

The logo features a large, solid magenta circle in the center. To the left of this circle, there are several thick, curved lines that sweep across the page. Two of these lines are a bright yellow, and one is a dark grey. The lines appear to be layered, with the yellow lines in front of the grey one. The background is white.

Community Justice Scotland
Ceartas Coimhearsnachd Alba

Learning, Development
& Innovation Strategy

CONSULTATION DRAFT

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Introduction

This document describes how Community Justice Scotland will deliver learning and development and encourage innovation to drive forward our actions in pursuit of our aim to make Scotland the safest country in the world. Our activities will be undertaken with the involvement of stakeholders, including people with lived experience, to ensure that we are able to deliver excellence based on local needs and with outcomes focused on people. The Learning, Development and Innovation Strategy will support the organisation's over all objectives as identified in the Corporate Plan 2017 – 2020.

Community Justice Scotland has a duty to support and lead on the adoption of best practice and innovation, to build capacity in the workforce to promote inclusion, citizenship and desistence.

This strategy will therefore outline how learning, development and innovation will be delivered to support partnership working, preventing offending and promoting positive outcomes for people going through, or at risk of being drawn into, the criminal justice system.

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1. Background

1.1 The new model of community justice

Community Justice Scotland is the new national body for community justice in Scotland. Underpinned by the Community Justice (Scotland) Act 2016¹ and launched on 1st April 2017 our function 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.

Section 32 of the Community Justice (Scotland) Act 2016 sets out the requirement for a strategy for learning, development and innovation with Section 33 of the Act requiring the strategy to be reviewed within five years of publication.

The vision articulated in the **National Strategy for Community Justice**² is to make “Scotland a safer, fairer and more inclusive nation where we prevent and reduce further offending by addressing its underlying causes; and we safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.” An **Outcomes, Performance And Improvement Framework**³ (OPI) has been developed alongside the strategy to support continuous improvement for all partners. Both of these documents have informed this strategy and will continue to guide its future iterations. Our ambition is for learning, development and innovation to contribute to all three of the Quality Ambitions contained in the OPI framework:

1. Every person with lived experience of community justice has a positive story to tell of support for their desistance or integration into the community.
2. All partners work together in delivering improved community justice outcomes to achieve lasting change across Scotland.
3. Interventions have a sound evidence base and are proportionate to the need to prevent and reduce further offending and protect the public.

¹<http://www.legislation.gov.uk/asp/2016/10/section/1/enacted> - sourced 11/12/17

²<http://www.gov.scot/Resource/0051/00510489.pdf> - sourced 12/12/17

³<http://www.gov.scot/Resource/0051/00510517.pdf> - sourced 12/12/17

1.2 The challenging current context for public services

Scotland's public services face increasing challenges driven by reductions in funding and the costs associated with an ageing population. This means that learning and innovation must be flexible and efficient to ensure workforces can benefit from new approaches and new technologies which enhance service delivery rather than disrupt workplaces. To ensure we are delivering appropriate learning and innovation support we must listen to those involved in the delivery of services and those making use of these services. In this way our products will assist service providers to maintain high standards of delivery in an increasingly challenging environment by remaining targeted where need is greatest and where long-term positive impact can be made.

1.3 Christie principles and what they mean for community justice

The Commission on the Future Delivery of Public Services⁴ prioritised methods of working to deliver public services within increasingly restricted financial frameworks. These included working collaboratively and having an emphasis on prevention. Community Justice Scotland will work with stakeholders to develop and deliver services in partnership to prevent offending and reduce inequalities by building resilience through strengths-based approaches.

The Commission specifically recommended multi-agency training and this will be built into our strategy to complement a bottom-up, outcome-based approach which puts the needs of those accessing services at the heart of all that we do.

⁴<http://www.gov.scot/Resource/Doc/352649/0118638.pdf> - sourced 11/12/17

2. Our Vision for Learning, Development and Innovation

We will provide excellent and accessible opportunities for learning, development and innovation which add value to the capability, skills, knowledge and expertise of practitioners of community justice so that they can deliver better outcomes for individuals and communities.

