



Community Justice Scotland
Ceartas Coimhearsnachd Alba

Business Plan 2018-19

Community Justice Scotland is the national body for community justice in Scotland. It has an independent Board which provides governance and oversight of its activities. Operationally, Community Justice Scotland is led by a Chief Executive supported by professional staff, experienced in working in community justice.

- It is a non-departmental public body (NDPB).
- The Scottish Government sets the strategic framework but Community Justice Scotland retains independence and carries out its duties without political interference.
- It works with a range of statutory and non-statutory partners including Police Scotland, Scottish Prison Service, Scottish Courts and Tribunals Service, Crown Office & Procurator Fiscals, Local Authorities, Fire and Rescue Service, Skills Development Scotland, Health Boards, Integration Joint Boards, the third sector and other relevant bodies.

Community Justice Scotland’s strategic vision and aims are published in our [Corporate Plan](#).

This business plan covers Community Justice Scotland’s activity from April 2018 to March 2019.

COMMUNITY JUSTICE SCOTLAND BUSINESS PLAN 2017/18	Relevant Section of Act, the National Strategy for CJ, Framework Agreement, CJS Corporate Plan or other source	Timescales (end dates unless otherwise stated)
Deliverables		
CORPORATE GOVERNANCE		
1 CJS Annual Report on CJS Functions and Annual Statement of Accounts 1.1 Draft annual report on CJS accounts to Audit & Risk Committee 1.2 Publish an Annual Statement of Accounts for 2017/18	Section 11 Framework Agreement	1.1 July 2018 Audit and Risk; August 2018 Board 1.2 September 2018

<p>1.3 Draft annual report on CJS Functions for consultation</p> <p>1.4 Publish an Annual Report on CJS Functions <i>(which must be laid in Scottish Parliament)</i></p> <p>1.5 Monitoring of CJS Corporate Plan</p>		<p>1.3 July 2018 Board (consultation Aug-mid Sept)</p> <p>1.4 September 2018</p> <p>1.5 Exception reports to Board (6-monthly)</p>
<p>1.6 Administration of Board meetings and committees</p>	<p>Corporate Plan</p>	<p>Monthly (to be reviewed)</p>
<p>2 Annual Business Plan</p> <p>2.1 Business Plan 2018/19 drafted and approved</p> <p>2.2 Quarterly performance monitoring of the business plan submitted to the Board</p> <p>2.3 Preparation of 2019/20 business plan</p>	<p>Corporate Plan</p>	<p>2.1 April 2018</p> <p>2.2 Quarterly</p> <p>2.3 March 2019</p>
<p>3 Freedom of Information (FOI) Scheme</p> <p>3.1 Staff awareness training on Freedom of Information</p> <p>3.2 Maintenance of FOI Scheme</p>	<p>Schedule 1 Section 14</p>	<p>3.1 Staff awareness training upon recruitment for new staff</p>

IMPROVEMENT		
<p>4 Monitoring national and local performance in relation to Community Justice Outcomes</p> <p>4.1 Develop reporting template and associated guidance for local areas to report on annual improvement activity.</p> <p>4.2 Ongoing monitoring</p>	Section 26	<p>4.1 March 2018</p> <p>4.2 See 6.2 below</p>
<p>5 Analysis of local authority areas CJ Outcomes Plans</p> <p>5.1 Responding to direct consultations from CJPs on refreshed (new) CJOIPs</p> <p>5.2 CJOIP analysis and coding (current and refreshed plans)</p>	Corporate Plan	<p>5.1 September 2018</p> <p>5.2 March 2019</p>
<p>6 Annual Reports on Community Justice Outcomes</p> <p>6.1 Analysis of first iteration of CJOIP review reports (by December 2018)</p> <p>6.2 Preparation of CJ outcomes report with Scottish Government.</p> <p>6.3 Consultation on CJ outcomes report (Dec-Feb)</p> <p>6.4 Laying of CJ outcomes report in Scottish Parliament</p> <p>6.5 Finalisation and Publication of Community Payback Order (CPO) annual report and CJS annual report</p>	<p>Section 27</p> <p>6.2 Criminal Procedures Act 1995 (section 227 ZM)</p>	<p>6.1 December 2018</p> <p>6.2 Report to be published by March 2019.</p> <p>6.3 February 2018</p> <p>6.4 CPO annual report agreed by March 2019.</p> <p>6.5 March 2019</p>
<p>7 Performance Improvement Activity</p> <p>7.1 Develop planning and reporting guidance</p>	Sections 5, 28-30	

