



Scottish Government  
Riaghaltas na h-Alba

# The Vision for Justice in Scotland

**Three Year Delivery Plan  
2023/24 to 2025/26**



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# 1. Vision for Justice | Delivery Plan

## 1.1 Introduction

The Vision for Justice was published in 2022 and set out the Government's transformative vision for the justice sector for this parliamentary term and beyond. Our Vision for Justice remains to deliver a just, safe resilient Scotland. This will see us living in safer, more tolerant and inclusive communities, free from inequality and hate.

The Vision for Justice was accompanied by a Year One Delivery Plan setting out the existing commitments, at that time, from our justice agencies. The purpose of this Three Year Delivery Plan is to build on that initial plan, providing a high level overview of work being undertaken across the justice sector over the subsequent three years up to March 2026.

The Vision and initial delivery plan were endorsed by the Justice Board which represents many of the key national justice organisations. The Board includes representation from Community Justice Scotland, Crown Office and Procurator Fiscal Service, Police Scotland, Scottish Children's Reporter Administration, Scottish Courts and Tribunals Service, Scottish Fire and Rescue Service, Scottish Legal Aid Board, Scottish Government and Scottish Prison Service.

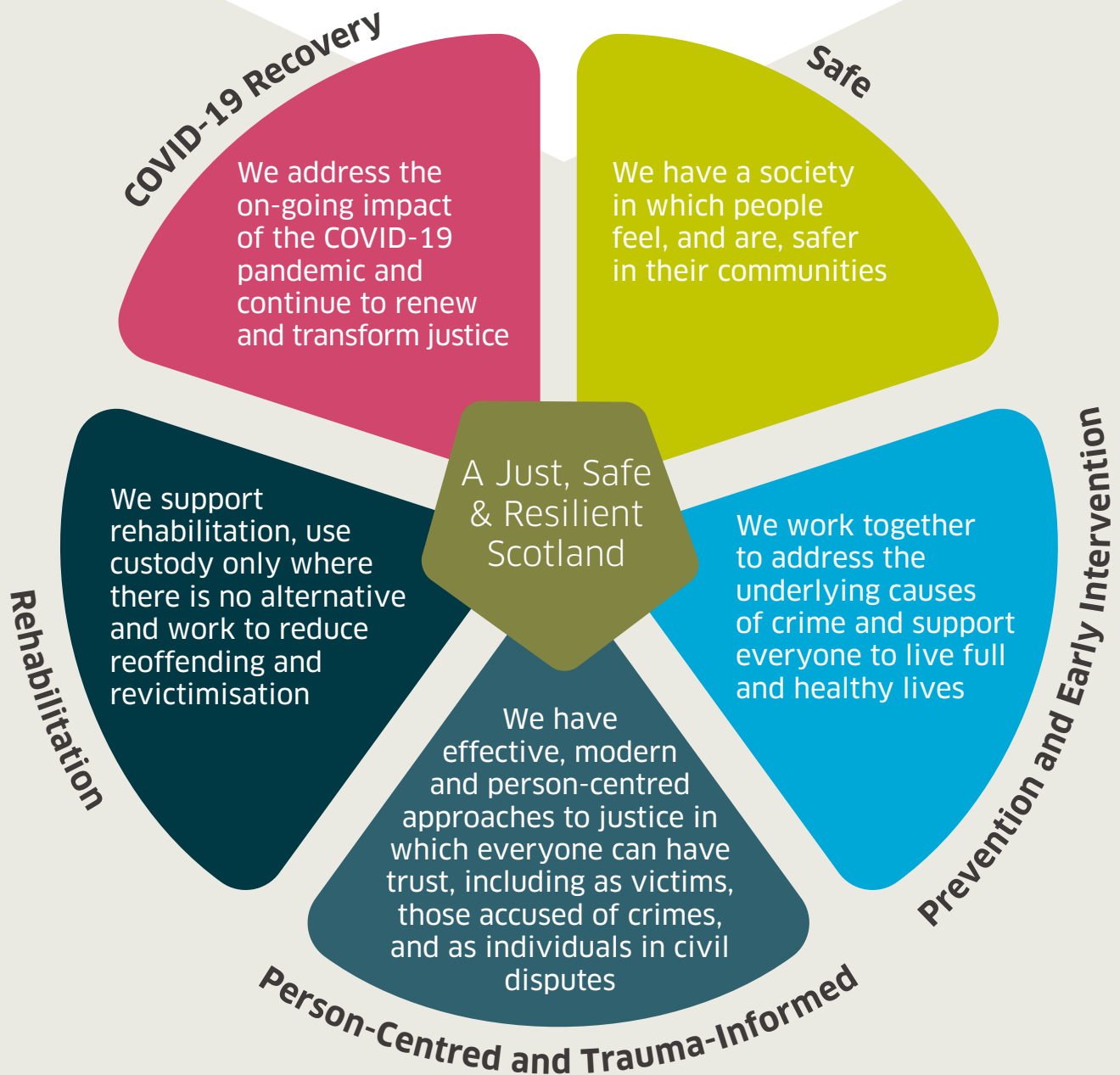
This delivery plan demonstrates the collaborative approach within the justice sector and in meeting the aims in the Vision, Scottish Government and all the organisations represented at Justice Board agree that they share collective ownership of this delivery plan.

## 1.2 The Vision for Justice

The Vision covers five aims and sets national outcomes within each. The five aims span the full journey of criminal, civil and administrative justice, with a focus on creating safer communities and shifting societal attitudes and circumstances which perpetuate crime and harm.

The vision is also underpinned by four principles for how change is delivered. Founded in equality and human rights, evidence-based, embedding person-centred and trauma informed practices and through collaboration and partnership.

Equality and Human Rights  
Person-Centred and Trauma-Informed  
Evidence-Based  
Collaboration and Partnership



### 1.3 Context

In April 2023 the Government set out their priorities under [Equality, opportunity, community: New Leadership – A Fresh Start](#) where the Cabinet Secretary for Justice and Home Affairs reaffirmed the commitment to the Vision for Justice and set out 11 outcomes. These outcomes are aligned to the aims set out in the Vision for Justice.

Subsequently, in September 2023 the Government published the [Programme for Government](#) for the year and associated '[mandate letters](#)'. These letters set out a new approach of how we deliver as a government, agreeing the commitments to be undertaken in the months ahead between the First Minister and each Cabinet Secretary. This will be an annual process with mandate letters issued each year setting out the main commitments for each Cabinet Secretary for the forthcoming year.

This Delivery Plan seeks to provide a high-level overview of the main areas of work that are being undertaken across the justice sector to help meet the Aims of the Vision over the period 2023-2026. The plan has been prepared in consultation with our justice partners and its contents reflect the pressures that delivery partners are under.

These pressures include the current challenging public financial position as set out in the government's [Medium Term Financial Strategy](#). Obviously, the further we look into the future the more uncertain the picture becomes. As a result, some of the projects within this plan are necessarily subject to the outcome of the budget processes in this and future years.

### 1.4 Measurement Framework

Published alongside this plan is the measurement framework for the Vision for Justice. This Framework sets out how we will measure progress against the outcomes in the vision and the data used to monitor this progress. This will be integral to our planning over future years to identify those areas where the work we are doing is having a positive effect and assisting in identifying areas where more or new work needs to be considered.

### 1.5 Stakeholder Engagement

The Vision for Justice was developed with our major stakeholders and is overseen by the Justice Board which has representation from major national justice partners. In addition, engaging with stakeholders at a policy level is undertaken by each of the teams.

Our aims will only be achieved by working with those involved with and engaged in the justice sector. There are a number of key partners within the sector with differing relationships to and with government – this includes statutory requirements safeguarding the constitutional independence of key parts of the justice system.

As part of the process of developing the Plan and the ongoing monitoring work that will be undertaken, we will continue to engage with key stakeholder groups, including victims' groups. This will focus on the principles underpinning how change is delivered (i.e. equality and human rights, evidence-based, embedding person-centred and trauma informed practices) provide a platform for feedback from different perspectives, including via lived experience, and play a role in helping to prioritise our work in future years.

## 1.6 Equalities

Justice plays a fundamental role in the government achieving the three missions set out in this prospectus:

**Equality:** Tackling poverty and protecting people from harm.

**Opportunity:** Building a fair, green and growing economy.

**Community:** Delivering efficient and effective public services.

Genuine equality and opportunity are dependent on ensuring we live in a just, safe, and resilient Scotland where everyone can reach their potential and contribute fully to society.

As such the portfolio remains committed to advancing equality and works to address causes of inequality. Underpinning the approach to implementing the Vision for Justice is our principle that the work must be founded in equality and human rights. This means that Justice services must eliminate discrimination, advance equality and foster good relationships while taking a rights-based approach and ensuring that those most vulnerable and facing the greatest barriers are able to understand and realise their rights. Equality Impact Assessments, where appropriate, are used to ensure policies and actions take account of the different needs and experiences of the people that rely on our justice system.