2.1 What we want to achieve

By implementing the Learning, Development and Innovation Strategy we will:

1. Develop a flexible and inclusive learning framework which ultimately benefits those accessing services.
2. Enable our stakeholders to access required learning and innovation products in ways which are most efficient for their business within the current funding environment.
3. Stimulate a culture of innovation in the field of community justice which makes communities in Scotland safer and more resilient.

We will achieve this by:

- Working with partners to implement flexible frameworks and protocols for designing, delivering, evaluating and developing diverse learning and innovation products. These will facilitate high quality continuous professional development for those working in the area of community justice, empowering them to become agents of change in the lives of the people they work with and deliver better outcomes for communities.
- Operating as a national Hub for Learning, Development and Innovation where professionals within the community justice sector can access high quality support and resources, exchange advice and best practice in networks and develop personal and organisational skill sets.

3. Our statutory partners and stakeholders

Community Justice Scotland has statutory partners outlined in the Community Justice (Scotland) Act 2016. They are:

- (a) each local authority,
- (b) each health board,
- (c) the chief constable of the Police Service of Scotland,
- (d) the Scottish Fire and Rescue Service,
- (e) Skills Development Scotland,
- (f) an integration joint board established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014,
- (g) the Scottish Courts and Tribunals Service, and
- (h) the Scottish Ministers.

In addition to the above named, the Act also includes a duty to consult with “any third sector bodies involved in community justice”. The Learning, Development and Innovation function of Community Justice Scotland will seek to engage with a wide range of individuals and organisations, statutory and non-statutory, who can contribute to the development of community justice.



4. Our Objectives

1.) COLLABORATION – Working with partners we will respond to the needs of our stakeholders and deliver high quality trauma-informed learning and innovation across the community justice sector whilst recognising and highlighting good practice.

Collaboration	We will support partners delivering trauma-informed learning to practitioners and developing innovative trauma-informed practice.
	This will be achieved by co-producing and delivering with our partners, and being involved in reviews of, products. Key to this will be the effective utilisation of a trauma skills framework and quality assurance process.
	We will listen to the needs of stakeholders and develop solutions together.
	By attending relevant partner working groups, working in consultation, ensuring appropriate stakeholder representation on the Community Justice Scotland Learning, Development and Innovation Working Group, and involving people with lived experience, we will maintain dialogue with those whom our products can benefit most.
	We will use the knowledge and experience of practitioners and those with lived experience to shape learning and innovation products.
	To maintain relevance of learning products, dialogue will be maintained at fora and through local liaison via the Improvement Team to shape products which keep skill sets up to date and linked to innovative practice.
	We will develop the Community Justice Scotland Learning, Development and Innovation Hub⁵ with a practitioner led approach.
	Engagement with practitioners to ascertain what is required to assist them and a gap analysis to identify what additional functionality we can provide to keep the Hub relevant and useful.
	We will publicise the contributions which stakeholders make to wider positive social impact.
	As part of wider Hub content, including examples in relevant learning products, the work of stakeholders will be presented within the context of contributions made to the achievement of National Outcomes.
Products to be delivered: 1.) Co-produced courses (including trauma informed learning) 2.) Working Group membership rationale 3.) learning plans incorporating skills requirements 4.) Hub content guidance and gap analysis of other platforms	

⁵A description of proposed Hub functions is contained on Page 13.

2.) CONTINUOUS IMPROVEMENT – By fostering a culture of innovation and embedding this into learning design processes, we will ensure that our stakeholders are able to share new and established examples of best practice and benefit from lessons learned in evaluations.

