



Agenda Item 4.1

Meeting	SPA Policing Performance Committee
Date	15 June 2023
Location	Video Conference
Title of Paper	Criminal Justice Services Division (CJSD) Vision and Direction Update
Presented By	Chief Superintendent Gordon McCreadie, Criminal Justice Services Division
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - CJSD 5 Year Vision and Direction - Year 1 Update to SPA

PURPOSE

The purpose of this report is to provide the SPA Policing and Performance Committee with a Year 1 update in relation to the Police Scotland Criminal Justice Services Division 5 Year Vision and Direction.

Members are invited to discuss the contents of the 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, namely:

- 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 The Year 1 update document, which is attached as Appendix A, highlights the progress made towards each of the 5 key CJSD priorities and 4 supporting principles for the year 2022/23. This document sets out some of the qualitative achievements in what is a complex operational environment with multiple interdependencies.

2. IMPACT ASSESSMENTS AND ACCESSIBILITY

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

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

2.2 A fully accessible version of the CJSD 5 Year Vision and Direction document formatted for use with e-reader devices, has been produced and published.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications in this report. The CJSD 5 Year Vision and Direction seeks 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.

Upon release the document was subject of external consultation with HMICS, COPFS, SCTS and the Scottish Government as key stakeholders in the Criminal Justice System.

The Year 1 update document (Appendix 'A') is first annual review of the CJSD 5 Year Vision and Direction. This aims to maintain and increase the public confidence in Police Scotland and its Criminal Justice Services Division. It is the intent of CJSD to revisit the contents of the Vision and Direction upon the future appointment of a new Chief Constable to ensure it is consistent with their own vision for the organisation and that it is closely correlated to, complements and encapsulates the work of Policing Together.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

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

Members are invited to discuss the content of this report.

Appendix 'A'

CJSD 5 Year Vision and Direction

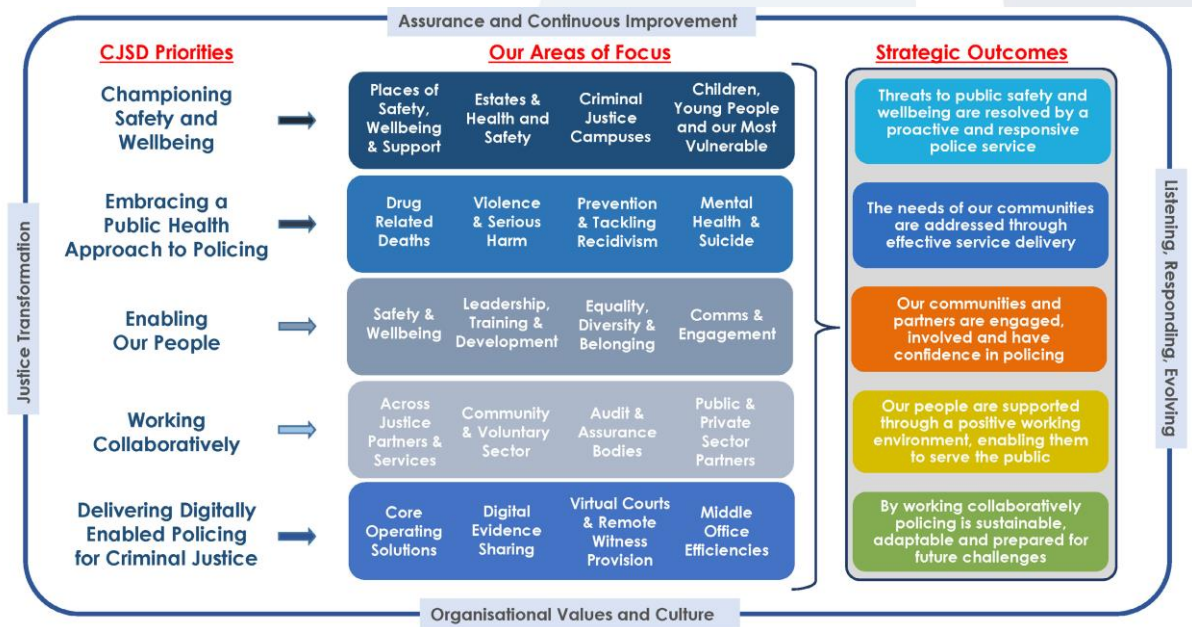
Year 1 Update to SPA

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 outlines five key priorities for the Division, namely;

- 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 report outlines some of the highlights of the work conducted towards these priorities over the last year since the report was published.

