



Corporate Plan

2023-2026

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01 Chair and Chief Executive Foreword

This Corporate Plan sets our priorities for the next 3 years until 2026. These are designed to support delivery of the aims and commitments contained in the [Vision for Justice](#) and the new [National Strategy for Community Justice](#), which were published in 2022. Both propose transformative reform of the justice system which we hope will result in significant increases in the use of community justice measures by police and prosecutors as well as in the numbers of community sentences imposed by sheriffs.

The delivery plan which accompanies the [National Strategy](#) provides a route map which highlights the high level of collaborative work that will be needed to achieve the positive outcomes that will best support safer communities.

It is clear that this will only be achieved if all partners involved in delivery of the multiple and diverse contributions needed, work closely together at individual and organisational, local and national levels.

To set the conditions needed for the achievement of community justice outcomes that the [Vision for Justice](#) and [National Strategy](#) require, we have developed and will champion a 'Community First' approach with the aim of ensuring that in every case, when it is safe to do so, a community justice outcome will be the first to be considered.

This Corporate Plan sets out what 'Community First' entails and how Community Justice Scotland (CJS) will contribute to the collective effort needed to transform the justice system and how we intend to provide positive, modernising support for partners tasked with directly delivering justice outcomes.

While security of funding of community justice services and ensuring there is sufficient capacity is essential, we understand that the public finances are constrained and will be for the foreseeable future. That necessarily requires that all within the sector urgently explore opportunities for collaborative working and the cross-organisation delivery of maximum efficiencies.

To ensure successful outcomes are delivered across Scotland it will also be necessary for partners to commit to providing services which involve consistent and effective interventions no matter where individuals engage with community justice measures.

CJS intends to implement further progressive policies and practice across its remit. We will continue to advocate expansion of appropriate services in every jurisdiction to challenge

the behaviours of individuals that lead to domestic abuse and for growth in provision of Restorative Justice services across the country. We will also play a leading role in relation to reforms aimed at promoting rehabilitation within communities and will develop further our approach to protecting the interests of victims and all those affected by the justice system.

We will have a significant national role to play in preparing local services to meet the challenges of transformation and to continuously improve the provision, access to and quality of community justice services.

In all our activities we will be evidence-based and trauma-informed; ensuring that those with experience of the justice system have the opportunity to influence what community justice partners do in pursuit of the improvements that are needed and the overall change that the system aspires to achieve.

This is an ambitious plan, particularly in light of the challenges to the public finances. It demonstrates that despite the challenges CJS is unequivocally committed to being an effective national lead body for community justice and supporting partners at local and national level to make the changes needed to ensure that the justice system delivers - for the individuals involved and their communities.



Karyn McCluskey
Chief Executive



Catherine Dyer CBE
Chair

02 Introduction

The Community Justice (Scotland) Act 2016 established Community Justice Scotland (CJS) and we started work on 1 April 2017. We are the national organisation for promoting, monitoring and supporting improvement in the delivery of community justice. This corporate plan will inform our business plans which will be published for each of the years from 2023 until 2026.

03 What is Community Justice?

Community justice is where people who have broken the law are held to account through community-based sentences, supported to reconnect and contribute to those communities, and offered the opportunity to address the underlying social, economic and personal determinants of their behaviour.



Photo caption: Heavy Sound, Cockenzie, East Lothian – A young person learns about bike maintenance. From: [Capturing Community Justice Flickr photobank](#)

Community justice also involves working with people who have not been convicted, such as those held on remand and individuals who can be purposefully diverted out of the justice system, by police and prosecutors, before court proceedings and into programmes that will help them avoid offending in the future.

It can include addressing contributing issues, such as problematic use of drugs or alcohol, and addressing behaviours and beliefs that lead to offending. Community justice can also involve partial restrictions of liberty through such measures as electronic tagging and curfews, involvement in unpaid community work, and the imposition of fines and orders to make compensation to victims of crime.

This all requires strong partnership working across a wide range of organisations at each point of the justice system.