Continuous improvement	We will encourage incremental innovation to support existing best practice.
	Working with colleagues in the Improvement Team and stakeholders, we will utilise an improvement science approach that identifies future learning from current practice including trauma informed practices.
	We will evaluate our products using robust models of evaluation, incorporating, where possible, the views of service users.
	Evaluation of learning products and Hub content will utilise workplace evaluation through surveys and focus groups / workshops to ensure that skills and practices are benefitting those accessing services.
	We will ensure that the positive impact of innovation is publicised to demonstrate the benefit to our stakeholders and communities.
	As part of the development of the Hub, guidance for content management and update will be produced to ensure that impact and process evaluations are captured and articulated to those who will benefit from the subsequent learning.
	We will embed evidence-based innovation into reviews of learning content and strive to expand accreditation of products.
	As part of our evaluation framework we will ensure that relevant learning points from innovation are captured and incorporated into learning products, whether as case studies or contributing to separate learning outcomes.
	We will support stakeholders across the country to share experiences and best practice.
The content management guidance for the Hub will contain protocols for use of an online forum for practitioners to utilise to develop networks and share best practice.	
Products to be delivered: 1.) Quality assurance protocols for trauma informed learning 2.) Hub content guidance 3.) Evaluation framework 4.) Training Needs Analysis for wider stakeholder base	

3.) CAREER LENGTH DEVELOPMENT – To build resilience into the community justice workforce we will ensure that diverse learning opportunities are available to a wide range of practitioners which will foster continuous learning in an effective and efficient manner.

Career length development	We will publicise opportunities for learning to those working in the field of community justice.
	As part of the continuation of CJSW learning delivery we will produce a National Training Plan. Further learning opportunities will be hosted on the Hub and highlighted to stakeholders at appropriate fora.
	We will work to sustain a culture of self-directed and trauma informed learning.
	Working with our partners, we will empower the community justice workforce to proactively identify and, where appropriate, source learning products.
	We will identify methods of delivering learning to broaden access to products.
	Using educational classification models and in conjunction with stakeholder consultation, we will identify elements of learning which can be delivered effectively using new technology.
	We will encourage cross sector participation in the learning and innovation environment.
	By monitoring the skills requirements of those who have an interest in community justice and incorporating these into to our plans, we can ensure that our products are relevant and accessible.
	We will champion professions in community justice as rewarding and fulfilling for those who choose them.
The Hub will be a conduit for examples of how practitioners are acting as agents of change in the lives of those they work with. This message will be further delivered through inputs delivered to other agencies and social media.	
Products to be delivered: 1.) National Training Plan 2.) Co-produced courses (including trauma informed learning) 3.) E-learning framework guidance 4.) Hub content guidance	

5. Previous consultation with stakeholders

In July 2013, the results of a public consultation entitled Redesigning the Community Justice System - A Consultation on Proposals⁶ was published. The report references the Scottish Government's vision for a safe, fair and stronger Scotland which continues to this day in the Justice Vision for Scotland⁷ published in July 2017. Community Justice Scotland has established a Learning, Development and Innovation Working Group at which representatives from key stakeholders attend and which will continue to develop into an effective vehicle for engagement around priorities.

You said - Within this report, the desire for the continuation of training provided within existing Community Justice Authorities (CJAs) was expressed. In addition there was emphasis placed on the need for appropriate investment in and expansion of the existing learning products to include more than just Criminal Justice Social Work (CJSW). Any expansion of the learning products would however, have to be balanced with the need for CJSW maintain its professional identity and be delivered within the context of training and support available for *all* Social Workers.

We will – In 2018/19 Community Justice Scotland will prioritise the continuation of learning delivery for CJSW. As part of this process however, there will be opportunities to compare the learning outcomes of existing products with the requirements of other stakeholders and plan for delivery to participants from diverse organisations. Consultation with a wide variety of stakeholders was undertaken in 2017 and core learning requirements prioritised and opinions around potential areas for development identified.

You said - To ensure that the requisite skills, knowledge, good practice, professional identity and understanding of roles is delivered by learning and development it was deemed imperative that learning and development be properly prioritised in budgets as opposed to being viewed as an “add-on”.

We will - By having a separate Learning, Development and Innovation department with its own budget, Community Justice Scotland has ensured that appropriate priority is given to this function. Continuous engagement with stakeholders and evaluation of products and activities will ensure that the benefits of emphasising learning are constantly highlighted.