documents which support local areas to develop, implement and monitor projects in relation to local priorities.	7.1 Corporate Plan	7.1 March 2019
7.2 Demonstration projects –report on Aberdeen Diversion pilot	7.2 Corporate Plan	7.2 August 2018
7.3 Demonstration projects – develop criteria and approval of further pilots	7.3 Corporate Plan	7.3 discussions pending
7.4 Delivery of Outcome Measurement project- Falkirk & East Dunbartonshire		7.4 September 2018
7.5 Delivery of Justice Outcome Star – North Lanarkshire		7.5 September 2018
7.6 PASS research project		7.6 December 2018
7.7 Produce an Action Research paper that identifies good practice and learning for Scotland including lessons from youth justice systems approach		7.7 December 2018
7.8 Restorative Justice (RJ)– working with Scottish Government partners to collate data in relation to RJ practices across Scotland		7.8 September 2018
POLICY		
8 Research	5	
8.1 Develop an annual research programme and ethics committee approach to explore opportunities for CJS to identify, undertake or commission research to support promotion of best practice (<i>with Improvement Team Researcher</i>)	Corporate Plan	8.1 March 2019

<p>8.2 Convene meetings of Academic advisory group for identification and sharing of best practice and innovation (<i>with Improvement Team Researcher</i>)</p> <p>8.3 Develop and promote CJS policy positions on legislative and policy matters pertaining to community justice</p> <p>8.4 Coordinate and develop evidence for Scottish Parliament Committee requests on legislative or policy matters pertaining to community justice</p> <p>8.5 Maintain awareness of relevant policy developments and coordinate input and prepare responses to relevant strategic developments, consultations and other initiatives by Scottish Government or other stakeholders as appropriate</p> <p>8.6 Participate in short life working groups on matters relating to Community Justice</p> <p>8.7 Oversee implementation and delivery of SHORE Standards for effective reintegration into the community of people released from custody (SHORE -Sustainable Housing on Release -)</p> <p>8.8 Scope development of a Self-Directed Support project (Greater Glasgow & Clyde Health Board) with Robertson Trust</p>		<p>8.2 Quarterly</p> <p>8.3 March 2019</p> <p>8.4 March 2019</p> <p>8.5 Ongoing</p> <p>8.Ongoing</p> <p>8.7 Ongoing</p> <p>8.8 March 2019</p>
<p>9 Strategic Commissioning Framework</p> <p>9.1 Agreement on dates for development of a consultation document on a draft Strategic Commissioning Framework</p>	<p>5, 34 in relation to Learning National Strategy for CJ (S.5)</p>	<p>9.1 Timeline to be agreed with SG discussions pending</p> <p>9.2 Consultation discussions pending</p>

9.2 Consult on a draft Strategic Commissioning Framework		9.3 Commissioning Framework discussions pending
9.3 Publication of a Strategic Commissioning Framework		
LEARNING, DEVELOPMENT & INNOVATION		
10 Strategy for Learning, Development & Innovation 10.1 Publication of National Strategy for LD&I	Section 32 Corporate Plan	10.1 To be published by 1 st April 2018
11 Learning and Development 11.1 Development of Annual National Training Plan 11.2 Delivery of current training provision for CJSW 11.3 Evaluation and development of current training 11.4 Development of e-learning protocols and evaluation of delivery platforms. 11.5 Delivery of e-learning 11.6 Evaluation of Trauma informed training pilots 11.7 Training/shadowing	Section 5 Corporate plan	11.1 To be published by April 2018 with updates in October 2018 11.2 To be completed by April 2019 11.3 Ongoing throughout 2018/19 11.4 July 2018 11.5 August 2018 11.6 August 2018 11.7 March 2018
12 Learning Development & Innovation Hub 12.1 Administration of LD&I Working Group	5, 34 (plus explanatory notes)	12.1 Ongoing throughout 2018/19