Priority – Championing Safety and Wellbeing

Area of Focus – Places of Safety, Wellbeing and Support

- All persons coming in to Custody are asked a mandatory set of Vulnerability Assessment Questions to ensure their needs can be identified and met.
- Whilst Custody Healthcare is the responsibility of the NHS, and various models are in place across each health board, most primary centres have onsite Healthcare professionals and all have clear pathways to ensure medical assessment and provision is provided to those with an identified healthcare need.
- Police Scotland, and CJSD as a division, have welcomed and embraced the external inspections provided by HMICS and Healthcare Improvement Scotland to examine the current provision of healthcare in custody across Scotland. The division has contributed by setting out its aspirations for a consistent service provision for people deprived of their liberty across Scotland, regardless of their geographic locality.
- CJSD have an interventions programme, with information sharing agreements in place with a number of Third Sector Organisations (TSOs), ensuring those requesting support can be referred without delay. A number of primary centres have vetted link workers from TSOs who can provide immediate face to face support to persons in custody, such as the CARS project in Dundee.
- Mental Health nurses have been introduced in Lanarkshire and Ayrshire, seeking to promote positive outcomes for those in custody suffering mental health crises.
- A Blood Borne Virus Clinic (BBVC) has been established at St Leonards Police Station, Edinburgh. This is the only one of its kind in the UK. Nurses offer a Hepatitis C test to custodies, which has resulted in 5 persons being detected for Hep C, who would otherwise have been unaware. In at least 1 case, the person received preventative treatment, preventing progression to Hepatic cancer.
- Approximately 180 staff have volunteered to become Custody Support and Intervention officers and have been provided Motivational Interview and Trauma informed training by the NHS.

Area of Focus – Estates and Health and Safety

- Improvements have been made to the CCTV provision at sites in Glasgow (London Road and Govan) to allow for enhanced “triage monitoring” of persons in custody. This model maximises officer capacity by reducing the need for constant observations in some appropriate cases. Police Scotland’s estates team have agreed to build this functionality into planned and future remodelling work.
- Refurbishments have been completed at London Road, Glasgow, Elgin, Falkirk and Dundee Custody Centres. Significant improvement works are scheduled for Inverness and Edinburgh Custody Centres in Q3 2023.
- All partners have been provided with appropriate accommodation within the suites to enhance opportunities for partnership working. These will be constantly reviewed to ensure they are fit for purpose.

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- Whilst Police Scotland and the SPA agree that police custody is no place for children, until more sustainable options are developed a children's facility has been delivered at London Road. Much of the learning from this, including calming artwork and distraction activities is being considered for future projects across the CJSD estate.
- As a result of an ageing estate, officers were queueing on stairs with people in custody at Greenock. A new holding area has been built to improve the conditions for all persons waiting to be processed.
- The quantity and quality of reading material has been refreshed across all custody centres.
- Risk assessments, audits, fire evacuation and Business Continuity Plans are regularly reviewed and completed.
- Regular audits are maintained regarding, cleanliness, laundry and food provision.

Area of Focus – Criminal Justice Campuses

- A number of third sector organisations now work within our custody centres and we are continually trying to increase this provision across the estate. Link workers are vetted and provided accommodation, allowing them to provide immediate support to persons in custody.
- An interventions database is being developed, ensuring that staff can identify an appropriate support agency for persons arrested or taken to custody centres outwith their own local authority
- Various forms of literature are available, ensuring persons can be signposted to agencies that could provide support in the future, should they decline a referral whilst within police custody.