The aims of the Vision were developed as evidence suggests that women are less likely to feel safe and are disproportionately affected by both sexual crimes and domestic abuse. In addition, disabled people are more likely to be a victim of crime and experience discrimination and harassment. Lesbian, gay, bisexual or transgender adults and minority ethnic people are also more likely to experience discrimination.

Our focus on areas like Violence Against Women and Girls (VAWG) is a direct response to the inequalities that have persisted throughout the system and links with the joint Scottish Government and COSLA Equally Safe Strategy, which is due to be refreshed. Our reforms will improve the experience of women seeking justice for these crimes which can be a long and traumatising process. Our portfolio priorities on community safety and reducing reoffending are expected to significantly benefit people with protected characteristics.

## 1.7 Public Sector Reform

This plan also includes actions taken to achieve the mission on Community: delivering efficient and effective public services. The justice sector in Scotland has a strong history of delivering far reaching cross sectoral reform, most noticeably the reforms to Police and Fire as a result of the Police and Fire Reform Act (Scotland) 2021, but also courts and tribunals reform, innovative trauma-informed Community Custody Units, etc.

There are extensive examples of reform and innovation within the justice sector and reflected in the delivery plan, including:

**Blue Light Collaboration:** Following the 2023-24 budget discussions blue light partners have been asked to drive further collaboration to achieve operational efficiencies and improve outcomes for Scottish communities.

**Technology/Digital:** Several justice bodies have significant digital transformation programmes, including body worn cameras for Police Scotland officers and staff; the implementation of a Digital Evidence Sharing Capability; and in-cell technology in prisons.

## 1.8 Transformational Change Programmes

Partnership and collaboration are key to help achieve the aims of the Vision for Justice. We have a long, successful history of working in collaboration with our partners across the justice system to deliver on our aims.

The justice sector’s approach to delivering the medium to longer term Vision for Justice has evolved in line with this collaborative approach and is being implemented through three Justice Transformational Change Programmes.

The Criminal Justice Board, which has representation from across the justice

sector, is responsible for providing oversight of the Justice Transformational Change Programmes (TCPs) by acting as the Sponsoring Group for the Programmes, which includes setting the priorities and alignment with the Vision for Justice.

These TCPs reflect the priorities of Ministers and the wider sector as a subset of work which aims to deliver some of the outcomes set out in the Vision for Justice. The Scottish Government and the justice sector are focusing on key delivery priorities that require cross sectoral collaboration in order to deliver real change to benefit victims, witnesses and all users of the justice system.

### 1.8.1 TCP 1 Person-Centred Trauma-Informed

TCP 1 Person-Centred Trauma-Informed	
<b>Vision</b>	Our justice services will be person-centred, and trauma informed. Person-centred justice services will ensure that a person’s needs and values are respected. There will be timely, clear communication ensuring people understand areas of complexity. Individuals and their families will be involved in decisions which affect them, with a recognition that people are the experts in their own lives. This means that within the parameters of legal frameworks and justice processes, people will be treated as individuals rather than part of a process. People will be treated with empathy and kindness, and provided with the support they need to thrive.
<b>Scope</b>	<ol style="list-style-type: none"> <li>1. Implementation of the Trauma Informed Justice Knowledge and Skills Framework</li> <li>2. Improving communications for victims and survivors</li> <li>3. Expansion in use of Victim Statements</li> <li>4. Extending use of Restorative Justice</li> <li>5. Expansion of use of Pre-Recorded Evidence</li> </ol>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Victims feel like they have been treated with compassion</li> <li>• Victims’ voices are heard</li> <li>• Victims feel informed about their case and know what their rights are</li> <li>• Victims feel safe</li> <li>• Victims are given choices</li> </ul>

## 1.8.2 TCP 2 Shifting the Balance Between Custody and Community

TCP 2 Shifting the Balance Between Custody and Community	
<b>Vision</b>	<p>Over the next 5 years (2023-2028), we will work collaboratively to shift the balance between the use of custody and justice in the community, encouraging more widespread use of community interventions and reducing the use of imprisonment. This will include working together to make best use of available resources and to pursue a range of actions to enhance service delivery, increase public and judicial understanding and confidence, and ensure cross-sector connections to non-justice services including public health, employability, and housing.</p> <p>This recognises that imprisonment is inherently damaging to the connections which prevent people from offending, such as relationships, accommodation, and employment, as well as to the families of those in custody. By contrast, the evidence shows that community interventions can be more effective in assisting with rehabilitation and reducing reoffending than short-term custodial sentences, while protecting the public and robustly managing risk.</p> <p>Our work will contribute to longstanding aims to support rehabilitation, reduce reoffending, and protect the public - including the victims of crime. This will make Scotland a safer place for all.</p>
<b>Scope</b>	PROJECTS TO BE AGREED
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Shift the balance between custody and community</li> <li>• Reduce reoffending</li> </ul>



### 1.8.3 TCP 3 Criminal Justice System Efficiency

TCP 3 Criminal Justice System Efficiency	
<b>Vision</b>	Our criminal justice system will work better for everyone who experiences it. Cases will take less time. More cases will conclude early, and fewer witnesses will have to come to court. Everyone will be better informed about what’s happening throughout. Increased use of digital technology will help the system to recover from the negative impacts of the COVID-19 pandemic and be efficient and effective.
<b>Scope</b>	<ol style="list-style-type: none"> <li>1. System Health Check</li> <li>2. National Witness Gateway</li> <li>3. Digital Evidence Sharing Capability (DESC)</li> <li>4. Remote Provision of Evidence</li> <li>5. Summary Case Management Pilot</li> <li>6. Trauma Informed Domestic Abuse Model</li> <li>7. Reduce Journey Times (Court Recovery Programme)</li> <li>8. Body Worn Video</li> </ol>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Reduce delays: cases progress through the system to appropriate conclusion as quickly as possible</li> <li>• Increased effectiveness: everyone involved in the justice sector has an improved experience and staff time is used on value added tasks</li> <li>• Increased availability of data and information: data and information is easily accessible when needed</li> <li>• Increased use of digital: more justice services and processes are delivered digitally</li> </ul>

# 2. Delivery Plan

## 2.1 AIM: SAFE

We have a society in which people feel, and are, safer in their communities				
Action	Milestone(s)	Timescale	Responsibility	Further Detail
Refresh the Trafficking and Exploitation Strategy	Publication of refreshed strategy	Q3 24/25	Scottish Government	
Introduce new misogyny criminal laws	<ul style="list-style-type: none"> <li>Support passage of Bill through Parliament</li> </ul>	Q4 23/24 to Q1 24/25	Scottish Government	The Bill will take forward the new laws provided by Baroness Kennedy's independent working group report from March 2022.
		Q1 24/25 to Q1 25/26	Scottish Government	
Develop a framework to challenge men's demand for prostitution and support those with experience of it	<ul style="list-style-type: none"> <li>Develop and publish the component parts of the Framework</li> <li>Test and evaluate Framework</li> </ul>	Q3 23/24	Scottish Government	The <a href="#">Policy Principles</a> published in December 2022 include recognising the need for a collective response across government, and the wider public and third sector, and civic society, to tackle the systemic societal and economic disadvantages and circumstances that can foster sexual exploitation.
		Q3 24/25	Scottish Government	

Refresh the National Missing Persons Framework for Scotland	<ul style="list-style-type: none"> <li>Refresh completed</li> <li>Framework Implementation Project to embed aims and objectives of the new Framework</li> </ul>	<p>Q4 23/24 Q1 24/25 to Q4 25/26</p>	<p>Scottish Government Scottish Government</p>	
Improvements to police complaints and misconduct processes	<ul style="list-style-type: none"> <li>Publication of fourth thematic progress report</li> <li>Introduction of a Police (Ethics, conduct and scrutiny) Scotland Bill to Parliament</li> <li>Support passage of the Bill through parliament</li> </ul>	<p>Q1 23/24  Q1 23/34  Q2 23/24 to Q1 24/25</p>	<p>Scottish Government Scottish Government Scottish Government</p>	<p>This policy comes from recommendations from Dame Elish Angiolini's review. A public consultation and engagement took place in summer 2022 on Government's legislative proposals.</p>
Continue to communicate and co-ordinate work through the <a href="#">Serious Organised Crime Strategy</a>	<ul style="list-style-type: none"> <li>Publication of annual SOC Taskforce Progress Report</li> <li>Sectoral workshops for Local Authority SPOC; and Health Board representative networks</li> <li>Publication of public-facing Scottish Multi Agency Strategic Threat Assessment (SMASTA)</li> </ul>	<p>Q4 23/24 Q4 24/25 Q4 25/26  Q4 23/24  Q3 24/25</p>	<p>Scottish Government Scottish Government Police Scotland Serious Organised Crime Taskforce</p>	<p>As envisaged in the Serious Organised Crime Strategy, the SOC Taskforce Steering Group uses the SMASTA to identify the highest priority threats and the areas where the Taskforce's multi-agency approach can make the biggest difference. The resulting activity is reported in the annual Progress Report.</p>

