

Meeting	SPA Policing Performance Committee
Date	7 June 2022
Location	Video Conference
Title of Paper	Criminal Justice Services Division 5 Year Vision and Direction
Presented By	Chief Superintendent Gordon McCreadie, Operations, Criminal Justice Services Division
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – CJSD 5 Year Vision and Direction

PURPOSE

The purpose of this report is to provide the SPA Policing and Performance Committee with an update in relation to the completion of the Police Scotland Criminal Justice Services Division 5 Year Vision and Direction.

Members are invited to discuss the contents of this report.

1. BACKGROUND

1.1 The Criminal Justice Services Division (CJSD) 5 Year Vision and Direction is designed to provide strategic direction for the division. Following development, discussion and consultation, the document outlines the identified 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.

1.2 Each of the priorities are further broken down to identify four areas of focus and are supported by four overarching principles, all of which align to the Police Scotland Strategic Outcomes.

1.3 A copy of the CJSD 5 Year Vision and Direction is included in Appendix 'A'.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Stakeholder Consultation

2.1.1 Internal Consultation

Following support and engagement with Strategy and Innovation, CJSD have carried out internal consultation on the content.

Our Strategy, Insight and Innovation Team and our Health and Safety Team have also had sight of the final draft.

We have received constructive feedback which has been reviewed and where appropriate incorporated into the final document.

2.1.2 External Consultation

The document has been subject to external consultation with the Scottish Government, Crown Office and Procurator Fiscal Service and Her Majesty's Inspectorate of Constabulary in Scotland.

The Scottish Police Federation, the Association of Scottish Police Superintendents, Unison and Unite have all been sighted on the final draft.

The Vision and Direction was well received and feedback provided has been taken into consideration during preparation of the final version which is subject of this report.

2.2 Impact Assessments and Accessibility

2.2.1 The following impact assessments have been completed in respect of the 5 Year Vision and Direction:

- Equality and Human Rights (EqHRIA)
- Environmental
- Islands and Rural Communities

2.2.2 A fully accessible version of the document, formatted for use with e-reader devices has also been produced and will be published along with the final corporate style document.

2.3 Progression towards Publication

2.3.1 The CJSD 5 Year Vision and Direction was presented to the Police Scotland Local Policing Management Board on 4th May 2022 and the Strategic Leadership Board on 11th May 2022 whereby it was approved.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications within this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications within this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications within this report

6. REPUTATIONAL IMPLICATIONS

6.1 The CJSD 5 Year Vision and Direction will seek to enhance and promote the work of the Division, both internally and externally, by

providing a formal direction of travel for the division which is open to public scrutiny via audit and assurance stakeholders.

- 6.2 The document has also been subject of external consultation with HMICS, COPFS, SCTS and the Scottish Government as key stakeholders in the Criminal Justice System.
- 6.3 A full performance framework is under development, details of which will be included at the first annual review of the document. This aims to maintain and increase the public confidence in Police Scotland and its Criminal Justice Services Division.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications.

8. COMMUNITY IMPACT

- 8.1 The document sets out a pathway for ongoing significant transformation across the Division which aims to increase the reputation of the Division and public confidence in the wider Criminal Justice System.
- 8.2 As the CJSD 5 Year Vision and Direction will be published externally it is likely to generate public interest.
- 8.3 A full internal and external communications strategy will be in place to support the publication of the document.

9. EQUALITIES IMPLICATIONS

- 9.1 There are no equalities implications in this report.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

Police Scotland Criminal Justice Services Division

5 Year Vision and Direction



POLICE
SCOTLAND
POILEAS ALBA

**CRIMINAL JUSTICE
SERVICES DIVISION**

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Foreword



Criminal Justice Services Division (CJSD) was formed in 2016 when two divisions, Custody and Criminal Justice Divisions were merged. Since its inception, the division has been responsible for a range of functions including the care and welfare of over 100,000 people who are brought into our custody each year. Whilst the custody provision is often the most visible and scrutinised aspect of the division, CJSD also incorporates a range of other critical functions including the management of millions of evidential 'productions' seized by police, the maintenance of essential Criminal Justice records and the assessment and submission of criminal cases and death reports by the police to the Crown Office and Procurator Fiscal Service (COPFS). Each of these functions, independently and collectively, play a critical role in the provision of policing in Scotland and contribute to the collective efforts of the Criminal Justice System.

CJSD has evolved in line with the Scottish Government's Strategic Police Priorities; Crime and Security, Confidence, Partnerships, Sustainability and People and Evidence. This document sets out our vision and direction for the next five years as we continue to contribute towards [The Vision for Justice in Scotland](#) (Scottish Government, 2022).

Policing is just one part of the wider Criminal Justice System in Scotland but it plays a crucial enabling role for the delivery of effective justice outcomes for victims and communities. However, it is important that we remind ourselves that the purpose of any police custody provision is not a punitive function. Instead, our custody provision is there in a facilitative role, acting to enable the time bound investigation of crime, to hold a person in custody until they attend a court of law, or on occasion and where all other options have been excluded, to hold a person in a place of safety until other provisions are enabled by partners as soon as practically possible.

Following the introduction of the Criminal Justice (Scotland) Act 2016, the 'presumption of liberty' is required by law and is a key consideration for all decision making when deciding if it is appropriate to hold a person in custody. CJSD work closely with the Scottish Courts and Tribunals Service (SCTS) and COPFS to ensure that only those who pose the greatest risk of harm to our communities remain in custody to facilitate their attendance at court.

Given the gravity of these responsibilities, CJSD is one of Police Scotland's most independently scrutinised divisions, something we welcome, and we are regularly inspected by a range of independent bodies including Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), the Scottish Police Authority Independent Custody Visiting Scheme (ICVS) and the European Committee for the Prevention of Torture, Inhuman or Degrading Treatment or Punishment (CPT).

