



Community Justice Scotland

Ceartas Coimhearsnachd Alba

Corporate Plan
2017-2020

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1. Foreword

Our approach to community justice is fundamentally about ensuring equality of opportunity. We want a Scotland that is safe for all and allows everyone to achieve their full potential as well as a community justice model that is admired world-wide.



Our aim is to promote and support efforts to improve outcomes for people wherever they live and wherever they are on the justice pathway and to improve outcomes for their families, victims and the wider community. Our primary focus will be on prevention of offending and the reduction of further offending. We will work with others to contribute to achieving an increase in non-custodial/community-based interventions and effective reintegration from custody to the community.

We will work with statutory partners and stakeholders across Scotland's local authority areas who deliver a wide range of services such as early years, housing, health, employment, skills and welfare plus other services which contribute to positive community justice outcomes for everyone. We will work with Scottish Government on the specific issues emerging from the Programme for Government which contribute to the achievement of Community Justice Scotland's outcomes.

We will research and promote good practice wherever it happens, whether demonstrated in the local community justice outcomes improvement plans or identified by academics, third sector organisations and practitioners. We will provide training and other support to practitioners and take a leading role in informing and, where necessary and appropriate, challenging Scottish Government and others to change policies and practice.

For the duration of our first corporate plan period we will work with those who design and provide community justice services across the whole spectrum. We will also work with people involved with community justice services with lived experience of the system including families, victims and the wider community.

As a Board we are committed to the Scottish Government's priorities in relation to the need for effective succession planning to promote diversity of our board in compliance with the Public Sector Equality Duty¹.

We are also committed to joining the growing number of Living Wage Accredited Employers who proudly display the Living Wage Employer mark. As an employer, we will also support employment and skills opportunities for young people with lived experience of the justice system by providing modern apprenticeships within Community Justice Scotland.

Jean Couper

Jean Couper CBE
Chair, Community Justice Scotland

¹ Guidance on Succession planning for Public Body Boards, Scottish Government, January 2017 <http://www.gov.scot/Resource/0051/00513554.pdf>

2. Community Justice Scotland

BOARD

Governance, Strategic Vision and Leadership

CHIEF EXECUTIVE

Chief Accountable Officer, Vision and Leadership

DIRECTOR OF OPERATIONS

Corporate Operations Management



COMMUNICATIONS

Communications strategy & analysis

Media relations & training

Brand guardian

Reputational risk

Stakeholder engagement

Development of key messages

Social media and website

Marketing

Publications

Multimedia content



IMPROVEMENT

Feedback and support to local CJ partners

Improvement methodologies

Research and Evidence-based practice

Analysis and Data management

Consultations

Frameworks



LEARNING, DEVELOPMENT & INNOVATION

Training needs analysis and training delivery to Criminal Justice Social Work & other stakeholders

Continuous professional development pathway

Blended learning

Innovation hub development

Research & best practice identification and sharing



CORPORATE

HR

Finance

Administration

Board/Governance

Annual reports

Business plan

Corporate plan

Policies and Procedures

Resourcing

Commissioning

Policy

Community Justice Scotland is the new national body for community justice² in Scotland. Launched on 1 April 2017 by the Community Justice (Scotland) Act 2016, our aim is to create a more robust and effective community justice system based on local planning and delivery by a range of statutory and other partners, supported and guided by national leadership and oversight. Community Justice Scotland is based in Edinburgh but is a national body working across the whole of Scotland.

We have an independent Board which provides governance and oversight of our activities. Operationally Community Justice Scotland is led by a Chief Executive supported by an expert, professional and experienced team.

As an executive non-departmental public body (NDPB), Scottish Government sets the strategic framework but Community Justice Scotland retains independence and carries out its duties without political interference. We will work with a range of statutory and non-statutory partners including Local Authorities, Police Scotland, Scottish Prison Service, Scottish Courts & Tribunals Service, Crown Office and Procurator Fiscal Service, Scottish Fire and Rescue Service, national agencies such as Skills Development Scotland, Health Boards, health and social care Integration Joint Boards, the third sector, academics and communities. We will seek to work with existing partnership arrangements where they exist or establish them where they are required.

As an NDPB we will manage all our resources effectively and have established Board governance arrangements to support and oversee planning, delivery and reporting of this. Details of the Board membership are provided at Appendix A.