12.2 Provision of CJS material for key stakeholder groups		12.2 Starting in August 2018
PEOPLE		
13 Invest in staff development 13.1 Develop staff through identification and provision of organisational development 13.2 Implementation of HR Policies 13.3 Management of HR Shared Service with Scottish Government 13.4 HR expertise, advice, guidance and support to CJS Team 13.5 Provision of tools to support performance management	Corporate Plan	13.1 March 2019 13.2 March 2019 13.3 Quarterly meetings 13.4 March 2019 13.5 March 2019
14 Recruitment of modern apprentices 14.1 Recruit modern apprentices 14.2 Modern apprenticeship induction 14.3 Evaluation of recruitment and resourcing policy	Corporate Plan	14.1 initial recruitment April 2018; potential later recruitment March 2019 14.2 March 2019 14.3 March 2019

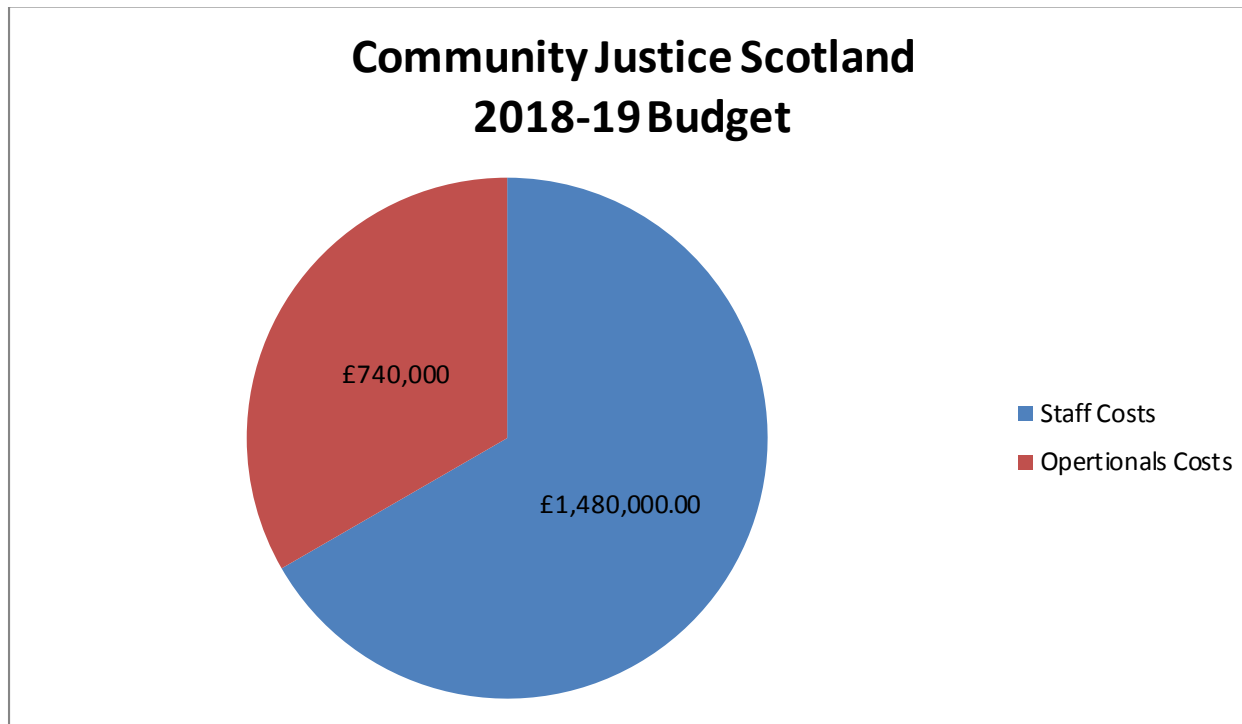
<p>15 Promote fair opportunities for people with convictions to compete for work</p> <p>15.1 Scoping document on employability (with a view to developing an Employability Strategy)</p> <p>15.2 Implement an employability campaign</p> <p>15.3 Working with Scottish Public Sector Organisations on approaches to recruitment of people with convictions</p>	<p>Corporate Plan</p>	<p>15.1 December 2018</p> <p>15.2 March 2019</p> <p>15.3 March 2019</p>
<p>COMMUNICATION</p>		
<p>16 National Marketing Campaign</p> <p>16.1 Run a number of focus groups aimed at gathering further insight from our target audiences</p> <p>16.2 Work with creative and media agencies to develop national campaign</p> <p>16.3 Scope, develop and create in-house communications in support of national campaign, including PR, digital, media, advertising and partnership, preparing ground for hard launch of national campaign (soft launch)</p> <p>16.4 Launch national campaign</p> <p>16.5 Campaign stunts and local engagement</p>	<p>Section 5</p> <p>Corporate Plan</p> <p>Communications Strategy</p>	<p>16.1 May 2018</p> <p>16.2 Summer 2018</p> <p>16.3 Summer 2018</p> <p>16.4 Autumn 2018</p> <p>16.5 February 2019</p> <p>Summer 2019</p>

