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| Meeting | Policing Performance Committee |
| Date | 6 December 2023 |
| Location | Video Conference |
| Title of Paper | CJSD 5 Year Vision and Direction Progress Update |
| Presented By | ACC Wendy Middleton |
| Recommendation to Members | For Discussion |
| Appendix Attached | Yes – Appendix A – Update on CJSD 5 Year Vision and Direction |

PURPOSE

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

Members are invited to discuss the content of this paper.

1. ALIGNMENT TO POLICE SCOTLAND STRATEGIC OUTCOMES

- 1.1 The CJSD 5 Year Vision was intended to define the direction of the Division from 2022 until 2027. It highlights five key CJSD priorities and four supporting principles which are aligned to Police Scotland's current Strategic Outcomes.

This update document highlights the progress made towards each of the key CJSD priorities and supporting principles from June 23.

2. CJSD 5 YEAR VISION AND DIRECTION

- 2.1 The CJSD 5 Year Vision 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.
- 2.2 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.
- 2.3 This update document highlights the progress made towards each of the 5 key CJSD priorities and 4 supporting principles over the last six months, since the previous update in June 2023.
- 2.4 The full update is included in Appendix A.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications in relation to the continued maintenance and upgrade programme within Police Custody Units. All requests will be prioritised according to the budget available.

4. PERSONNEL IMPLICATIONS

- 4.1 The delivery of the vision will reduce demand and increase capacity in specific areas of the Division. This is to be welcomed at a time of reducing budgets. The efforts that are being made are also about improving working conditions and prioritising the wellbeing of staff.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications associated with the delivery of this vision, but all are being progressed and are referenced within the update.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications in this report.
- 6.2 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. 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.

The update document (Appendix A) is the second review of the CJSD 5 Year Vision and Direction. This aims to maintain public confidence in Police Scotland and its Criminal Justice Services provision.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

- 8.1 There are community impact implications in this report.
- 8.2 The CJSD 5 Year Vision and Direction sets out a pathway for ongoing significant transformation across the Division which aims to improve the reputation of the Division and public confidence in the wider Criminal Justice System.

Given the recent change in Chief Constable, a full review of the 5 Year Vision and Direction will take place at the beginning of 2024 to ensure that it remains relevant.

9. EQUALITIES IMPLICATIONS

- 9.1 There are equality implications in this report.

9.2 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

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.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

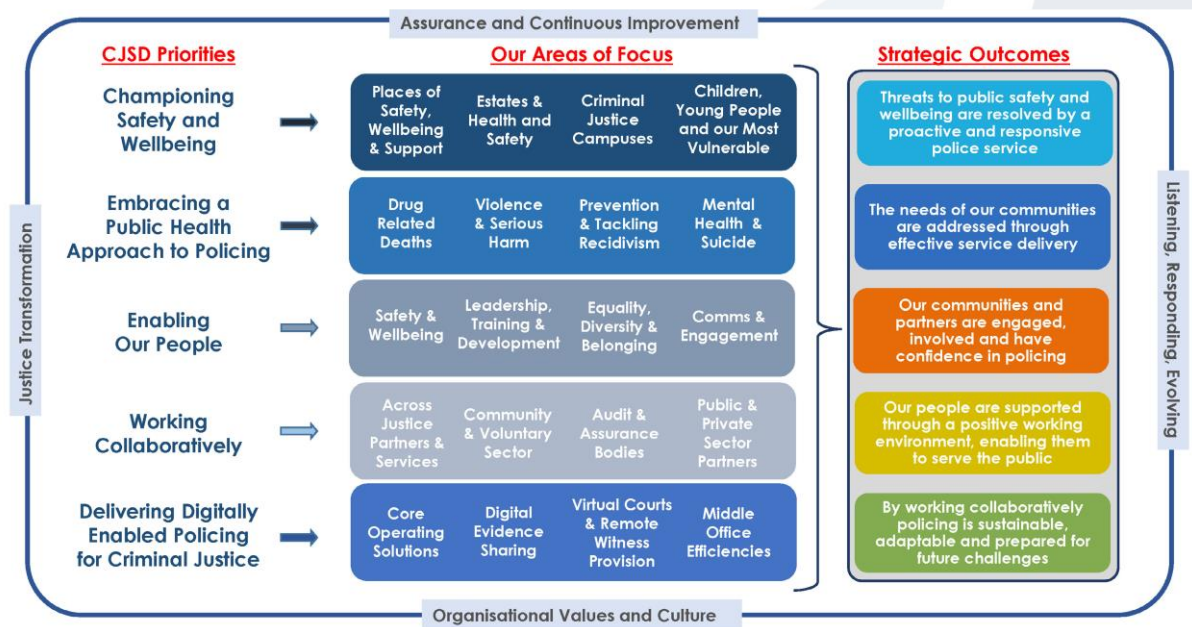
APPENDIX A – UPDATE ON CJSD 5 YEAR VISION AND DIRECTION

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

The document outlines five key priorities for the Division;

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

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



This report outlines some of the highlights of the work conducted towards these priorities since the last update report in June 2023. It also outlines some of the challenges and barriers to progression recently faced or likely to be faced over the coming period.