Community Justice Scotland aims to be an outcomes focused organisation, working collaboratively with others and leading by example, to create a community justice system which will reduce inequalities and deliver positive results for people. Informed by the principles of the Christie Commission³ we are:

- ▶ trauma-informed, with a public health perspective recognising that poor health and trauma, in particular adverse experiences in childhood, impact on life chances and future behaviours.
- ▶ evidence-based, promoting what works in community justice to improve outcomes for people and commissioning research into innovative approaches in community justice.
- ▶ collaborative, working with partners and stakeholders including people with lived experience of the justice system, families, victims and communities, and recognising the responsibilities, the expertise and the contribution of others to deliver improved community justice outcomes particularly in relation to homelessness, health and employability.

This corporate plan covers the first 3 years of Community Justice Scotland's activity: April 2017- March 2020.

² Community Justice (Scotland) Act 2016 - see <http://www.legislation.gov.uk/asp/2016/10/section/1/enacted>

³ Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie. Published on 29 June 2011, Scottish Government <http://www.gov.scot/Publications/2011/06/27154527/0>

Our vision, approach and outcomes are underpinned by our core values:

FAIRNESS, SUPPORT, COMPASSION, INTEGRITY, RESPECT AND TRUST.

Our Vision:

MAKING SCOTLAND A SAFER PLACE TO LIVE BY LEADING AND PROMOTING WORLD-CLASS STANDARDS OF COMMUNITY JUSTICE.

We will work with others to contribute to longer term, effective and evidence-based outcomes on:

- ▶ an increased use of non-custodial/community-based interventions
- ▶ effective reintegration processes for those returning from custody to the community.

Community Justice Scotland's own corporate outcomes for this three-year plan are as follows:

- ▶ to become a trusted source of expertise in community justice
- ▶ to improve the understanding of community justice with stakeholders and in the wider community

- ▶ to have tested and evaluated new approaches to community justice

- ▶ to have worked collaboratively to identify improvements and changes that can be made in the delivery of community justice.

Together with our partners we will focus on the following key strategic themes to underpin our work:

- ▶ Prevention and early intervention
- ▶ Community sentences
- ▶ Pre- and post-release support

Community Justice Scotland's strategic functions which will deliver on these outcomes are:

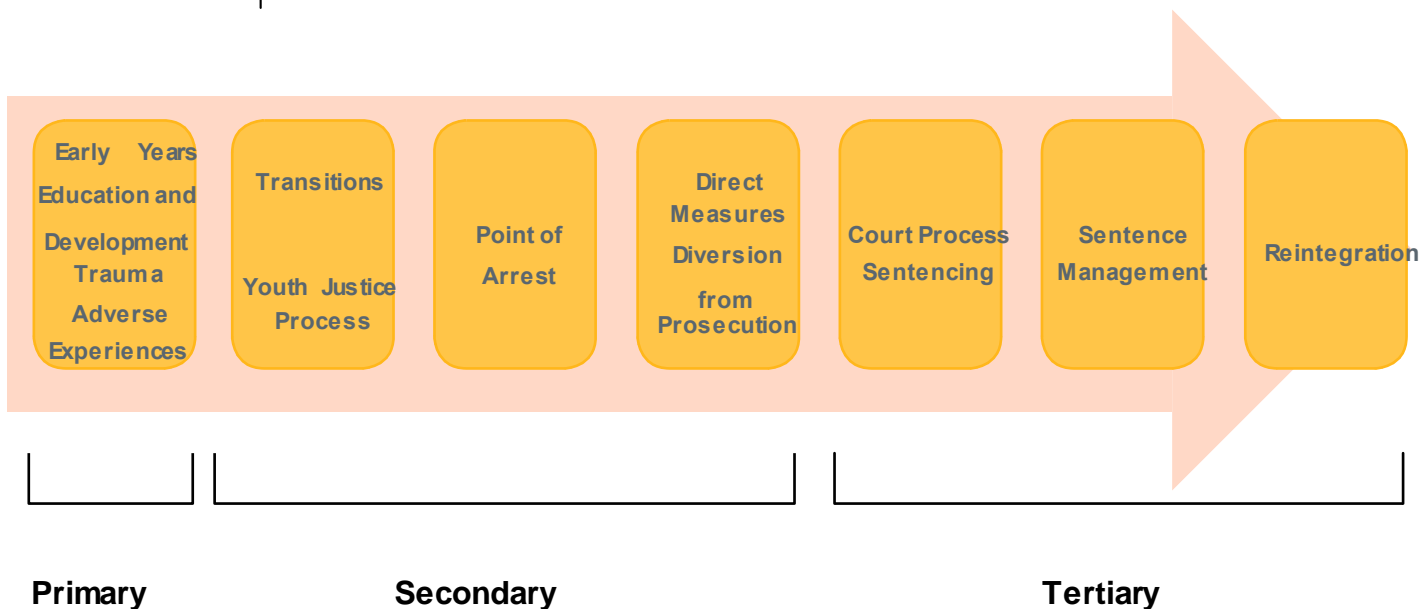
Promote: We will champion community justice by taking the lead role in the delivery of the National Strategy for Community Justice.	Support: We will work with our partners and help drive change by identifying challenges and supporting improvements in our community justice system.
Lead: We will act as a trusted source of expertise in community justice, providing leadership, learning and insight to support community justice partners to explore new thinking and promote best practice to prevent offending and reduce the number of future victims.	Prevent: We will work with others to prevent offending and reduce further offending.