<p>Improve the cyber resilience of the public, private and third sectors and the general public</p>	<ul style="list-style-type: none"> <li>• Taking Stock (Cyber Resilience) report published</li> </ul>	Q3 23/24	Scottish Government	<p>Through the implementation of <a href="#">The Strategic Framework for a Cyber Resilient Scotland</a>, the strengthening of the CyberScotland Partnership, a collaboration of national delivery partners and the development of the Scottish Cyber Coordination Centre - ensures a coordinated partnership approach to improve the cyber resilience of the public, private and third sectors and the general public.</p>
	<ul style="list-style-type: none"> <li>• £500k funding to boost cyber resilience capabilities across diverse communities including older people, people whose first language is not English, disabled people and those facing barriers</li> </ul>	Q2 23/24	Scottish Government	
	<ul style="list-style-type: none"> <li>• Refresh of Public, Private and Third Sector and Learning and Skills Action Plans (to support strategic implementation)</li> </ul>	Q3 23/24 Q3 25/26	Scottish Government	
	<ul style="list-style-type: none"> <li>• CyberScotland Summit - bringing stakeholders together to discuss challenges and priorities</li> </ul>	Q3 23/24 Q3 24/25 Q3 25/26	Scottish Government	
	<ul style="list-style-type: none"> <li>• CyberScotland Week - an annual nationwide festival of events raising awareness of the cyber risk and boosting cyber resilience capabilities across sectors and the general public</li> </ul>	Q4 23/24 Q4 24/25 Q4 25/26	Scottish Government	

	<ul style="list-style-type: none"> <li>Development of the Scottish Cyber Coordination Centre's national cyber resilience capacity and capabilities to improve intelligence sharing, early warning, national exercising and coordination of national incident response</li> </ul>	Q1 23/24 to Q4 25/26	Scottish Government	
Implementation of Economic Crime and Corporate Transparency Act 2023	<ul style="list-style-type: none"> <li>Commencement and ensure implementation of Part 4 and Schedules 8 and 9 for criminal confiscation and civil recovery for cryptoassets</li> </ul>	Q3 23/24 to Q4 23/24	Scottish Government	To strengthen law enforcement powers in tackling illegal use of cryptoassets.
Consider UKG proposals for confiscation regime in Proceeds of Crime Act 2002 (POCA)	<ul style="list-style-type: none"> <li>Consider whether those proposals should be extended to Scotland</li> </ul>	Q3 23/24 to Q4 23/24	Scottish Government with assistance from COPFS	UKG aim is to improve the confiscation scheme under POCA to address problems in regime in E&W. Current aim is to keep Act aligned as closely as possible across UK jurisdictions. Decision needed whether we replicate those amendments for Scotland.

Implementation of Fireworks and Pyrotechnic Articles (Scotland) Act 2022	<ul style="list-style-type: none"> <li>• Commencement of Part 4 and 5 of the Act – Firework Control Zones; Pyrotechnic articles in public places and at designated venues and events</li> </ul>	Q1 23/24	Scottish Government	The Act aims to protect public and community safety and wellbeing by ensuring fireworks and pyrotechnics do not cause harm, distress or serious injury.
	<ul style="list-style-type: none"> <li>• Publication of Local Authority Guidance for implementing Firework Control Zones with introduction from COSLA</li> </ul>	Q1 23/24	Scottish Government	
	<ul style="list-style-type: none"> <li>• Awareness raising workshops and information sessions being hosted by SCSN with LAs - throughout August-September</li> </ul>	Q2 23/24	Scottish Government	
	<ul style="list-style-type: none"> <li>• Progress development of the Fireworks Licensing service</li> </ul>	Q4 23/24 to Q4 24/25	Scottish Government	

<p>Work with SFRS to ensure continuing priority is given to the implementation of their wildfire strategy</p>	<ul style="list-style-type: none"> <li>SFRS wildfire strategy to be fully implemented by 2024/25 'wildfire season'</li> </ul>	<p>TBC Q3 2024/25</p>	<p>SFRS</p>	<p>SFRS has designed a wildfire strategy for the provision of resources and advice at wildfires. The strategy describes a four-tier level of resource provision:</p> <p><b>Tier 1:</b> a standard level of training for all firefighters.</p> <p><b>Tier 2:</b> a fire station with wildfire support capability. Fifteen existing locations proposed. These stations will hold additional equipment. In addition to beaters and shovels, they are expected to be supplied with leaf blowers, mechanical brush cutters and hand tools to assist in creating a fire break.</p> <p><b>Tier 3:</b> a fire station with a wildfire specialist capability. Ten existing locations proposed. In addition to the equipment described for tier 2, they are expected to be provided with dedicated vehicles for carrying additional equipment including backburning and tactical burn operations.</p> <p><b>Tier 4:</b> wildfire tactical advisor. Twelve individuals envisaged.</p>
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<p>Continue to work with partners to implement the Water Safety Action Plan to prevent drowning</p>	<ul style="list-style-type: none"> <li>• Water Safety Stakeholder Group annual report published</li> <li>• Ministerial meetings with Water Safety Scotland stakeholders to review progress against action plan</li> <li>• Launch of Water Safety Education resources for schools</li> <li>• Water Safety Stakeholder Group annual report published</li> </ul>	<p>Q1 23/24</p> <p>Q2 23/24 Q4 23/24 Q2 24/25 Q4 24/25</p> <p>Q2 23/24</p> <p>Q1 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p>	
<p>Implement recommendations from the Action Group on Processions</p>	<ul style="list-style-type: none"> <li>• Development and delivery of a pilot training programme for stewarding of assemblies</li> <li>• Final report from Action Group on Processions in Scotland</li> <li>• Implementation of Action Group's recommendations</li> </ul>	<p>Q4 23/24</p> <p>Q4 23/24</p> <p>Q1 24/25 to Q4 25/26</p>	<p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p>	



Support Policing Together: Police Scotland's Equality, Diversity and Inclusion Strategy	<ul style="list-style-type: none"> <li>• Joint Mainstreaming and Equality Outcomes Progress Report published, setting out how Police Scotland and the Scottish Police Authority (SPA) is making progress with its Equality, Diversity and Inclusion</li> </ul>	Q1 23/24	Police Scotland Scottish Police Authority	To contribute to continuous improvement in policing and seek to address the issues of institutional racism, sexism, misogyny and discrimination within Police Scotland.
	<ul style="list-style-type: none"> <li>• First Report from the Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG)</li> </ul>	Q1 23/24	Police Scotland	
	<ul style="list-style-type: none"> <li>• Second Report from the Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG)</li> </ul>	Q4 23/24	Police Scotland	

<p>We will act on the findings of His Majesty's Inspectorate of Constabulary in Scotland (HMICS) Thematic Review of the servicing of mental health demand on policing</p>	<ul style="list-style-type: none"> <li>• Publication of HMICS report on Mental Health</li> <li>• Publication of Scottish Government Mental Health and Wellbeing Strategy's Delivery Plan and Workforce Action Plan, reflecting actions based on recommendations from HMICS report where possible</li> <li>• Police Scotland Mental Wellbeing Strategy</li> <li>• Increase the number of referrals to Enhanced Mental Health Pathway to best support those in mental health distress</li> </ul>	<p>Q2 23/24</p> <p>Q3 23/24</p> <p>Q4 23/24</p> <p>Q4 23/24</p>	<p>HMICS</p> <p>Scottish Government</p> <p>Police Scotland NHS24 Scottish Ambulance Service</p> <p>Police Scotland</p>	<p>Police are dealing with increasing numbers of people in mental health distress, where no, or only a minor offence, has been committed, placing significant demand on the service. A dashboard has been created in an attempt to capture and measure the demand and will be available imminently.</p> <p>This work will promote partners to work together to better direct people to the most appropriate services, alleviating the amount of time spent by frontline policing and those in police custody centres supporting people in distress.</p>
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Modernisation of SFRS	<ul style="list-style-type: none"> <li>• Publish SFRS's Annual Performance Review Report</li> </ul>	<p>Q3 23/24 Q3 24/25 Q3 25/26</p>	Scottish Fire and Rescue Service	The Annual Performance Review sets out SFRS's progress against delivery of the 7 Strategic Outcomes set out in <a href="#">SFRS's Strategic Plan</a> published in October 2022.
	<ul style="list-style-type: none"> <li>• SFRS Strategic Service Review Programme (SSRP) to identify future change requirements for three workstreams (Corporate Services; Service Delivery; Asset Management)</li> </ul>	<p>Q4 23/24 Q4 24/25 Q4 25/26</p>	Scottish Fire and Rescue Service	
	<ul style="list-style-type: none"> <li>• Implement new Fire Alarm Signal policy</li> </ul>	<p>Q2 23/24</p>	Scottish Fire and Rescue Service	

## 2.2 AIM: PREVENTION AND EARLY INTERVENTION

We work together to address the underlying causes of crime and support everyone to live full and healthy lives				
Action	Milestone(s)	Timescale	Responsibility	Further Detail
Implement the <a href="#">Violence Prevention Framework for Scotland</a>	<ul style="list-style-type: none"> <li>• Publication of first Violence Prevention Framework for Scotland</li> <li>• Annual Progress report and next steps published</li> </ul>	<p>Q1 23/24</p> <p>Q2 24/25 Q2 25/26</p>	<p>Scottish Government</p> <p>Scottish Government</p>	The Action Plan within the Framework includes 14 specific actions to be taken forward in collaboration with our delivery partners. This will be overseen by a Framework Implementation Group and will be reported through the publication of an annual Progress Report.

