



**Community Justice Scotland**  
Ceartas Coimhearsnachd Alba

Business Plan 2017 - 18

**Community Justice Scotland** is the new 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).
- 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 the police, prison service, courts, local authorities, fire and rescue service, Skills Development Scotland, health boards, integration joint boards and the third sector.

**Community Justice Scotland's functions are:**

- **Prevention** - providing leadership, training and insight to support community justice partners prevent offending and reduce the number of future victims.
- **Develop** - identify worldwide expertise, best practice and opportunities for commissioning, and introduce fresh ideas which inspire innovation and change.
- **Challenge** - change the conversation about community justice and prevention of offending, shift attitudes and increase understanding.
- **Support** - work with our partners and help drive change by identifying challenges and promoting improvements in our community justice system.

The ways in which Community Justice Scotland carries out these functions include:

- creating a **national strategy for learning and development**, identifying best practice from across the world and sharing it with partners.
- **reviewing local community justice plans and performance data** and giving feedback and support to improve community justice outcomes including making recommendations to Scottish Government.
- creating a **communications strategy** promoting community justice as a vital and effective part of the justice system and by advising and supporting partners on implementation in their area.
- producing a **strategic approach to commissioning**.

Community Justice Scotland is based in Edinburgh but is a national body working across the whole of Scotland.

Community Justice Scotland was launched on 1<sup>st</sup> April 2017. The aim of the Community Justice (Scotland) Act 2016 is to create a stronger community justice system **based on local** planning and delivery supported and **guided by national** leadership and oversight.

This business plan covers the first operational year of Community Justice Scotland's activity – April 2017 to March 2018.

<b>COMMUNITY JUSTICE SCOTLAND BUSINESS PLAN 2017/18</b>	<b>Relevant Section of Act, the National Strategy for CJ, Framework Agreement or other source</b>	<b>Timescales</b>	<b>Lead (approval in italics)</b>	<b>Link to Corporate Plan - Support (S) - Promote (P) - Lead (L) - Prevent (Pr)</b>	<b>Performance Measure</b>
<b>Deliverables</b>					
<b>CORPORATE GOVERNANCE</b>					
<b>1 CJS Annual Report on functions</b> 1.1 Agree with Scottish Government timescales for laying in Parliament and subsequent publication of first annual report on functions for 2017/18. In future years this will be combined with the Annual Statement of Accounts.	11 Framework Agreement	1.1 Timescales for first annual report to be agreed with Scottish Government by 31 March 2018	<i>Board</i> (Director of Operations, Business Manager)	L	Timescale for publication of annual report on functions and accounts for 2017/18 agreed
<b>2 Annual Statement of Accounts</b> 2.1 Draft accounts for interim period 2016/17 to be sent to Auditors July 2017 (due to Scottish Government set-up expenditure prior to the organisation coming into operation in April 2017) 2.2 Annual Accounts for interim period 2016/17 to be approved for publication and sent to Scottish Ministers. In future years the Annual Statement of Accounts will be combined with the Annual report on functions.	12	2.1 July 2017 2.2 August 2017	<i>Audit &amp; Risk Committee</i>  (Scottish Government, Chief Executive)	L	Annual Accounts approved and published
<b>3 Governance</b> 3.1 Terms of Reference for the Board 3.2 Terms of Reference for Audit & Risk Sub-	9	3.1 May 2017 (complete)	<i>3.1-3.3 Board</i> (Business Manager)	L	3.1-3.3 TOR in place

