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| Meeting | Policing Performance Committee |
| Date | 11 June 2024 |
| Location | Video Conference |
| Title of Paper | Criminal Justice Improvement Plan |
| Presented By | ACC Wendy Middleton, Criminal Justice |
| Recommendation to Members | For Discussion |
| Appendix Attached | Appendix A - CJ Improvement Group – Implementation Plan |

PURPOSE

This covering paper and attached Criminal Justice Improvement Group – Implementation Plan (v6) is presented to the Scottish Police Authority Policing Performance Committee for noting.

Members are invited to discuss the contents of this report.

1. MAIN REPORT

1.1 Introduction

The Criminal Justice Improvement Plan was developed, and launched in May 2023, as a consequence of the following:

- Considerable financial pressures.
- Directly responding to the concerns expressed by Divisional Commanders regarding capacity and inefficiencies.
- Identifying areas for systems level improvements that were within the sole responsibility of Police Scotland.
- A pressing organisational need to reduce demand and increase capacity.
- Introducing a person centred and trauma informed approach throughout all tiers of the criminal justice system.
- Maximising the digital opportunities provided during the response to the Covid pandemic.

Chief Constable Farrell has also been clear that Criminal Justice and the delivery of same for victims is a priority, along with the ability to maximise frontline service provision and the prevention of crime in the first instance.

The plan has been subject of several versions, accepting that timelines and actions will continue to change. Delivery of the plan is overseen through the Criminal Justice Improvement Group which sits monthly.

Since its inception, CJ Improvement has been included within the Change environment in acknowledgement of the foundations that it provides for all other change activity. The plan will continue to develop and evolve, with project support having been requested to assist with reporting and monitoring.

Victims groups, the latest academic research and international best practice have all been reflected in the CJ Improvement Plan.

The CJ Improvement Plan is a series of interconnected levers that all need to move at pace to achieve maximum effect.

2. FINANCIAL IMPLICATIONS

- 2.1 Whilst the CJ Improvement Plan places victims at its centre, it is anticipated that there will be financial benefits delivered. This includes reducing the number of citations and the overtime

associated with court attendance (more than £3m in 23/24). The reduction in Court officers will also reduce costs (£7.1m/annum) and allow more officers to proactively police local communities.

3. PERSONNEL IMPLICATIONS

- 3.1 The CJ Improvement Plan will ensure that officers are used for a policing purpose, inefficiencies are reduced, and officers can avail of annual leave, rest days and work night shift with less disruption. This will ensure that the Chief Constable delivers on previously stated commitments to prioritise the frontline, and officers' health and wellbeing.

4. LEGAL IMPLICATIONS

- 4.1 All CJ Improvement activity will be conducted lawfully and in accordance with relevant legislation, the Lord Advocates Guidelines and the European Convention of Human Rights.

5. REPUTATIONAL IMPLICATIONS

- 5.1 The CJ Improvement Plan is intended to demonstrate to victims and witnesses an intention to make it as straightforward as possible to support the delivery of justice at the closest point to the commission of an offence.
- 5.2 The CJ Improvement Plan also demonstrates to partners and other stakeholders that Police Scotland is a responsible partner and takes ownership to resolve issues that it controls.
- 5.3 All CJ Improvement activity will be conducted lawfully and proportionately, understanding that officer time is precious and is best spent preventing and detecting crime in local communities.

6. SOCIAL IMPLICATIONS

- 6.1 There may be social implications as alternatives to custody and prosecution are considered in this plan. This is however more reflective of a human rights based approach to policing and justice, and a recognition of the need to understand the causes of crime through a person centred and trauma informed approach.
- 6.2 It is anticipated that by full implementation of this plan, low tariff offences can be addressed in the moment, with greater opportunities to divert offenders from prosecution and ensure that

those cases that need to proceed to Court do so more easily and quickly.

7. COMMUNITY IMPACT

7.1 Community impact will be monitored throughout implementation, but overall the plan is intended to have a positive impact and release more officers to spend more time in local communities.

8. EQUALITIES IMPLICATIONS

8.1 The CJ Improvement Plan is intended to apply equally.

9. ENVIRONMENT IMPLICATIONS

9.1 There are no anticipated environmental implications because of the CJ Improvement Plan.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