<p>Take a public health approach to preventing crime and unintentional harm</p>	<ul style="list-style-type: none"> <li>• This work is undertaken through the annual budget planning cycle with current 2023-24 funded project outputs delivered by March 2024</li> <li>• Decisions on funding projects for 2024-5 will be made in advance of the 2024-5 budget settlement</li> </ul>	<p>Q1 23/24 to Q4 23/24</p> <p>Q4 23/24</p>	<p>Scottish Government</p> <p>Scottish Government</p>	<p>Work in partnership with local community safety organisations to deliver preventative interventions to achieve safer communities.</p>
<p>End the placement of under 18s in Young Offenders' Institutions</p>	<ul style="list-style-type: none"> <li>• Support passage of Bill through Parliament</li> </ul>	<p>Q1 23/24 to Q4 23/24</p>	<p>Scottish Government</p>	<p>This is part of the Children (Care and Justice) (Scotland) Bill which was introduced into Parliament in December 2022.</p> <p>This commitment aligns with our Whole System Approach which seeks to address the needs of those under the age of 18 who are involved in, or at risk of becoming involved in, offending.</p> <p>This is a key action towards Keeping the Promise, providing the support children and young people need in very difficult circumstances, shifting the approach from one of punishment to one of love and support.</p>

<p>Continue to implement <a href="#">Support the Justice for Children and young people - a rights respecting approach</a></p>	<ul style="list-style-type: none"> <li>We will work in partnership to deliver the vision and priorities in order to meet the asks of <a href="#">the Promise</a> and other review/research pieces</li> </ul>	<p>Q1 23/24 to Q1 24/25</p>	<p>Scottish Government and Youth Justice Improvement Board Members</p>	<p>This vision builds on the youth justice strategy which concluded in 2020. It represents a shared foundation between the Scottish Government and partners to continue to support the agenda to keep children out of the criminal justice system and promote the use of the Whole System Approach. Two implementation groups have been set up to deliver on the priorities within the vision.</p>
<p>The regulation of child contact services used in private family law cases for children to spend time with a parent they don't live with in a safe, conflict-free environment</p>	<ul style="list-style-type: none"> <li>Secondary legislation to be laid to put the Care Inspectorate in place as the independent regulator of child contact services</li> <li>New regulatory system established requiring child contact services to register with the Care Inspectorate and be subject to a quality improvement framework and regular inspections</li> </ul>	<p>Q1 24/25  Q1 25/26</p>	<p>Scottish Government  Scottish Government</p>	<p>This forms part of a wider work to implement the Children (Scotland) Act 2020, including in relation to child welfare reporters and alternative dispute resolution.</p>

<p>Support primary and secondary prevention intervention: Cashback for Communities to support young people at risk</p>	<ul style="list-style-type: none"> <li>• Launch of Phase 6</li> <li>• Publication of 2022/23 Impact Report</li> <li>• Publication of Phase 5 Evaluation</li> <li>• End of year reporting and evaluation</li> <li>• Cashback Phase 7 feasibility discussions and consultation (2024)</li> <li>• Publication of Cashback Impact reports for Phase 6 Y1(2024)</li> <li>• Publication of Cashback Impact reports for Phase 6 Y2 (2025)</li> </ul>	<p>Q1 23/24</p> <p>Q3 23/24</p> <p>Q4 23/24</p> <p>Q4 23/24</p> <p>Q2 24/25 to Q4 24/25</p> <p>Q3 24/25</p> <p>Q3 25/26</p>	<p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p>	<p>Phase 6 of CashBack for Communities includes 29 grant funded partners funded until 2025/6. Partners are supported by our programme manager Inspiring Scotland and have quarterly visits/engagement. Partners are also brought together as a collective twice a year for broader discussions.</p>
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<p>Develop proposals for refreshing our approach to dealing with Antisocial behaviour (ASB) with a strong focus on prevention</p>	<ul style="list-style-type: none"> <li>• Compile findings and recommendations from engagement on current approach to preventing and tackling ASB</li> <li>• Establish independent working group to develop proposals on a more strategic approach to preventing and tackling ASB</li> <li>• Publish stakeholder engagement report – Developing a New Approach to Antisocial Behaviour</li> <li>• Working Group report to Ministers setting out their conclusions and recommendations</li> </ul>	<p>Q2 23/24</p> <p>Q3 23/24</p> <p>Q3 23/24</p> <p>Q3 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p>	
<p>Publish a Delivery Plan to support implementation of the Hate Crime Strategy for Scotland. A key priority will be supporting implementation of the Hate Crime and Public Order (Scotland) Act 2021</p>	<ul style="list-style-type: none"> <li>• Delivery Plan published</li> <li>• Commencement of the Hate Crime and Public Order (Scotland) Act 2021</li> </ul>	<p>Q3 23/24</p> <p>Q1 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p>	<p>The Hate Crime strategy was published in March 2023.</p>

<p>Take action to keep the promise</p>	<ul style="list-style-type: none"> <li>To take immediate action to improve experiences and outcomes for children, young people, adults and their families who are currently in or on the edge of care; and action over the longer term to improve the level of support for families from birth through to adulthood to significantly reduce the numbers of families coming into the care system</li> </ul>	<p>Ongoing</p>	<p>All justice partners</p>	<p>Key activities to keep the Promise are being progressed such as the implementation of the Bairns' Hoose model and legislation to end the placement of under 18s in Young Offenders Institutions.</p> <p>Collective action continues to embed the Promise across justice to improve outcomes for care experienced children, young people, adults and their families in Scotland.</p>
<p>Improve the operational response to control of dogs</p>	<ul style="list-style-type: none"> <li>Delivery of 8 regional engagements</li> <li>Implementation of agreed actions from engagement events</li> </ul>	<p>Q3 23/24 Q4 24/25</p>	<p>Scottish Government Scottish Government in collaboration with stakeholders</p>	<p>A number of regional events will be held bringing together representatives from local authorities, Police Scotland, Scottish Community Safety Network, dog behaviourists, SSPCA, Dogs Trust and others to look at ways of strengthening the operational response to help address dog control issues in our communities.</p>



**2.3 AIM: PERSON-CENTRED AND TRAUMA-INFORMED**

**We have effective, modern and person-centred approaches to justice in which everyone can have trust, including as victims, those accused of crimes, and as individuals in civil disputes**

Action	Milestone(s)	Timescale	Responsibility	Further Detail
Implement the Bairns' Hoose Model	<ul style="list-style-type: none"> <li>Publication of documents setting out various elements of the model</li> <li>Launch Phase 1 Pathfinder</li> <li>Publish findings from Pathfinder</li> <li>Blueprint and Pilot Delivery Plan to be developed</li> <li>Phase 2 Pilots launched</li> </ul>	<p>Q1 23/24</p> <p>Q3 23/24</p> <p>Q1 25/26</p> <p>Q1 25/26</p> <p>Q4 25/26</p>	<p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p> <p>Scottish Government</p>	<p>The Pathfinders will act as proof of concept for the Bairns' Hoose model in Scotland. Learning from the implementation of the Standards, alongside the rollout of the Scottish Child Interview Model, will help provide a blueprint for a pilot of a national Bairns' Hoose model in Scotland.</p> <p>The pilots, expected to be launched in 2025, will test the full implementation of the Bairns' Hoose model blueprint. They will be formally evaluated to identify any issues and to evidence impacts, including impacts on outcomes for children and young people. This will provide a basis to refine the Bairns' Hoose model in Scotland before being rolled out nationally.</p>

