consultation.
- We have worked collaboratively with our partners on key pieces of work – NES on the development of Adults with Incapacity Act (AWI) training, Scottish Independent Advocacy Alliance on our Advocacy Report, consulting with Equality and Human Rights Commission in relation to our Hospital is not home report, consulting with Scottish Action for Mental Health (SAMH) on future collaboration in relation to peer support and Care Inspectorate on the review of social work governance and assurance work across Scotland.

2. Visiting individuals commitments

- Review our visiting work and maximise the inclusion of a range of views when undertaking local visits e.g. peer support service/independent care provider.
- Ensure that our local visit reports are more focused on highlighting the views of individuals, their families and carers and the broader range of views.
- Undertake Community Mental Health Team (CMHT)/Community Learning Disability Team (CLDT) visits as part of the local visit process each year; developing a greater understanding of the primary-secondary care interface.
- Plan and lead on joint visits, with another provider such as Care Inspectorate (CI), Healthcare Improvement Scotland (HIS) and Scottish Human Rights Commission where there is combined intelligence that supports specific visits.



Summary of actions taken to deliver our commitments

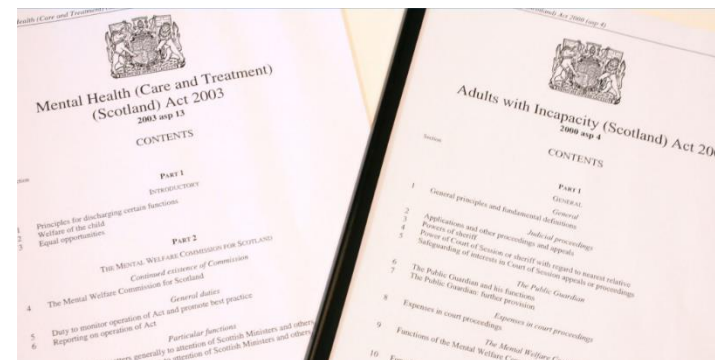
Our local visiting programme includes inpatient, community settings and joint visits with key partners.

- A series of unannounced visits took place to four rural adult acute admission units (Borders, Dumfries & Galloway, Western Isles and Grampian) during 2023.
- Joint visits took place with Scottish Human Rights Commission (SHRC) to HMP Edinburgh in October 2023; HMP Stirling visit was completed in December 2023 and HMP Addiewell in March 2024.
- At the end of the visiting year 2023 to 2024, four Community Mental Health Team (CMHT) visits (Lanarkshire, Forth Valley, Ayrshire and Arran and Fife) and two Community Learning Disability Team (CLDT) visits (Borders and Glasgow) have been completed.
- During 2023-2024 there was a range of visits including CMHTs, and independent care services for adults with non-acute mental health needs and adults with alcohol related brain damage (ARBD) we met as part of our themed visit to review and seek feedback on how things are going for them and their families.

- In visit year 2024 to 2025, we have visited a CMHT in Highland and an older adult CMHT in Greater, Glasgow and Clyde visit in early 2025. In 2025 we will visit the independent care providers for adults with mental health in Ayrshire and Arran and for those with Alcohol Related Brain Damage (ARBD) in the Glasgow area.
- We have undertaken a local visit to the CMHT in West Lothian in 2024, with another visit to the CMHT (LD) in Tayside planned for Spring 2025. In 2024 there were two visits to independent care settings, one for individuals with learning disabilities in the Grampian area, and the second to adults with rehabilitation needs provided by an independent care provider in the Midlothian area. Intelligence and contact with the Care Inspectorate and the local authority were all part of these independent sector visits.
- In development is a tailored visit programme that would include joint visits with SAMH peer support staff.
- Local visit action plans that are returned by the service now detail how feedback on the report has taken place at a local level.
- Annual visit report for 2023-24 included the data on number of carers seen by Commission staff when undertaking local service visits.
- We have published a themed visit report on Prisons / CPT Themed Visit Report with a follow up closure report on the recommendations.
- We have published a themed visit report on Ending the exclusion with a follow up closure report on the recommendations.
- We have published a themed visit report on Out of NHS Scotland provided placement areas with a follow up closure report on the recommendations (due to the Board in June).
- We have published a themed visit report on Compulsory treatment for mental illness in the community with a follow up closure report on the recommendations.
- We undertook a mapping exercise in April 2024 of ARBD specialist services across Scotland with HSCPs, which was shared with practitioners across the Commission.
- We undertook a mapping exercise to follow up on the Commission's previous monitoring report in relation to parents who are detained which was presented to our Board on 23/04/2024.
- We have published a report Hospital is not a home which reviewed the circumstances of people with learning disability and complex needs who have been in hospital for 10 years or more.
- Carers themed visit is progressing, and a report will be submitted to our Board in the summer of 2025.

