



# **Community Justice Scotland**

Ceartas Coimhearsnachd Alba

Business Plan 2019 - 2020

July 2019



# Contents

## Foreword

1. **Function**
2. **Operating environment**
3. **Strategic Framework**
4. **Planned activity 2019/20**
5. **Budget**

## Appendix A - Operational activity/projects aligned to outcomes



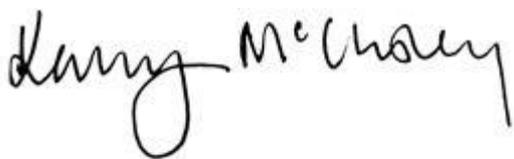
## Foreword

Community Justice Scotland ( CJS) was established by the Community Justice (Scotland ) Act 2016 as the national body to oversee community justice in Scotland. As we have grown into that role our understanding of leading change and improvement has matured and we are now sharply focussed on delivery of the ambitious outcomes specified in the national strategy for community justice.

This is our third annual business plan and it aims to build on the successes achieved so far. It focuses on shared priorities which are fully informed by our engagement with stakeholders. The plan describes the activities we intend to pursue in order to maximise our impact on the sector.

In common with many publically funded organisations, we have been provided with a challenging budget settlement. This year, CJS received a flat cash core budget settlement of £2.22 m which, due to cost pressures, represents a significant cut in real terms. In order to maintain effectiveness we will need to become even more efficient and leverage our resources through partnership working and targeted co-production,

The Business Plan is a confident and ambitious statement of what we intend to do and the difference we intend to make, working in partnership with all our stakeholders to reduce reoffending and thus improving outcomes for individuals and their communities.



Karyn McCluskey  
Chief Executive



# 1. Function

CJS has, in summary, four main functions:

- 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 provision of community justice
- promote public awareness of benefits arising from persons who are convicted of offences being sentenced to community disposals rather than imprisonment or detention in penal institutions



## 2. Operating environment

We work with the national network of local partnerships located in each of the country's 32 local authority areas. Within each local partnership, specified organisations are required to work collaboratively to deliver effective community justice services.



Third sector organisations are also key to successfully addressing the complex challenges that are features of community justice local needs.



### 3. Strategic Framework

CJS supports the aims and objectives outlined in the National Performance Framework and is directly committed to advancing the 'Communities' outcome "*We live in communities that are inclusive, empowered, resilient and safe*"

The National Strategy for Community Justice (link to document) specifies the sector's seven long term outcomes and provides the focus for CJS' corporate and business planning. The seven long term outcomes that support delivery of the national strategy, are;

1. Communities improve their understanding and participation in community justice.
2. Partners plan and deliver services in a more strategic and collaborative way
3. People have better access to the services they require, including welfare, health and wellbeing, housing and employability
4. Effective interventions are delivered to prevent and reduce the risk of further offending
5. Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
6. People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
7. Individuals' resilience and capacity for change and self-management are enhanced

CJS is specifically delivering on the commitments made in its Corporate Strategy 2017/20 which established the following medium term outcomes in support of the national strategy. The alignment of these medium term outcomes to the long term outcomes (above) is shown in Appendix A.

1. To become a trusted source of expertise in community justice
2. To improve the understanding of community justice with stakeholders and in the wider community
3. To have tested and evaluated new approaches to community justice
4. To have worked collaboratively to identify improvements and changes that can be made in the delivery of community justice

Business planning for 2019/20 (the third year of the corporate strategy) has developed seven short-term outcomes. The direct alignment of these to the corporate and national strategy outcome is shown in Appendix A



Outcome	Measures
Strategic planning for service delivery with and within community justice partnerships will improve	Strategic Needs and Strengths Assessment (SNSA) information and guidance will be developed with the sector
There is more meaningful measurement and description of community justice activity.	A revised OPI framework will be produced
Innovative and well-targeted training and support will enable practitioners to deliver more relevant and effective community justice services	More elements of the CJS Training strategy will be delivered
The knowledge and understanding of community justice will increase	Increased awareness of community justice across Scotland
Consistently available alternatives to prosecutorial action.	Adoption of common processes and standards for diversion decisions and reduced conditionality in acceptance onto diversion programmes
Community Justice Scotland will positively influence legislation, policy and practice	Demonstrable effects of positive influence on shaping of legislation and public policy by training, improvements through OPI etc and innovation.
Innovative practice identified, demonstrated, evaluated and implemented	Improve practice in relation to Restorative Justice, employment practice, police reporting in support of diversion and in commissioning services



## 4. Planned activity 2019/20

CJS will undertake a broad range of activities in support of its business outcomes. All of the prioritised projects are important to delivering positive outcomes, however, four projects 1 - 4 will require CJS to devote a significant proportion of its resources to ensure effective delivery.

Projects	Delivery date
1. CJS will review, improve and publish Outcomes, Performance, Improvement (OPI) framework	March 2020
2. CJS will produce Strategic Needs and Strengths Assessment (SNSA) information and guidance	March 2020
3. Phase 2 of 'Second Chancers' campaign to raise awareness of CJ in target audience will be delivered	March 2020
4. CJS will deliver a Strategic Commissioning Framework with and for the sector	December 2019
5. CJS will develop and publish a Smart Justice manifesto which we will work with partners to promote	March 2020
6. CJS will develop new learning products for use in colleges and schools and will audit and improve its Website content	ongoing
7. CJS will work with Police Scotland, Crown Office Procurator Fiscal Service (COPFS) and Criminal Justice Social Work (CJSW) to increase the use of alternatives to prosecutorial action	March 2020
8. We will identify best practice in Restorative Justice and participate in the development of a Scottish Action Plan for dissemination and adoption of best practice	March 2020
9. We will work with partners to develop training and learning for Restorative Justice.	March 2020