Introduce the Scottish Child Interview Model	<ul style="list-style-type: none"> <li>• Complete national delivery of the Scottish Child Interview Model in all partnerships in Scotland</li> </ul>	Q4 23/24	Police Scotland	<p>A key aim of the Scottish Child Interview Model - developed by local authorities and Police Scotland in a series of pilot projects - is to protect children and reduce stress when recounting their experiences.</p> <p>Police Scotland, in collaboration with the Scottish Government continues to work with strategic partners of Social Work Scotland and COSLA, via the dedicated National Joint Investigative Interviewing (JII) Team, to complete the introduction of the Scottish Child Interview Model to all areas of Scotland by March 2024.</p>
	<ul style="list-style-type: none"> <li>• National Joint Investigative Interviewing (JII) Team will build capacity within training cohorts</li> </ul>	Q4 23/24	Police Scotland	
	<ul style="list-style-type: none"> <li>• Work with key stakeholders (including the Crown Office and Procurator Fiscal Service and the Scottish Children's Reporter Administration) to embed a learning culture and continuous improvement through a commitment to multi-agency evaluation of JII</li> </ul>	Q4 23/24	Police Scotland	
	<ul style="list-style-type: none"> <li>• Commence review to update the existing National JII Guidance to complement the Scottish Child Interview Model</li> </ul>	Q4 23/24	Police Scotland	

<p>Implementation of the Children (Scotland) Act 2020 [section 21] - Duty on Scottish Ministers to ensure the availability of child advocacy services in court cases under section 11 of the Children (Scotland) Act 1995</p>	<ul style="list-style-type: none"> <li>• Preparatory work in advance of a public consultation on child advocacy</li> <li>• Issue of public consultation</li> </ul>	<p>Q1 23/24 to Q4 23/24</p> <p>Q1 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p>	<p>This forms part of a wider work to implement the Children (Scotland) Act 2020, including in relation to child welfare reporters and alternative dispute resolution.</p> <p>Advocacy is a key area linked to Keeping the Promise, and The Promise Scotland are leading on scoping work for a lifelong, national advocacy service which will report to the Scottish Ministers at the end of 2023.</p>
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<p>Review of section 6 of the Child Abduction Act 1984</p>	<ul style="list-style-type: none"> <li>• Consultation with key stakeholders</li> <li>• Report to be published outlining the outcomes of the review.</li> </ul>	<p>Q1 23/24 to Q4 23/24</p> <p>Q2 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p>	<p>Section 6 of the 1984 Act makes it a criminal offence in the law of Scotland for a person connected with a child under 16 to take or send the child out of the United Kingdom without the appropriate consent, but only where there is a court order from a court in the UK on custody or from a court in England, Wales or Northern Ireland making the child a ward of court. In addition, under section 6 of the 1984 Act, it is a criminal offence in Scotland to take a child out of the United Kingdom if there is an order from a court in the UK prohibiting the removal of the child from the UK or any part of it.</p>
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<p>Monitor and evaluate the use of police powers under the Age of Criminal Responsibility (Scotland) Act (ACRA)</p>	<ul style="list-style-type: none"> <li>• Commencement of remedial work following Year 1 learning review</li> <li>• Full report on the review of cases relating to increasing the ACR to be submitted to Scottish Government</li> <li>• Year 2 data report compilation and submission to Scottish Government</li> <li>• Year 3 data report compilation and submission to Scottish Government</li> </ul>	<p>Q3 23/24</p>	<p>Police Scotland</p>	
		<p>Q4 23/24</p>	<p>Police Scotland</p>	
		<p>Q4 23/24</p>	<p>Police Scotland</p>	
		<p>Q4 24/25</p>	<p>Police Scotland</p>	
<p>Abolition of the Not Proven Verdict</p>	<ul style="list-style-type: none"> <li>• Introduction of Victims, Witnesses and Justice Reform (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	<p>Q1 23/24</p>	<p>Scottish Government</p>	<p>This is part of the Victims, Witnesses and Justice Reform (Scotland) Bill so both the policy and timescales are dependent on the Parliamentary process.</p>
		<p>Q2 23/24 to Q3 24/25</p>	<p>Scottish Government</p>	
<p>Establish specialist sexual offences court</p>	<ul style="list-style-type: none"> <li>• Introduction of Victims, Witnesses and Justice Reform (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	<p>Q1 23/24</p>	<p>Scottish Government</p>	<p>This is part of the Victims, Witnesses and Justice Reform (Scotland) Bill so both the policy and timescales are dependent on the Parliamentary process.</p>
		<p>Q2 23/24 to Q3 24/25</p>	<p>Scottish Government</p>	

Pilot of single judge rape trials	<ul style="list-style-type: none"> <li>• Introduction of Victims, Witnesses and Justice Reform (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	Q1 23/24  Q2 23/24 to Q3 24/25	Scottish Government  Scottish Government	This is part of the Victims, Witnesses and Justice Reform (Scotland) Bill so both the policy and timescales are dependent on the Parliamentary process.
Introduce a statutory right to anonymity for victims of sexual offences	<ul style="list-style-type: none"> <li>• Introduction of Victims, Witnesses and Justice Reform (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	Q1 23/24  Q2 23/24 to Q3 24/25	Scottish Government  Scottish Government	This is part of the Victims, Witnesses and Justice Reform (Scotland) Bill so both the policy and timescales are dependent on the Parliamentary process.
Continue to support victims and survivors of crime through the Victim Centred Approach Fund	<ul style="list-style-type: none"> <li>• Gather evidence to support shared learning across funded organisations</li> <li>• Consider options for future VCAF funding</li> </ul>	Q4 24/25  Q4 24/25	Scottish Government  Scottish Government	This fund provides joined-up, accessible support to victims across Scotland. It helps support specialist services for those bereaved by crime, provide court advocacy support for survivors of gender-based violence, extend support and assistance for victims of human trafficking and enable better long-term outcomes for victims, including improved mental and physical health.

<p>Provide support to victims of crime through the Victim Surcharge Fund</p>	<ul style="list-style-type: none"> <li>• Fund open for applications</li> <li>• Funds allocated</li> </ul>	<p>Q2 23/24 Q3 23/24</p>	<p>Scottish Government Scottish Government</p>	<p>Successful applicants will be able to use their share of the Victim Surcharge Fund, which is now in its fourth year, to provide direct, practical help to victims. This includes repairing or replacing damaged items, providing replacement clothes for people escaping domestic abuse, or equipment that helps people impacted by crime feel safe.</p>
<p>Create the office of Victims and Witnesses Commissioner for Scotland</p>	<ul style="list-style-type: none"> <li>• Introduction of Victims, Witnesses and Justice Reform (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	<p>Q1 23/24  Q2 23/24 to Q3 24/25</p>	<p>Scottish Government  Scottish Government</p>	<p>This is part of the Victims, Witnesses and Justice Reform (Scotland) Bill so both the policy and timescales are dependent on the Parliamentary process.</p>

<p>Refresh the Equally Safe Strategy</p>	<ul style="list-style-type: none"> <li>• Establish a Ministerial Oversight Group as part of the review of Equally Safe's governance. The group will ensure momentum on delivering the cross-portfolio Equally Safe Strategy, including the refresh of the priorities</li> <li>• Publish Refreshed Equally Safe Strategy</li> <li>• Publish a new Equally Safe delivery plan</li> </ul>	<p>Q3 23/24</p>	<p>Scottish Government</p>	
<p>Develop Scotland's first national multi-agency domestic homicide review model</p>	<ul style="list-style-type: none"> <li>• Targeted engagement to gather the views of those with lived experience of domestic abuse, those who have been bereaved by domestic homicide and those working within the sector</li> <li>• Publish analysis report</li> </ul>	<p>Q3 23/24</p>	<p>Scottish Government</p>	<p>The Scottish Government established a multi-agency Domestic Homicide Review Taskforce in December 2022. The purpose of the Taskforce is to provide leadership on the development and implementation of a national multi-agency Domestic Homicide Review model for Scotland.</p>
		<p>Q3 23/24</p>	<p>Scottish Government</p>	



<p>Implement a new trauma informed domestic abuse court model</p>	<ul style="list-style-type: none"> <li>• Workshop to capture and agree the high level scope and project considerations</li> <li>• Develop and finalise the model for implementation in Grampian, Highland and Islands in consultation with partners</li> <li>• Review approach and consider potential for further roll out</li> </ul>	<p>Q2 23/24</p> <p>Q4 23/24</p> <p>Q1 24/25 to Q4 24/25</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	<p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>This new model seeks to develop the use of technology to increase flexibility and resilience in the management of criminal business, by creating specialist online courts to tackle domestic abuse cases from first appearance to sentence. This approach has the potential to reduce trauma for complainers, moving cases out of the physical courtroom, whilst making use of new approaches to manage business virtually.</p>
<p>Aim to increase the availability of the Caledonian domestic abuse perpetrators programme</p>	<ul style="list-style-type: none"> <li>• Conclude formal programme accreditation</li> </ul>	<p>Q4 23/24</p>	<p>Scottish Government</p>	<p>We will deliver ongoing training and support to those areas currently delivering this internationally recognised behavioural programme for perpetrators of domestic abuse.</p> <p>We will explore potential for further roll out with local authority areas who are in a position to roll out the programme.</p>

