



OUR CORPORATE PLAN

**- DRAFT FOR
CONSULTATION -**

2020 - 2023

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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

02 CHAIR AND CHIEF EXECUTIVE'S FOREWORD

Community Justice Scotland's (CJS) approach to community justice is about 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.

We are proud of what CJS has achieved in its first three years and excited by the potential for change and improvement that lies ahead in the next three. Building upon the partnerships we have formed at national and local levels, this Corporate Plan sets out what we will aim to achieve over the next three years.

The public purse is under enormous pressure and there are very substantial challenges facing the justice system in Scotland and in particular the historically high prison population. We will work with community justice partners to encourage and support a change from custodial to non-custodial community based disposals and interventions. Sufficient investment at all levels will be required to achieve a positive impact on individuals' lives and on their communities.

Prevention of offending is at the heart of the justice system. Addressing the causes of offending will reduce the numbers of people entering the system and deliver a safer Scotland. The collective effort to reduce the harm caused by drugs, homelessness, poverty and its related consequences and trauma has the potential to transform lives and reduce offending for the benefit of individuals and their communities.

We will work more closely with partners to further develop and improve community justice services across Scotland; addressing the needs of individuals within the criminal justice system and those who find themselves at risk of entering. We will lead on developing better means of identifying and assessing needs and we will be at the centre of developing and making available new research, accurate data and information so that improvement activity is always evidence-led.

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We will work with partners across community justice to increase the public's understanding, awareness and evidence of the benefits of non-custodial sentences. We will work collaboratively with a wide range of partners including those in the third sector, victims groups and business to help identify best practice and opportunities for innovation and reintegration. In all this we will provide opportunities for those with lived experience of the justice system to inform and influence the development of community justice services, policy and legislation.

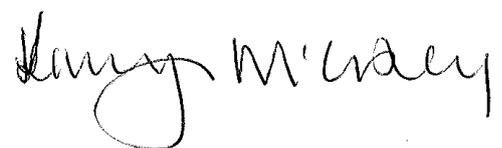
We recognise that practical change will only come if those with influence and authority within the system have ready access to information about the available services. We will work with community justice partners to ensure that appropriate information is made available to those who need it and can use especially at the point of the system where sentencing decisions are made.

CJS will continue to make significant contributions to advancing the Programme for Government (PFG). We will continue to be active in the Victims and Drugs Deaths Taskforces, work on improvements in youth justice and the development of the new national homelessness prevention duty and restorative justice strategy.

CJS will take proactive measures to minimise its carbon footprint. and do our part in addressing the Climate Emergency including taking an active part in preparations for the COP26 to be held in Scotland in November 2020.



Lindsay Montgomery, Chair



Karyn McCluskey, Chief Executive

03 FUNCTIONS AND PURPOSES

CJS is an executive Non Departmental Public Body (NDPB) established on 1 April 2017.

What is Community Justice?

By Community Justice we mean, “the collection of individuals, agencies and services that work together to support manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community.

Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion and citizenship.”

The National Strategy for Community Justice, published in 2016 sets out the Scottish Governments aims and ambitions for community justice in Scotland.

The plan has also been prepared in the context of the Scottish Government’s National Strategy for Community Justice which was *‘founded on adopting a preventative approach: an approach to not only reduce crime and the number of future victims of crime, but to help to create a more just, equitable, and inclusive society where people’s life chances are improved and our public resources are made best use of.’*

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CJS has four main functions as set out in the Community Justice Scotland Act 2016 these are:

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 (and in particular, performance in relation to the achievement of the nationally determined outcomes).

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, and, managing and supporting persons [with a history of offending behaviours] with a view to them not offending in the future or, if that is not realistic, reducing future offending by them.

