Community Justice Scotland

Ceartas Coimhearsnachd Alba

Corporate Plan 2017-2020
consultation draft

August 2017

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Appendix A – Community Justice Scotland Board

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1. Foreword [page 2]

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 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 a reduction in the use of short-term prison sentences, an increase in the use of bail supervision and support, an increase in positive use of community-based interventions and effective reintegration from custody to the community.

We will work with statutory partners and stakeholders who deliver a wide range of services such as early years, housing, health, employment and skills, welfare plus other services which contribute to positive community justice outcomes for everyone.

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 '50/50 by 2020' gender equality and to the need for effective succession planning to promote diversity of our board in compliance with the Public Sector Equality Duty[1] .

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 CBE
Chair
Community Justice Scotland

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[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 [page 3]

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
- Policy
- 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

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Community Justice Scotland is the new national body for community justice in Scotland. Launched on 1st 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 its 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.

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 deliver positive results for people. 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

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

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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 outcomes on:

- a reduction in the use of short-term prison sentences
- an increased use of bail supervision and support
- increased use of 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

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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, training 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.

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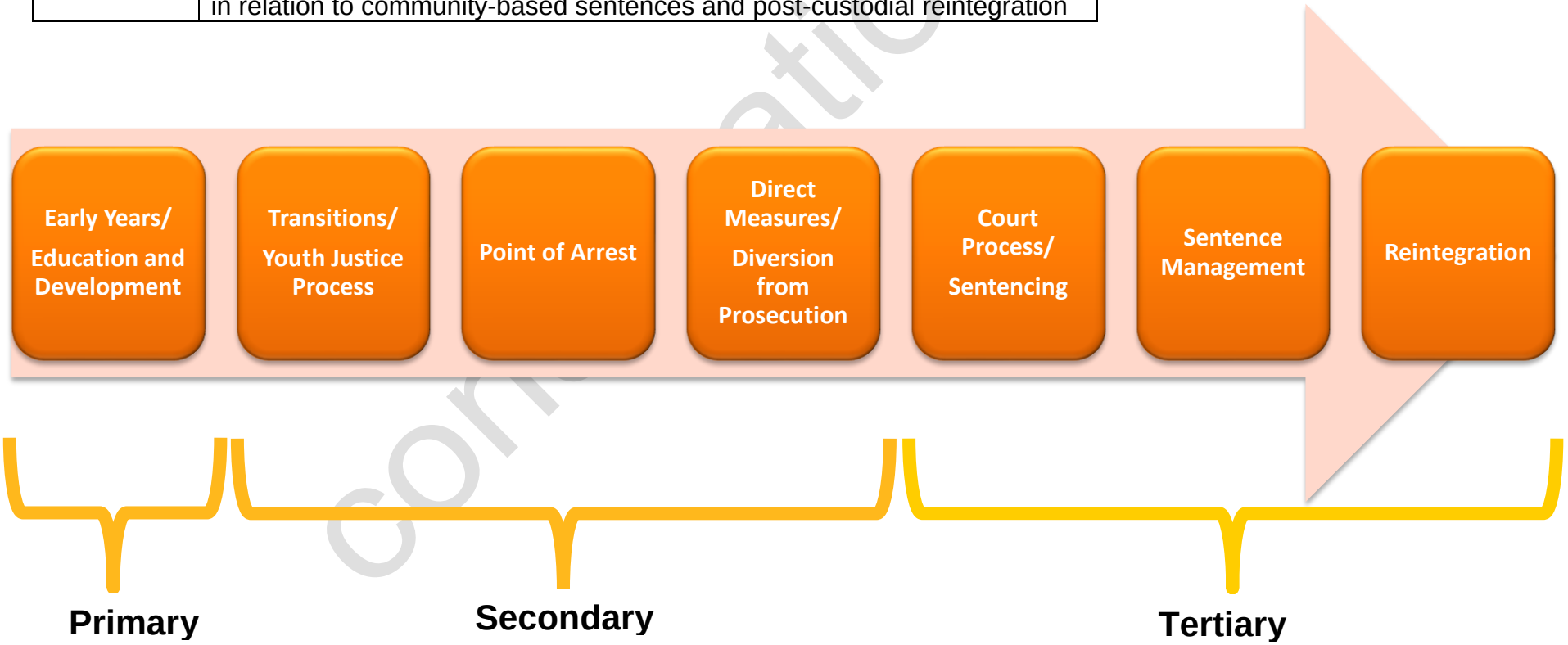
Our Approach:

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



Levels of Prevention

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3. Corporate plan action 2017-2020

Champion community justice by taking the lead role in the delivery of the National Strategy for Community Justice.