<p>Improve the Management of Sexual Offences Cases</p>	<ul style="list-style-type: none"> <li>• Delivery of a bespoke evidence by commission facility in Aberdeen to support the High Court and local sheriff courts</li> <li>• Supporting Victim Support Scotland's roll-out of virtual reality headset technology to help vulnerable witnesses familiarise themselves with courts before attending court to give evidence</li> <li>• Develop and deliver SCTS leaders training on trauma informed approaches – to raise organisational awareness around trauma informed care and inform development of training for all staff in line with the levels identified in the Trauma Informed Justice Knowledge and Skills Framework</li> </ul>	<p>Q3 23/24</p> <p>Ongoing</p> <p>Q3 23/24</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	<p>Supporting the implementation of recommendations made in the Lord Justice Clerk's Review – "Improving the Management of Sexual Offence Cases" – by providing a supportive, trauma-informed approach to the taking of evidence prior to trial.</p> <p>Whilst many of the Review's recommendations require new legislation and provisions are contained within the Victims, Witnesses, and Justice Reform (Scotland) Bill 2023. This action relates to the elements of the Review that don't require an immediate legislative change.</p> <p>The Lord Advocate appointed Susanne Tanner KC to carry out a Review of the Prosecution of Sexual Offences to improve the service COPFS provides to victims of sexual crime.</p>
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	<ul style="list-style-type: none"> <li>• Delivery of a bespoke trauma informed multifunctional evidence giving facility in Dundee</li> <li>• Report the Review of the Prosecution of Sexual Offences to be submitted to Lord Advocate</li> <li>• COPFS to consider and take forward the recommendations from the review</li> </ul>	<p>Q4 23/24</p> <p>Q3 23/24</p> <p>Q4 23/24</p>	<p>Scottish Courts and Tribunals Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p>	
<p>Further develop how a person centred approach to justice reflects specific gender needs</p>	<ul style="list-style-type: none"> <li>• Women's Justice Leadership Panel <a href="#">The Case for Gendered and Intersectional Approaches to Justice</a> report published</li> <li>• Presentations to be delivered to Equally Safe Joint Strategic Board, Justice Board, The Promise Board and the National Advisory Council on Women and Girls on the report from the Women's Justice Leadership Panel report</li> </ul>	<p>Q2 23/24</p> <p>Q3 23/24</p>	<p>Women's Justice Leadership Panel</p> <p>Scottish Government</p>	<p>The Panel was established in January 2022 to address gender inequality and improve women's experiences within the justice system. The Panel's remit was to demonstrate that the experience of women in the justice system is different to men, and to promote consistent understanding of gendered issues within the justice system. Members of the Panel examined the experiences of women as both victims and offenders in a range of settings including policing, community justice, criminal and civil courts, tribunals and prisons.</p>

<p>Implement the Trauma-informed Knowledge and Skills Framework for Victims and Witnesses</p>	<ul style="list-style-type: none"> <li>• Agree an implementation plan with partners including developing specialised training for relevant staff</li> </ul>	<p>Q4 23/24</p>	<p>Scottish Government NHS Education Scotland All Justice agencies</p>	<p>This work is being taken forward under TCP1 – Person Centred Justice and is a workstream of the Victims Taskforce.</p> <p>The framework sets out key principles and aims of trauma informed justice systems and practice. It details knowledge and skills different members of the workforce will need in order to achieve them. Justice organisations working with victims and witnesses will need to use the framework to identify what that means for them in practice and implement the required training.</p>
<p>Implementation of the Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019</p>	<ul style="list-style-type: none"> <li>• Implementation Group to be reformed</li> <li>• Reporting to Parliament on the on the first three years of the 2019 Act's implementation</li> <li>• Publication of updated Implementation Plan</li> </ul>	<p>Q2 23/24 Q4 23/24 Q4 23/24</p>	<p>Scottish Government Scottish Government Scottish Government</p>	<p>This work is being taken forward under TCP1 – Person Centred Justice.</p> <p>The Report to Parliament must: evaluate whether the presumption has helped witnesses to participate in the criminal justice system and set out the next steps that Scottish Ministers intend to take to further extend the presumption.</p>

<p>Victim Information and Advice (VIA) modernisation programme</p>	<ul style="list-style-type: none"> <li>• Development and delivery of key products in a phased approach</li> <li>• Collaboration and engagement with internal and external stakeholders on key interdependent projects/initiatives</li> </ul>	<p>Q3 23/24 to Q4 23/24</p> <p>Q3 23/24 to Q1 24/25</p>	<p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p>	<p>VIA is a service provided by COPFS to victims and witnesses of crime, offering information and advice about how the Scottish criminal justice system works and what victims and witnesses can expect, communicating about what is happening in their case and putting them in touch with other services that can help. This programme will deliver an improved service to victims, witnesses and nearest relatives and support the effective preparation and prosecution of casework.</p>
<p>Extend use of Restorative Justice</p>	<ul style="list-style-type: none"> <li>• Prepare Business Case for Test Project Area expansion</li> </ul>	<p>Q1 24/25</p>	<p>Scottish Government Community Justice Scotland</p>	<p>This work is being taken forward under TCP1 – Person Centred Justice.</p> <p>Widening the availability of reliable and safe restorative Justice services to people who have been impacted by harm and want to pursue RJ as an option for addressing the harm caused, support recovery, and where feasible repair harm caused.</p>

<p>Improve communications for Victims and Witnesses</p>	<ul style="list-style-type: none"> <li>• Revised written communications for Victims and Witnesses</li> <li>• Response to the Victim Notification Scheme review and subsequent implementation</li> </ul>	<p>Q4 23/24</p> <p>Q3 23/24</p> <p>Q4 23/24 onwards</p>	<p>Justice Agencies Scottish Government</p> <p>Scottish Government Scottish Government</p>	<p>This work is being taken forward under TCP1 – Person Centred Justice and is a workstream of the Victims Taskforce.</p> <p>Ensure compassionate and timely communication across the justice system for Victims and Witnesses.</p> <p>This includes</p> <ul style="list-style-type: none"> <li>• Implementation of a new style guide [People at Heart] and approach to communication, and related activity across the sector.</li> <li>• Setting out our intended approach to VNS Review recommendations.</li> <li>• Improving information provided across websites for consistency and ease of navigation.</li> </ul>
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<p>Victims Taskforce</p>	<ul style="list-style-type: none"> <li>• Continue meeting on 6-monthly basis to co-ordinate and drive action to improve the experiences of victims and witnesses within the criminal justice system</li> <li>• Continue working with the Victim-Survivor Advisory Board to the Victims Taskforce to develop feedback mechanisms to ensure to that the voices of victims and survivors are at the heart of the work of the Victims Taskforce</li> <li>• Maintain strategic oversight of the communications [People at Heart] and trauma-informed workforce projects in TCP1</li> </ul>	<p>Q1 23/24 to Q4 23/24</p>	<p>Scottish Government, third sector and all justice partners</p>	<p>The Victims Taskforce, chaired jointly by the Cabinet Secretary for Justice and Home Affairs and the Lord Advocate, brings together representatives of justice agencies, victims organisations and others to consider measures to improve the experiences of victims within the justice system.</p> <p>A key focus of the Taskforce is to ensure that policy and operational decisions are informed by the voices of victims/survivors and their families.</p> <p>Three workstreams sit under the Victims Taskforce:</p> <ul style="list-style-type: none"> <li>• Victim Centred Approach</li> <li>• Trauma Informed Workforce</li> <li>• Communication</li> </ul> <p>These workstreams include projects managed under TCP1, but for which the Victims Taskforce have strategic oversight.</p>
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<p>Expansion in use of Victim Statements</p>	<ul style="list-style-type: none"> <li>• Agree pilot approach</li> <li>• Start pilot</li> </ul>	<p>Q3 23/24 Q4 23/24</p>	<p>Scottish Government COPFS</p>	<p>This work is being taken forward under TCP1 – Person Centred Justice.</p> <p>To allow all victims the option to make a Victim statements. A pilot will seek to understand the costs associated with a digital process rather than the current paper process.</p>
<p>Review the standard prosecution report</p>	<ul style="list-style-type: none"> <li>• Launch of project</li> </ul>	<p>Q3 23/24</p>	<p>Crown Office and Procurator Fiscal Service Police Scotland</p>	<p>This is a joint review by COPFS and the police with the purpose of modernising arrangements for police reporting of offences to the Procurator Fiscal. The aim is to ensure that reports from the police include all pertinent information about the accused, victims and witnesses, and others affected including children in order that COPFS make best informed decisions and is better placed to support victims and witnesses.</p>