3. Monitoring of the acts commitments

- Ensure that our monitoring reports are accessible. This may require additional investment:
 - in creating accessible versions of the reports. For some monitoring reports we did create infographics that we then published on social media. We could explore this again.
 - do more focussed work on aspects of monitoring that meets the needs of stakeholders.
 - work with other stakeholders to make our data accessible (with checks) to ensure that the value of the system can be realised beyond the law review.
- Develop a data/information strategy. We generate and receive a huge amount of information, as such, information is one of our key assets and we therefore intend to develop a data/information strategy to manage the creation, storage and sharing of information which supports our decision making, both within the Commission and with our stakeholders.
- Consider, with others, what else should be monitored; some of this will flow from the SMHLR recommendations that do not need legislative change but will require additional investment to build the Commission's capacity for monitoring and scrutiny.



Summary of actions taken to deliver our commitments

- We have published our annual Mental Health Act and Adults with Incapacity Act statistical reports.
- We have published a report on the use of recorded matters.
- We have published annual reports on young people admitted to adult wards (including working with Public Health Scotland to link data).
- We have published a children's rights report.
- We have published The right to advocacy 2023 report and we also provided an update on the recommendations due for completion by end March 2024 to our Board on 20/08/2024. The planning for our next advocacy report has started and is due for completion by end December 2025.

- Some initial work has been progressed in relation to our reports being more accessible; further work is planned and will be progressed during 2025-26. Some examples of easy read versions created to date include the Mental Health Act Monitoring Report, Adults with Incapacity Act Monitoring Report and Children and Young People Monitoring Report; the Mr E investigation report; and monitoring around Learning Disability delayed discharges.
- Our Data and information strategy was approved by the Board on 24 October 2023.
- We have published a report on the role of police officers in mental health support.
- During 2025-26 further work will be progressed in response to the SMHLR recommendations, e.g. a review of Section 47s, a review of emergency detention certifications and promotion of advance statements.
- The Commission is currently initiating a review of the Commission's information and advice materials to assess for accessibility for a range of audiences. This will require feedback from people accessing the information to determine required changes and a feedback mechanism requires to be developed.

4. Investigations commitments

- Publish two major investigation reports in 2023 and will continue to prioritise resources towards investigations work.
- Publish one lessons learned report in 2023.
- Reflect on ensuring our reports target a broader audience and remain readable, learning focussed and high quality as reported by stakeholders.
- Publish four Death in Detention (DIDR)/Mental Health Homicide (MHH) investigation reports by in 2023 and will review learning from this pilot proposal work irrespective of whether funding is continued.
- Ensure an integrated investigations unit which delivers the same approach and high-quality work irrespective of the basis of investigation if our funding proposals for DIDR/MHH are agreed.
- Continue to prioritise resources to allow for investigation of cases under section 11 of the Mental Health Act.
- Review recommendations made across investigations/visits/casework and highlight common themes relating to training, learning and workforce and pass to relevant partners e.g. NHS Education for Scotland (NES), Scottish Social Services Council (SSSC), Care Inspectorate and Health Improvement Scotland (HIS).