10. CJS will continue to undertake innovative research relevant to the sector and will take forward with the wider partnership the recommendations contained in the Annual Report on community justice activity.	ongoing
11. E-learning and best practice examples will be delivered to the sector via the CJS Hub	March 2020
12. CJS will undertake a training needs assessment for local community justice co-ordinators	December 2019
13. CJS will continue to develop new learning products for CJSW and unpaid staff and improve its approach to evaluating the effectiveness of the training it provides	ongoing
14. CJS will develop its annual reporting process and will review the CPO report format	ongoing
15. We will identify relevant emerging policy issues including those arising from the Programme for Government and will engage with relevant stakeholders	ongoing
16. We will develop and publish responses to national and other relevant consultations and legislative proposals informed by research and best practice	ongoing
17. CJS will continue to lead on specific work streams for the national Victim's Taskforce	ongoing
18. CJS will design a strategic change programme and business case for the implementation of strategic commissioning over the medium-to-long term	March 2020
19. CJS will continue to work with Scottish Government on a potential role in the future of commissioning throughcare and mentoring services for people leaving custody	ongoing

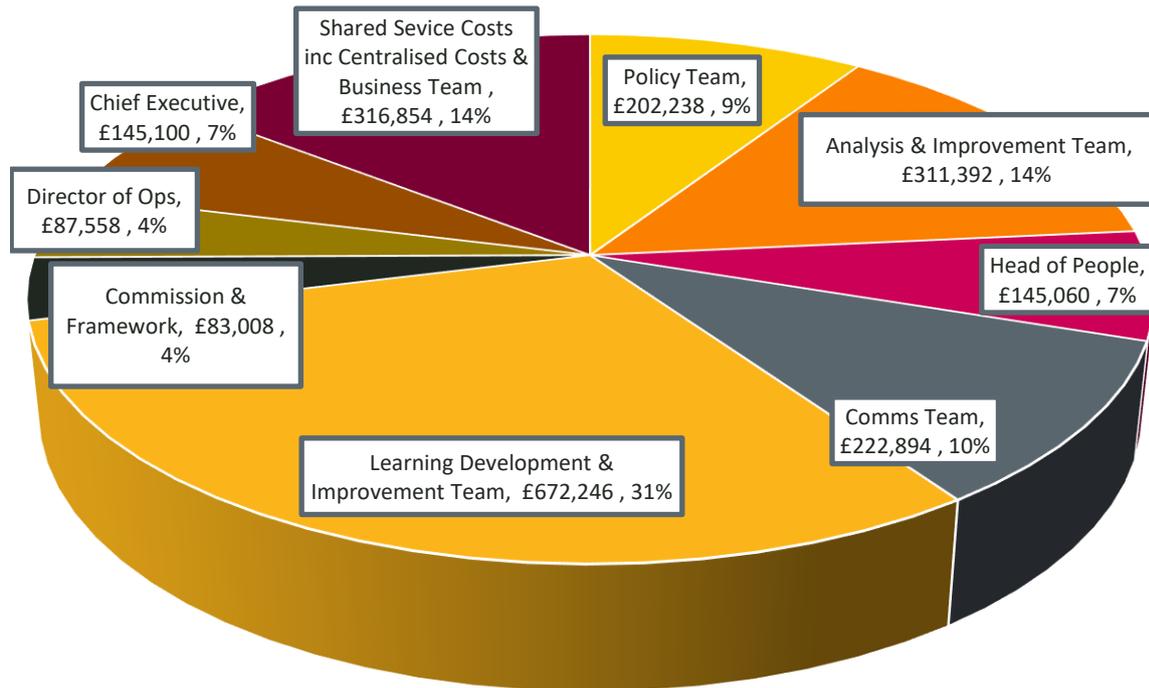


20. We will promote the recruitment of people with convictions through research, media campaigning and proof of concept employability projects	ongoing
21. We will develop an employability strategy	March 2020
22. CJS will continue to identify and promote best practice approaches to employability.	ongoing
23. We will review our Corporate Strategy and publish a corporate plan for 2020-2023 will be developed and published	March 2020
24. CJS will further review and develop its corporate governance and accountability and the processes supporting these.	Dec 2019
25. CJS' financial procedures and budget processes will be reviewed and improved	October 2019
26. CJS will work with partners to finalise and establish an Information Sharing Agreement between SPS and CJsPs to improve information sharing across community justice partners	March 2020
27. CJS will respond to the request for judicial support and create a local template of services that will assist Sheriffs in terms of community-based sentences	October 2019



## 5. Budget

CJS Business Plan 2019/20 - Budget £2,220,000



## Appendix A

- Operational activity/projects aligned to outcomes



Business Outcomes	Business outcome 1	Business outcome 2	Business outcome 3	Business outcome 4	Business outcome 5	Business outcome 6	Business outcome 7
	Strategic planning for service delivery with and within community justice partnerships will improve	More meaningful measurement and description of community justice activity will be developed	Innovative and well-targeted training and support will enable practitioners to deliver more relevant and effective community justice services	The knowledge and understanding of community justice will increase	Alternatives to prosecutorial action will be consistently available	CJS will positively influence legislation, policy and practice	Innovative practice will be identified, demonstrated, evaluated and implemented
Strategic outcome	2	2	3	1	3	4	4
Corporate Outcome	4	2	3	2	4	1	3
Operational Activities							
1		x					
2	x						
3				x			
4	x						
5				x			
6			x				
7					x		
8							x
9	x	x					x
10			x				
11			x				
12	x		x				
13			x				
14		x					
15						x	
16						x	
17						x	x
18	x						
19							x
20							x
21	x						
22							x
26	x						x
27		x			x		

\* priorities 23, 24 and 25 relate to internal processes





First published July 2019

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