Our Approach:

We will work with and support our partners to improve outcomes for people, wherever and whenever they find themselves on the community justice pathway, as well as their families, persons harmed by crime and the wider community. This approach focuses our work on the three levels of prevention: primary, secondary and tertiary. At each stage, we will adopt new and innovative practice, tools and learning to prevent offending and reduce further offending.

Prevention in the Community Justice context

Primary	Prevent people coming into the justice system in the first place
Secondary	Reduce the prevalence of people progressing into the justice system
Tertiary	Improve the outcomes for those in the justice system - particularly in relation to community-based sentences and post-custodial reintegration



3. Corporate plan action 2017-2020

CHAMPION COMMUNITY JUSTICE BY TAKING THE LEAD ROLE IN THE DELIVERY OF THE NATIONAL STRATEGY FOR COMMUNITY JUSTICE.

What we will do	Actions / Deliverables	Timescale / Deadline
Assess and report on how effectively we are championing community justice through our leading role in the delivery of the National Strategy.	Annual report on the delivery of our functions to be laid in the Scottish Parliament.	Years 2 and 3.
	Annual report on the national achievement of community justice outcomes to be laid in the Scottish Parliament.	Years 2 and 3.
Begin the process of reviewing the Outcome Performance and Improvement (OPI) Framework with practitioners.	Engage with practitioners in local areas to consider developments to the OPI Framework where appropriate.	Year 3.
Engage and consult with statutory partners and stakeholders on our Corporate Plan 2017-2020.	Draft Corporate Plan to be subject to consultation via events and online via the CJS website. This will be submitted to Scottish Ministers for approval and laid in the Scottish Parliament.	Plan to be approved by CJS Board November 2017 and thereafter submitted to Scottish Ministers to be laid before the Scottish Parliament.
Develop a strategic commissioning framework for community justice.	Initial research on strategic commissioning.	September 2017.
	Agree scope of strategic commissioning framework with Scottish Government.	November 2017.
	Draft a strategic commissioning framework for consultation purposes.	March 2018.
Invest in CJS Staff.	Identify skills and training to develop CJS workforce. Provision of flexible working. Training and Development. General support. Volunteering Opportunities.	March 2018 and reviewed annually.
Statutory report on the delivery of Community Payback Orders (CPOs) across Scotland.	Annual report on CPOs to be laid in the Scottish Parliament from 2018.	Dates subject to clarification from Scottish Government.

ACT AS A TRUSTED SOURCE OF EXPERTISE IN COMMUNITY JUSTICE, PROVIDING LEADERSHIP, LEARNING AND INSIGHT TO SUPPORT COMMUNITY JUSTICE PARTNERS TO EXPLORE NEW THINKING AND PROMOTE BEST PRACTICE TO PREVENT OFFENDING AND REDUCE THE NUMBER OF FUTURE VICTIMS.