⁶<http://www.gov.scot/Resource/0041/00411160.pdf> - sourced 11/12/17

⁷<http://www.gov.scot/Resource/0052/00522274.pdf> - sourced 12/12/17

You said - The consultation highlighted the need to have a learning model which had the appropriate blend of national training programmes and local input to content. The opportunity to ensure consistent quality of learning delivery (by having a national body) was recognised but there was concern at a potential loss of local knowledge and input to learning.

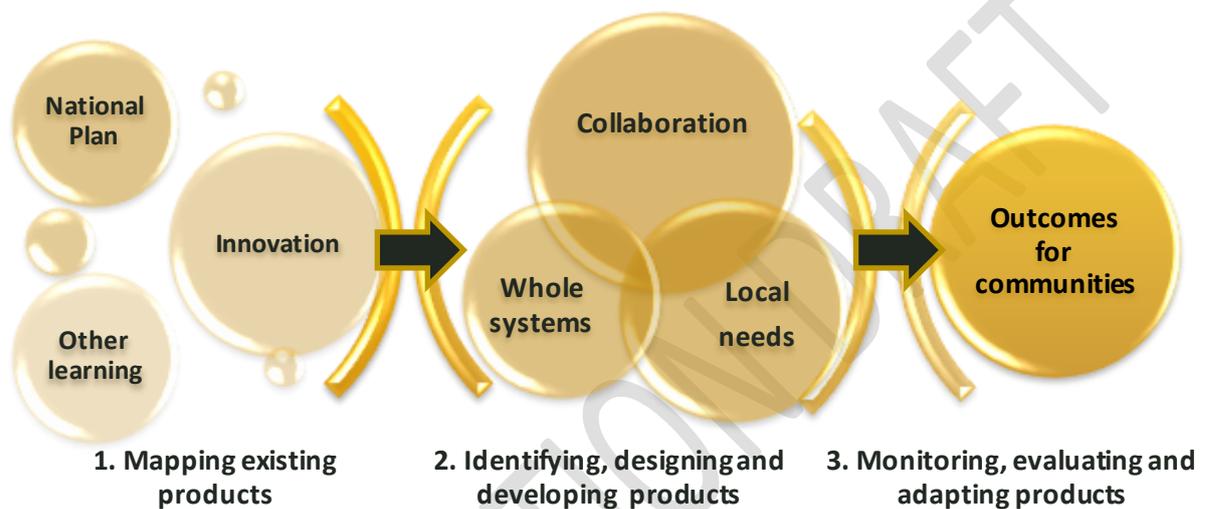
We will – By developing standard processes for preparing learning delivery, Community Justice Scotland can ensure that local variables which are relevant to learning outcomes are reflected in course content. Consistency of content can be ensured by developing career length learning pathways which include core learning products as well as opportunities for personal development and self-directed learning.

You said – The consultation generated expressions of interest in diverse methods of learning, both formal and informal. There was specific mention made of learning products requiring to be evidence-based and linked to outcomes.

We will – To ensure that diverse methods of learning are accessible to as much of the workforce as possible, we will work with stakeholders to identify the most effective way to enable learning to take place in environments most suited to modern working practices. This will involve evaluating the suitability of techniques such as distance learning, e-learning and flipped learning (amongst others) for the development and enhancement of skills. In conjunction with our key stakeholders we will review and, where appropriate, revise learning materials to ensure they reflect current best practice and are accessible to those who need them. As part of this approach, it is intended that any learning be aligned to an outcomes framework designed with practitioners and those accessing services.

6. How do we achieve this together?

Currently, learning products relevant to community justice practitioners are delivered by a diverse range of organisations across Scotland. This approach risks inconsistency in the availability of learning and the development of an imbalance in terms of workforce skill sets. We want people in Scotland to be able to access consistently high quality services. To deliver this, diverse and robust skill sets must be maintained through workforce development and strong relationships with those accessing services.



Community Justice Scotland will undertake a mapping exercise of existing products across the landscape to assist the compilation of a training needs analysis (TNA) which will refresh and update previously compiled exercises which focused mostly on CJSW requirements.