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

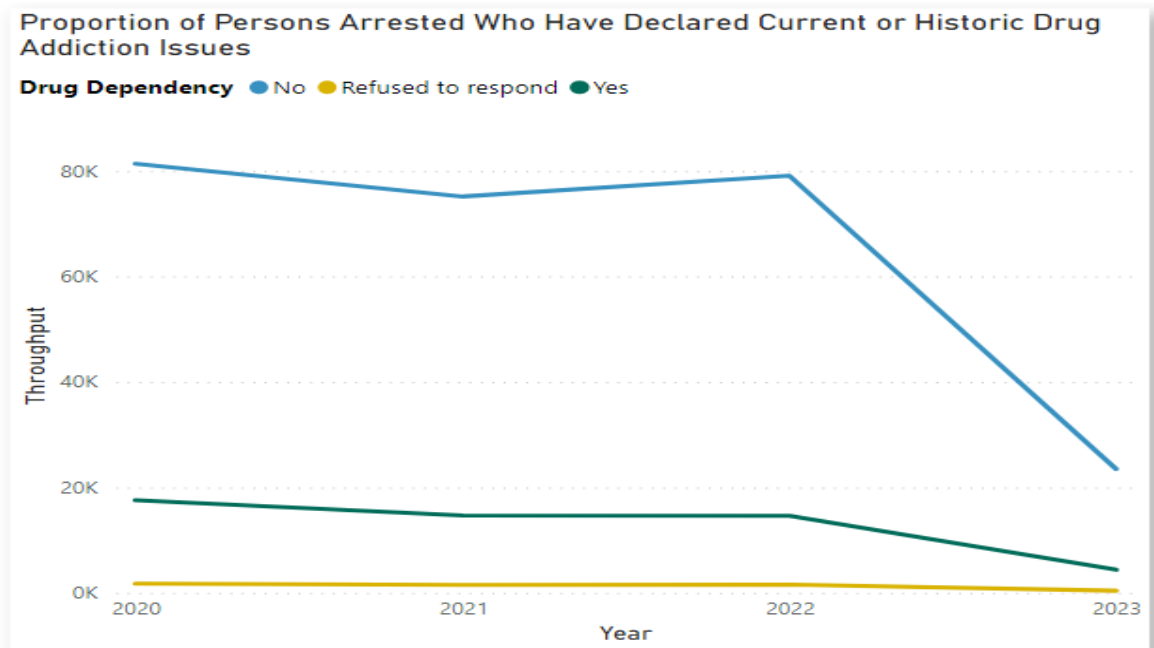
- The 'Families Outside' Initiative has been established in Falkirk. This third sector organisation provide support to family members of persons affected by imprisonment.
- CJSD officers attended the Children in Custody Conference – Partnership Engagement Event. Jointly hosted SPA and Police Scotland in relation to children in custody.
- CJSD are in full agreement that custody is not a place for children, however where there are no other alternatives, work is ongoing to ensure that attendance at a police custody centre is less likely to become an Adverse Childhood Experience or further increase the trauma experienced by a child more than can be expected of this experience. The project at London Road, Glasgow has seen the development of a bespoke children's unit, with separate entrance, visual aids to reduce anxiety and distraction activities. An animated video has also been developed to provide the Rights of Accused in a child friendly format. It is planned to roll this out nationally.



- Learning from this work is being considered for future projects across the estate, both in terms of further children's facilities but also the benefits in terms of reducing anxiety and improving the culture and environment for adults in custody. Some small but practical things have already been introduced to alleviate boredom and increase compliance of those in custody in the hope that it will not only improve the welfare of those in our care but it will in turn reduce conflict and assaults against police officers / staff.
- Work is ongoing with the Children and Young Peoples Centre for Justice (CYCJ) to develop the Rights of Accused video further, following valuable feedback from persons with lived experience.
- CJSD recently consulted a Youth Ethics Advisory Panel to seek views on existing approaches around the strip searching of children in custody. This was a challenging ethical dilemma which saw the YEAP concurring with current practices whilst recognising that ideally no child would need to be strip searched but that it is often necessary to protect them from harm. It should be noted that such searches are not evidential but focussed on welfare. Work is ongoing on this area to consider practice and policies.
- CJSD are currently working with Barnardos on a small scale, though looking to engage with them for delivery at a national level.