Committee 3.3 Terms of Reference for Remuneration Committee 3.4 Annual Review Meeting between Cabinet Secretary / Minister and Chair	Framework Agreement	3.2 May 2017 (complete) 3.3 July 2017 3.4 By 31 March 2018	3.4 Chair of Board (Business Manager)		3.4 Meeting has taken place
<b>4 Corporate Policies</b> 4.1 Corporate policies and procedures in place in relation to Complaints Handling procedure and Stakeholder Guide  4.2 Identification of further corporate policies and procedures		4.1 Complete – published on website 4.2 End March 2018	Board (Business Manager)	L, S, P	4.1 Complaints policies and procedures in place  4.2 Corporate policies and procedures in place
<b>5 Duty of Co-operation</b> 5.1 Development of an Information Sharing Protocol	35	October 2017	Chief Executive  Head of Improvement		Protocol in place
<b>6 Corporate Plan – development</b> 6.1 Draft plan for consultation with community justice partners, appropriate 3 <sup>rd</sup> sector bodies and anyone else deemed necessary	10	Initial draft plan developed July 2017  Consultation draft plan approved August 2017  Plan revised in light of consultation feedback November 2017	Chief Executive (Director of Operations)	L	Corporate plan developed  Consultation activity held
<b>7 Corporate Plan – approval</b> 7.1 Approval of corporate plan 2017-2020	10	7.1 Draft plan for final approval of Board	Board (Chief	L	7.1 Corporate

7.2 Monitoring arrangements in place		<p>prior to submission to Scottish Ministers – November 2017</p> <p>Submission to Scottish Ministers – December 2017 – for onward submission to Parliament</p> <p>Publication of corporate plan – February 2018</p> <p>7.2 Monitoring arrangements underway Q1 2018</p>	Executive, Director of Operations, Business Manager)		<p>plan approved</p> <p>Plan submitted to Scottish Ministers to be laid in Scottish Parliament</p> <p>Corporate plan published</p> <p>7.2 Monitoring arrangement in place</p>
<b>8 Annual Business Plan</b> 8.1 Business Plan 2017/18 drafted and approved 8.2 Business Plan monitoring and reporting arrangements in place		8.1 Draft plan to Board June 2017 - complete Final plan to Board – July 2017 8.2 Quarterly monitoring reports established by October 2017	Board (Chief Executive, Director of Operations, Business Manager)	L	8.1 Annual Business Plan in place  8.2 Quarterly monitoring and exception reporting in place
<b>9 Stakeholder Engagement</b> 9.1 Stakeholder Engagement Strategy developed outlining proposed engagement with statutory partners, third sector and others – event, meetings, conferences, etc. 9.2 Series of roadshows nationwide 9.3 National Conference 9.4 CJS participation in national expert and stakeholder working groups		9.1 Engagement Strategy – September 2017  9.2 Regional Roadshows May/June 2017  9.3 National	Board (Chief Executive, Head of Comms)	P	9.1 Engagement Strategy in place  9.2 Events held.  9.3 National

		Conference – by 31 March 2018  9.4 Participation in expert groups – by 31 March 2018			Conference held  9.4 CJS participation in national expert and stakeholder working groups secured
<b>IMPROVEMENT</b>					
<b>10 Monitoring national and local performance in relation to Community Justice Outcomes</b> 10.1 Monitor performance against national/ local outcomes in each LA area and report back to local partners on performance.	26	Review of CJOIPs – April – July 2017	<i>Chief Executive</i>  Head of Improvement	S	Review of CJOIPs complete
<b>11 Analysis of 32 local authority areas CJ Outcomes Plans</b> 11.1 General feedback to all areas at CJ Coordinators national network workshop event 11.2 All plans systematically and consistently analysed 11.3 Attendance at local Community Justice Partnership (or equivalent) meetings - plan to attend minimum of one meeting in each area 11.4 Feedback to local areas individually on their plans 11.5 Trend identification of strengths and areas for improvement across the plans as a collective		11.1 General feedback workshop completed by: June 2017  11.2 From May 2017 - 31 March 2018  11.3 Completed by 31 March 2018  11.4 From May 2017 - 31 March 2018  11.5 Completed by 30 November 2017	<i>Chief Executive</i>  Head of Improvement	S	11.1 June workshop completed  11.2 Plan analysis complete (100%)  11.3 Attendance at CJ partnership meetings (100% of partnership meetings have at least