The term “innovation” is widely used today and may mean different things to different organisations. We will define it simply as the generation of new ideas, processes and methodologies and ways of working with other people and organisations. Both innovation and learning must be addressed in the context of relationships. Focus must be maintained on how products developed with our partners will enhance our engagement with not only partner organisations, but with people accessing services and the wider community.

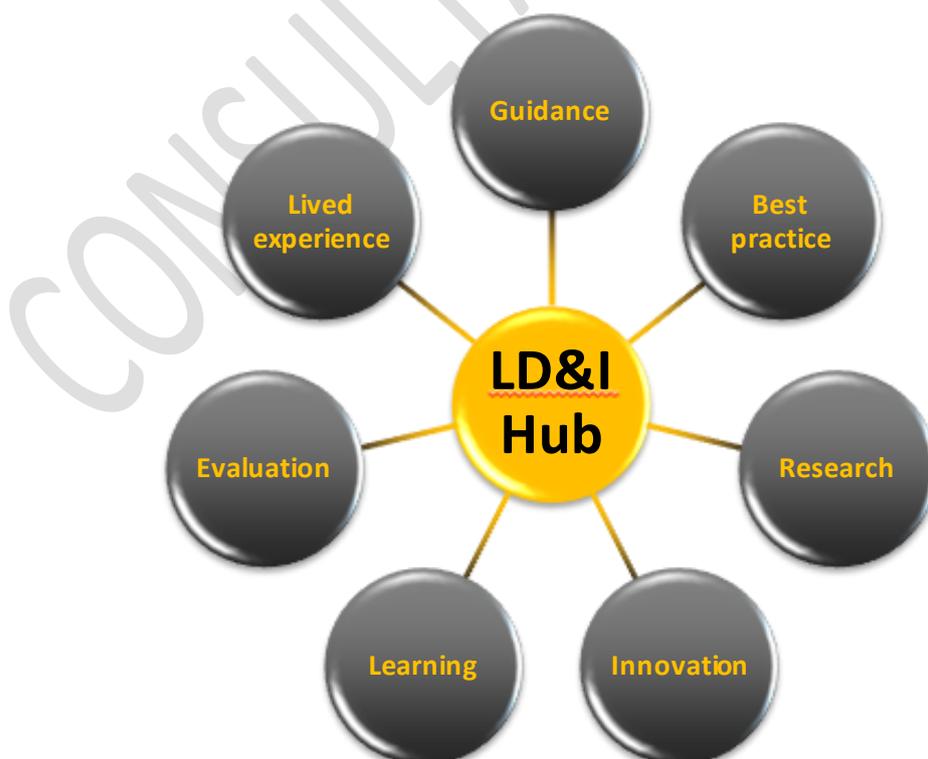
It is imperative that innovation drives learning content to foster a culture of continuous improvement and enable practitioners to employ the most up-to-date best practice. To support this, the delivery of learning products with robust evaluation will inform user-based research which, combined with horizon scanning, social impact measurement and systems thinking, will serve as drivers for innovation.

Part of the function of Community Justice Scotland is the establishment and maintenance of a Learning, Development and Innovation Hub. This function will seek to provide:

- a national training schedule and a strategic approach to workforce development;
- a platform for highlighting new research and to enable opportunity for debate around future research;
- opportunities for practitioners to contribute to discussion around the development of new community justice training programmes as required, and facilitating and creating practitioner networks; and
- knowledge exchange such as collaborating with other organisations; bodies and professions to facilitate the sharing of best practice.

Part of the Hub will be a digital platform for practitioners which will host learning material, guidance documentation, research, case studies and a discussion forum.

To ensure that the Hub is a resource which provides benefit to our stakeholders we will design a framework to identify, present and assess content in terms of relevance and demand. Content must be practitioner-led, multi-disciplinary and should include guidance, examples of best practice, evaluation, examples of innovation, learning materials and basic e-learning packages.