Priority – Embracing a Public Health Approach to Policing

Area of Focus – Drug Related Deaths



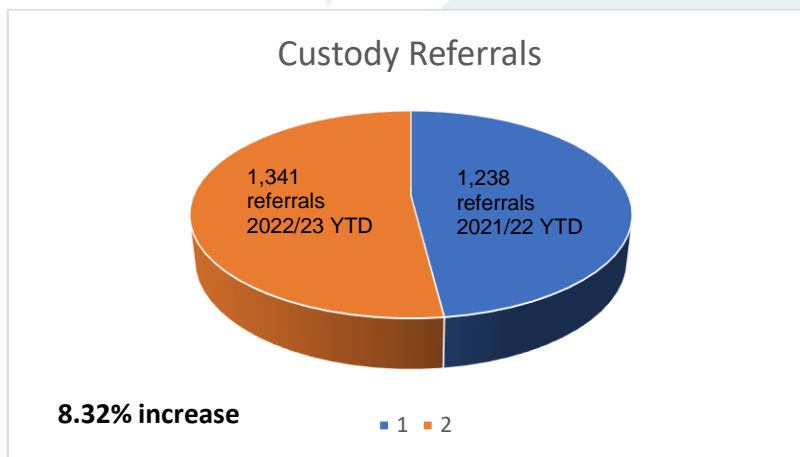
- CJSD has a cadre of Third Sector organisations, in addition to our NHS partners. We refer on to when we identify vulnerabilities.
- Custody Officer Induction courses include guest speakers from the NHS who cover two separate modules including Drugs, Mental Health and other health care provisions
- CJSD has supported the national roll out of Naloxone and appropriate national Moodle training for Police Officers working within custody. Work is ongoing to progress this roll-out to CJPCSOs also. It is hoped that a change in legislation may allow persons leaving custody to be issued with Take Home Naloxone. Not only would this demonstrate our commitment to reducing drug related deaths but it is hoped it will show the compassion and commitment of the service to destigmatising drug users and supporting their rehabilitation.
- CJSD work closely with our healthcare/intervention partners to ensure that all those coming into custody with issues in relation to drug harm get the support they need.
- CJSD work with Public Health Scotland to produce a Vulnerability Report. Taking data and information from the previous quarter to look at repeat offending, repeat hospital visits, medical examination and poly drug use. Analysis is used to form our service, with ongoing trends indicating ongoing issues which may require addressing.
- Our custody dashboards now provide information about those declaring vulnerabilities to local policing divisions i.e. alcohol use / drug use / mental health concerns. This allows them to engage with partners in the Health and Social Care Partnership and will help target the provision of services locally.

Area of Focus – Violence and Serious Harm

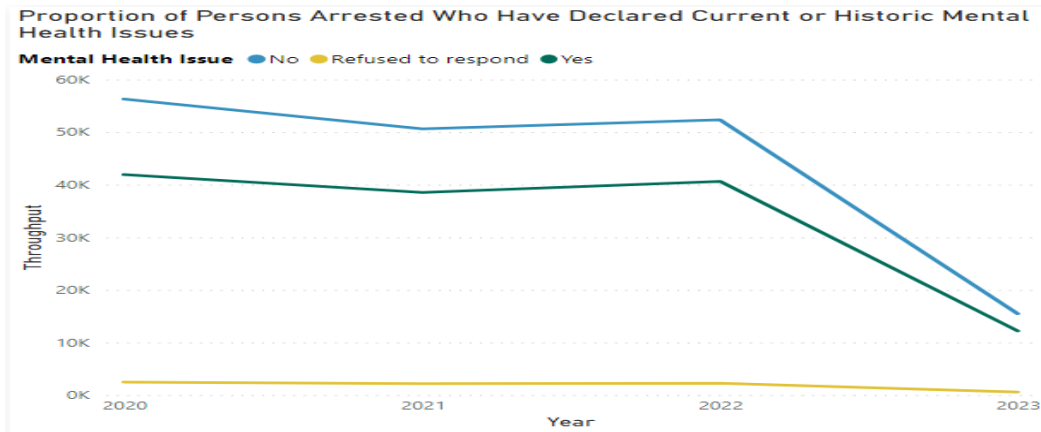
- CJSD are victim centred by supporting investigative processes whilst also ensuring the care and welfare of all subjects within custody.
- The introduction of a quality improvement programme will look to work towards ensuring that all Standard Prosecution Reports contain the required evidence along with the impact on the victim/community where possible.
- The Interventions programme, which includes arrest referrals, is being developed to assist all people, including violence reduction.
- Fife Custody Navigator Scheme - The scheme is a collaboration between Police Scotland, Scottish Violence Reduction Unit, SACRO and Fife ADP to divert people away from offending and to better personal and community outcomes. SACRO Navigators will work with the person in the community.