Together these elements can be summarised as providing a 'Community First' approach to justice:

- Community First in terms of prevention and diversion.
- Community First in terms of where sentences are served.
- Community First in terms of where the circumstances that influence offending behaviour are addressed.
- Community First in terms of organisations involved in rehabilitation, repair and sentence delivery.

The evidence shows that community justice interventions help people to stop breaking the law and lead to higher rehabilitation rates, fewer victims and safer communities. Where people are supported and helped to address their offending behaviour, stay connected to, or build a connection with their communities, local support networks and personal relationships, then the evidence shows we create a more effective and fairer justice system which leads to lower rates of reoffending and fewer victims of crime.

A 'Community First' approach to justice will deliver a safer Scotland for all.



Photo caption: Still from [Life Changing Sentence](#) marketing campaign

04 Our Strategy

Our strategic aim is to support the successful delivery of the [Vision for Justice](#) and the [National Strategy for Community Justice](#), both of which were published by Scottish Government in 2022.

Using our statutory functions, we will monitor the delivery of community justice across Scotland, identify where things are working well and also where there are blockages and barriers to achieving a justice system that adopts a Community First approach.

We will work to bring about improvement by supporting, advising and assisting those at both local and national levels to remove any barriers to the delivery of a Community First justice system, and where it is outside of our scope to advise on change, we will highlight the barriers to appropriate bodies.

We will use available resources to promote the benefits of a Community First approach to the public, highlighting the evidence showing how it can lead to a reduction in reoffending and provide benefits to communities above and beyond increased safety.

05 Functions

CJS has four main functions (Community Justice (Scotland) Act 2016, Section 4) which are to:

- Promote the [National Strategy for Community Justice](#).
 - Monitor, promote and support improvement in, and keep the Scottish Ministers informed about performance in the provision of community justice.
 - Promote and support improvement in the quality and range of community justice provision, making the best use of the available facilities, people and other resources within any given community.
 - Promote public awareness of the benefits that arise when people who are convicted of offences are sentenced to community disposals rather than imprisonment, and when they are managed and supported to work on areas that are likely to prevent any future offending.
-

CJS will exercise these through the activity described within the outcomes and priority actions section. (See below)

CJS will continue to monitor, promote and support all the organisations and individuals who play a part in the delivery of community justice at a national or local level in order to improve the effectiveness of community justice across Scotland.

We will act as expert advisors on community justice matters to these organisations and to Scottish Ministers.

06 Strategic Context

In June 2022, a new [National Strategy for Community Justice](#) was published, and it sets out the Scottish Government's aims and ambitions for community justice in Scotland.

This Corporate Plan has been prepared in the context of that strategy and it articulates how CJS intends to support its key aims of seeking to:

1. Optimise the use of diversion and intervention at the earliest opportunity.
2. Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland.
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners.

In addition, this plan will complement and support delivery of the [Vision for Justice](#) in Scotland, also published in 2022. The aims in the Vision for Justice are:

- We have a society in which people feel, and are, safer in their communities
 - We work together to address the underlying causes of crime and support everyone to live full and healthy lives
 - We have effective, modern person-centred and trauma-informed approaches to justice in which everyone can have trust, including victims, those accused of crimes and individuals in civil disputes
 - We support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and re-victimisation
 - We address the on-going impact of the COVID-19 pandemic and continue to renew and transform justice
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CJS supports and has a particular interest in any commitment to increase community-based sentences and services.

CJS also contributes positively to achieving the objectives of the National Performance Framework (NPF). Of particular relevance is the national outcome that ‘we live in communities that are inclusive, empowered, resilient and safe’. The actions that we will undertake over the lifetime of this plan will contribute directly to this outcome.

Other NPF objectives to which the CJS Corporate Plan plans aligns include:

- We will respect, protect and fulfil human rights and live free from discrimination.
- We are well educated, skilled and able to contribute to society.

We also intend to contribute to developing legislation and policy as it emerges or develops across the period of this plan.

07 Outcomes and Priority Actions

The overarching theme for this Corporate Plan will be ‘Community First.’

To achieve this, we have set out clear outcomes and actions that we intend to deliver by 2026.

