

Meeting	SPA Policing Performance Committee
Date	9 December 2021
Location	Video Conference
Title of Paper	CJSD Strategy Update
Presented By	Chief Superintendent Gordon McCreadie, Criminal Justice Service Division
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Draft 'Plan on a Page'

PURPOSE

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

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 The Criminal Justice Services Division (CJSD) 5 Year Strategy is designed to provide strategic direction for the division by identifying five key priorities. Whilst subject to ongoing consultation, these have provisionally been proposed as:
- Championing Safety and Wellbeing
 - Embracing a Public Health Approach to Policing
 - Enabling our People
 - Working Collaboratively
 - Delivering Digitally Enabled Policing for Criminal Justice.
- 1.2 An overview of the five key priorities are further explained below. Each of the priorities are broken down to identify four areas of focus and are supported by four overarching principles.
- 1.3 A draft copy of the 'Plan on a Page' is included in Appendix A.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Priority 1 - Championing Safety and Wellbeing

- 2.1.1 CJSD recognises that the wellbeing of all is essential in a well-balanced community. We will train our staff to help identify vulnerability in those who come into our care and custody, to identify relevant pathways with partners for support and to work with those partners who are better placed to provide ongoing support and assistance at the earliest possible opportunity.
- 2.1.2 Furthermore, in order to provide the best service to the public, the wellbeing of our officers and staff must also be embraced. CJSD will seek to create suitable working environments and to have support in place for our staff that enables them to identify when they or their colleagues may need support and to ensure the best help is available.
- 2.1.3 We will continue to work collaboratively to improve the wellbeing of people and communities across Scotland.

2.2 Priority 2 - Embracing a Public Health Approach to Policing

2.2.1 CJSD recognise that the division, nor policing alone can enhance the safety and wellbeing of people, places and communities in isolation. The division will seek to participate appropriately in helping break the cycle of recidivism and where possible prevent people coming into the Criminal Justice System in the first place. CJSD will provide opportunities for partners to lead in this area, appropriate to their role, and will play their part in supporting people as much as possible.

2.2.2 The Criminal Justice Service Division Harm Reduction Strategy 2020 – 2023, which is detailed in the Annual Policing Plan 20/21, defines four strands: reducing drug related death, tackling substance use, social inequalities and mental health. CJSD embraces the public health approach to policing and aspires to better outcomes by understanding and addressing the underlying causes for behaviours and life choices.

2.2.3 By upskilling our staff to identify these underlying issues across the spectrum of vulnerability, we can then provide a 'person centred' support and interventions model to help reduce reoffending and increase chances of healthier lives.

2.3 Priority 3 - Enabling Our People

2.3.1 Our people and the communities we serve lie at the centre of everything CJSD aspire to achieve as a division.

2.3.2 To enable Police Scotland to deliver the highest quality of service to the public, enabling our people within CJSD is vitally important. This means creating a thriving and efficient workforce by caring for the safety and wellbeing of our people, equipping them with the training to perform their roles, developing their skills and talent and ensuring a diverse and inclusive staffing profile.

2.3.3 All of this is under-pinned by a desire to continuously improve how we communicate with our staff, enabling every member of staff to have a voice in delivering improved services and shaping the future of the CJSD.

2.4 Priority 4 - Working Collaboratively

- 2.4.1 Police Scotland is committed to working collaboratively, locally and nationally, to ensure the needs of our communities are addressed through effective service delivery, maintaining confidence in policing. It is important to recognise that we cannot tackle crime trends and reduce recidivism alone, it must be a joint effort with communities and key partners.
- 2.4.2 People within the criminal justice process have often undergone, or are experiencing, addiction, poverty, homelessness and/or trauma. Ensuring that they are treated humanely is critically important and, by working with our public, private, community and voluntary partners, we strive for better outcomes.
- 2.4.3 Between now and 2025, we will work closely with the Scottish Government and our Criminal Justice partners to Recover, Renew, and Transform (RRT), gaining momentum from many innovative, progressive and collaborative implementations during the pandemic.

2.5 Priority 5 - Delivering Digitally Enabled Policing for Criminal Justice

- 2.5.1 CJSD is committed to delivering innovative digital solutions to improve service delivery for the benefit of our communities and to ensure confidence in our ability to deliver a sustainable and adaptable operating model now and for the future.
- 2.5.2 The enhancement of our digital services and infrastructure, coupled with our commitment to listening, responding and evolving, will ensure CJSD contribute to a safe, protected and resilient Scotland. Various digitally enabled projects are now in delivery, increasing operational efficiencies and an integrated, holistic approach to Criminal Justice responsibilities through modernisation and innovation, reflecting required improvements in a digital era.

2.6 Next Steps towards Approval and Publication

2.6.1 Stakeholder Consultation

A draft of the strategy has now been sent to a number of internal and external stakeholders for their feedback.

These stakeholders include Police Scotland Local Policing and Specialist Divisions, Corporate Services and Staff Associations and Trade Unions. External partners include those in the wider criminal justice arena, health, local authorities and appropriate partners from the community and voluntary sector.

Once all feedback has been received it will be considered and the strategy will be amended as appropriate to ensure it meets the needs of the organisation and the communities of Scotland.

2.6.2 Impact Assessments

The strategy will be subject to the following impact assessments:

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

2.6.3 These impact assessments are being completed during the consultation period and will take into account key feedback from stakeholders.

2.6.4 On conclusion of the consultation and impact assessments the strategy will progress through the Local Policing Management Board and the Senior Leadership Board with a return to the PPC for full approval for publishing in the fourth quarter 2021/2022.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this report.

6. REPUTATIONAL IMPLICATIONS

6.1 As the CJSD 5 Year Strategy is a high-level overarching document there are no specific reputational implications as a result of its adoption.

6.2 Through the drafting process the strategy will seek to enforce the reputation of the Division, both internally and externally, by seeking and implementing feedback from stakeholders as detailed in 2.6 above.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this report.

8. COMMUNITY IMPACT

8.1 As the CJSD 5 Year Strategy is a high-level overarching document there are no specific community impact implications as a result of its adoption however through the creation of an Islands and Rural Communities Impact Assessment we will seek to ensure that the services provided by the division are tailored to suit the needs of the different communities across Scotland.

9. EQUALITIES IMPLICATIONS

9.1 As the CJSD 5 Year Strategy is a high-level overarching document there are no specific equalities implications as a result of its adoption. The strategy does however define the vision for the Division in relation to people, both within the organisation and those who are affected by our services.

10. ENVIRONMENT IMPLICATIONS

10.1 As the CJSD 5 Year Strategy is a high-level overarching document there are no specific environmental and implications as a result of its adoption. The Environmental Impact Assessment, will ensure that the Strategy encapsulates the key points of the Police Scotland Environmental Strategy. Whilst the strategy does not in itself set out a pathway towards improvements within the CJSD Estate and working practices it sets out the direction that the division wishes to take which will in turn generate future environmental benefits.

RECOMMENDATIONS

Members are requested to discuss the content of this report.

Draft Plan on a Page