					<p>one visit)</p> <p>11.4 feedback complete (100% of plans)</p> <p>11.5 Area analysis completed for national outcomes report (action 12 below)</p>
<p><b>12 Annual Report on Community Justice Outcomes</b></p> <p>12.1 Agree process and timetable for first CJ outcomes report with Scottish Government.</p> <p>12.2 Agree process and timetable for Community Payback Order (CPO) annual report to be laid in Scottish Parliament</p> <p>12.3 Submit CPO annual report to Scottish Parliament by February 2018</p>	<p>27</p> <p>Criminal Procedures Act 1995 (section 227 ZM)</p>	<p>12.1 Process and timetable for CJ Outcomes reporting to be agreed between CJS and SG by October 2017</p> <p>12.2 Process and timetable for CPO annual report agreed by October 2017</p> <p>12.3 CPO report laid in Scottish Parliament by February 2018</p>	<p><i>Chief Executive</i></p> <p>Head of Improvement</p>	<p>L. Pr</p>	<p>Process and timetables agreed</p> <p>CPO annual report published</p>
<p><b>13 Performance Improvement Activity</b></p> <p>13.1 Promote improvements in reporting and provide advice / assistance to CJPs on planning and reporting</p> <p>13.2 Promote improvements in provision of community justice and provide advice / assistance to CJPs on provision of community justice.</p>	<p>5, 28-30</p>	<p>31 March 2018</p>	<p><i>Chief Executive</i></p> <p>Head of Improvement</p>	<p>P, S, L, Pr</p>	<p>Summary of advice and improvement recommendations</p>

13.3 Make local and / or national improvement recommendations.					
<b>14 Research</b> 14.1 Explore potential for research to support promotion of improvement best practice. 14.2 Establish an academic advisory group for identification and sharing of best practice and innovation	5,	14.1 31 March 2018 14.2 December 2017	<i>Chief Executive</i>	L, S, P, Pr	14.1 Research published as appropriate  14.2 Academic advisory group established
<b>15 Demonstration Projects on Community Justice</b> 15.1 Scoping and mapping of potential demonstration projects	5	March 2018	<i>Chief Executive</i>	S, P, Pr	Initial scoping and mapping activity complete
<b>COMMISSIONING</b>					
<b>16 Strategic Commissioning Framework</b> 16.1 Development of initial scoping document for Commissioning Framework 16.2 Consultation and engagement with Scottish Government, CJ statutory partners and CJ stakeholders	5, 34 in relation to Learning  National Strategy for CJ (S.5)	16.1 Initial scoping document to be developed by September 2017  16.2 Consultation with Scottish Government. stakeholders and CJ Partners by March 2018	<i>Board</i>  Chief Executive	L, S	Strategic Framework scoping document available for consultation