Criminal Justice Improvement Group - Implementation Plan

| Theme | Lead | Ambition | Priority Actions (bullet points) | Milestones | Timescales | Performance Measures (Draft) |
|--|---|--|---|--|--|---|
| Direct Measures | C/Insp Kirk Donnelly, CJSD | To improve the victim and offender experience by mainstreaming the use of direct measures, ensuring that they are applied on every occasion when the criteria is met. | <ul style="list-style-type: none"> Establish baseline data and a reporting mechanism. Review the policy ensuring that it reflects the permissive nature of the LA guidelines. Understand the barriers to using direct measures. Consider further legislative needs. Ensure supervisory checks and compliance with SCRS are included. | <ul style="list-style-type: none"> Understand the 'as is' position regarding use. Develop monthly reporting template. Compliance with SCRS Deliver comms package. Formal Launch | <p>March 24</p> <p>May 24</p> <p>July 24</p> <p>July 24</p> <p>July 24</p> | <ul style="list-style-type: none"> No of direct measures applied by Division. Number of suitable cases for Direct Measures %age compliance with policy by Division %age non-compliance by Division |
| Standard Prosecution Report (SPR) and the redesign of case management | <p>SPR - C/Supt Alwyn Bell, CJSD /Jim Brisbane, COPFS</p> <p>Case Mgt – Supt Mairi MacInnes</p> | <p>To improve the victim experience by redesigning the SPR and focusing on key evidence in the investigation from initial report to case resolution, ensuring quality throughout.</p> <p>➤ To ensure that it is user friendly, and auto populated/digitally integrated where possible.</p> <p>To redesign case management to a proactive audit, assurance and continuous improvement function.</p> | <ul style="list-style-type: none"> Formation of short life working groups (SLWG) reflecting core themes Establishment of LTD Training and Delivery Subgroup Development of Performance Dashboard and Quality Assurance Process Liaison with Digital Division regarding ICT implications Define the purpose of the unit. Agree core functions. Demand analysis. Resourcing | <ul style="list-style-type: none"> Final report from SLWGs Action plan developed. Training plan to be developed. Dashboard and QA process ICT enabled process. Formal Launch (phased) Replicate process similar to Crime Audit and assurance. Organisational redesign Formal launch | <p>May 24</p> <p>June-July 24</p> <p>Sept 24</p> <p>Aug 24</p> <p>Aug 24</p> <p>Oct 24</p> <p>Aug 24</p> <p>Aug 24</p> <p>Oct 24</p> | <ul style="list-style-type: none"> Reduction in the number of SPRs returned. Increase in no of diversions from prosecution. Reduction in number of officers cited to Court. Reduction in the number of productions produced for Court. %case reports dip sampled No of feedback reports provided. |
| Productions | Jenna Noble, Head of Productions/Records Management and Data | To provide a contemporary and efficient system for the management of Productions in Scotland, which reduces the reliance on physical productions and maximises the use of technology. | <ul style="list-style-type: none"> Further develop national ownership, policy and processes Continue to engage with SG to finalise legislative support for digitisation. Engage with BWV Programme to understand implications and opportunities. Maximise the use of COS to manage Productions and their disposal. Deliver a solution which reduces the amount of cash on the estate. Continue to drive efficiencies in terms of resources and estates. | <ul style="list-style-type: none"> Develop solution with COS to create mechanism to dispose of productions for closed cases (non-COPFS PRN) Disposal operations to be reviewed for cost effective solution to be identified. Deliver National Productions QA Framework Gartcosh / Meiklewood Road handover to CJSD Cash Management – banking of cash. Digitalisation of Productions – Police Scotland Process Explore technologies for tracking of productions to create clear digital strategy. Continue to work towards CJSD Estates Enablement Plan – transforming estates. | <p>July 24</p> <p>July 24</p> <p>May 24</p> <p>May 24</p> <p>June 24</p> <p>Aug 24</p> <p>July 24</p> <p>On-going</p> | <ul style="list-style-type: none"> Better performance in productions management Review and monitor impacts on rejections divisionally. Less productions movement nationally and higher % of cash banked Reduction in missing items Estates rationalisation savings |
| Data Records | Jenna Noble, Head of Productions/Records Management and Data | To provide a contemporary and efficient system to provide frontline policing with accurate and timely information, which reduces the | <ul style="list-style-type: none"> E-Warrants National QA Roll Out following pilot. Demand v Productivity Completed, Organisational Change through shift review. Delivery of automation of identified tasks as pilot. | <ul style="list-style-type: none"> Digital solution for E-warrants Information on systems is accurate. Demand and Productivity understood. Processes mapped. Automation | <p>Mar 25</p> <p>Aug 24</p> <p>Dec 24</p> <p>Aug 24</p> <p>Dec 24</p> | <ul style="list-style-type: none"> 100% E- warrants Time saved through automation. FTE saved through automation. |