Our continued focus as a service and society is to look upstream and prevent offending and re-offending. In that regard we must remember the non-punitive function of police custody and provide facilities where there are appropriate opportunities to tackle the causes of offending by offering partnership intervention and support in line with a public health approach. However, as a police service we cannot achieve this alone and will continue to work collaboratively with our partners in the NHS, Local Authorities and wider Community and Criminal Justice framework, enabling the most appropriate agency to lead, ensuring we build on the foundations of support and intervention which are already in place within some of our centres.

The pandemic has only highlighted the need for accelerated change to the Criminal Justice System, and working with our key Justice partners we have already seen considerable change to our operating practices, through an increase in the use of emerging technologies. However, this must only be the beginning of a sustained period of change.

The Summary Justice Reform Pilot is due to recommence at various locations across Scotland, with the aim of resolving cases at the earliest opportunity without the need for a trial being fixed. This will significantly reduce the number of cases at each stage of the Criminal Justice System and allows conclusion within reduced timeframes. This reform programme will reduce the number of witnesses cited to attend court and the associated number of countermands and recitations. This will be supported by the use of bespoke evidence giving facilities within our estate, to allow for police officers and staff to provide their evidence to a court remotely, reducing abstraction and allowing them to spend more time working in their communities.

We will also continue to invest in modernising our estate, in line with Police Scotland's [Environmental Strategy](#) to ensure future sustainability. This will create purpose built, safe and secure workplaces for our people with improved facilities for those in our care and will allow for partners to be

embedded at each stage of the justice cycle. Our restructuring of middle office functions, key administrative functions undertaken in support of the Criminal Justice System, will see improvements in the technology we use being delivered to feed into every stage of the justice cycle, reducing bureaucracy and generating capacity for officers to undertake key duties.

As part of an ethics and values driven organisation, CJSD is a people focussed division; not only taking into account our statutory and ethical responsibilities and obligations to look after those who come into our custody, but equally, taking care of our own officers and staff. Our Vision and Direction outlines how we will seek to achieve better outcomes for victims, offenders and communities, through collaboration with our partners in the wider Public Health and Criminal Justice arenas. Following a period of organisational change we will continue to create opportunities for our officers and staff to develop their careers within the Division and will continue to offer training and support through our internal partners. The introduction of My Career, the opportunity for police staff to undertake Modern Apprenticeships and a newly defined leadership structure which reinforces the importance of police staff by offering further lateral and promotion opportunities, will allow the Division to offer continuous professional development for our people, whilst increasing recruitment and retention.

This CJSD 5 Year Vision and Direction clearly sets out our drive to create a modern, efficient and people based Division, supporting the delivery of justice for victims and communities, working with partners to support offenders to break the cycle of recidivism and capable of meeting the needs and expectations of the communities of Scotland.



Kenny MacDonald
Assistant Chief Constable
Criminal Justice

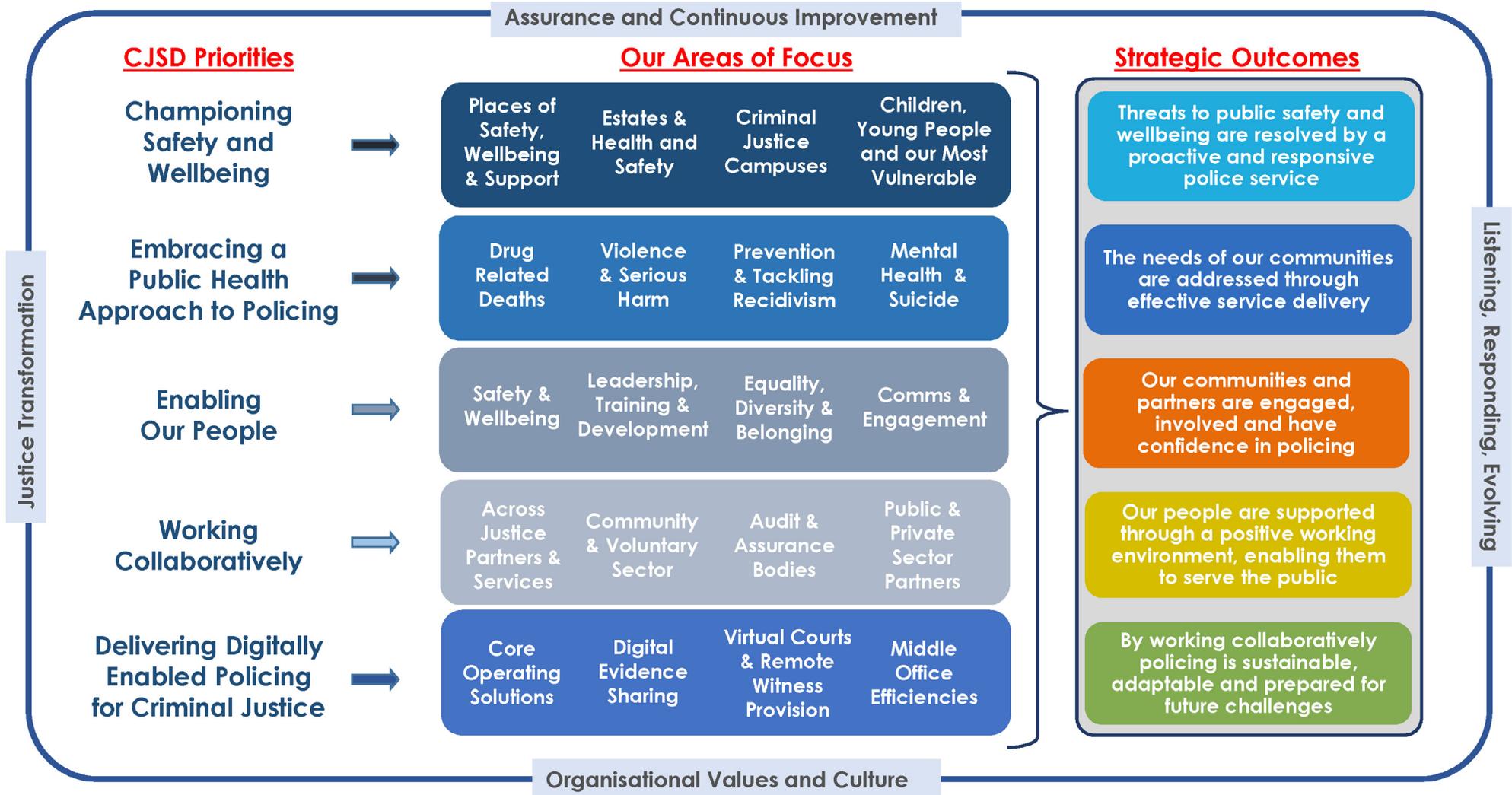
Introduction to the CJSD Vision and Direction Plan on a Page