Outcome 1. *The community justice model is more effective across Scotland, with improved approaches developed, supported and implemented*

Community Justice Scotland will play a key role in driving measurable improvement in the delivery of community justice services nationally. That will include prioritising more of its own resources to direct support for local partnerships. We will also continue to identify and promote best practice and working with other national agencies and local partners to identify, exploit and deliver opportunities for improvement to ensure interventions are consistent and effective across Scotland.

Priority Actions

- 1.1. Develop and deliver a Community Justice Performance Framework (CJPF) (formerly the Outcomes Performance Improvement Framework (OPIF)) implementation plan by March 2024.

- 1.2. Expand capacity within the Improvement Team and integrate the Link Improvement Lead (LiL) approach into the support we provide to Community Justice Partnerships (CJPs) by December 2023.
- 1.3. Develop effective practice to support partners' development of Community Justice Outcomes Improvement Plans (CJOIPs) by December 2023.
- 1.4. Promote consistency in planning that is reflected in service provision across all local community justice areas by March 2025.
- 1.5. Provide targeted support to partnerships where improvement requirements are identified throughout 2023-2026.
- 1.6. Work with others to develop and improve approaches to Restorative Justice (RJ) throughout Scotland by April 2024.

(These support statutory functions 2 and 3)

Outcome 2. Community justice is fully considered in emerging national policy and legislation

Community Justice Scotland has an expanding network of stakeholders and partners within and associated with justice. Since its inception it has worked within its network to influence policy, practice and legislation and it will aim to increase this influence as justice and the wider public sector undergo immense strategic change and fundamental reform. It is vital that CJS remains a strong persuasive voice, advocating the benefits of community justice to its stakeholders, partners and the public.

Priority Actions

- 2.1. Work with stakeholders, partners, national decision makers and legislators to support the development of national legislation and policy which is informed by best community justice practice to improve services throughout 2023-2026.
- 2.2. Leading the development of updated Diversion from Prosecution guidance.

(These support statutory function 1)

Outcome 3. People better understand and have confidence in community justice

Community Justice Scotland will continue to promote community justice and achieve better understanding of it across Scotland. This will facilitate acceptance of and participation in community justice which will support realisation of the outcomes detailed in the [National Strategy](#). The key will be effective communication and engagement pushing our reach beyond our existing constituencies and into all influential groups.

Priority Actions

- 3.1. Develop and implement over the next three years the CJS Communications Strategy with a specific focus on promoting the [National Strategy for Community Justice](#) by March 2026.
- 3.2. Provide support for local partnership communications throughout 2023-2026.
- 3.3. Complete a review of the CJS website and enhance its compatibility with current accessibility standards by March 2024.
- 3.4. Continue to work with Scottish Government to ensure that partners and the judiciary can more effectively access information on all relevant available services in each local authority area.

(These support statutory function 4)

Outcome 4. *The community justice workforce is fully supported through access to a range of quality training, resources and services*

Community Justice Scotland will work with government, partners and key stakeholders to enhance its support offering, focussing on the community justice workforce. We will work closely with key stakeholders and incorporate lived experience into the development and delivery of the training we provide.

Priority Actions

- 4.1. Acquire a Learning Management System (LMS) and migrate learning products onto the system by March 2024.
- 4.2. Provide training and knowledge products relating to community justice services. We will continue to provide training and knowledge products relating to community justice services to police, prosecutors, sheriffs, criminal justice social workers, community justice partnerships and others in the community justice workforce and extend this to defence agents by April 2024.
- 4.3. Complete the review of third sector voluntary throughcare and mentoring services in Scotland, and undertake the commissioning of such services to be grant funded by the Scottish Government by 2025/26.
- 4.4. Establish a system to engage with those third sector throughcare and mentoring services which are selected for SG grant funding through the commissioning process, to monitor their delivery against their service model and grant conditions by 2025.

(These support statutory function 3)



Photo caption: Still from [Life Changing Sentence](#) marketing campaign

08 Budget 2023/24

CJS is funded by the Scottish Government through grant-in-aid. Currently, funding settlements for central government public bodies are on an annual basis.

