



Meeting	Policing Performance Committee
Date	10 December 2024
Location	Video Conference
Title of Paper	Criminal Justice Services Division 5 Year Vision Delivery Summary
Presented By	ACC Wendy Middleton, Criminal Justice
Recommendation to Members	For Discussion
Appendix Attached	Yes: Appendix A – Final Update on the CJSD 5 Year Vision and Direction Appendix B – CJSD alignment to the 2030 Vision and Three-year Business Plan

PURPOSE

The purpose of this report is to provide the SPA Policing Performance Committee with a closure report in relation to the Police Scotland Criminal Justice Services Division 5 Year Vision and Direction, which has now been superseded by the Vision 2030 (Operation Evolve) and the Three-year Business Plan.

It is recommended that the CJSD 5 Year Vision and Direction is formally closed, and that future performance reporting from CJSD is provided against the Three-Year Business Plan for 2024-2027 instead.

1. ALIGNMENT TO POLICE SCOTLAND STRATEGIC OUTCOMES

- 1.1 The CJSD 5 Year Vision and Direction document was published in 2022 and was designed to define the direction of the Division between 2022 and 2027. The document highlighted 5 key CJSD priorities and 4 supporting principles, designed to align to Police Scotland's Strategic Outcomes at the time of publication.
- 1.2 Whilst significant work has already been undertaken in relation to the key priorities, there have been significant changes within the service since this document was published and it has now been superseded by the Vision 2030 and Three-year Business Plan.
- 1.3 This closure report will provide final updates on work completed towards the key priorities outlined in the CJSD 5 Year Vision and Direction, along with outlining how, going forwards, CJSD will contribute to the Strategic Outcomes outlined in the Vision 2030 and Three-year business plan.
- 1.4 The 2030 Vision has been designed to reduce complexity across the planning landscape, it is therefore important to draw a line under the CJSD 5 Year Vision and Direction and ensure that future investment and service prioritisation is aligned with the vision 2030 plan.

2. CJSD 5 YEAR VISION AND DIRECTION

- 2.1 The Criminal Justice Services Division (CJSD) 5 Year Vision and Direction outlined five key priorities:
 - Championing Safety and Wellbeing
 - Embracing a Public Health Approach to Policing
 - Enabling our People
 - Working Collaboratively
 - Delivering Digitally Enabled Policing for Criminal Justice
- 2.2 Each of the priorities were further broken down to identify four areas of focus and are supported by four overarching principles.
- 2.3 Appendix A outlines the work completed towards these key priorities to date, by means of a final update.
- 2.4 Appendix B outlines how CJSD will contribute to the Vision 2030 and Three-Year Business Plan going forwards.

3. FINANCIAL IMPLICATIONS

3.1 To achieve future efficiencies and improvements, investment will be required, however there are no direct financial implications with this closure report.

4. PERSONNEL IMPLICATIONS

4.1 There are no direct personnel implications with this closure report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are potential reputational implications in this report.

6.2 The CJSD 5-Year Vision and Direction report was planned to run until 2027, however is being halted to ensure that CJSD activity is prioritised towards the national Vision 2030 strategy. There is cross-over between a number of the strategic priorities in the report and this move will ensure CJSD aligns activity with the rest of the force, so any reputational impact should be positive.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are community implications in this report.

8.2 The Vision 2030 aims to improve services for communities, build efficiencies and modernise the workforce and aligning CJSD activity with this strategy should have a positive community impact.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

It is recommended that the CJSD 5 Year Vision and Direction is formally closed, and that future performance reporting from CJSD is provided against the Three-Year Business Plan for 2024-2027 instead.