Area of Focus – Prevention and Tackling Recidivism

- CJSD are working with local policing divisions to maximise appropriate use of Direct Measures. Recorded Police Warnings and Fixed Penalty Notices are often a more appropriate and effective way of dealing with lower level offending. Maximising use of these will not only prevent unnecessary criminalisation for persons who fit the criteria agreed with the Lord Advocate, but they maximise efficiencies for the police.
- A new Healthcare and Interventions Report has been developed which highlights the number of persons who are repeatedly coming into the custody environment. We use this information to conduct interventions at an appropriate time and try to prevent recidivism.
- Recidivists previous offending is considered at the point of disposal and the most suitable disposal is then agreed and reported accordingly.
- Discussions have been had with COPFS in relation to how we deliver the correct information to them in the correct way, through the delivery of the Quality Improvement Programme.
- CJSD aims to train our staff in a way that they understand that everyone has the right to support, no matter their circumstances, through training (Motivational Interview, Trauma Informed, CPD etc.).
- The arrest referral programme is already established and growing.



Area of Focus – Mental Health and Suicide



- All staff are appropriately trained and aware to highlight any issues in relation to mental health and referrals are made accordingly.
- Breathing Space is a constant partner within custody, and work is ongoing to see how we can utilise them more, especially in relation to those with learning difficulties.
- Mental Health is referred through Health Care Practitioners for follow up referrals post custody.
- Each custody is asked the Pre-Release Questions prior to leaving the cells. Relevant referrals to the NHS occur.
- I-VPDs are submitted for any person who has attempted to overdose within custody as was agreed with Healthcare nationally.

Priority – Enabling Our People

Area of Focus – Safety and Wellbeing

- Quarterly and monthly health and safety meetings are held, attended by Police Scotland's Health and Safety Team as well as Estates representatives and Staff Associations. All relevant checks are undertaken and recorded appropriately for HSE, Fire and Estate issues.
- A CJSD Your Safety Matters (YSM) Sub Group has been created with a variety of attendees including those out with CJSD i.e. Local Policing, PPCW, Unions and the Scottish Police Federation.
- There has been a roll out of OST upskill in personal protective equipment, with all CJPSCO's now having access to batons, PAVA and body armour with guidance around wearing of use in a custody environment
- Case management have been briefed to ensure Impact information about assaults against officers or staff is included in reports to COPFS.
- Officers and staff operating in the custody environment have national access to radios which not only increases their own safety but enables them to summon assistance for any person in custody who is suffering a medical emergency.

Area of Focus – Leadership, Training and Development

- An internal CPD programme has been enhanced with further promotion of Force CPD events, e.g. Empower Hours by the Scottish Women's Development Forum. Input allows our staff to provide their ideas to shape future inputs.
- There are regular meetings with Leadership, Training and Development to ensure mutual support around CPD, in particular the Custody Update Course, using immersive training technologies. We have also linked in with the College of Policing around a new Hydra Immersive Training package.
- The use of My Career now also allows people to self-nominate for development.
- Notes of Interest are submitted for Temporary / Acting opportunities in promoted ranks. There is a fair and transparent processes around secondments and vacancies.
- The division has a positive relationship with the force Resource Planning and Coordination Unit to assist with the appointment of new promotions. Monthly succession planning meetings take place with all areas of business.
- The Modern Apprenticeship programme will be advertised soon with a pilot programme in the near future. 5 candidates will be selected for the first pilot. The Custody and Detention programme is in the development phase at present.
- Mentoring is up and running across the Division

Area of Focus – Equality, Diversity and Belonging

- There are appropriate oversight of all personnel processes, ensuring they are fair, transparent and inclusive
- CJSD rely on the Force Recruitment process and the Positive Action Team to provide us suitable staff for interview, where we thereafter apply a fair process.