Summary of actions taken to deliver our commitments

- Lessons learned report completed and presented to the Board June 2024, it was agreed that in future extracts will be included in the Commission Annual Report.
- We published two investigations into the care and treatment for Mr E and Mrs F, two for deaths in detention for AB and Mr D and two mental health homicide reports for Mr TU and GH.
- We also now complete closure reports for all investigations reports to ensure that recommendations are being progressed to completion.

- All reports scrutinised by Executive Leadership Team with final sign off by Chief Executive to ensure quality, consistency and commitment to accessibility.
- The investigation team is currently progressing all recommendations from the six investigation reports published in 2023-204. There are 48 recommendations in total. These include recommendations to local services, other bodies such as the Care Inspectorate and to the Scottish Government. Most are specific to the services involved but there are a small number that are focused at all mental health managers within Boards. There is only one direct to social work services which asks it to review the quality of its social circumstances' reports completed by mental health officers. The largest number are contained in the GH and Mr TU reports with 12 and 11 recommendations respectively. Of note is that both of these are mental health homicide investigations. Of the recommendations, the Care Inspectorate was asked to take account of the findings of Mr E (CI have confirmed they are doing this) and adopt into future scrutiny work. Mr D recommended to NES to develop training around water intoxication and requested that NES assist a HSCP with a training need analysis.

5. Information and advice commitments

- Plan an event in 2023 to share the Commission's annual report and, in doing so, have an opportunity to engage with a wide range of stakeholders and increase knowledge of our work.
- Develop a work plan involving engagement and participation officers to ensure further planned profile and integration across Commission activity.
- Address issues of accessibility both in terms of access to the Commission and in terms of written documents. One suggestion provided as part of the consultation was, "Patients and their families should have a welcome pack from MWC given to them when admitted to hospital or attend outpatients with this information".
- Develop qualitative feedback from those who have used the telephone advice line.
- Make links with NHS Education Scotland (NES) and the Scottish Social Services Council (SSSC) to consider a strategic collaborative partnership of training, learning and improvement.



Summary of actions taken to deliver our commitments

- We hosted an event entitled "from shared ambition to delivery". 85 people, senior managers from health, social work and local authorities attended the event which was opened by Maree Todd MSP, Minister for Social Care, Mental Wellbeing & Sport on 24 October 2023.
- We published our Engagement & Participation Strategy and Implementation Plan on 12/04/2024.
- We have developed a new poster with the key contact details for the Commission, that includes a QR code directly linking to our website. The poster has been adapted for different setting to display – e.g. inpatient units have an A4, while A5 posters are being produced for various other services, such as advocacy settings, GP practices, clinics etc. The aide memoire that Commission visitors use when undertaking a visit has a prompt to remind coordinators to check for posters in the area that they are visiting.
- We have reviewed what options may be viable given the current telephone system and identified that signposting callers to the option of completing a brief questionnaire/scoring option that is hosted on the website may provide an objective, self-selecting option for those that use the advice line. To be finalised during 2025.

- Any learning identified from our reports and need for training are raised with NES as key partners. NES/the Commission project (AWI) is working extremely well profiling the benefits of this collaborative approach. Extended funding received from Scottish Government.
- We have published good practice guidance on supported decision making, recall of guardianship, advance statements plus easy read version, consent to treatment, nutrition by artificial means, carers, consent & confidentiality and right to treat – delivering physical health care – plus Decisions in Technology, and revised versions of Rights, risks and limits to freedom and Specified Persons currently being finalised for publication.
- The Commission is currently initiating a review of the Commission's information and advice materials to assess for accessibility for a range of audiences. This will require feedback from people accessing the information to determine required changes and a feedback mechanism requires to be developed.

6. Engagement & Participation commitments

- Produce an evidence based engagement and participation strategy 2023-2026, aligned with the strategic plan for Board approval in Quarter 1 of 2023-2024.
- Undertake initial scoping to address reported gaps in accessible information.
- Develop a plan to increase engagement with children and young people in particular.
- Publish a carer specific report based on collation of feedback 2016–2022.
- Improve governance structures between the Advisory Committee and the Commission's Board.
- Target children and young people and minority groups.
- Deliver on the Commission's agreed engagement and participation strategy 2023-2026.
- Improve accessibility to all Commission information.
- Have an established and embedded engagement and participation unit co-ordinating and managing a significant increase in stakeholder groups informing the Commission's priorities and work.