Priority – Championing Safety and Wellbeing

Area of Focus – Places of Safety, Wellbeing and Support

- A NHS Education for Scotland (NES) training package on Trauma Informed Practices has been shared across all CJSD custody officers and staff, improving understanding of the impact of trauma and ensuring better support for persons in our care.
- Trauma informed practice continues to be a Theme within the Vision for Justice published by Scottish Government and CJ will continue to engage in any further training that is required of Police Scotland.

Area of Focus – Estates and Health and Safety

- The planned improvement works at Inverness and St Leonards custody centres have been delayed however it is anticipated that work at Inverness will commence imminently.
- Further improvement works will require to be assessed and prioritised against the estates funding envelope.
- Areas of the Production store at Fettes were closed due to issues with the construction of the roof, specifically impacted by RAAC. This impacted on the delivery of services to partners temporarily however we have now returned to BAU activity with the re-provision of estate at Fettes. We are continuing to work with Estates to seek a long term solution for Productions and Data and Records Team who are also based in Fettes at the moment.

Area of Focus – Criminal Justice Campuses

- No significant updates in this area over the last 6 months.

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

- The Children’s Custody unit at London Road custody centre in Glasgow has received both local and international recognition, having been discussed at the Law Enforcement and Public Health conference in Sweden and the Police Scotland hosted Together Towards Resilient Communities event. Work is ongoing with the Children and Young People’s Centre for Justice (CYCJ) and a working group of young people from HMPYOI Polmont to ensure a full evaluation of the project. It is hoped to develop similar facilities for children across the country

in the future, along with taking the learning to enhance our facilities for adults.

Priority – Embracing a Public Health Approach to Policing

Area of Focus – Drug Related Deaths

- 96% of our custody officers have now completed Naloxone training and Naloxone is available within all primary custody centres. Naloxone has successfully been used on 8 occasions by custody staff.
- Police Scotland have supported NHS Highland in the development of the Medication Assisted Treatment Pilot at Custody, Toolkit (MATPaCT) which recently won a national award at the Mental Health Nursing Forum Excellence Awards. This pilot saw a 12% increase in the number of persons referred to custody healthcare, a 1775% increase in the uptake of Take Home Naloxone and a 1600% increase in Blood Borne Virus (BBV) testing. The learning from this pilot has been shared through the National Police Care Network (NPoCN) and a number of other health boards are seeking to implement similar programmes as part of the national MAT Standards.

Area of Focus – Violence and Serious Harm

- No significant developments in this area over the last 6 months

Area of Focus – Prevention and Tackling Recidivism

- Work is ongoing with Third Sector Organisations (TSOs) and Local Authorities with a view to increasing the number of arrest referrals and promote a 'no closed door' approach whereby support organisations work together to ensure a person's entire spectrum of needs is considered, with a view to reducing recidivism by addressing the underlying causes of offending. This ties in with the Scottish Government Community Justice Delivery Plan. A new pathway for arrest referrals is currently being developed, utilising Public Task as the basis for referral.
- Working with TSOs, we are exploring ways to provide 'lived experienced' support within the custody setting. Discussions are ongoing in relation to the vetting and escort requirements for lived experience workers.

Area of Focus – Mental Health and Suicide

- Custody officers and staff have been completing training in Trauma Informed Practices, equipping them to provide better support to persons in custody.
- The Digital Therapy Project is an NHS-led project seeking to utilise digital technology to provide access to mindfulness activities for persons in custody suffering distress and/or anxiety. This project is currently in the procurement phase.
- The custody healthcare team (NHS) in Greater Glasgow and Clyde recently won an award for their development of enhanced mental health pathways for persons in custody. The learning from this project has been shared through the National Police Care Network (NPoCN) to promote similar projects in other health board areas.

Priority – Enabling Our People

Area of Focus – Safety and Wellbeing

- Following a suggestion from the Custody Operations Engagement Forums, a trial of custody specific Officer Safety Training is ongoing in the North. This is designed to be CPD training that will complement the annual OST refresher training and will allow practical training for custody specific techniques, such as a three-person team, within the actual custody environment.
- Colleagues from Officer Safety Training are also assisting with the development of a practical training element to add to the Custody Officer Induction Course.
- Following a suggestion received from the Custody Operations Engagement Forums, improved ligature removal devices are currently being trialled across the estate. CJSD are also working with OST to explore the purchase of the enhanced First Aid Kits now used by local policing divisions.