In this section we are pleased to define the CJSD 5 Year Vision and Direction which sets out our Divisional priorities and the key areas we will concentrate on from the summer of 2022 until March 2027. The CJSD Senior Leadership Team (SLT) will review the content annually to enable the division to deliver against Police Scotland's Strategic Outcomes and ensure continued alignment with the strategic direction of policing and the wider Criminal Justice System.

The plan itself lays out the five 'CJSD Priorities' thereafter breaking each down into four 'Key Areas of Focus'. This approach, based on consultation, strategic assessment and professional judgement will help define where we focus our attention for the years ahead. To clearly articulate how we will deliver improvements in each of these areas we have defined some of the actions we will undertake to deliver against them in order to contribute to improving outcomes for the people, places and communities in Scotland. The CJSD priorities are fully explained on pages [7 to 21](#).

Whilst we will concentrate on our priorities and key areas of focus, we naturally recognise that in order to achieve success there is broader context and environment which must be considered when driving forward change. As such, the perimeter of our plan recognises this broader environment and defines supporting principles which we will be cognisant of. These supporting principles are explained in more detail on pages [22 to 25](#).

Criminal Justice Services Division Plan on a Page



Championing Safety and Wellbeing

CJSD recognises that the wellbeing of all is essential in a well-balanced community. We often deal with members of the public at critical moments in their lives. These are times when people can be at their most vulnerable and it is often the first time people recognise they need help or support themselves. We will continue to train our staff to help identify vulnerability, to identify relevant pathways for support where they exist and to work with partners who are able to provide appropriate assistance at the earliest possible opportunity. We will contribute to efforts across the public sector to improve the wellbeing of people and communities across Scotland.

Places of Wellbeing and Support

Our Police Custody Centres are viewed as places of safety, wellbeing and support, scrutinised and assured by independent bodies. Our staff act responsibly in looking after those in their custody and seek to identify opportunities to better understand underlying and contributory causes of crisis and potential offending. We recognise the need for our staff to be fully equipped and supported in order to deliver the best opportunities for those coming into our custody, to improve their lives and in turn the lives of the people and communities they interact with.

We will:

- Seek to identify all vulnerabilities when individuals are in custody, through positive interactions with our people;
- Work with the NHS and the Community and Voluntary Sectors to identify and support opportunities for ongoing care for physical and mental health and increase the accessibility of ongoing support and harm reduction interventions;
- Enable access to evidence based interventions to improve life chances whilst reducing the likelihood of reoffending;
- Provide those in our custody with nutritionally balanced and culturally appropriate meals;
- Signpost those in our custody to appropriate diversionary initiatives;
- Train our staff to enable them to understand vulnerabilities and to identify relevant pathways to support;
- Ensure that where available, relevant information on the factors which are driving offending behaviours, or health related matters are identified during initial decision making and that only matters which are in the broader interests of justice are referred to the Crown Office and Procurator Fiscal Service.

Estates, Health and Safety

The development of a CJSD Estates Strategy with the Health, Safety and Wellbeing of all at its heart is critical to the safe and effective operation of the division. Working in collaboration with Local Policing Divisions and external partners we will identify opportunities to access premises purposefully designed to support all areas of our business in a sustainable way. Our aim is to make the best use of our existing estate, modernising it where possible, in line with the evolving needs of our business area and the communities of Scotland.

We will:

- Continue to invest in delivering a modern, fit for purpose estate;
- Explore and develop technology to support supervision models for remote, rural and island communities as well as large-scale events;
- Explore options to develop a modern, fit for purpose estate to store physical and digital evidential productions and future proof our operations;
- Look to provide suitable accommodation for our partners so they can work more collaboratively and efficiently on our premises;
- Consider Police Custody Centres specifically designed to look after the most vulnerable in our society where it is necessary;
- Seek to improve our cell environment focussing on measures to support mental stimulus and wellbeing;
- Engage with HMICS and Police Scotland Health and Safety (H&S) to ensure we have an ongoing and organised programme of audit and inspection to manage and mitigate physical risks within our estate.

Criminal Justice Campuses

We have seen the benefit of establishing shared premises which either bring our own diverse business areas together or which co-locate us with other Criminal Justice partners. They allow for faster, more appropriate support from social work and referral partners. By co-locating with the Scottish Courts and Tribunals Service (SCTS), we are able to reduce the length of time people spend in custody by avoiding often lengthy transfers from Police Custody Centres into the Court estate.

We will:

- Establish opportunities to provide co-located spaces for partners to deliver their services within our estate;
- Seek to transform our existing Police Custody Centres from places of detention to modern integrated places of safety and gateways for the delivery of wellbeing, prevention, diversion and transformation services.

Children, Young People and the Most Vulnerable

We recognise that interaction with the police and the wider Criminal Justice System for children, young people and the most vulnerable can be stressful, confusing and detrimental to their health and development.