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- Voice for staff - Your Voice Matters. Exit Interviews are being created for staff/officers leaving Division.
- The ED&I Wellbeing Sub Group has been established and supports national events/campaigns and CPD around various ED&I topics. Inclusion moments are also a regular feature of the People Board.

Area of Focus – Comms and Engagement

- Following staff feedback on wellbeing, a new shift pattern has been put in place for the majority of staff in Custody Operations. Feedback is this has greatly improved wellbeing. Two areas, Inverness and Kittybrewster, showed a strong desire to remain on existing patterns and as this was achievable the division listened to staff allowing them to remain on the pattern.
- Work is well advanced on refreshed communications in respect of the Criminal Justice (Scotland) Act. Officers are engaging all Local Policing divisions to improve understanding and interpretation of the Act.
- A Custody Supervisors survey has been carried out seeking opinion on the potential directions for the Custody supervision model.
- A new process has been introduced to encourage all staff to submit innovative ideas via the Continuous Improvement Unit.
- The new Custody Engagement Forums launched in May, with similar engagement forums planned for Case, Productions and Middle Office in the near future. Utilising the new handover period created by the move to the new shift pattern in custody, these forums will provide officers and staff an opportunity to engage directly with the Senior Leadership Team.

Priority – Working Collaboratively

Area of Focus – Across Justice Partners and Services

- CJSD have been working with other Criminal Justice Partners to support further development of Diversion from Prosecution guidance including work to support the replacement of Fixed Penalty Notices in respect of Road Traffic offences.
- A pilot is running in Glasgow with the PF to look at lower tariff SPRs suitable for diversion from court.
- A new custody dashboard has been developed, which will allow for enhanced scrutiny of custody decisions and focus on learning opportunities. This enables other divisions to help interpret local service delivery.

Area of Focus – Community and Voluntary Sector

- CJSD is looking to expand cadre of Third Sector Organisations it works with.
- CJSD Policy have been working with COPFS to ensure that they are provided with all necessary information in an SPR2 to support appropriate disposals. This includes details of vulnerability including substance misuse.
- Healthcare and Interventions produce a quarterly Healthcare and Interventions report which helps identify gaps in service provision.
- A number of custody operations work with local food banks to assist those leaving police custody where appropriate. This is driven by local provision.

Area of Focus – Audit and Assurance Bodies

- The Continuous Improvement Unit record and progress recommendations made by HMCIS/ICVS Inspections and PIRC/PSD Investigations.
- CJSD Organisational Learning group, which includes legal and PSD to keep progress on matters at court and PIRC enquiries. The group uses learning and recommendations from FAIs and Procedural reviews to make national changes that benefit the people in custody and the organisation.
- HMICS have recently began a series of joint inspections, including working with Healthcare Improvement Scotland (HIS) to inspect custody healthcare provision and work with HM Inspectorate of Prosecution in Scotland (IPS), the Care Inspectorate and HM Inspectorate of Prisons for Scotland (HMIPS) on diversion from prosecution. Police Scotland welcomes this collaborative approach in recognition of the joined up working that already takes place and to drive improvement across a number of partner agencies.
- Work continues with ICVS and a new document set has been agreed with the SPA which will improve feedback from Police Scotland at the time of a visit.
- Police Scotland continue to work collaboratively with ICVS and contributed to their annual conference.

Area of Focus – Public and Private Sector Partners

- CJSD Policy regularly review guidance to ensure it is appropriate and current.
- There is regular liaison with SPS, SCTS and GeoAmey, to ensure safe and secure custody transportation.
- An established arrest referral service addresses re-offending and its underlying causes.
- CJSD have been working with other Criminal Justice Partners to support further development of Diversion from Prosecution guidance.
- CJSD Policy have agreed an Information Sharing Protocol with 26 Local Authorities to support their Justice Social Work Teams.