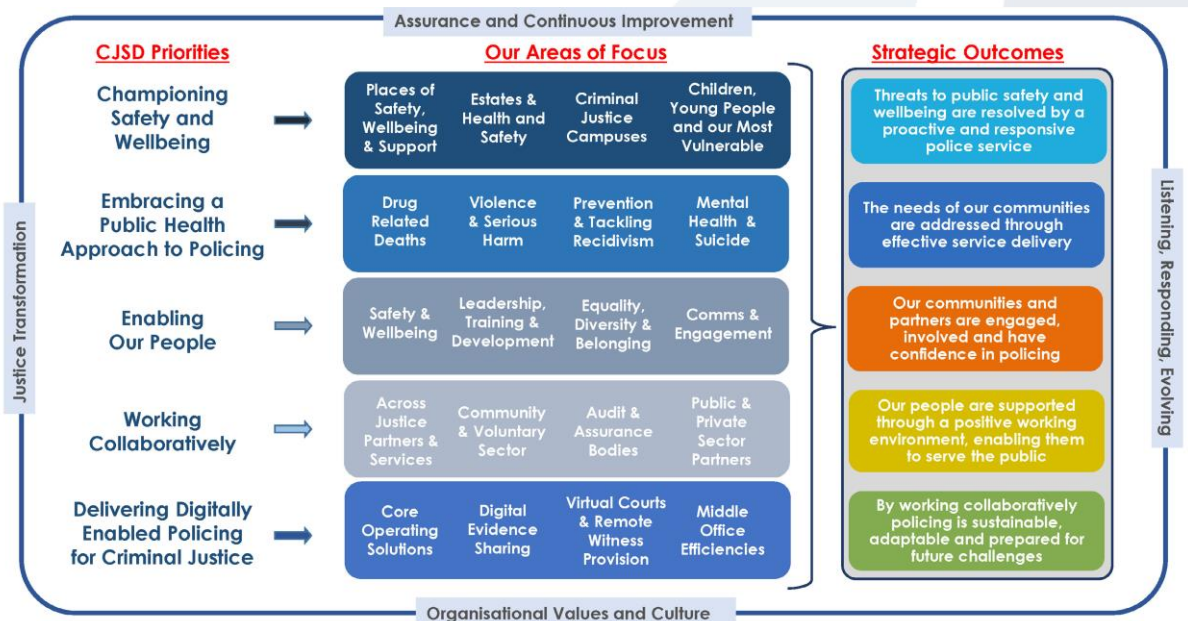
APPENDIX A – FINAL UPDATE ON CJSD 5 YEAR VISION AND DIRECTION

The CJSD 5 Year Vision and Direction, which was published in Summer 2022, set out our Divisional Priorities and key areas of focus.

The document outlined five key priorities for the Division:

- Championing Safety and Wellbeing
- Embracing a Public Health Approach to Policing
- Enabling our People
- Working Collaboratively
- Delivering Digitally Enabled Policing for Criminal Justice

As detailed in the table below, each priority was aligned to four areas of focus, followed by a number of commitments outlining the activity that would be undertaken to achieve the strategic outcomes.



This provides a final update on activity to date towards these priorities. This will be the final update in this format and future activity will be reported in relation to the Vision 2030.

Priority – Championing Safety and Wellbeing

Area of Focus – Places of Safety, Wellbeing and Support

- In July 2024, the new arrest referral process was launched, moving from consent to public task as the basis for referrals. Work is ongoing to improve the provision of support through the arrest referral process, including mapping of services, working with Local Authorities to address any gaps in provision, reviewing vetting processes to allow for lived experience workers to provide support to people in custody and exploring options to use technology to enhance arrest referral discussions. A multi-agency working group is currently being established to drive further improvements to the arrest referral process.
- The National Police Care Network (NPoCN) have recently developed a new target operating model for custody healthcare provision. The group held 22 focus groups with over 100 subject matter experts taking part, looking at 10 key areas of focus – Mental Health, Sexual Health / Blood-borne Virus, Substance Use (Drugs & Alcohol), Neurodivergence, Children in Custody, Public Health Improvement, Long-term Conditions, Forensic Medical Examinations, Pharmacy and Emergency Response / Minor Injuries. Work is now ongoing to implement improvements across health board areas.
- His Majesty's Inspectorate of Constabulary Scotland (HMICS) are conducting an ongoing series of inspections in conjunction with Healthcare Improvement Scotland (HIS) ensuring that custody healthcare provision is considered alongside the standard custody inspections.
- A new custody survey has been developed, which will be sent to people approximately one month after their time in custody and managed by our research partners. This survey has been developed in conjunction with partners and seeks to identify further improvements that could be made to improve outcomes and reduce re-offending.