<p>Extend simplified divorce and dissolution procedures to cases where the spouses or civil partners have agreed about the upbringing of any children of the family under 16 years of age</p>	<ul style="list-style-type: none"> <li>• Publication of a Scottish Government consultation on the proposal</li> <li>• Analysis of consultation to be published</li> </ul>	<p>Q1 24/25</p> <p>Q4 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p>	
<p>Improve the investigation into deaths</p>	<ul style="list-style-type: none"> <li>• Death Investigation Improvement Programme work ongoing</li> <li>• Custody Deaths Investigation Unit established</li> <li>• Work of the Covid Deaths Investigation Unit continues</li> <li>• Brief Law Officers on the outcome of the gateway review of the Pathology, Toxicology and Mortuary (PTM) Programme, with recommendations</li> </ul>	<p>Ongoing</p> <p>Q3 23/24</p>	<p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p>	<p>This is a suite of improvement work which includes consideration of the investigation of the deaths of children, deaths in custody and deaths linked to Covid-19, and arrangements for pathology and toxicology work, which has the overarching aim of improving the investigation of deaths, increasing public confidence and awareness, ensuring that bereaved relatives can effectively participate in the death investigation process and reducing the journey time for concluding death investigations, including FAIs.</p>

<p>Develop a draft model for the delivery of mediation services</p>	<ul style="list-style-type: none"> <li>• Work in partnership with the University of Strathclyde Mediation Clinic to expand the availability of mediation services across Scotland</li> </ul>	<p>Q4 23/24</p>	<p>Scottish Government</p>	<p>We will work in partnership with stakeholders to expand the availability of mediation services within the civil justice system to give our citizens, businesses and organisations access to flexible, and affordable and less stressful means of settling disputes, benefitting them and saving time in courts.</p>
<p>Take forward recommendations from the British Sign Language Action plan about improvements to the justice system in respect of BSL users</p>	<ul style="list-style-type: none"> <li>• Action plan published</li> </ul>	<p>Q3 23/24</p>	<p>Scottish Government</p>	<p>Any future work will be dependent on the recommendations set out in the Action Plan.</p>

**2.4 AIM: REHABILITATION****We support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimisation**

Action	Milestone(s)	Timescale	Responsibility	Further Detail
Take forward the Priority Actions set out in the <a href="#">National Strategy for Community Justice</a> and the accompanying Delivery Plan	<ul style="list-style-type: none"> <li>• Delivery Plan published</li> <li>• Six monthly update</li> </ul>	Q1 23/24 Q3 23/24 Q1 24/25 Q3 24/25 Q1 25/26 Q3 25/26	Scottish Government  Responsibility for the actions in the plan is shared amongst a range of partners, including:  ALACHO  Alcohol and Drugs Partnerships  Children and Young People's Centre for Justice (CYCJ)  Community Justice Scotland  COPFS  COSLA  Local Authorities  National Police Care Network  NHS Boards  Police Scotland	This work is being taken forward under TCP2 – Shifting the balance between custody and justice in the community.  The <a href="#">National Strategy for Community Justice</a> sets out the national direction for community justice by building on progress made to date and emphasises the Scottish Government's longstanding aim to encourage a person centred, trauma-informed, and rehabilitative approach. It recognises that while public protection is paramount, that is entirely consistent with widening the use of community-based interventions and sentences, which can be more effective in reducing reoffending and assisting with rehabilitation while still protecting victims, the public and robustly managing risk.

			<p>Public Health Scotland</p> <p>RMA</p> <p>Scottish Association of Social Workers</p> <p>Scottish Prison Service</p> <p>Skills Development Scotland</p> <p>Social Work Scotland</p> <p>Third Sector</p>	<p>The strategy sets out 4 national aims and 13 priority actions, with further detail provided on the deliverables which will be taken forward in pursuit of these set out in an accompanying delivery plan. That plan will be updated twice a year.</p>
<p>Improve health and wellbeing of people in custody as part of rehabilitation and recovery</p>	<ul style="list-style-type: none"> <li>• Finalise Scottish Prison Service (SPS) Mental Health Strategy</li> <li>• Commence implementation of SPS Mental Health Strategy</li> <li>• Finalise SPS Drugs &amp; Alcohol Strategy</li> <li>• Commence implementation of SPS Drugs &amp; Alcohol Strategy</li> </ul>	<p>Q4 23/24</p> <p>Q1 24/25</p> <p>Q4 23/24</p> <p>Q1 24/25</p>	<p>Scottish Prison Service</p> <p>Scottish Prison Service</p> <p>Scottish Prison Service</p> <p>Scottish Prison Service</p>	

Implement new models of female custody	<ul style="list-style-type: none"> <li>• Deliver a new model for female custody with the opening of HMP Stirling</li> <li>• Commence implementation of SPS Strategy for Women in custody</li> </ul>	Q1 23/24	Scottish Prison Service	
Support people in custody to maintain and enhance social networks and links with family	<ul style="list-style-type: none"> <li>• Finalise the SPS Family Strategy</li> <li>• Commence implementation of the SPS Family Strategy</li> </ul>	Q1 23/24	Scottish Prison Service	This recognises the importance of maintaining relationships and engagement for the families of people in custody, including care experienced children, and is an important element of Keeping the Promise.
Support people who have offended and are in prison to live healthier, more productive lives	<ul style="list-style-type: none"> <li>• Carry out a review of SPS case management</li> <li>• Commence implementation of changes to SPS case management</li> </ul>	Q1 23/24 to Q4 24/25	Scottish Prison Service Scottish Prison Service	
Improve models of custody for children and young people, including no under 18s in custody	<ul style="list-style-type: none"> <li>• Improving models of custody for children and young people, including no under 18s in custody</li> </ul>	Ongoing	Scottish Prison Service	

<p>Modernise the Prison Estate</p>	<ul style="list-style-type: none"> <li>• Progress construction of HMP Highland, to replace HMP Inverness</li> <li>• Open HMP Highland</li> <li>• Progress construction of HMP Glasgow, to replace HMP Barlinnie</li> <li>• Implement in-cell telephony within Scottish prisons</li> <li>• Launch in-cell technology within Scottish prisons</li> </ul>	<p>Ongoing</p> <p>Q4 25/26</p> <p>Ongoing</p> <p>Q2 23/24</p> <p>Q1 25/26 to Q4 25/26</p>	<p>Scottish Prison Service</p> <p>Scottish Prison Service</p> <p>Scottish Prison Service</p> <p>Scottish Prison Service</p> <p>Scottish Prison Service</p>	
<p>Renewing services in prisons after COVID-19 disruption</p>	<ul style="list-style-type: none"> <li>• Recalibration of Scottish Court Custody and Prisoner Escort Service contract</li> </ul>	<p>Q4 23/24</p>	<p>Scottish Prison Service</p>	

**2.5 AIM: COVID-19 RECOVERY**

We address the on-going impact of the COVID-19 pandemic and continue to renew and transform justice				
Action	Milestone(s)	Timescale	Responsibility	Further Detail
Digital Evidence Sharing Capability (DESC): Delivering a digital pathway from crime scene to courtroom	<ul style="list-style-type: none"> <li>Evaluation of Dundee pilot of DESC</li> <li>Commence roll out of DESC platform across Scotland</li> </ul>	<p>Q3 24/25</p> <p>Q4 24/25</p>	<p>Police Scotland</p> <p>Police Scotland</p>	<p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>The pilot for DESC commenced in Dundee in January 2023. This solution will deliver an end-to-end service which will collect, manage and share digital evidence throughout the criminal justice process.</p> <p>The DESC Project also includes work on making it easier to submit digital evidence to report poor road user behaviour, in support of making Scotland’s roads safer for all – especially for pedestrians and cyclists.</p>

<p>Body Worn Video: Roll out body worn cameras to front line Police Scotland officers and staff</p>	<ul style="list-style-type: none"> <li>• Contract awarded following procurement exercise</li> <li>• Phase 1 rollout to front line officers and staff</li> <li>• Phase 2 rollout to remaining officers and staff</li> </ul>	<p>Q2 23/24</p> <p>Q2 24/25 to Q2 25/26</p> <p>Q2 25/26 to Q1 26/27</p>	<p>Police Scotland Scottish Police Authority</p> <p>Police Scotland</p> <p>Police Scotland</p>	<p>This work is being taken forward under TCP3 - System Efficiency.</p>
<p>Reduce the journey times for people within the criminal justice system</p>	<ul style="list-style-type: none"> <li>• Continued delivery of the Criminal Court Recovery programme to address case backlogs and associated waiting times</li> <li>• Publication of revised modelling based on review of criminal court recovery programme and criminal case projections - to inform ongoing recovery activity</li> </ul>	<p>Q1 23/24 Q1 24/25 Q1 25/26</p> <p>Q3 23/24 Q3 24/25 Q3 25/26</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	<p>This work is being taken forward under TCP3 - System Efficiency.</p>