Summary of actions taken to deliver our commitments

- We published our Engagement & Participation Strategy and Implementation Plan on 12/04/2024.
- A scoping exercise was undertaken by the Communication team and the Engagement and Participation team, with an initial finding of plain English training which was progressed during February 2025.
- Work was undertaken with a children and young people group in Dumfries & Galloway to contribute to the Children's Rights Report. A specific Children & Young People plan is being developed which will be incorporated into the current developing consolidated children's action plan as part of our response to the UNCRC implementation planning.

- Carer specific report which consolidated key family and carer recommendations made between 2017 and 2022 across multiple themed visits reports was presented to our Board on 24 October 2023, where it was agreed that a carers themed visit would be undertaken during 2024-25. This work is progressing and a report will be submitted to our Board in the summer of 2025.
- The Advisory Committee is an agenda item at every Board meeting for any relevant discussion and there is a standing item at the Advisory Committee agenda for feedback on these discussions to the Advisory Committee. At the Chair's annual meeting in January 2024 further developments agreed to demonstrate the link through of advisory committee to Board and through the wider Commission.
- The Commission is currently initiating a review of the Commission's information and advice materials to assess for accessibility for a range of audiences. This will require feedback from people accessing the information to determine required changes and a feedback mechanism requires to be developed.

7. Digital & transformation commitments

- Continue to take action to give assurance regarding IT security.
- Ensure ongoing maintenance of the current IMP (the Commission's information management system) to maintain critical business activity.
- Prioritise ongoing cleansing of IMP data to ensure compliance with GDPR and readiness for data migration to improve effective and efficiency of information management.
- Have an IMS project to deliver a secure information management system.
- Scope use of remote devices for practitioner staff.



Summary of actions taken to deliver our commitments

- Cyber Essentials accreditation gained in December 2024 with server replacements and upgrades completed in 2024.
- The Commission entered into a contract of services with Corporate Documents Ltd (CDS) on 9 July 2024 and is currently in the build and development phase of the information management system (IMS) project.
- The use of digital appliance has been scoped. Given the IMS project and the intention of a delivering a cloud-based system, the Commission will be in a better position to determine what will be required for remote access to the system once we have implemented the IMS project. There may a significant cost implication for additional appliances, which would need to be considered following the IMS go live. Therefore, a staggered approach to the feasibility, including costs is being adopted, with the IMS system delivery taking priority.

8. Workforce commitments

- Repeat and make more explicit our continuing commitment to demonstrate our values:
 - i) Respect - valuing and treating people fairly
 - ii) Challenging for better outcomes
 - iii) Commitment to high quality
 - iv) Team work and participation
 - v) Supporting, protecting and nurturing
- Take account of all feedback from staff, take action and build on creating more opportunities for coming together and sharing views.
- Undertake a learning needs analysis to support staff to feel confident and competent.
- Finalise the Commission's hybrid working policy.
- Develop a staff survey tool for regular feedback.



Summary of actions taken to deliver our commitments

- Organisational Development Plan has been developed and one of the actions is to review our current values within the Commission in consultation with our staff.
- With the introduction and finalisation of our Hybrid Working Policy and Right to disconnect guidance which states staff team meetings are held face to face we also have an event held annually in the Spring for all staff to meet, discuss the coming business planning year and also provides an opportunity to network.
- Learning needs analysis was completed by NES in September 2023. An action plan was developed for delivery taking account of the staff survey outcomes also. Training has been delivered on Human Rights, Leadership, Performance Management, Plain English and Safetalk training.
- Staff Survey tool – Your Opinion Matters! has been developed using the iMatter methodology which is carried out annually and a Staff Survey Action Plan is in place to take forward the areas of improvement.
- Staff suggestion scheme (online and paper copies) has been developed and implemented.