However, as a result of a range of complex challenges, the Police are often currently left with no choice but to hold children and young people in custody. Where it is absolutely necessary, based on the unique circumstances of the case, our people will be trained and equipped to care for children, young people and the most vulnerable sensitively and respectfully, working with partners to minimise intrusion as much as possible, in line with the Scottish Government's [Justice for Children and Young People - A rights-respecting approach: vision and priorities](#).

We will:

- Work with partners to deliver alternative disposal means to avoid detaining children and young people in police cells unless it is absolutely necessary to do so;
- Invest in bespoke custody facilities for children and young people to minimise exposure to the Criminal Justice environment where it is absolutely necessary to bring them into police custody and ensure our processes are tailored to meet their needs and explained in a manner which they can understand;
- Endeavour to involve children and young people in the decision making process affecting their cases in support of the United Nations Convention on the Rights of the Child;
- Increase collaboration with partners able to support children, young people and the most vulnerable and their families, after contact with our officers; taking cognisance of the Getting it Right for Every Child ([GIRFEC](#)) principles and Police Scotland's responsibilities as a corporate parent;
- Continue to work in partnership to increase the use of virtual court proceedings to support the most vulnerable through the criminal justice system;
- Provide Trauma Informed training to our staff to support the principles identified by the Scottish Government's [Trauma Informed Practice Toolkit](#).

Embracing a Public Health Approach to Policing

The [Criminal Justice Services Division Harm Reduction Strategy 2020 – 2023](#), which is detailed in the Annual Policing Plan 20/21, defines four strands: reducing drug related death, tackling substance use, social inequalities and mental health. Whilst the police may not always be the right agency to lead on a particular matter, the Division recognises the importance of its leadership to help influence and embrace a Public Health approach, aspiring to work collaboratively to deliver better outcomes by understanding and addressing the underlying causes for behaviours. By upskilling our staff to identify these underlying issues across the spectrum of vulnerability, we can then provide a more 'person centred' support and interventions model to help reduce reoffending and increase chances of healthier lives.

Police Scotland's partnership with Public Health Scotland (PHS) will also help improve our Public Health approach with shared outcomes, local and national focus, understanding of common causal factors and a joint shift towards prevention. CJSD will be an important participant in this partnership.

Drug Related Deaths

Scotland, for its population size, had the highest level of drug deaths in Europe in recent years. Research has shown that many of those who died had been in police custody within the last 12 months of their lives and this continues to be the case.

Police Custody Centres are therefore a prime location for our people and partners to intervene and offer support and a different path to many of those who are at significant risk of drug harm.

We will:

- Maximise Harm Reduction by offering support to everyone who enters police custody through the arrest referral process or by signposting directly to NHS Custody Healthcare teams and Third Sector partners embedded in Police Custody Centres (such as Peer Mentors, Link Workers etc.);
- Work with the National Police Care Network to explore how Medication Assisted Treatment can be offered to those at risk of drug harm entering our Police Custody Centres;
- Ensure that all custody staff are trained in emerging healthcare interventions as approved by the Chief Constable and support our partners in the NHS and Third Sector with wider drugs interventions;
- Continue to develop intervention opportunities with all of our partners including community and voluntary sector organisations, Alcohol and Drug Partnerships and Community Justice Partnerships to provide local support for those at risk of drug harm;
- Analyse, share and make use of data we hold where it displays trends and opportunities for interventions to reduce drug harm.

Violence and Serious Harm

Local Policing Divisions, supported by officers and staff from specialist national divisions, are those who will primarily engage victims of crime. As a division, CJSD recognise the importance of supporting the victims of crime and that is done in a range of ways including our custody provision which is there to keep the public safe whilst the investigation is undertaken and custody disposal decisions considered. However, given the nature of the custody provision, CJSD are more routinely engaging with those accused of crime.

A victim centred and trauma informed approach will always be at the forefront of our service to the public but we also need to better understand that the violent offender may also be a victim of past experience. Underlying issues such as mental health, Adverse Childhood Experience (ACE), trauma etc. are significant contributory factors to an offending pattern of behaviour and addressing these are also key to future harm reduction.

Offering intervention and support for these issues will provide a better opportunity for breaking the cycle of offending and reducing the number of potential future victims of violence and serious harm.

We will:

- Ensure investigations, case reporting, Criminal Justice processes and protective factors for those affected by crime, including the wider community, are all victim centred;
- Empower our staff to engage with offenders involved in violent and serious crime to identify any underlying causes to their offending and refer and signpost them to the relevant local or national support agencies through arrest referral;
- Invest in training for our staff to better equip them, exploring all aspects of training, including those used by partners such as: NHS motivational interviewing, trauma informed and Distress Brief Intervention, to upskill our staff working in the custody environment to help break down barriers when speaking to people in custody with complex needs;
- Recognise that Scotland has a diverse range of Third Sector and support agencies available in the different Local Authority areas and will continue to engage with them to ensure all aspects of the Harm Reduction Strategy are available in every area of the country;
- Continue to support and develop violence reduction interventions with partners working in our Police Custody Centres.

Prevention and Tackling Recidivism

Providing intervention opportunities through our Harm Reduction Strategy to those who attend police custody will help prevent some instances of future offending. Creating a culture within our staff that the recidivist's behaviour or cause of offending may be due to underlying issues such as mental health, substance use, social inequalities, homelessness and poverty, and by offering help and working closely with our partners we are more likely to break the offending cycle.