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| | | reliance on manual intervention and maximises the use of technology. | | | | <ul style="list-style-type: none"> Cost benefit analysis |
| Custody – Alternative Pathways to Interview Human Rights Based Approach | PI Graeme Reid, CJSD | To create alternative pathways based on the presumption of liberty, ensuring that all arrests are lawful, necessary and proportionate. | <ul style="list-style-type: none"> Develop policy which permits voluntary attendance. LA guidelines to be updated. Consider ICT / practical requirements regarding updating NCS / Section 7 requirement. Consider health and safety implications. Map the estate for suitable sites. Develop a communications strategy | <ul style="list-style-type: none"> Baseline data Policy development Development of an implementation plan Comms plan IT support Test locations identified Formal Launch (phased) | Ongoing June 24 June 24 May 24 July 24 Sept 24 Sept 24 | <ul style="list-style-type: none"> Increase in the number of vol attenders. Time saved by officers. Disposals monitored. Reduction in the number of persons detained in custody. Increase in number of diversions from prosecution. Improve experience of victims and offenders |
| Summary Case Mangement | C/Supt Alwyn Bell, CJSD | To improve court efficiency through early disclosure of evidence in all domestic abuse cases or report cases identified as suitable by the Procurator Fiscal. | <ul style="list-style-type: none"> Monitor KPI and Performance of all Pilot areas. Examine Future Proposals for roll-out of SCM Conduct internal evaluation. Examine resource/welfare and financial implications of SCM across the Force Support Programme Evaluation | <ul style="list-style-type: none"> Completion of evaluation Implementation plan for national roll out Formal Launch | Aug 24 Sept 24 TBC | <ul style="list-style-type: none"> Level of Divisional compliance No of guilty pleas at first opportunity Reduction in citations Journey times for cases reaching conclusion |
| Virtual Courts (Custody and Trauma Informed Domestic Abuse Model, TIDAM) | C/Supt Alwyn Bell, CJSD | To improve efficiency in the court process by allowing an officially accused person to appear in court virtually from a police custody suite. To establish trauma informed DA Courts, creating a supportive environment for victims and witnesses who are particularly susceptible to trauma while protecting the accused rights to a fair trial. | <ul style="list-style-type: none"> Maintain and test the virtual court equipment installed in the Police Scotland Estate Work with CJ Partners and SG to develop a business case for an enhanced VC Capability across Scotland Carry out review of future Custody Estate Look at Benefits Analysis and financial and resource implications of proposed model. Test focused demand reduction in identified custody suites. Work in partnership with SCTS to discharge the Police Scotland elements of the GHI pilot. Explore the equipment, resources and training Police Scotland will require to facilitate the model. | <ul style="list-style-type: none"> Consider options to support virtual Courts. Lobby SG through TCP to develop a Transformation plan. Recommence virtual custody courts. End to end process is developed and agreed by all partner agencies. Go live for the new model | Sept 24 Ongoing TBC TBC TBC | <ul style="list-style-type: none"> Number of custodies presented virtually to Court. % decrease in physical custodies presented %age remanded from PCU % DA trials help virtually % DA trials held physically |
| Demand Reduction (Including development of Court Witness Scheduler and Remote Provision of Witness Evidence, RPWE) | C/Supt Alwyn Bell, CJSD | To reduce the demand which court citations place on officers and staff from Police Scotland. | <ul style="list-style-type: none"> Development of National Excusal Process linked to National Case Explore the options available for officers and staff cited on day 1 of Sheriff and Jury trials. Development of Performance Dashboard in respect of citations/court demand Development of Court Scheduling App with COPFS | <ul style="list-style-type: none"> National Excusal Process Court Scheduling Tool launched – PS and COPFS Excusals for officers on Day 1 – S&J Trials | March 24 July 24 July 24 | <ul style="list-style-type: none"> No of citations received while officers are on AL/RD Average timeframe for COPFS responding to excusals. Reduction in the no of officers cited to attend court whilst on AL/RD |

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| | | | <ul style="list-style-type: none"> Engage with COPFS to understand barriers to use. Develop a plan with COPFS to increase the use of RPWE. Monitor the use of officers providing evidence remotely and facilitate the use of evidence giving rooms. Identify the requirements if the process was to expand to include Sheriff and Jury trials. Maintain and test all equipment used for remote provision of witness evidence. Introduce enhanced technology in high traffic sites (Desk Pro) | <ul style="list-style-type: none"> Mainstream use of RPWE Expand the model to Sheriff and Jury | <p>Oct 24 Aug 24</p> | <ul style="list-style-type: none"> % increase in use of RPWE No of citations issued. No of times officers provided evidence remotely |
| Review of Court Officers | C/Supt Alwyn Bell, CJSD | To remove police officers from Courts and return them to frontline service delivery. | <ul style="list-style-type: none"> Pilot to be launched in Edinburgh Court Support SCTS in designing out crime in the Courts. Evaluation to be conducted throughout duration of pilot. National roll out to be progressed. Engage with SCTS regarding private security. | <ul style="list-style-type: none"> Removal of Courts Officers from Edinburgh Court National roll out | <p>May 24 Oct 24</p> | <ul style="list-style-type: none"> No of officers returned to operational frontline Reduction in overtime associated with backfill |