Area of Focus – Estates and Health and Safety

- The planned improvement works at Inverness and St Leonards custody centres have now commenced and are nearing completion.
- A longer-term estates strategy is being developed, seeking to improve efficiencies in custody provision and production storage.
- Benchmarking with other police forces is ongoing, including exploring the use of technology to enhance the safety and wellbeing of people in custody.

Area of Focus – Children, Young People and Our Most Vulnerable

- A video was previously created to provide information to children in custody in a child friendly format. This was subject of review by a lived experienced group from HMPYOI Polmont and with the assistance of the Children and Young People’s Centre for Justice (CYCJ) and version 2 is currently under development. Options are currently being explored to ensure this can be viewed at every custody facility across Scotland.
- A project is being developed alongside the charity Childline, designed to allow children in custody to have a confidential telephone call with a ChildLine advisor, ensuring they can receive support and report any concerns anonymously.

Priority – Embracing a Public Health Approach to Policing

Area of Focus – Drug Related Deaths

- Custody officers have now completed Naloxone training and Naloxone is available within all primary custody centres. Naloxone has successfully been used on 25 occasions within the custody setting.
- Work is ongoing through the National Police Care Network (NPOCN), NHS Health Boards and the Scottish Drugs Forum (SDF) to improve support and interventions available to people with addiction coming in to police custody and to implement the MAT Standards into custody healthcare.

Area of Focus – Violence and Serious Harm

- The arrest referral relaunch is focussed on identifying underlying causes of offending and putting support in place to improve outcomes and reduce recidivism.

Area of Focus – Prevention and Tackling Recidivism

- Work is ongoing with Third Sector Organisations (TSOs) and Local Authorities with a view to increasing the number of arrest referrals and promote a 'no closed door' approach whereby support organisations work together to ensure a person's entire spectrum of needs is considered, with a view to reducing recidivism by addressing the underlying causes of offending. This ties in with the Scottish Government Community Justice Delivery Plan.
- Vetting practices have been reviewed to reduce barriers for 'lived experienced' support within the custody setting and options are currently being explored to use technology to enhance arrest referral discussions when a support worker is not available within the custody centre.

Area of Focus – Mental Health and Suicide

- Custody officers and staff have been completing training in Trauma Informed Practices, equipping them to provide better support to persons in custody.
- Reading material and distraction activities are available in custody centres to reduce distress whilst in police custody. NHS colleagues are currently exploring options to introduce 'digital therapy devices' to enhance this further.
- Work is ongoing with Breathing Space Scotland to develop a pathway for telephone support for people in distress within Police Custody.

OFFICIAL

- CJSD contributed towards the development of the Mental Health Index, ensuring that it outlines the need to prioritise a person's medical needs (both physical and mental health) over arrest and where a person is unwell and requiring treatment to consider whether alternative criminal justice routes may be appropriate.



Priority – Enabling Our People

Area of Focus – Safety and Wellbeing

- Approval has now been received to procure enhanced first aid kits, bringing CJSD in-line with the equipment carried in police vehicles and used for operational safety training.
- The Estates and Health and Safety working group meet regularly, with a focus on reducing the number of assaults within the custody environment.
- Custody will be prioritised in the roll-out of body cameras, which will provide a visible deterrent to assaults on staff.

Area of Focus – Leadership, Training and Development

- Work continues to develop the Custody Update CPD course, providing refresher training to staff within the department.
- Places have been secured on a number of external and partnership training courses for the cadre of Custody Support and Intervention Champions, to improve their understanding of trauma, addiction and other underlying causes of offending.
- A number of CPD courses on matters related to custody healthcare are being delivered jointly by the National Police Care Network and the National Prison Care Network. This collaborative approach to training has fostered some excellent multi-disciplinary discussion.