What we will do	Actions / Deliverables	Timescale / Deadline
Set up a programme to establish the digital element of the national Community Justice Hub for Learning, Development and Innovation.	Identify operational and financial issues.	October 2017.
	Identify recruitment needs.	October 2017.
	Set up a Working Group and identify stakeholder engagement methods to ensure the hub is practitioner-led.	October 2017.
Provision of learning to Criminal Justice Social Work.	Deliver the annual National Training Plan for Criminal Justice Social Work.	March 2018 and annually thereafter.
Develop and implement a National Strategy for Learning, Development and Innovation in the Community Justice Sector.	Produce a Training Needs Analysis for Criminal Justice Social Work and other CJ practitioners.	June 2017.
	Draft Learning, Development and Innovation Strategy to be subject to consultation via events and online via the CJS website.	January 2018.
	Publish a National Strategy for Learning, Development and Innovation.	April 2018.
	Assess whether to review the National Strategy for Learning Development and Innovation.	September 2019 and annually thereafter.
Improve the quality and breadth of learning and development.	Develop evaluation methods and quality assurance processes to continually assess the quality of the learning offer.	December 2018 and annually thereafter.
Demonstrate our commitment to Fair Work by becoming an accredited Living Wage Employer.	Seek accreditation through online application process.	March 2018.

What we will do	Actions / Deliverables	Timescale / Deadline
Demonstrate our commitment to developing young people's skills and employment opportunities by developing our provision of Modern Apprenticeships.	Design and Implementation of a supported Modern Apprenticeship Programme.	December 2017.
	Put a Framework for the delivery of Modern Apprenticeships within CJS in place.	March 2018.
	Commitment to employ 3 Modern Apprentices.	March 2019.
	Evaluation of Modern Apprenticeship Programme.	March 2020.
Establish an Academic Advisory Group.	Identify key experts in Community Justice issues from across Scotland's Universities to foster knowledge exchange, consultation actions, commission research.	December 2017.
	Consider further membership, role and remit of group.	March 2018.
	Develop an annual planned programme of research linked to CJS corporate outcomes/national priorities as appropriate.	Years 2 and 3.
Identify and promote best practice on community justice from local, national and international sources on services for people with convictions, their families, victims and communities.	<p>Identify best practice through research and engagement with third sector, academics and other stakeholders and practitioners to inform CJS policy development, learning development and innovation and improvement activity.</p> <p>Utilise the Community Justice Scotland website to promote our own research, resources and information, and that made available to us via stakeholders.</p>	Years 1, 2 and 3.

WE WILL WORK WITH OUR PARTNERS AND HELP DRIVE CHANGE BY IDENTIFYING CHALLENGES AND SUPPORTING IMPROVEMENTS IN OUR COMMUNITY JUSTICE SYSTEM.

What we will do	Actions / Deliverables	Timescale / Deadline
Seek clarification from Scottish Government on support for local partners to deliver the local model.	Engage with Scottish Government and COSLA on continuation of transition funding for local coordinators.	March 2018.
Develop regular engagement with chairs of local CJ partnership arrangements.	Discuss with COSLA a proposal for a jointly branded event with Partnership Chairs.	December 2017.
	Initial Partnership Chairs event to take place in first half 2018.	June 2018.
Scope and deliver demonstration projects to test new approaches for community justice, improve and promote existing good practice.	Identify an initial demonstration area and project subject.	September 2017.
	Liaise with local area, define the scope and remit for the project in a formal project plan.	December 2017.
	Implement initial stages of improvement process, including identifying key partners, roles and responsibilities.	March 2018.
	Deliver on-going tests of change.	Year 2.
	Produce an Action Research Paper that identifies good practice and learning for Scotland including lessons from the youth justice whole systems approach.	Years 2 and 3.
	Identify further concurrent and subsequent areas and subject areas for demonstration projects using learning from the initial project.	Years 2 and 3.
Promote fair opportunities for people with convictions to compete for work.	Promote and raise awareness with third sector, employer organisations, the private sector, statutory partners and others committed to equality of opportunity, through face-to-face engagement and the use of online resources.	March 2018; and on-going across Years 2 and 3.
	Develop and implement an Employability Campaign.	April 2018 and Years 2 and 3.