We will:

- Identify recidivists through their offending history and frequency in custody and will seek to establish any underlying issues contributing to their offending and work with partners to better support the individual providing opportunities and hope with the ambition of reducing their offending and improving their wellbeing;
- Maximise the appropriate use of direct measures as an alternative to reporting to reduce those entering the judicial system;
- Challenge and overcome any unconscious bias that may exist through training and support to our staff in line with Police Scotland's values of Integrity, Fairness, Respect and Human Rights;
- Instil the ethos within our staff and people in custody that the offer of harm reduction support will be everyone's right every time they attend custody, no matter how regularly they attend;
- Develop and maximise intervention opportunities to those attending custody with a view to breaking the cycle of their offending by providing a person centred approach and ensure, where available, relevant information regarding causation is shared with COPFS and partners.

Mental Health and Suicide

At every opportunity those living with mental health issues or who are at risk of suicide will be identified and provided with the appropriate care and support they require.

Taking a trauma informed approach it will be recognised that there may be underlying issues to their mental health/ suicidal ideations and that support must also be offered and provided for these when disclosed or clearly evident as this will contribute to better outcomes.

We will:

- Provide our staff with training to identify but not diagnose those living with mental health issues or learning differences.
- Equip our staff better with NHS motivational interviewing and trauma informed training so they can break down barriers and establish if specialist support is required;
- Provide all our staff with Distress Brief Intervention training within custody which will also provide that additional support for those who require and request help;
- Ensure those with learning differences are provided the relevant support such as an appropriate adult and continue to build on mental health pathways available to people in custody whilst looking to strengthen those that require it through engagement within Health Boards;
- Build on the existing the use of Breathing Space and Samaritans for those who require direct Third Sector telephone support whilst in custody;
- Ensure that suicide prevention intervention is carried out for all those who require it before they are released from custody and that our staff understand the process and why we do it;
- Support colleagues in Partnerships, Prevention and Community Wellbeing (PPCW) Division to collate accurate data on those we suspect have completed suicide and assist them to share the findings with Public Health Scotland to establish trends and opportunities for interventions;
- Maximise the use of the Vulnerable Persons Database (iVPD) system to capture, identify and act upon vulnerability which places a person at risk of serious self-harm when adverse incidents occur within our Police Custody Centres.

Enabling our People

Our people and the communities we are part of must always be at the centre of everything we do. We seek to create suitable working environments and to have support in place for our staff that enables them to identify when they, or their colleagues may need support and to ensure the best help is available.

To enable Police Scotland to deliver the highest quality of service to the public, enabling our people within CJSD is vitally important. This means creating a thriving and efficient workforce by caring for the safety and wellbeing of our people, equipping them with the training to perform their roles, developing their skills and talent and ensuring a diverse and inclusive staffing profile. All of this is under-pinned by the need to improve how we communicate with our staff, enabling every member of staff to have a voice in shaping the future of the Division.

CJSD continue to evolve through a period of substantial organisational change. The staffing profile across the Division is changing, with an increase in staff and a reduction in Police Officers; allowing officers to return to work that requires their powers, and creating a better balanced workforce. Following the implementation of My Career, and a newly defined leadership structure, there will be a broad range of continuous professional development opportunities available across the breadth of CJSD as we continue to invest in bolstering the police staff structure.

Safety and Wellbeing

The Division will work in partnership to ensure the health and safety of all staff, visitors and arrested persons, whilst in the CJSD estate.

As well as striving towards positive working environments that are suitable and safe, the Division will commit to supporting a range of flexible working options that support staff and maximise their contribution. As well as having a vital role to play in the safety of our people through the 'Your Safety Matters' campaign and Chief Constable's Assault Pledge, CJSD have also established a wellbeing sub-group, to mainstream wellbeing activity and to support our people across our diverse business areas.

We will:

- Maintain appropriate governance structures which meet our Health & Safety obligations;
- Support the 'Your Safety Matters' campaign and the 'Chief Constable's Assault Pledge' with a view to reducing the number of violent and abusive incidents and their impact on our officers and staff;
- Ensure people are supported appropriately when absent, working to remove barriers to a full and meaningful return to work;
- Work to ensure that officers and staff with duty modifications are utilised appropriately in meaningful roles that bring value to themselves, CJSD and Police Scotland;
- Undertake to improve the support we provide specifically to those staff who are adversely impacted by stress-related or mental health issues;
- Continue to support a full range of appropriate flexible and agile working options.

Leadership, Training and Development

People are at the forefront of every aspect of our divisional business. There are operational and management roles for both Police Officers and Staff and we aspire to offer career progression both within the division and externally. To equip our people in order to deliver a people focussed service our dedicated Divisional Training Unit co-ordinate a development programme for our staff at all levels with the full support of Police Scotland's Leadership, Training and Development (LTD) Division.

We will:

- Provide our officers and staff access to a full range of role specific and Continuous Professional Development courses with support from LTD, in order that our staff are operationally competent in line with our people focus;
- Identify aspiration and talent at all levels and will actively support and nurture staff on their personal development journeys;
- Work with the organisation to ensure effective succession planning that best meets Divisional and Organisational needs;
- Focus on ensuring our Police Staff managers receive appropriate training and development to enhance their leadership skills and to develop career pathways;
- Explore alternative avenues of development such as the introduction of Modern Apprenticeships;
- Support our staff and developing leaders through mentoring and peer support mechanisms.

Equality, Diversity and Belonging

Our people are our biggest asset and CJSD are focused on Equality, Diversity and Belonging to ensure that our people feel valued and that our staff are attuned to and representative of the communities of Scotland. Inclusivity by creating a feeling of belonging is the key to impacting on our Equality and Diversity profile. Given the division has a unique blend of officers and staff we believe that a feeling of belonging is important for divisional cohesion.

By ensuring our people feel that they belong, it will positively impact on our recruitment and retention of our people. To ensure a continued focus on this, CJSD have established an Equality, Diversity, Inclusivity and Human Rights sub-group of our People Board, comprising a cross section of ranks, grades and roles, with representation from our staff associations.

