

## **Strategic Commissioning in Community Justice: A model for long term effectiveness**

To support local Partnerships to implement joint strategic commissioning in community justice, Community Justice Scotland have developed Strategic Commissioning Framework Guidance. This aims to support Partnerships to adopt the same level of good practice across Scotland.

Alongside the Framework, the following model outlines the outcomes that successful strategic commissioning should achieve. It has been prepared to support a common strategic vision for effective implementation across all partners in community justice. The model includes national developments necessary for successful delivery, as well as the outcomes that successful delivery will achieve in local Partnerships.

This model is intended to support partners to consider the strategic impact of implementing joint strategic commissioning and feedback through consultation on whether they agree with the outcomes, how quickly they can achieve effectiveness, and what actions are needed to support it.

The timescales in the model suggest that effective implementation will take three to five years to achieve, and assume that sufficient resources will be in place to achieve them.

Unless otherwise indicated, activities in the model are already planned by Community Justice Scotland to begin in 2019-20. Content in these columns will be updated, through consultation with the sector and the Scottish Government, to reflect priorities, partner actions and available resource.

### **Achieving Effectiveness**

The first milestones in measuring effectiveness in years one to three after the launch of the Framework focus on increased clarity and confidence across partners in processes, roles and delivery. The milestones also look at how the necessary capacity will be secured to implement larger changes over the medium term.

Outcomes in years three to five focus on the development of the cultural and system change necessary to increase collective efforts on preventative action focusing on root causes, which will enable improvements to people's outcomes.

Outcomes in years 10-15 are the national strategic outcomes outlined in the National Strategy for Community Justice<sup>1</sup>. Other longer term outcomes include more needed system resourcing, as a result of strengthened effectiveness and the capacity to robustly measure need and impact.

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<sup>1</sup> SCOTTISH GOVERNMENT, 2016. *The National Strategy for Community Justice*.



## How to read the model

The model reads left to right, with the following sections:

- Current challenges to achieving the goal of effective practice;
- What the national priorities are for community justice;
- What is needed to achieve effectiveness and
- What will be achieved over time.

**The grey column** highlights the current community justice context, with a focus on the challenges to effective strategic commissioning in the sector. **If you think additional points need to be added, please feed these back in the consultation.**

The **peach column** highlights national priorities in community justice that strategic commissioning should support. The **yellow column** outlines what needs to be in place to deliver the activities and achieve effectiveness in practice.

**The green columns** outline three areas of output across all community justice commissioners. These are:

- **Reach** – who will be involved;
- **Activity** – what partners will do, and
- **Products** – what will be created.

It shows all those currently involved in commissioning activity, and what Community Justice Scotland plans to do to support partners with implementation in 2019-20.

**In the consultation, we want to hear what other actions are necessary (if any) to become effective at strategic commissioning.** (This will inform the development of a business case for key actions.)

**The blue columns** on the right of the diagram outline outcomes of effective strategic commissioning. Short, medium and long term outcomes are outlined and are intended to apply to all Community Justice Partnerships and partners. The model assumes that short term outcomes need to be achieved to deliver those in the medium term, and that these medium term outcomes need to be achieved to deliver in the long term. There are relationships and dependencies between outcomes.

The proposed outcomes are intended to apply at national and local levels and across community justice partners, unless otherwise indicated.

The final model will provide an overview of what all partners are working towards and the key activities that will support this.

**In the consultation, we want to hear if you think the outcomes are comprehensive and feasible within three to five years.**



**Implementing effective strategic commissioning in community justice**  
 Overview of effective strategic commissioning delivery: timescales, actions and outcomes

Current challenges and context to achieving effectiveness in community justice strategic commissioning	Priorities	Inputs What will be put into strategic commissioning in Community Justice	Outputs			Outcomes and impact		
			Who strategic commissioning will reach (REACH)	What Community Justice Scotland will do to support Partnerships (ACTIVITY)  [Green columns will be updated after consultation to show all actions across Partners]	What Community Justice Scotland will produce (PRODUCTS)	Short term (1-3 years)	Medium term (3-5 years)	Long term (10-15 years)
Lack of available data to define population need  Variation in access to services and Community Justice Partnership (CJP) practice and status  Robust national assessment of impact and outcomes outstanding  Availability of strategic commissioning knowledge and skills within CJPs  Capacity and resourcing challenges	Long term, needs-led planning and delivery enables effective evidence-based provision, equitable access and improved outcomes for people (better overall and reduced variation)  Strategic planning and partnership working (with people, communities, partners and third, private and independent sectors)  Improved community understanding and participation  Effective use of evidence-based interventions  Increased preventative action focused on root causes  Equal access to services	Staff time  Partner input and support  Planning and scoping time  Knowledge and expertise  Other resource	CJPs  Community justice partners, i.e.:  Statutory and non-statutory partners, third, independent and private sectors  People involved with the justice system (including people with convictions, families, victims and witnesses)  <b>Planned (during consultation):</b> National programmes for justice pathways and strategic commissioning (e.g. health and justice collaborative; prisoner healthcare; health and social care integration)	Raise partner awareness  Strengthen community justice system capability and capacity  Consult sector on required outputs, priorities, partner contributions and development of supporting business case(s)  Training needs analysis (TNA) with local co-ordinators  Review the OPI Framework  Map community justice pathways (criminal justice in first instance)  Identify and agree national dataset for measurement of population profile and service demand (scope pending)  <b>Proposed:</b> Scope partner capacity and capability needs and develop an action plan to meet these needs	Strategic Commissioning Framework  Methodology and toolkit for local strategic needs assessments  Outcomes-focussed planning guidance  National community justice strategic needs and strengths assessment  National priorities for community justice system improvement  Updated OPI Framework  Digital Hub and evidence briefings	Common understanding of strategic commissioning across partners  Consistent adoption of strategic commissioning  Increased collaboration, co-production and strengthened partnership working  CJPs have access to key skills and capacity to deliver effective strategic commissioning  Improved governance arrangements will strengthen status, decision-making and effectiveness  Solutions to data constraints are identified and an action plan is put in place to resolve them  Effective Outcome Performance and Improvement (OPI) Framework  Increased leveraging of resources  Increased prevention and earlier intervention	CJPs are effective at securing, specifying, overseeing and evaluating services in their area  National-local strategic planning structures and processes are aligned  Long term, joint strategic community justice planning and delivery  Effective leadership and accountability  Effective co-production and participation  All partners have strategic commissioning capacity and capability in place  Improved equity of access to services  Increased effectiveness in community justice  Agreed, available dataset for assessing and forecasting need and demand  Needs-led planning and delivery  Evidence based priorities and resourcing  Optimal mix and models of provision  Reduced impact of justice involvement	Prevent and reduce re-offending  Increased rehabilitation and reintegration  Improved outcomes and reduced inequalities  Improved community support and participation  Community justice resourcing more aligned with need and effectiveness
<b>Assumptions</b> Sufficient support for priorities and achievement of outcomes. Updated OPI Framework enables effective process and impact measurement. National Community Justice Outcome Improvement Plan developed to identify national improvement priorities and a delivery plan. Delivery model makes best use of local and national resources (e.g. workforce development; analytical resource). Existing improvements to person-centred outcomes continue in years one to three.					<b>External factors</b> Review of National Strategy for Community Justice (due by 2021) Review of Outcomes and Performance Improvement Framework (due by 2021) Content in this model will change as a result of partners' input.			

Evaluation