Area of Focus – Equality, Diversity and Belonging

- The CJSD Wellbeing Team are proactive in sharing information in relation to equality, diversity and wellbeing to provide resources for staff to engage and feel supported.

Area of Focus – Comms and Engagement

- A monthly forum has been established to meet with staff associations and trade unions, ensuring regular engagement and swift resolution of any issues raised by staff.
- Custody Operations Engagement Forums and the divisional suggestion scheme has seen a number of improvements suggested and driven by operational staff.

Priority – Working Collaboratively

Area of Focus – Across Justice Partners and Services

- A new training package to support officers in the use of Direct Measures was launched in September 2024, in line with Lord Advocate Guidelines which were recently updated. This includes upgraded functionality on mobile devices to make the process more efficient. The new process and upgraded LAGs also enable a broader range of offences to be considered under Direct Measures as well as changes to the criteria and timescales for issuing.
- A working group has been established to redesign the Standard Prosecution Report (SPR). This coincides with a redesign of the Case Management Unit to a proactive audit, assurance and continuous improvement function.
- The alternative pathways to interview project is due to launch a test of change, reducing the number of people coming into custody for interview, streamlining processes and presumption of liberty.

Area of Focus – Community and Voluntary Sector

- The arrest referral project is working with Local Authorities and a number of third-sector organisations to improve the national consistency of provision of support for people leaving police custody.

Area of Focus – Audit and Assurance Bodies

- HMICS and HIS joint inspections have now been completed in Lanarkshire, Tayside, Dumfries and Galloway, Fife, Ayrshire, Argyll and West Dunbartonshire and work to address the recommendations is ongoing. An inspection was also recently conducted in the Greater Glasgow area and the report is awaited.
- The ICVS were recently awarded Gold Level from the Independent Custody Visiting Association (ICVA) and also won an award for Outstanding External Partner at the CJSD annual awards ceremony.

Area of Focus – Public and Private Sector Partners

- The development of a new Target Operating Model for custody healthcare will assist in driving improvements in custody healthcare provision.

Priority – Delivering Digitally Enabled Policing for Criminal Justice

Area of Focus – Digital Evidence Sharing (DESC)

- The DESC pilot in Tayside (D Division) is now complete and DESC has been rolled out to Forth Valley (C Division), Fife (P Division), Highlands and Islands (N Division) and North East (A Division). The national roll out is scheduled to continue as follows:
 - Edinburgh and Lothian & Scottish Borders (E&J) – January 2025
 - Ayrshire and Dumfries & Galloway (U&V) – March 2025
 - Lanarkshire (Q) – May 2025
 - Glasgow (G) – July 2025
 - Renfrewshire & Inverclyde and Argyll & West Dunbartonshire (K&L) – Sept 2025
- 31535 pieces of evidence have been accepted on to DESC
- 663 images uploaded.
- 1501 hours of footage uploaded.
- 8997 evidence cases have been disclosed by COPFS to Defence Agents
- 3.1 tonnes of CO2 have been saved due to reduced mileage for evidence collection.
- 86% of surveyed members of the public found it easy to upload their digital evidence.

Area of Focus – Virtual Courts and Remote Witness Provision

- Currently the work on VC has been halted and as before the only VC which are currently being undertaken are by all justice partner agreement.
- Remote Police Witness Evidence (RPWE) has been running since January 2022. Currently RPWE is being utilised within the High Court only and all officers who receive a High Court Citation will be aligned to an Evidence Giving Room close to their base post. The final decision on whether the officer appears remotely or in person will lie with the Advocate Depute. Officers giving evidence remotely is sitting at 30% with 70% still attending court in person.

APPENDIX B –CJSD ALIGNMENT TO THE 2030 VISION AND THREE-YEAR BUSINESS PLAN

As a national strategy, all areas of business will be expected to align to the 2030 Vision and Three-year Business Plan. The following document is designed to outline specific ongoing and planned work within CJSD that directly aligns with the priorities set out in these documents.