We will:

Action	Activity(in chronological order)	Timescales
Assess and report on how effectively we are championing community justice through our leading role in the delivery of the National Strategy.	The provision of an annual report on the delivery of our functions. Annual report on the national achievement of community justice outcomes. Both reports will be laid in Parliament.	Report on functions summer 2018 and Years 2 and 3 Years 2 and 3 First national report on achievement of community justice outcomes will be in Year 2. Subsequent report in Year 3.
Begin the process of review of the Outcome Performance and Improvement (OPI) Framework with practitioners.	Use information gathered from local areas to consider developments to the OPI Framework where appropriate. This will coincide with the development of national reporting on local community justice processes.	Years 2 and 3
Engage and consult with statutory partners and stakeholders on our Corporate Plan 2017 – 2020.	Draft Corporate Plan will be subject to consultation via events and online via the CJS website. This will submitted to Scottish Ministers for approval and to be laid in the Scottish Parliament.	Plan approved by Board November 2017 thereafter submitted to Scottish Ministers to be laid in Scottish Parliament.

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Develop and consult with statutory partners and stakeholders on a strategic commissioning[2] framework for community justice.	Initial scoping document. Prior to the development of a Strategic Commissioning Framework, scope will be agreed with Scottish Government which will determine consultation requirements.	Scoping document complete September 2017 March 2018
Invest in our staff and Board to support them in their new roles.	Provision of HR policies and corporate policies and procedures which support staff in the fulfilment of their roles.	March 2018
Establish working arrangements with statutory partners and stakeholders including local government and Scottish Government.	Meetings to take place between Board Chair, Cabinet Secretary, Council Leaders and others.	March 2018
Report on the delivery of Community Payback Orders (CPO) across Scotland, to the Scottish Parliament.	Annual CPO report to be completed and submitted to Scottish Government to be laid in Scottish Parliament annually.	February 2018 and thereafter for Years 2 and 3

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[2] Commissioning is defined as ‘ the design, purchase and evaluation of services’, Faulty by Design, Reform, January 2017

Act as a trusted source of expertise in community justice, providing leadership, training 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.

We will:

Action	Activity	Timescales
Development of a Learning, Development and Innovation Hub.	Identification of operational and financial issues. Recruitment needs identified. Stakeholder engagement. Infrastructure planning, development and testing.	October 2017
Develop and implement a Learning Development and Innovation Strategy.	Development of Training Needs Analysis. Draft strategy for consultation. Strategy publication.	June 2017 Complete in January 2018 March 2018
Demonstrate our commitment to Fair Work by becoming an accredited Living Wage Employer.	Seek accreditation through online application process, which is supported by Scottish Living Wage Accreditation.	March 2018
Demonstrate our commitment to developing young people's skills and employment opportunities by developing our provision of Modern Apprenticeships.	Provision/Framework for the delivery of Modern Apprenticeships within Community Justice Scotland in place.	March 2018
Design and deliver training and other resources to assist community justice partners and develop the Hub with identified best practice in service delivery and new research.	Regular review of the Training Needs Analysis both internally and with stakeholders, academics and others to ensure training provision remains fit for purpose.	Years 2 and 3

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We will work with our partners and help drive change by identifying challenges and supporting improvements in our community justice system.

We will:

Action	Activity	Timescales
Establish an Academic Advisory Group.	Identification of key experts from across Scotland's Universities in Community Justice issues. Convene initial meeting to agree role and remit in advising on both relevant research and consultation approaches.	December 2017 March 2018
Scope and deliver demonstration projects to test new approaches for community justice.	Improvement team to identify an initial demonstration area. Liaise with local area, define scope and remit for the project in a formal project plan. Initial stages of implementation of improvement process. On-going test of change process and the production of an Action Research Paper which identifies good practice and learning for Scotland. Begin process to identify further demonstration projects.	September 2017 December 2017 March 2018 Years 2 and 3 Years 2 and 3
Promote employability measures to ensure people with convictions are not discriminated against.	Promote and raise awareness with third sector, employer organisations, statutory partners and others committed to equality of opportunity. This is achieved via face-to-face engagement and the use of online resources.	March 2018 (On-going across Years 2 and 3)
Identify and promote best practice on provision of information and signposting access to community justice services for people with convictions, their families, victims and communities.	Utilising the Community Justice Scotland Website to promote both our own resources and information, and that made available to us via stakeholders.	Years 1, 2 and 3

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Support improvement and feedback on the first iteration of community justice outcome improvement plans.	Attendance at all 32 local community justice partnerships and obtain/provide feedback on their local plans, and national developments.	December 2017 Years 2 and 3
Work with stakeholders and statutory partners to (a) promote diversion from prosecution and (b) support an increasingly positive use of community-based interventions.	Identification of key stakeholders through analysis. Engagement with key stakeholders in developing improvement across these areas, including as part of demonstration projects. Challenge practices in Scotland, to support local changes.	March 2018 Years 1, 2 and 3 Years 1, 2 and 3
Work with Scottish Government and partners to support improvements in people's experience of the justice system.	Identify opportunities to promote community-based disposals by engaging with the judiciary and supporting the development of sustainable community based provision. Identify opportunities afforded by the changes to women's custodial arrangements in Scotland.	Years 1, 2 and 3

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We will work with others to prevent offending and reduce further offending.