We will continue to:

- Ensure our processes are fair, transparent and inclusive;
- Develop a staffing profile that represents the varied communities across the country;
- Understand the needs of our staff and their valued contribution in order to improve staff retention;
- Build teams, support flexible and agile working and improve our estate in order to create positive working environments;
- Work to educate staff and improve their awareness in order to embed inclusivity as part of our Divisional culture.

Communications and Engagement

Active and constructive engagement with our people, partners and communities is essential if we are to understand and address their needs and views. CJSD is committed to developing effective communications platforms and forums, enabling and acting upon feedback, all of which will impact positively upon our people, Divisional culture and our service delivery.

We will:

- Review and develop our communications platforms in order to optimise our reach to both internal and external stakeholders;
- Ensure that our Divisional leadership and thematic groups include a broad cross-section of staff representation;
- Capture and use the outcomes of staff and external surveys to improve our service delivery;
- Foster a Divisional culture that gives our staff a voice and that empowers them to positively influence change and improvement.

Working Collaboratively

CJSD is committed to working collaboratively, locally and nationally, to ensure the needs of our communities are addressed through effective service delivery, maintaining confidence in policing. It is important to recognise that we cannot eradicate crime alone; it must be a joint effort with communities and key partners. Trauma is often the underlying factor which leads people into addiction, poverty, homelessness or mental ill-health, which can ultimately result in them entering the custody estate. Ensuring that everyone is treated with compassion and in line with their human rights is critically important and by working with our public, private, community and voluntary partners, we strive for better outcomes.

Between now and 2027, we will work closely with the Scottish Government and our Criminal Justice partners on Justice Transformation, gaining momentum from many innovative, progressive and collaborative implementations adopted during the pandemic and working within the framework of the Scottish Government's [Vision for Justice in Scotland](#).

Across Justice Partners and Services

By working collaboratively, Police Scotland will ensure policing is sustainable, adaptable and prepared for future challenges. CJSD will foster relationships and advance joint enterprises with justice partners in order to inspire, develop and deliver improved outcomes.

We will:

- Create and introduce robust and efficient mechanisms that support the wider justice system, and operational policing by increasing the use of alternatives to prosecution or custody; partnership referrals; diversionary courses; and road safety advancement;
- Develop custody disposals that reflect the presumption of liberty in line with the Criminal Justice (Scotland) Act 2016 and the Lord Advocate's Guidelines;
- Support the extension of the Virtual Court programme to 6 or 7 day custody courts to reduce the time those detained are held in our custody;
- Strive towards faster case resolution with emphasis on fairness to both accused persons and victims;
- Deliver modern, digitally enabled productions management solutions;
- Work in partnership with colleagues from the Organised Crime and Counter Terrorism Unit (OCCTU) to ensure that terrorist detention facilities are upgraded in line with our overarching Estates Strategy and that all persons detained in custody under terrorism legislation are treated in accordance with the [Lord Advocate's Guidelines Lord Advocate's Guidelines on the Detention, Treatment and Questioning of Persons under Section 41 and Schedule 8 of the Terrorism Act 2000, and Section 23 of the Counter-Terrorism Act 2008](#).

Community and Voluntary Sector

The Criminal Justice System does not just consist of public bodies such as the Police, Crown Office, and Courts. Many community and voluntary bodies provide critical learning support; life-skills; diversion activities; counselling; and rehabilitative services.

We will:

- Work closely with community and voluntary partners to reduce the harm from alcohol and drugs;
- Maximise the range of early and effective intervention opportunities and options for diversion which meet individual needs;
- Explore further referral and support opportunities in the private, public and third sectors;
- Develop mechanisms to identify repeat, traumatised, and initial offenders in order to better tailor referral opportunities and explore opportunities to extend services on offer, all with a view to improving life opportunities and reducing recidivism.

Audit and Assurance Bodies

The Divisional Senior Leadership Team are accountable to, and welcome, a number of external audit, assurance and governance inspections by, amongst others; HMICS, ICVS and the Police Investigation and Review Commissioner (PIRC).

Both HMICS and ICVS are members of the UK's National Preventive Mechanism (NPM), a group of organisations which monitor places, including policy custody, where people are deprived of their liberty, in pursuance of international standards set by the United Nations in its Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

The CPT has a specific role to prevent ill-treatment through conducting visits to places of detention. We welcome the scrutiny of such inspecting bodies in a spirit of continuous improvement and organisational learning.

We will:

- Work with our internal and external audit and assurance bodies before, during and after planned inspections to ensure that good practice is recognised and to ensure that any areas for improvement are actively addressed;
- Use our robust internal quality assurance frameworks, audit and self-assessment tools to measure performance and compliance;
- Maintain action and improvement plans to monitor progress towards implementing recommendations now and in the future;
- Work with other internal stakeholders to create a governance framework to identify and promote organisational learning;
- Ensure regular Health and Safety audits are completed and recommendations actioned timeously to ensure a safe and compliant workplace for all staff and partners.

Public and Private Sector Partners

Police Scotland, together with our partners, seek to identify possible risk factors in order to mobilise all those who have some influence to offer access, choice and support to those from hard to reach communities who pass through the justice system.

The CJSD Harm Reduction Strategy is a result of close collaboration with partners in Criminal Justice, Healthcare and Government, focusing upon risk factors such as drug related death; substance use; mental health; and social inequalities. We aim to invest in staff training and enhancements to the custody estate in order to provide first class custody and Criminal Justice Services.

We will:

- Focus on the development of our Police Custody Centres as places of safety, wellbeing and support;
 - Ensure safe and secure custody transportation; engaging with the Scottish Prison Service and their escort contractor to ensure welfare needs continue to be met beyond time in police custody;
 - Address reoffending by tackling the underlying causes such as trauma, adverse childhood experiences, health and wellbeing, inequalities, welfare, housing, employability;
 - Work with our partners to develop evidence based interventions to prevent and reduce the risk of reoffending;
 - Ensure pathways to ongoing support and harm reduction interventions are accessible, and explore further referral and support opportunities;
- Seek innovations in technology through the public and private sector with a view to improving efficiency and streamlining justice services;
 - Work with our statutory and voluntary partners to ensure that our methods of information sharing are consistent and efficient in order to deliver effective interventions and reduce the risk of further harm to our communities.