- **Support reductions in overall crime in Scotland** – the arrest referral programme is designed to improve the identification of underlying causes of offending at an early stage within the criminal justice process and providing access to support that is designed to reduce reoffending by addressing these underlying causes and improving outcomes. Going forwards, there are plans to link this in with the ongoing work in relation to Diversion from Prosecution, providing more intensive support as an alternative to other routes through the criminal justice system.
- **Ensure that victims are fully supported, with our service more tailored to victim needs through our trauma informed approach** – work is ongoing with SCTS to establish trauma informed Domestic Abuse Courts, creating a supportive environment for victims and witnesses who are particularly susceptible to trauma while protecting the accused rights to a fair trial.
- **Work with partners to ensure that vulnerable people are able to access appropriate care at the right time** – the Custody Healthcare Target Operating Model is designed to improve the provision of medical care for people in custody, including looking at a more public health approach for this often vulnerable community who may not engage with health services in the community.
- **Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services** – Working with Police Scotland’s Insight and Engagement team and our research partners, CJSD are due to launch the UK’s first custody user engagement survey. This has been designed in partnership and seeks to gain a better understanding of why individuals are in custody, any additional support or referrals required and to build a picture of the experience of custody across Scotland. This will help us design improvements which will reduce re-offending and harm in our communities.

- **We will reduce the amount of time officers spend in court when they are not required to give evidence** – the Digital Evidence Sharing (DESC), Summary Case Pilot and Remote Witness Provision (RPWE) projects are all designed to reduce the number of citations and time officers spend in court.
- **We will remove officers who are performing security duties at court** – a test of change has been launched in Edinburgh, with a view to national roll out in the future.
- **We will develop a custody estate that meets modern standards and is fit for the future** – Work is ongoing to develop a future estates model for Police Custody, including benchmarking with other forces to establish the best models. The Alternative Pathways to Interview project will allow for minor matters to be dealt with locally and reduce the number of people coming into the custody estate, which may open opportunities to develop a custody hub model.
- **By developing a referral protocol following the issue of a direct measure and launching a new standard prosecution report with a greater focus on diversion, we will ensure justice is served at the closest point to the commission of the offence and maximise the amount of people who can be diverted from prosecution and reduce reoffending** – a new training package has recently been released in relation to Direct Measures and further training and guidance is being developed in relation to the police role in Diversion from Prosecution. The new standard prosecution report is also being developed in collaboration with COPFS.
- **Working with our criminal justice partners, we will commence national rollout of Summary Case Management (SCM) pilot, promoting earlier guilty pleas, reducing the necessity for victims and witnesses attending court.**
- **We will seek to improve the justice experience of domestic abuse victims by supporting the piloting of dedicated and trauma informed domestic abuse courts.**

Milestones specific to CJSD

- Reduce the volume of witness citations that police officers are required to serve (Year 1)
- Re-launch direct measures to ensure lower-level offending can be dealt with at an early stage, ensuring effective proportionality in respect of reported cases directed to the COPFS (Year 1)
- Offer alternative options for voluntary attendance at police stations for interviews, creating capacity in custody (Year 1)
- Continue the rollout of DESC (Year 1)
- Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims (Year 1)
- Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement (Year 2)
- Launch a new reporting framework to improve the quality and standard of cases to COPFS (Year 2)
- Develop a referral protocol following the issue of a direct measure (Year 2)
- Continue to rollout Digital Evidence Sharing Capability (DESC) and BWV, maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system (Year 2)
- Support the national implementation of Summary Case Management across Scotland (Year 2)
- Support the piloting of a fully virtual trauma informed domestic abuse model in courts (Year 2)
- Improve the quality and timeliness of cases reported to COPFS (Year 2)
- Embed digital integration of the court scheduling application (Year 2)
- Develop a new model for policing courts which removes all officers other than those performing core policing duties (Year 3)
- Digitise productions and introduce a new operating model that covers the storage of productions (Year 3)
- Develop lifetime management plan for DESC to support the platform and continue to enhance the product in line with wider criminal justice ambition and demand (Year 3)
- Complete work to ensure officers are only cited to attend court when needed and available (Year 3)
- Complete the automation of data and records (Year 3)