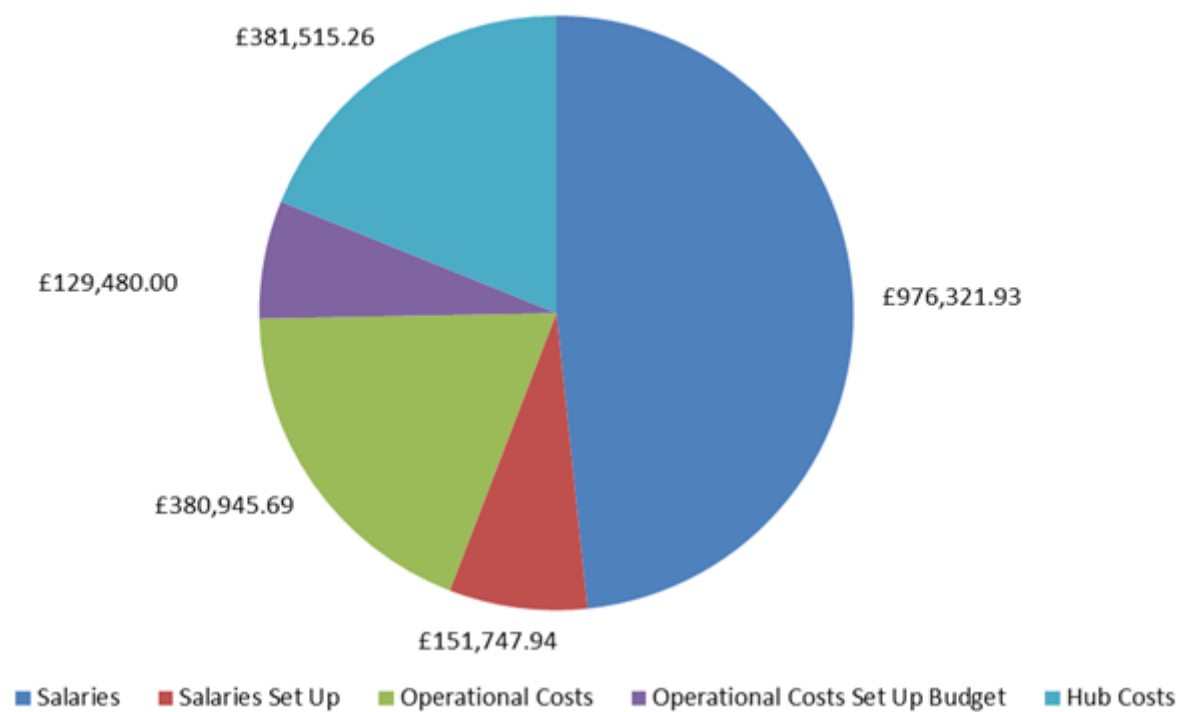
<b>LEARNING DEVELOPMENT &amp; INNOVATION</b>					
<b>17 Strategy for Learning, Development &amp; Innovation</b> 17.1 Draft Strategy for consultation 17.2 Publication of Strategy	32	17.1 January 2018  17.2 March 2018	Board (Head of Learning, Development & Innovation)		Strategy in place
<b>18 Training Needs Analysis</b> 18.1 Engagement and mapping of current CJSW training up to October 2017 18.2 <b>Consultation on TNA identifying</b> Core training requirements from October 2017 – March 2018 18.3 Future training needs for development from April 2018 consulted upon 18.4 Number of staff required for L, D & I function to be identified	5	18.1 Initial TNA consultation and proposal submitted to Board in June 2017 (complete)  18.2 Stakeholder feedback to inform revised TNA for year 1 (to March 2018)- Board July 2017  18.3 Future TNA (from April 2018) linked to Strategy and consultation complete by end March 2018  18.4 Staff requirements identified by end March 2018	Board (Head of Learning, Development & Innovation)		Training Needs Analysis and consultation complete  Training requirements and staff required identified
<b>19 Strategy for Learning, Development &amp; Innovation</b> 19.1 CJS to agree timescales/process with Scottish Government for first review by 2019	33	19.1 Process and timescales to be agreed by March 2018	Board (Head of Learning, Development & Innovation)	S, P, L, Pr	Process for strategy review agreed

<b>20 Creation of Learning Development &amp; Innovation Hub</b> 20.1 Operational issues identified 20.2 Financial issues identified 20.3 Recruitment needs identified 20.4 Stakeholder engagement (linked to Stakeholder Engagement and Training Needs Analysis at 9 & 18 above respectively) identified 20.5 Infrastructure /planning, iterative development and testing	5	October 2017	Chief Executive (Head of Learning, Development & Innovation)	S, P, L	Hub developed
<b>21 Learning, Development &amp; Innovation Activity</b> 21.1 Explore opportunities for CJS to conduct, commission, co-ordinate research; identify and share good practice; develop / provide training; 21.2 Comply with any request from Ministers to do any of the above.	5, 34 (plus explanatory notes)	March 2018	Chief Executive (Head of Learning, Development & Innovation)		Research activity for Learning, Development and Innovation activity made available
<b>COMMUNICATION</b>					
<b>22 Communications Strategy – development and implementation</b> 22.1 Development of Communications Strategy	5	22.1 Draft strategy in place for Board consideration August 2017	Board  Chief Executive  Head of Comms	L, S, P, Pr	Strategy in place
<b>23 Website and Social Media</b> 23.1 Website and social media accounts established 23.2 Recruitment of social media/webmaster to review and maintain content	5	23.1 Website complete (April 2017)  23.2 By March 2018	Chief Executive  Head of Comms	L, S, P	