Area of Focus – Leadership, Training and Development

- As with the rest of Police Scotland, Your Leadership Matters training is currently ongoing within the division.

- The reintroduction of a Custody Update CPD course is currently in the final stages of development, with courses scheduled to begin early in 2024.

Area of Focus – Equality, Diversity and Belonging

- No significant new developments in this area during this period, however inclusion moments and wellbeing “2 minute reads” continue to be circulated to promote positive wellbeing within the division.

Area of Focus – Comms and Engagement

- Two series of Custody Operations Engagement Forums have taken place, with over 200 officers and staff attending. The forums provide an opportunity to provide divisional updates, discussion with members of the Senior Leadership Team and for staff to provide ideas and suggestions for improvement. The forums have received positive feedback from staff.
- Phase 1 of the CJ Act Re-launch is now complete, with briefings conducted to the senior leadership teams of all divisions. Phase 2 is now ongoing, with briefings being delivered at Inspector level for onward dissemination to their teams. Data from Corporate Communications suggests over 1400 downloads of the engagement material.

Priority – Working Collaboratively

Area of Focus – Across Justice Partners and Services

- Work to mainstream the appropriate use of Direct Measures and to support the use of Diversion from Prosecution by Criminal Justice Partners remains ongoing.
- Version 2 of the Custody Dashboard is currently in the user acceptance testing phase and will provide enhanced management information.

Area of Focus – Community and Voluntary Sector

- CJSD are working with Public Health Scotland to produce a Custody Healthcare and Interventions dashboard that will combine information from custody, NHS and third party organisations.

Area of Focus – Audit and Assurance Bodies

- HMICS and HIS joint inspections have been completed in Lanarkshire, Tayside and Dumfries and Galloway and work to address the recommendations is ongoing. An inspection was also recently conducted in Fife with the report due to be published in the near future.
- SPA have recently developed a tracker to monitor and report on any high level issues raised through ICVS inspections that cannot be resolved locally. CJSD are also working with SPA to support the ICVS digitisation programme.

Area of Focus – Public and Private Sector Partners

- Work is ongoing with Criminal Justice Partners to address the ongoing challenges with custody escort provision.
- Work is continuing to develop a new operating model for the healthcare and interventions portfolio.

Priority – Delivering Digitally Enabled Policing for Criminal Justice

Area of Focus – Core Operating Systems

- Delivery of a national crime and case management system continues with discussions starting about Phase 3 and the potential to include a custody module.

Area of Focus – Digital Evidence Sharing (DESC)

- DESC pilot in Dundee has been approved to extend to the end of the year.
- Training package development commenced October 2023.
- 6674 pieces of evidence have been ingested between 24 January – 29 October 2023.
- Successful integration in November between DESC and national case and productions.

Area of Focus – Virtual Courts and Remote Witness Provision

- Virtual Custody Courts remains paused due to resourcing issues.
- SP Anwar will be chairing a project board with the view to progressing Virtual Courts.
- Remote Police Witness Evidence (RPWE) has been operating since January 2022. Currently RPWE is being utilised within the High Court only and all officers who receive a High Court Citation will be assigned to an Evidence Giving Room close to their base post. The final decision on whether the officer appears remotely or in person lies with the Advocate Depute. Officers giving evidence remotely is sitting at 30% with 70% attending court in person.
- A new court scheduling tool has been developed by Police Scotland in conjunction with COPFS. This will facilitate information sharing which will allow officers to be cited for Court taking into account their availability.
- U division pilot for citation countermand has been completed and the results proved positive. COPFS have agreed that this demand led countermand process can be rolled out to a second area.
- A new version of the Standard Prosecution Report (SPR) is being developed with COPFS with the launch hosted by COPFS in Edinburgh. Workshops have been programmed in Glasgow, Tulliallan & Inverness where front end users of the SPR will be asked to complete a questionnaire. An online survey will also be carried out which will allow all officers the opportunity to provide their comments.

Area of Focus – Middle Office Efficiencies

- Continuing to work towards a multi-skilled national workforce through internal training courses in Data and Records Team.
- The national crime and case management system continues to support national workforce and completion of national tasks.
- Exploration work has commenced to automate tasks within the CJ Data and Records Team to reduce demand and increase capacity.
- Exploration work has started in relation to the potential to digitalise productions in the future which will release capacity within our estate and minimise risks associated with the storage and transportation of productions.