<p>17 Media Relations</p> <p>17.1 Creation of in-house content (including images. Comment and audio-visual)</p> <p>17.2 Media engagement strategy</p> <p>17.3 Media briefing meetings and network building</p> <p>17.4 Media monitoring and analysis</p> <p>17.5 Annual communications report (including digital metrics)</p> <p>17.6 Development of social media channels</p> <p>17.7 Website audit</p> <p>17.8 Brand development and promotion</p>	<p>Section 5</p> <p>Communications Strategy</p> <p>Corporate Plan</p>	<p>17.1 Ongoing</p> <p>17.2 Ongoing</p> <p>17.3 Summer 2018</p> <p>17.4 Ongoing</p> <p>17.5 December 2018</p> <p>17.6 Ongoing</p> <p>17.7 Autumn 2018</p> <p>17.8 Ongoing</p>
<p>18 Support</p> <p>18.1 Scope out CJ Coordinators communications needs</p> <p>18.2 Creation of comms support tools for CJ Coordinators (comms toolkit, strategy guidance etc).</p> <p>18.3 Comms support to CJS Team</p>	<p>Communications Strategy</p>	<p>18.1 Spring 2018</p> <p>18.2 Summer 2018</p> <p>18.3 Ongoing</p>

<p>19 National Conference</p> <p>19.1 Evaluation of Year 1 (March 2018) national event</p> <p>19.2 Organise National Event Year 2 content including theme, speakers, programme, design, audiovisual extras</p>	<p>Corporate Plan</p>	<p>19.1 Summer 2018</p> <p>19.2 March 2019</p>
<p>EFFECTIVE ADMINISTRATION & RESILIENCE</p>		
<p>20 CJS Accounting & Budgetary Policies and Procedures</p> <p>20.1 Monthly budgets submitted to Scottish Government</p> <p>20.2 Quarterly financial reports to the Board</p>	<p>Section 12</p>	<p>20.1 Monthly budgets to SG until end March 2019</p>
<p>21 Managing Risk</p> <p>21.1 Maintain and regular review of corporate and operational risk registers</p>	<p>Section 5</p>	<p>21.1 March 2019</p>
<p>22 Business Continuity</p> <p>22.1 Review and maintain Business Continuity Plan</p>	<p>Framework Agreement</p>	<p>22.1 March 2019</p>

<p>23 Compliance with other legislative requirements</p> <p>23.1 Regular engagement with Scottish Government Sponsorship Team to ensure awareness of and compliance with legislative and other requirements on CJS and their impact on CJS operations</p>	<p>Framework Agreement</p>	<p>Monthly meetings between CJS and Sponsorship Team, Scottish Government Justice Division</p>
<p>STAKEHOLDER ENGAGEMENT & DEMONSTRATION PROJECTS</p>		
<p>Stakeholder Engagement</p> <p>24.1 COSLA/CJS Event for Elected Members</p>	<p>Corporate Plan</p>	<p>24.1 April 2018</p>
<p>24.2 Regular engagement with statutory partners and other stakeholders (including local partnership chairs)</p>	<p>Corporate Plan</p>	<p>24.2 March 2019</p>
<p>24.3 Liaise with relevant partners to organise events across Scotland for local and national practitioners to promote discussion on community justice issues</p>	<p>Corporate Plan</p>	<p>24.3 March 2019</p>
<p>24.4 Explore opportunity for event with and for people with lived experience of the justice system</p>		<p>24.4 discussions pending</p>
<p>Demonstration Projects</p> <p>24.5 Demonstration Project on Nudge Technology</p>		<p>24.5 discussions pending</p>
<p>24.6 Community Sustainability Project (plastic on beaches) with stakeholders</p>		<p>24.6 discussions pending</p>
<p>24.7 Additional Innovation and demonstration projects as required (see also 7.3)</p>	<p>Corporate Plan</p>	<p>24.7 discussions pending</p>

Community Justice Scotland Budget 2018-2019



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
- Brandguardian
- 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
- Policy
- Demonstration Projects

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 & Consultations