Delivering Digitally Enabled Policing for Criminal Justice

CJSD is committed to delivering innovative digital solutions to improve service delivery for the benefit of our communities and to ensure confidence in our ability to deliver a sustainable and adaptable operating model now and for the future.

The enhancement of our digital services and infrastructure, coupled with our commitment to listening, responding and evolving, will ensure CJSD contribute to a safe, protected and resilient Scotland. Various digitally enabled projects are now in delivery; increasing operational efficiencies and an integrated, holistic approach to Criminal Justice responsibilities through modernisation and innovation, reflecting required improvements in a digital era.

Core Operating Solutions

We recognise the critical need to mitigate existing organisational risks associated with the continued use of 'silo' and aging legacy Information Management (IM) systems and we understand the importance of investing time to deliver solutions which are right for all users. One of the key deliverables of Core Operating Solutions (COS) is to bring wider benefits to Criminal Justice and public protection partners through the introduction of common processes and electronic information sharing. Across CJSD, a number of change programmes are progressing to improve Criminal Justice throughput; to increase capacity across partners to reduce

court churn; and to reduce the trauma to both victims and witnesses caused by multiple court dates for trials. Delivery of COS is key to providing our people with the standard of information and communication technology (ICT) required to perform and, in particular, to deliver public safety.

We will:

- Deliver new Case and Crime systems during the next 5 years, supporting improvements through Middle Office Restructuring (MOR) in Case Management and Police Crime Recording, and through the Criminal Justice Partnership with the Digital Evidence Sharing Capability Programme;
- Reduce bureaucracy, streamline processes and reduce ICT overheads through delivery of common national processes, rationalising support and licence costs;
- Improve data analytics; automated information sharing; visibility and management of data; and understanding of performance and demand;
- Support staff to address the needs of the public and communities by providing significantly improved support from technology, introducing enhanced productions management, including Digital Evidence Sharing Capability (DESC) and the introduction of the 'Enquiry Module' in support of 'end-to-end' management of processes.

Digital Evidence Sharing

It is a priority of CJSD, and Criminal Justice partners to deliver DESC across the Criminal Justice sector as it is widely accepted that the existing arrangements for the exchange of evidence are costly and ineffective. DESC will provide secure digital evidence storage, a digital evidence sharing application, and multi-media support for partners.

We will:

- Increase the availability of digital evidence early in the Criminal Justice process, thereby encouraging earlier case resolution and a reduction in citations for officer/staff, victims and witnesses, to reduce costs and associated trauma;
- Manage significant increases in demand and volume as more digital information is created and made available. This will increase public confidence in Police Scotland's ability to manage investigations in the digital world and promote the organisational reputation of all Criminal Justice partners;
- Provide better working tools for Police Officers to obtain and log evidence and remove the need for Technical Support Units to progress viewing and editing functions;
- Provide a single interface for viewing evidence and a Digital Evidence Management Solution which will enhance future sharing with Criminal Justice partners in a cloud based solution and, through this provision, we will improve the flow of evidence which will benefit Police Scotland, COPFS, SCTS and the defence community;
- Reduce the storage and transportation of physical evidence internally and across Criminal Justice partners' estates, supporting evidence retention and automated archiving, and reducing current reliance on paper release notes.

Virtual Courts and Remote Witness Provision

It is essential for Police Scotland to be ready to facilitate our part in transforming the judicial system. The virtual court custody model requires all accused persons to be afforded the same opportunities virtually as they would in a physical court setting.

By working closely with contractors and Criminal Justice partners daily, a more streamlined approach to a virtual process can evolve to ensure a modern day approach to the judicial system. Expanding this virtual agenda to enable police witnesses to give their evidence remotely to the courts, will afford significant benefits for Police Scotland.

We will:

- Work collaboratively with partners to create a fully virtual national court process, reducing the overall time accused persons spend in custody;
- Emphasise the benefits the virtual court process, such as single jurisdiction legislation, and champion the need for 6 or 7 day custody courts, reducing the length of time people are held in custody, in line with the principles of presumption of liberty and the recommendations of the CPT;
- Ensure where officers and staff are required to give evidence, the process will be as efficient as possible, reducing travelling and waiting times, releasing officers back into their communities timeously and with minimal time spent away from their core duties;
- Reduce overtime spend and associated costs of attending court, including administration related to court dates. This process also supports business continuity by the reduction in absences and an increase in the time officers spend in their core roles.

Middle Office Efficiencies

The CJSD Middle Office Review Project is a key strand of 'Serving a Changing Scotland', aligning with the strategic priorities of working with communities and support for operational policing. The purpose of the Project is to examine, design, develop and deliver standardised efficient processes, procedures and people, enabling a 21st century approach to Criminal Justice, taking into account local and partner requirements.

We will:

- Deliver engaged, multi-skilled CJSD staff, standardised procedures and national ICT platforms;
- Directly support Local Policing, reducing the involvement of officers and staff in associated Criminal Justice and administrative back office functions, maximising the return of officers and staff to frontline service delivery. This, in turn, will generate a reduction in the overall CJSD estate impact;
- Deliver improved case reporting through the delivery of a national Case Management Unit, ensuring national standards of submission and improved management of Police Scotland/COPFS cross-flowing workflow;
- Deliver enhanced records management, national workflow processes, 24/7 record management function, and improve the coordination, execution and report of legally issued warrants, all in support of operational policing;
- Introduce Direct Measure solutions to complement those already complete and expand the use of alternatives to prosecution, such as the National Driver Offending Retraining Scheme.