What we will do	Actions / Deliverables	Timescale / Deadline
	Scoping document on Employability with recommendations regarding Employability Strategy.	October 2017- June 2018.
Support local areas across Scotland to deliver identified community justice priorities.	Deliver feedback to all local authority areas on local community justice outcome improvement plans.	December 2017.
	Compile guidance documents on the analytical planning and reporting cycle and share with local areas. Support local areas to develop, implement and monitor projects in relation to local priorities.	Initial document December 2017. Subsequent guidance documents in Years 2 and 3. Years 1, 2 and 3.
Work with Scottish Government and partners to deliver national priorities in community justice.	Respond to trends and initiatives emerging from Scottish Government, statutory partners and key stakeholders in relation to community justice to inform strategy development and the development of projects where appropriate.	Years 1, 2 and 3.
	Develop and publish responses to national and other relevant consultations.	Years 1, 2 and 3.
	Work with partners to identify, implement and monitor projects in line with national trends and developments in community justice.	Years 1, 2 and 3.
Foster positive working relationships with statutory and third sector partners including people with lived experience, women, families, communities and victims to increase mutual understanding of shared priorities and to identify opportunities for joint working.	Regular engagement with statutory and third sector partners at all levels and participation in relevant working groups etc. Identify opportunities afforded by national developments to research and promote sustainable community justice options.	Years 1, 2 and 3.

WE WILL WORK WITH OTHERS TO PREVENT OFFENDING AND REDUCE FURTHER OFFENDING.

What we will do	Actions / Deliverables	Timescale / Deadline
Develop communications and engagement strategies which will focus on promotion of community justice, changing perceptions and creating public support for smart justice.	Development of an overarching communications strategy.	August 2017.
	Public perceptions research.	November 2017 - January 2018.
	Marketing campaign launched and implemented.	Years 2 and 3.
	Evaluation of campaign to inform future campaigns.	Years 2 and 3.
Encourage national debate in the field of community justice.	Liaise with relevant partners to organise events across Scotland for local and national practitioners to promote discussion on community justice issues.	Years 1, 2 and 3.
Work with CJ Coordinators and relevant local partners on the development of communications strategies.	Provision of a Communications Toolkit. Guidance on Communications Strategies and Communications Skills.	Years 1, 2 and 3.
Work with the media, Scottish Government, statutory partners and stakeholders to promote thinking around justice reinvestment.	Media relations as part of the Communications Strategy.	Years 1, 2 and 3.
	Arrange annual Community Justice Scotland national event.	March 2018. March 2019. March 2020.
	Organise event specifically for people with lived experience which supports their interaction and re-integration.	August 2017.

4. The national policy context

In addition to our statutory requirements to deliver on the outcomes of the National Strategy for Community Justice, Community Justice Scotland has focused on how it can contribute to achieving the objectives of the **National Performance Framework Scotland Performs**.

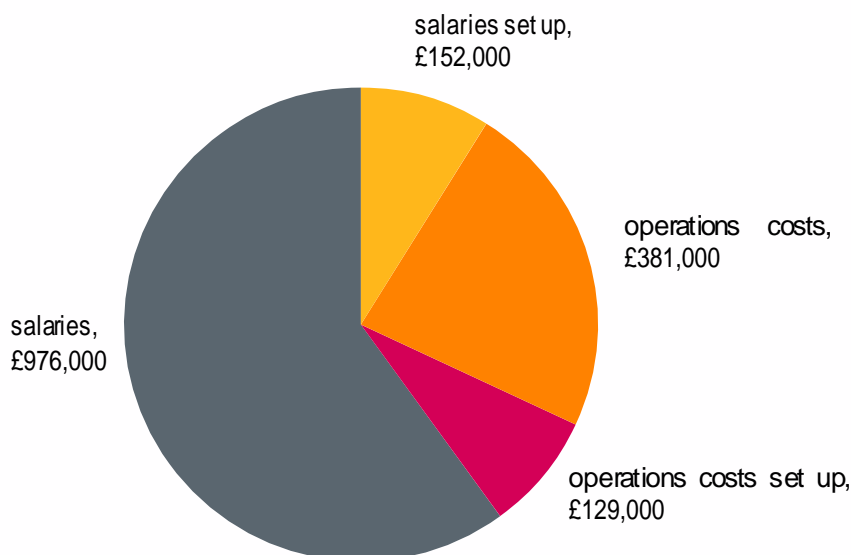
Of particular relevance is the national objective **to make Scotland safer and stronger**, underpinned by the following national outcomes:

Community Justice Scotland		Functions			
National Outcomes	Lead	Support	Promote	Prevent	
We have tackled the significant inequalities in Scottish society.	•	•	•	•	
We have improved life chances for children, young people and families at risk.	•	•	•		
We live our lives safe from crime, disorder and danger	•	•	•	•	
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.		•	•		
We live in well-designed and sustainable places where we are able to access the amenities and services we need.			•		
We reduce the local and global environmental impact of our consumption and production.	•	•			
Our public services are high quality, continually improving, efficient and responsive to local needs.	•	•	•		

5. Resources

As a result of the Annual Spending Review, the budget available in Year 2 and Year 3 of this plan is yet to be determined. The budgetary information included in Chart 5.1 relates to Year One (2017/18) of our corporate planning period. Percentages are based on rounded figures. Staff resource which corresponds to activity reflected under our outcomes is accounted for within the annual business plan which also provides further information on Year 1 of Community Justice Scotland's corporate plan activity.

Chart 5.1 Community Justice Scotland Budget 2017-18



6. Equality statement

Community Justice Scotland strives to promote equality of opportunity in everything that we do. We will ensure that we do not discriminate on grounds of the protective characteristics of the Equality Act 2010. We will also strive to consistently challenge any unlawful discrimination on grounds of previous convictions and promote a positive, welcoming environment for our colleagues, partners and stakeholders.

Our values reinforce our commitment to equal opportunities. As an employer we will promote equality of opportunity in recruitment of staff. We will comply with all relevant legislation relating to equal opportunities.

7. Environmental statement

Community Justice Scotland takes its role in contributing toward carbon reduction seriously. We will ensure that our plans, actions and practices follow best environmental practice. This includes ensuring that resources and facilities at our disposal are used sustainably and that wherever possible, travel is undertaken by public transport unless no suitable alternative is available.

8. Working with others

We will work with Scottish Government, statutory partners, the third sector and other stakeholders to achieve the delivery of shared outcomes for community justice in Scotland. An early piece of work has been the development of an overarching Communications Strategy. This will ensure that we engage and communicate with people and organisations in an appropriate and effective way.

9. An organisation that delivers best value

As is the case throughout the public sector, Community Justice Scotland will be required to make annual efficiency savings to minimise the cost of our operations to the public purse. We have been advised that such requirements will be effective from Year 2 of our operation although we will ensure that our expenditure delivers best value from Year 1. We will work to identify where we can make efficiency savings in our operational and governance arrangements throughout the lifetime of this corporate plan.

10. Monitoring, evaluating and reporting on delivery of the corporate plan

We will regularly monitor and evaluate progress towards the delivery of our corporate plan. As a new body, Community Justice Scotland has already developed a business plan for its first year of operation covering 2017/18. Further annual business plans will be developed throughout the lifetime of this corporate plan and will be published on our website.

We will report annually on the delivery of our functions to Scottish Ministers. Additionally, we will also report to Scottish Ministers on national progress towards achieving community justice outcomes as laid down in the Community Justice Outcomes Performance & Improvement Framework and the National Strategy for Community Justice.

Our corporate plan has identified key actions to be delivered for the next three years (2017-2020). These form the basis for our future annual activity, underpinned by appropriate performance measures and regular review mechanisms. We will also develop annual business planning arrangements which will further specify our operational objectives and monitoring processes.

Throughout the corporate plan period we intend to demonstrate progress towards achieving the vision and the outcomes that we have set.

Appendix A - Community Justice Scotland Board and Committee structure

Membership

There are 5 Board members; the current membership is as follows:

Mrs Jean Couper, CBE (Chair)
Mr Gerry Bann
Ms Linda Bendle
Mr Gerry McClay
Ms Glenys Watt

To assist in its work the Board has established two Committees:

Audit Risk Committee:

Mr Gerry Bann (Chair)
Mr Gerry McClay
Ms Glenys Watt

Human Resources and Remuneration Committee:

Mrs Jean Couper, CBE (Chair)
Ms Linda Bendle



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