For 2023-24, CJS will receive core funding of £3.112 million as well as additional funding support for Restorative Justice (£0.249 million) and Caledonian System Training (£0.410 million).

A more detailed breakdown of expenditure for 2023/24 is shown here;*

Area	Total	Salaries	Operational
Learning, Development and Innovation	744,508	594,508	150,000
Improvement	617,820	617,820	
Commissioning	193,739	159,739	34,000
Policy	156,752	156,752	
Communications	282,237	213,237	69,000
Executive Management (Chief Executive, PA to Chief Executive, Director of Operations)	305,079	300,079	5,000
Infrastructure & Business Support Services (including Finance, HR, IT, Audit)	636,727	410,564	226,163
Governance (Board & Audit Costs)	80,230	45,000	35,230
Project Funding	94,607		94,607
Caledonian Project	410,000	332,000	78,000
Restorative Justice	249,000	220,000	29,000
	3,770,698	3,049,698	721,000

* figures represent broad categories of budget allocated to these areas

CJS also acknowledges that there is considerable strain on the public finances and that situation is likely to apply for at least the duration of this plan. In recognition of this, we are committed to demonstrating value for money and maximising effectiveness within the sector. In support of this we will undertake organisational and structural reform, the aim

of which will be to identify efficiencies within our budget and provide further security of funding to deliver our operational priorities.

09 Governance and Accountability Values

Community Justice Scotland (CJS) is an executive Non-Departmental Public Body (NDPB), established by legislation, the Community Justice (Scotland) Act 2016, and must comply with the duties and obligations contained therein.

The CJS board, including the chair, consists of non-executives appointed by the Scottish Ministers in line with the Code of Practice for Ministerial Public Appointments to Public Bodies in Scotland.

The Board is committed to working with the Scottish Government to demonstrate equality amongst our board members. We are also committed to best practice and complying with our duties as an equal opportunities' employer. This is demonstrated by our accreditations as a Living Wage Employer, CJS is recognised as Carer Positive, and we are a Disability Confident Employer.

The Board has established committees to consider issues relating to audit and risk and human resources and remuneration and an advisory committee that considers emerging topics on behalf of the Board. All minutes of the board are published on the CJS website.

CJS currently has 46 staff (38 of which are Full-time Equivalents). It is led by the Chief Executive who reports to the Board. The Chief Executive is also the organisation's Accountable Officer.

CJS publishes an annual report of its activities together with its audited accounts after the end of each financial year. We comply with the Government Financial Reporting Manual (FReM) and outline CJS's main activities and performance against agreed objectives and targets for each previous financial year. The audit of the organisation's annual accounts is carried out by external auditors appointed by the Auditor General for Scotland. The final version is made available for laying before the Scottish Parliament by the Scottish Ministers by 31 December each year.

CJS also ensures that a corporate plan covering a three-year period is agreed with the Scottish Ministers and is published on its website. The Corporate Plan, the preparation of which must include a period of consultation with statutory partners and stakeholders,

reflects CJS's strategic aims and objectives, indicative budgets and any priorities set by the Scottish Ministers. It also demonstrates how CJS contributes to the achievement of the purpose and outcomes set out in the SG's NPF.

Values

We are a values driven organisation. We use our values in everything we do, values-based recruitment, values-based policies, values-based working. Our values are:

- Respect
- Effectiveness
- Compassion
- Fairness
- Understanding
- Integrity

10 Measuring and Reporting Impact

Our success will ultimately be measured by the impact we have on our mission to improve the justice system and bring increased benefit to all those involved in or affected by it. We have identified some specific measures and indicators for CJS's work in the period 2023/26 and these are included within our performance, which is published in our Business Plan.

We will use the framework to internally monitor performance and thereafter report on the impact CJS is having within the justice sector and society more generally.

Our annual business plan performance reporting process will provide assurance that our work is delivering in line with this corporate plan and highlight areas we need to improve.

Our progress against all the measures laid out in this plan will also be reported through our Annual Report and Accounts which are published each year.



Photo caption: Still from [Life Changing Sentence](#) marketing campaign

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