Supporting Principles

To deliver our five CJSD strategic priorities, we will rely on four over-arching principles to guide our approach and underpin our actions. These principles are depicted in the exterior band around our priorities and they are intended to supplement our approach through learning, quality assurance, continuous improvement; promoting culture and rights, and supporting the Scottish Government's Justice Transformation agenda.

We will use an open approach, seeking views and engagement from partners and service users to improve our service delivery. Through learning and the adoption of modern, technology based approaches we will further enhance our relationships with partners and resultant outcomes for our service users. Recognising that our people are key to our processes, we will empower them to make decisions commensurate with their role and support innovation to identify new and improved solutions and outcomes.

Organisational Values and Culture

We operate with integrity treating everyone fairly and with respect. Human Rights are at the centre of everything we do and will underpin all our decision making. The CJSD environment presents many unique challenges where we are responsible for the care and welfare of some of the most vulnerable people in our society. We welcome the enhanced scrutiny we face from independent bodies such as; HMICS, ICVS and the CPT, capturing and disseminating any learning determined to continually improve our service.

We will:

- Develop our communications, training and leadership in support of a culture that best aligns to our priorities;
- Continue to review our policies and procedures in line with internal and external learning;
- Proactively engage with partners to shape our service delivery, adapting to meet the needs of service users including those who are unheard;
- Ensure that continuous improvement and organisational learning are the heart of our internal governance structures.

Listening, Responding and Evolving

CJSD works with a number of partners both internally and externally including Local Policing, Specialist Crime and other national divisions, along with the NHS, SCTS and COPFS. To support our vision, it is vital that we consider the views of all of these stakeholders to better inform our delivery. HMICS and the ICVS provide formal feedback after inspections or visits and we will consider quality of service complaints and our own observations via procedural reviews, translating the information gained into actions; changing our processes appropriately.

We will:

- Review feedback from all partners, identify learning and implement improvements to our service delivery;
- Recognise the importance of internal collaboration and maximise the available avenues for Cluster Inspectors and Area Commanders to liaise with their peers across the organisation, creating a consistent feedback loop at appropriate levels for all participants;
- Support our staff to be innovative and challenge existing processes to improve service delivery;
- Develop our internal communications platforms to provide our staff with an influential voice;
- Respond to feedback from the public, including quality of service complaints and internal procedural reviews, identifying and implementing any learning as required.

Assurance and Continuous Improvement

Through our principle of Listening, Responding and Evolving, we are committed to identifying learning and good practice from as broad a range of sources as possible. To support this, we have embraced a Quality Assurance process which assesses our performance against a number of standards. By utilising the European Foundation Quality Management (EFQM) approach, we will undertake a strategic assessment of our division on an annual basis.

We will:

- Create a governance framework to identify, understand and promote organisation learning;
- Review the outcomes of our strategic assessment on an annual basis to inform our practices and identify improvements;
- Welcome feedback and identified learning from a wide range of sources and implement good practice across the Division;
- Consider areas to benchmark with other police services or relevant partners to establish best practice.

Justice Transformation

The Scottish Government's [Vision for Justice in Scotland](#) identifies four principles that underpin their vision for the Justice Sector; Founded in Equality and Human Rights, Evidence Based, Embedded Person-Centred and Trauma Informed Practices, and Collaboration and Partnership. The CJSD Vision and Direction compliments these principles and is underpinned by taking a trauma informed approach first and foremost, whilst supporting our internal partners to deliver victim focussed outcomes.

How we will Deliver - CJSD Performance Framework, Scrutiny and Accountability

Continuous Improvement

CJSD's Continuous Improvement Unit (CIU) is responsible for liaising with external audit and scrutiny bodies, including HMICS, ICVS and CPT. The CIU translates recommendations and observations into improvement plans and actions, which are captured, along with internal quality assurance and self-assessment outcomes, in order to pinpoint learning opportunities and drive further focused audit activity. Improvement activity is recorded and monitored within customisable action-tracking software, which reflects a real-time position of progress and improves visibility and accountability.

The unit includes a Policy, Governance & Assurance Manager, working across Middle Office and Continuous Improvement functions, to bolster the Division's approach to quality assurance, efficiency and performance management.

Organisational Learning Group

The CJSD Organisational Learning Group (OLG) ensures governance and management of Complaints against the Police, internal and external reviews and recommendations, PIRC reports, and Fatal Accident Enquiries.

The OLG is comprised of representatives from CJSD, Professional Standards, People & Development, Legal Services, Health and Safety, Media, and Local Policing. By monitoring the progress and potential impacts of inspection, audit and scrutiny, the group will assess significant or recurring issues, driving continuous improvement within CJSD and Police Scotland by ensuring that any lessons learned are appropriately shared, actioned, escalated and cascaded in order to maintain the public confidence in the service CJSD provides.

Development of a Performance Framework

CJSD are currently developing a performance framework encompassing all facets of the portfolio from frontline custody operations to digitally enabled transformation.

The performance framework will comprise of a suite of quantitative performance measures which are directly linked to the five strategic outcomes that form the foundation of our vision. Significant work has gone into agreement on the identification of data sources, the reliability of this data and how the data can be accessed and presented in a streamlined and user-friendly manner. Police Scotland Digital Division are engaged in developing dashboards to assist in this process. Much of the work surrounding vulnerability will rely more heavily on qualitative and anecdotal evidence and again this is work in development.

Once the framework is complete the CJSD Senior Leadership Team (SLT) will review performance quarterly to ensure that the implementation of this 5 Year Vision and Direction is progressing in line with EFQM standards, leading to the evolution of a stronger performance matrix.

The CJSD SLT have made a commitment that this 5 Year Vision and Direction will be renewed and refreshed annually and future versions will contain further detail in relation to the established performance framework.