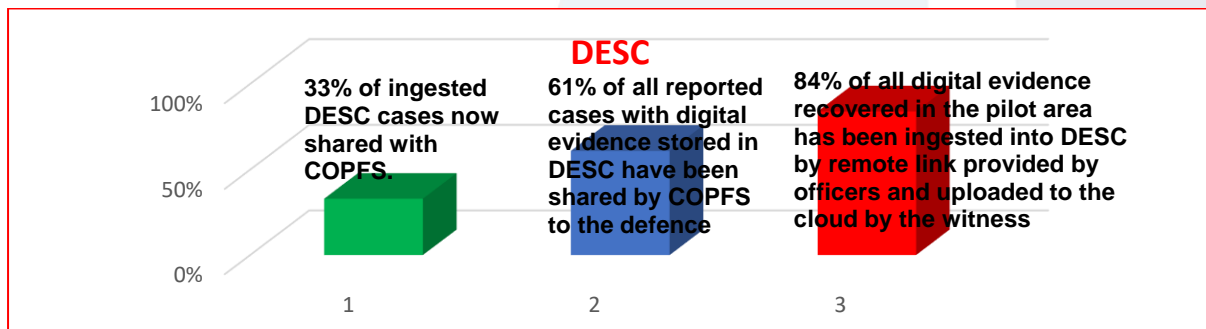
Priority – Delivering Digitally Enabled Policing for Criminal Justice

Area of Focus – Core Operating Systems

- National case is being delivered across Scotland and it is anticipated this will likely be complete by start of 2024.
- Summary Case Pilot is in Hamilton, Paisley, Dundee and parts of Glasgow and Fife. Early indications are positive but work to formally report is ongoing.

Area of Focus – Digital Evidence Sharing (DESC)

- DESC is live, with law enforcement being stored within DESC cloud storage.
- DESC commenced its 6 month pilot in Dundee City on the 24 January 2023. Over 300 Tayside Division staff trained. The pilot environment is being robustly tested.
- DESC has achieved phase 1, pilot delivery of ingestion of existing digital media, with phases 2 and 3 to follow, estimated timeline for completion is August 2024.
- 33% of ingested DESC cases now shared with COPFS.
- 61% of all reported cases with digital evidence stored in DESC have been shared by COPFS to the defence.
- Significant positive impact on operational service delivery from crime scene to court room.
- 84% of all digital evidence recovered in the pilot area has been ingested into DESC by remote link provided by officers and uploaded to the cloud by the witness.



Area of Focus – Virtual Courts and Remote Witness Provision

- Currently all work on the Virtual Court Programme is placed on hold as a result of the resource implications of partners.
- Work is still ongoing with the project team in conjunction with Justice partners that a fully virtual custody court will be established which will lead to 6/7 day working, reducing the overall time an accused person spends in custody.
- Currently VC will only be used on a case by case basis if there are issues due to health or distance and remote.
- Remote Police Witness Evidence (RPWE) has been running since January 2022 and is currently undergoing a Force Review, due to be completed by April 2023.

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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.

- The Criminal Justice Reform Team are currently working with Criminal Justice Partners on several areas which will have an effect on the number of citations which are issued to officers. Work continues on the new court scheduler which will interface with Police Scotland, COPFS and SCTS ICT systems, enabling SCTS when selecting trial dates to be more informed of officer availability at point of selection.
- Work is still underway with COPFS where all officers with live citations issued during nightshift with more than 28 days to date of trial are being reviewed and if found to be not required for the trial then they are immediately issued with a countermand. To date COPFS have reviewed over 70,000 records and have countermanded circa 7000 officers.

Area of Focus – Middle Office Efficiencies

- CJSD continues to deliver engaged, multi-skilled CJSD staff, standardised procedures and national ICT platforms.
- With National Case which is likely to be delivered by the start of 2024, a National CMU will be delivered.
- Delivering enhanced records management, national workflow processes. In progress with COS/UNIFI upgrade.
- It is hope electronic warrants, which will increase the efficiency of manual production of warrants will reduce courier costs and enhance service delivery in the next 3 months.