Key contributors to the Hub will be practitioners within the field of community justice and those with lived experience. As well as ensuring content is practitioner-led, this will also enable content to be linked to improved outcomes by linking products to behaviours and subsequent impacts on people accessing services. Formal engagement through the Community Justice Scotland Academic Advisory Group, the Learning, Development and Innovation Working Group, the Community Justice Co-ordinators' Network and the Lived Experience Core Group will facilitate the sharing of views and ideas about how to maintain relevance and user engagement with the Hub.

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7. Projected outcomes

COLLABORATION			
Product	Timescale	Outputs	Outcomes
Co-produced learning	December 2018	1.) Learning products delivered to stakeholders in conjunction with partners by end of 2018	1.) Products are coordinated for a wider audience and tie in community justice outcomes with wider National Outcomes.
Working Group membership rationale	February 2018	1.) Terms of Reference for Working Group updated	1.) Products are relevant and appropriately prioritised.
Learning plans incorporating skills requirements	2018 - 2020	1.) TNA undertaken by the end of 2018 2.) Learning plans designed / updated incorporating findings of TNA by March 2020	1.) Achieve a greater understanding and engagement of stakeholders' skills requirements 2.) Learning products deliver the relevant skills to stakeholders
Hub content guidance	April 2018	1.) Content collection protocols published by April 2018 2.) Digital strategy published with the above by April 2018	1.) Hub content will be relevant, up to date and prioritised to meet practitioner's needs 2.) Methods of delivery on the Hub will be enable stakeholders to more efficiently access learning

CONTINUOUS IMPROVEMENT			
Product	Timescale	Outputs	Outcomes
Quality assurance protocols for trauma informed learning	April – December 2018	1.) QA protocols document	1.) Local practitioners apply skills delivered by learning products in a trauma informed manner
Hub content guidance	April 2018	1.) Content collection protocols published by April 2018 2.) Digital strategy published with the above by April 2018	1.) Hub content will be relevant, up to date and prioritised to meet practitioner's needs 2.) Methods of delivery on the Hub will be diverse and appropriate
Evaluation framework	April 2019	1.) Evaluation framework document 2.) Engagement with stakeholders to develop workplace evaluation protocols and service users feedback 3.) Engagement with accrediting bodies	1.) Standardised evaluation techniques for learning and innovation products 2.) Comprehensive evaluations of long term benefits to practitioners and service users 3.) Increased uptake of qualifications by workforce
TNA for wider stakeholder base	2018 - 2020	1.) TNA undertaken by the end of 2018	1.) Greater understanding and engagement of stakeholders' skills requirements 2.) Learning products evaluated as delivering development of relevant skills to stakeholders

CAREER LENGTH DEVELOPMENT			
Product	Timescale	Outputs	Outcomes
National Training Plan	April 2018	1.) Schedule of delivery of learning products	1.) Local learning requirements for 2018/19 met 2.) Workforce skills gaps addressed
Co-produced learning	December 2018	1.) Learning products delivered to stakeholders in conjunction with partners 2.) New learning methodologies developed with partners	1.) Learning provided by Community Justice Scotland contributes to stakeholders' personal development plans 2a.) The community justice workforce is supported in their long-term professional development and skills retention.. 2b.) The community justice workforce can access more learning products
E-learning framework guidance	December 2018	1.) Protocols for identifying learning content suitable for hosting on digital platforms	1a.) The digital hub supports the community justice workforce in more remote areas. 1b.) Reduction in community justice workforce abstraction for attendance on courses 1c.) The community justice workforce can access more learning products
Hub content guidance	April 2018	1.) Content collection protocols published (incorporating input from stakeholders re long term requirements for workforce and best practice examples shared via diverse media)	1a.) Individuals will have more access to career length learning pathways 1b.) Increased public awareness of community justice and support for the agenda

8. Review

The Community Justice (Scotland) Act 2016 states that this strategy must be reviewed “no later than 5 years after the strategy is published”.⁸ Due to Community Justice Scotland being a relatively young organisation, it is proposed to publish a review of this strategy after one year.

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⁸<http://www.legislation.gov.uk/asp/2016/10/section/1/enacted> - sourced 11/12/17



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