<b>24 Freedom of Information (FOI) Scheme</b> 24.1 Adoption of FOI Scheme 24.2 Staff awareness training on Freedom of Information	Schedule 1 Section 14	24.1 Complete by April 2017 (Complete)  24.2 Staff awareness training provided May 2017 (Complete) and upon recruitment for new staff	<i>Chief Executive</i> (Business Manager)	L	Adoption of FOI Scheme and training provided to all staff
<b>EFFECTIVE ADMINISTRATION &amp; RESILIENCE</b>					
<b>25 HR Policies</b> 25.1 Policies established: <ul style="list-style-type: none"> <li>Competency Framework</li> <li>Values in Action Framework</li> <li>Resourcing review</li> </ul> Recruitment Process Evaluation 25.2 Staff consultation exercise:	5	25.1 By 31 March 2018  25.2 By 31 March 2018	<i>Chief Executive</i> (HR Manager)	L	HR Policies in place  Staff consultation complete
<b>26 CJS Accounting &amp; Budgetary Policies and Procedures</b> 26.1 Financial performance and budget monitoring arrangements established 26.2 Accounting and budgetary policies and procedures established 26.3 Monthly budgets submitted to Scottish Government 26.4 Delegated Authority Matrix established	12	26.1 Proposed budget allocation to Board – complete April 2017 26.2 Procedures established and regular financial monitoring reports to Board from July 2017  26.3 Monthly budgets to SG until end March 2018  26.4 Scheme of Delegated Authority Matrix July 2017	<i>Board</i> (Chief Executive, Director of Operations, Business Manager)	L	26.1/26.2 Budget monitoring arrangement in place  26.3 Monthly budgets to Scottish Government  26.4 Delegated Authority matrix in place
<b>27 Managing Risk</b> 27.1 Develop and maintain a corporate risk	5	27.1 Corporate risk register to Audit &	27.1 <i>Board</i>	Pr	Corporate and

register 27.2 Develop and maintain an operational risk register		Risk Committee August 2017 and Board August 2017  27.2 Operational risk register next Audit & Risk Committee after July 2017 (dates to be agreed)	Chief Executive  <i>27.2 Audit &amp; Risk Committee</i>  Chief Executive		Operational Risk Registers in place and maintained
<b>28 Review of Outcomes Performance Improvement (OPI) Framework</b> 28.1 Process and timescales for review subject to discussion/agreement between SG and CJS	18	March 2018	<i>Chief Executive</i>  Head of Improvement	L, S, P	Timescales and process for future review of OPI Framework agreed
<b>29 Business Continuity</b> 29.1 Business Continuity Plan established and communicated		May 2017 (complete)	<i>Board (Chief Executive)</i>	L, S	Business Continuity Plan in place
<b>30 Compliance with other legislative requirements</b> 30.1 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		Monthly meetings between CJS and Sponsorship Team, Scottish Government Justice Division	<i>Chief Executive</i>  All Managers as appropriate	L	Relevant policies and procedures in place as appropriate

## Community Justice Scotland (CJS) Budget 2017-18



**Board**  
Governance  
Strategic Vision and Leadership

**Chief Executive**  
Chief Accountable Officer  
Vision  
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  
Marketing  
Publications  
Multimedia content

## Improvement

Feedback and support to  
local CJ partners  
Improvement  
methodologies  
Research and Evidence-  
based practice  
Analysis and Data  
management  
Policy  
Consultations  
Frameworks

## Learning, Development & Innovation

Training needs analysis and  
training delivery to CJSW  
and other stakeholders  
Continuous professional  
development pathway  
Blended learning  
Innovation hub  
development  
Research & best practice  
identification and sharing  
Frameworks

## Corporate

HR  
Finance  
Administration  
Board/Governance  
Annual reports  
Business plan  
Corporate plan  
Policies and Procedures  
Resourcing