<p>Summary Case Management Pilot: A new initiative to manage summary cases in Scotland</p>	<ul style="list-style-type: none"> <li>• Interim evaluation and consideration of the roll out to other cases/courts</li> <li>• Final evaluation</li> </ul>	<p>Q3 23/24</p> <p>Q4 23/24</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	<p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>The Summary Case Management Pilot is a judicially-led initiative that aims to reduce the number of cases set down for trial unnecessarily and reduce the volume of late pleas of guilty and late decisions on discontinuation. It aims to decrease the number of witness citations issued, increase case resolution at the pleading diet and reduce the number of trial diets at which no evidence is led.</p> <p>The approach will have benefits for all involved in the summary criminal process, creating the opportunity for matters to be resolved at the earliest possible stage, reducing the overall time from a complaint first calling to its disposal.</p>
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<p>Support Police and Expert witnesses to provide evidence remotely, using technology to increase flexibility and resilience in criminal cases and expand capacity to host remote evidence in court</p>	<ul style="list-style-type: none"> <li>• Police and expert witnesses routinely give evidence remotely in High Court cases</li> <li>• Roll out of additional functionality to allow Clerks of Court to communicate with witnesses in virtual breakout rooms</li> <li>• An evaluation report will be finalised to inform next steps and wider rollout to the Sheriff Courts</li> </ul>	<p>Q1 23/24</p> <p>Q3 23/24</p> <p>Q4 23/24</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	<p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>The initial phase – remote provision of evidence by Police and Expert Witnesses was rolled out to the High Court from January 2022.</p>
<p>Establish a new National Victims and Witnesses Gateway</p>	<ul style="list-style-type: none"> <li>• Launch of COPFS Victim and Witness Gateway to pilot and evaluate the service.</li> <li>• Implementation of COPFS Victims and Witness Gateway</li> <li>• Development of National Victim and Witness Gateway across the justice sector to achieve a single platform for victims and witnesses</li> </ul>	<p>Q3 23/24</p> <p>Q3 24/25</p> <p>Q3 24/25</p>	<p>Crown Office and Procurator Fiscal Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Scottish Government</p>	<p>This work is being taken forward under TCP3 – System Efficiency.</p> <p>This project will build on the gateway COPFS are currently developing to provide a single digital criminal justice access point for victims and witnesses.</p> <p>The national gateway will provide victims and witnesses access to information from all justice partners.</p>

Implement a new, more comprehensive service for defence agents to engage with COPFS	<ul style="list-style-type: none"> <li>• Evaluation of service</li> <li>• Pilot to commence</li> </ul>	Q3 23/24 Q4 23/24	Crown Office and Procurator Fiscal Service	This new service will replace the COPFS secure disclosure system and offer a more comprehensive service for defence solicitors engaging with COPFS.
Develop a fully digital end to end service for civil business in the courts, enhancing access to justice	<ul style="list-style-type: none"> <li>• Commence live streaming of publicly held Inner House hearings</li> <li>• Digital Inventory of Process introduced into the Court of Session, providing the Court of Session staff with a digital case file, forming the basis of the Civil Online Case Tracker for external users</li> <li>• Court of Session – Civil Online Case Tracker implemented allowing users to access to their own case's data, and is the mechanism used to submit non-initiating documents and receive notifications of new case documents</li> </ul>	Q1 23/24  Q4 23/24  Q3 23/24	Scottish Courts and Tribunals Service  Scottish Courts and Tribunals Service  Scottish Courts and Tribunals Service	This will enable all case documentation to be submitted and viewed online; the tracking of case progress and receipt of notifications when new documents are available. Providing assisted digital support for those services, so they are accessible to everyone. Increasing access to justice by live streaming civil appeal cases held publicly in the Inner House of the Court of Session (CoS) – helping to inform and educate the public about the work of the judiciary and the court.

	<ul style="list-style-type: none"> <li>• Sheriff Court - Ordinary Actions - Civil Online Case Tracker. This will allow solicitors access to their own case data for Ordinary Actions</li> <li>• Sheriff Court - Ordinary Actions - Initial Writs. This will allow solicitors to initiate Ordinary Actions through Civil Online</li> <li>• Functionality for Solicitors to track all case types and provide non-initiating documents in the Court of Session</li> <li>• Functionality to allow solicitors to initiate and track Ordinary Action cases in the Court of Session</li> </ul>	<p>Q3 23/24</p> <p>Q3 24/25</p> <p>Q3 23/24</p> <p>Q1 25/26</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	
Regulation of legal services	<ul style="list-style-type: none"> <li>• Introduction of Regulation of Legal Services (Scotland) Bill</li> <li>• Support passage of Bill through Parliament</li> </ul>	<p>Q1 23/24</p> <p>Q2 23/24 to Q1 24/25</p>	<p>Scottish Government</p> <p>Scottish Government</p>	This Bill updates the regulation of legal services in Scotland and provides for a modernised regulatory framework.
Reform of Legal Aid	<ul style="list-style-type: none"> <li>• Engage with key stakeholders to inform and shape future legislative proposals</li> </ul>	Ongoing	Scottish Government	

Support Blue Light Collaboration as a way in which emergency services can realise further efficiencies while also enhancing community safety	<ul style="list-style-type: none"> <li>• Delivery of an outline business case that will identify any potential areas for shared services between Police Scotland and the Scottish Fire and Rescue Service</li> </ul>	Q1 24/25	Police Scotland Scottish Fire and Rescue Service	This is being taken forward as 'Blue Light Collaboration' – collaborative work between Police Scotland and the Scottish Fire and Rescue Service (SFRS).
Identify proposals to modernise the justice system	<ul style="list-style-type: none"> <li>• Public Consultation on proposals</li> <li>• Analysis of responses</li> </ul>	Q3 23/24 Q1 24/25	Scottish Government Scottish Government	This consultation will seek views on making permanent some of the temporary provisions put in place to deal with the Covid pandemic.
Transform and modernise the Office of the Public Guardian by launching a new case management system	<ul style="list-style-type: none"> <li>• Power of Attorney - Iteration One - implement the strategic case management system within OPG</li> <li>• Power of Attorney Iteration Two - Development of existing external systems and redesign of user processes</li> <li>• Guardianship Iteration One - Migration and development of Guardianship processes onto strategic case management system</li> </ul>	Q4 23/24 Q2 24/25 Q4 24/25	Scottish Courts and Tribunals Service Scottish Courts and Tribunals Service Scottish Courts and Tribunals Service	The new case management system will improve accessibility, efficiency and resilience, and help reduce backlogs and delays while also increasing the protection available to those with incapacity.

	<ul style="list-style-type: none"> <li>• Guardianship Iteration Two – Remaining migration and development of Guardianship processes onto strategic case management system</li> <li>• Judicial Factories – Migration and development of 'JF' processes onto strategic case management system</li> <li>• Children Scotland Act/ Consignation – Migration and development of remaining OPG processes onto strategic case management system</li> </ul>	<p>Q1 25/26</p> <p>Q2 25/26</p> <p>Q4 25/26</p>	<p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p> <p>Scottish Courts and Tribunals Service</p>	
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Reform of Tribunals in line with Tribunals (Scotland) Act 2014	<ul style="list-style-type: none"> <li>• Transfer of MHTS into the Mental Health Chamber in First-tier Tribunal for Scotland</li> </ul>	Ongoing	Scottish Government Scottish Courts and Tribunals Service	There is a longstanding and on-going programme of tribunal reform in line with the aims of the Tribunals (Scotland) Act 2014.  We will seek to transfer the Mental Health Tribunal for Scotland and Police Appeals Tribunal into the Scottish Tribunals within the next three years.  Additional appeal functions will be added to the responsibilities of the Scottish Tribunals over the coming three years.
	<ul style="list-style-type: none"> <li>• Expansion of appeal functions within Scottish Tribunals to support legislative changes made in a range of areas</li> </ul>	Ongoing	Scottish Government Scottish Courts and Tribunals Service	
	<ul style="list-style-type: none"> <li>• Expansion of the Social Security Chamber as devolved benefits are rolled out and grow in volume</li> </ul>	Ongoing	Scottish Government Scottish Courts and Tribunals Service	
	<ul style="list-style-type: none"> <li>• Expansion of the Upper Tribunal for Scotland as the First-tier Tribunal for Scotland expands (eg bus service appeals)</li> </ul>	Ongoing	Scottish Courts and Tribunals Service	
	<ul style="list-style-type: none"> <li>• Expansion of the General Regulatory Chamber to include police appeals, shark fin appeals and transport-related functions</li> </ul>	Ongoing	Scottish Courts and Tribunals Service	

NB: Many of the actions set out in the Delivery Plan rely on legislation both primary and secondary. As such, both the policy intention and timescales are dependent on the Parliamentary process. What is recorded in the Plan is our estimate of the timescale and expectation of the policy. However, ultimately Parliament controls the timetable for legislation and the policy may change through amendments to the provisions.



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