We will:

Action	Activity	Timescales
Develop communications and engagement strategies which will focus on: promotion of community justice, changing perceptions and creating public support for a more effective justice system.	Development of Communications Strategy. Development of an Engagement Strategy. Based upon the agreed Communication and Engagement strategies to oversee Community Justice Scotland engagement and promotion of community justice.	August 2017 October 2017 Years 1, 2 and 3
Work with statutory partners and stakeholders who are also contributing to the early intervention and prevention agenda, to promote thinking around investment and consideration of realignment of budgets.	Meeting with Scottish Government and local areas to better understand the wider landscape and identify where Community Justice Scotland can contribute.	Years 1, 2 and 3
Encourage debate in the field of community justice.	Organise events across Scotland for local and national practitioners to promote discussion on community justice issues. Arrange Annual Scottish Community Justice Conference. Organise event specifically for people with lived experience which supports their interaction and reintegration.	Years 1, 2 and 3 Annually Years 1,2 and 3 August 2017.

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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.

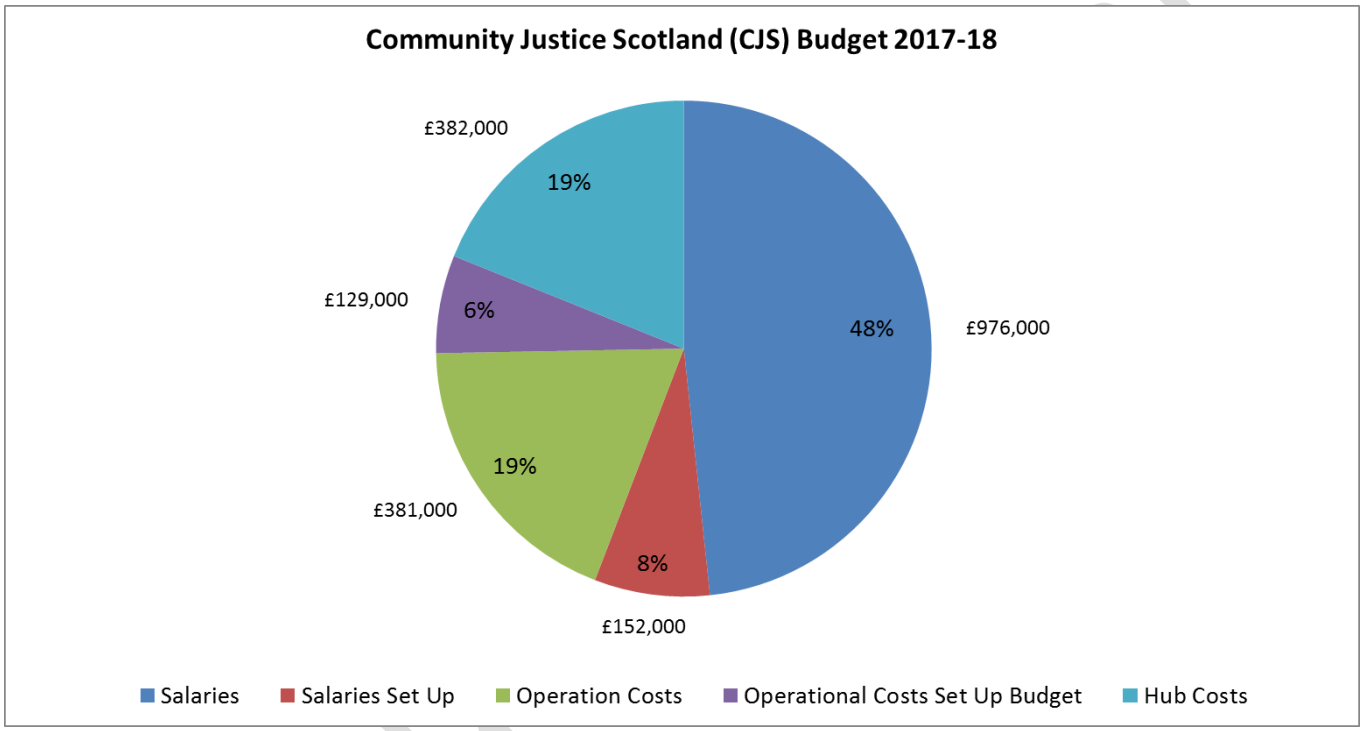
Of particular relevance is the national objective ***to make Scotland safer and stronger,*** underpinned by the following national outcomes:

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.*	•	•	•	
• *We have improved life chances for children, young people and families at risk.*	•	•	•	

5. Resources

As a result of the Annual Spending Review, the budget available in Year Two and Year Three 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 One of Community Justice Scotland's activity.

Chart 5.1



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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.

As an employer we will promote equality of opportunity in recruitment of staff and we will publish information on the diversity of our workforce as part of our annual report. Our values reinforce our commitment to equal opportunities. 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 will be to develop an engagement strategy. This will ensure that we engage 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.

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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.

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Appendix A – Community Justice Scotland Board and Committee structure

Membership

There are 6 Board members; the current membership is as follows:

Mrs Jean Couper, CBE (Chair)
Mr Gerry Bann
Ms Linda Bendle
Ms Lillian Cringles (co-opted member)
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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[First published/ISBN number/disclaimer if appropriate]

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[Produced by if appropriate]