Promote and support improvement in the quality and range of provision of community justice (and in particular, improvement in meeting the needs of persons [with a history of offending behaviour] and, making the best use of the facilities, people and other resources available to provide community justice'

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We fulfil these functions by:

- Promoting public awareness of benefits arising from community justice, including early intervention, prevention and community sentences;
- Monitoring, promoting and supporting improvement in, and keeping Scottish Ministers informed about, performance in the provision of community justice;
- Keeping under review the National Outcomes, Performance and Improvement Framework for community justice in Scotland;
- Hosting a Hub for innovation, learning and development, including commissioning research if deemed necessary; commissioning, procuring and managing contracts which have been identified and agreed by CJS; SG and, the community justice partners as being best delivered on a national basis;
- Reviewing local Community Justice Outcome and Improvement plans and monitoring progress against these plans and against community justice outcomes in order to provide an independent overview of activity to Scottish Ministers and Local Government Leaders;
- Identifying and providing advice on how justice and other resources can be better aligned to improve outcomes for community justice;
- Making improvement recommendations to community justice partners and to Scottish ministers as necessary; and,
- Preparing and publishing an annual report providing information on exercise of its functions.

**“ We live in
communities
that are
inclusive,
empowered,
resilient and
safe ”**

04 THE POLICY CONTEXT

Community Justice Scotland has identified how its functions can contribute to achieving the objectives of the National Performance Framework. 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 and underpins our vision to make a Scotland that is safe for all. Other national outcomes to which CJS aligns are:

We will **respect, protect and fulfil human rights and live free from discrimination**.

We will support the achievement of this national outcome through our work **promoting and adhering to our corporate values** in how we work as an organisation, providing training, learning and development for CJ professionals as well as informing our policy submissions to Government, Parliament and others.

We are **well educated, skilled and able to contribute to society**.

We will **work with employers, public bodies and others to ensure that people with lived experience of the justice system are supported in their rehabilitation journeys**, to achieve their full potential and to contribute to society. This will also support achievement of the national outcome *'we tackle poverty by sharing opportunities, wealth and power more equally'*.

The National Strategy for Community Justice sets out the priorities, principles, roles, strategies, and support needed for all justice partners to work towards better outcomes for community justice. The strategy sets out the core improvement actions under each priority. Some will require a great deal of joint-working to take forward, while others may be achievable as quick wins by particular partners.

05 OPERATIONAL ENVIRONMENT

The national model for community justice is premised on a local approach with statutory community justice partners working collaboratively to plan and deliver effective and improving community justice services across Scotland's local authority areas. CJS' national role is to support community justice partners and to monitor and report progress to the Scottish ministers and the Scottish Parliament against the National Outcomes set out in the National Strategy for Community Justice

A key focus of our Corporate Plan will be to support partners' ability to plan and deliver services and to address the underlying issues, such as, the availability and quality of relevant data and information. In 2019 legislation relating to the management of offenders, the extension of the Presumption against Short term Sentences to 12 months and the Age of Criminal Responsibility was enacted. The impact of these progressive measures will become increasingly apparent and it is clear that they will contribute to taking people out of the criminal justice system and directing them into more effective community based programmes and services. CJS will continue to be fully engaged in supporting the development of relevant national policy and legislation and to support its effective implementation.

The Community Justice Scotland Act 2016 facilitated the establishment of the new model for community justice. Three years after its enactment, views have emerged about how some provisions of the Act could be improved and it is hoped that during the lifetime of this plan there will be an opportunity to formally review and improve its provisions.

We would like community justice to be front and centre of people's thinking around prevention of offending. We know that many of the solutions to changing people's lives and behaviours are to be found in the services in our local areas across Scotland. During the lifetime of this plan CJS will prioritise partnership working, developing and promoting a shared understanding about the benefits of community justice including to communities and the wider public. That means that the profile of community justice has to be raised further and that CJS will move beyond being a 'new body' and become a widely accepted, established lead organisation within the justice sector.

06 CORPORATE OBJECTIVES AND OUTCOMES

Our corporate objectives for 2020-2023 are;

- To work with and support partners across community justice to make substantial progress in achieving the structural and personal outcomes in the National Strategy for community justice
- To increase public and community awareness, understanding of the benefits of community justice and thus engage with it.
- Monitoring and reporting to Scottish Ministers and the Scottish Parliament on progress towards achieving the National outcomes contained in the National Strategy

Seven outcomes are outlined in the National Strategy for community justice:

Structural Outcomes

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

Personal Outcomes

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

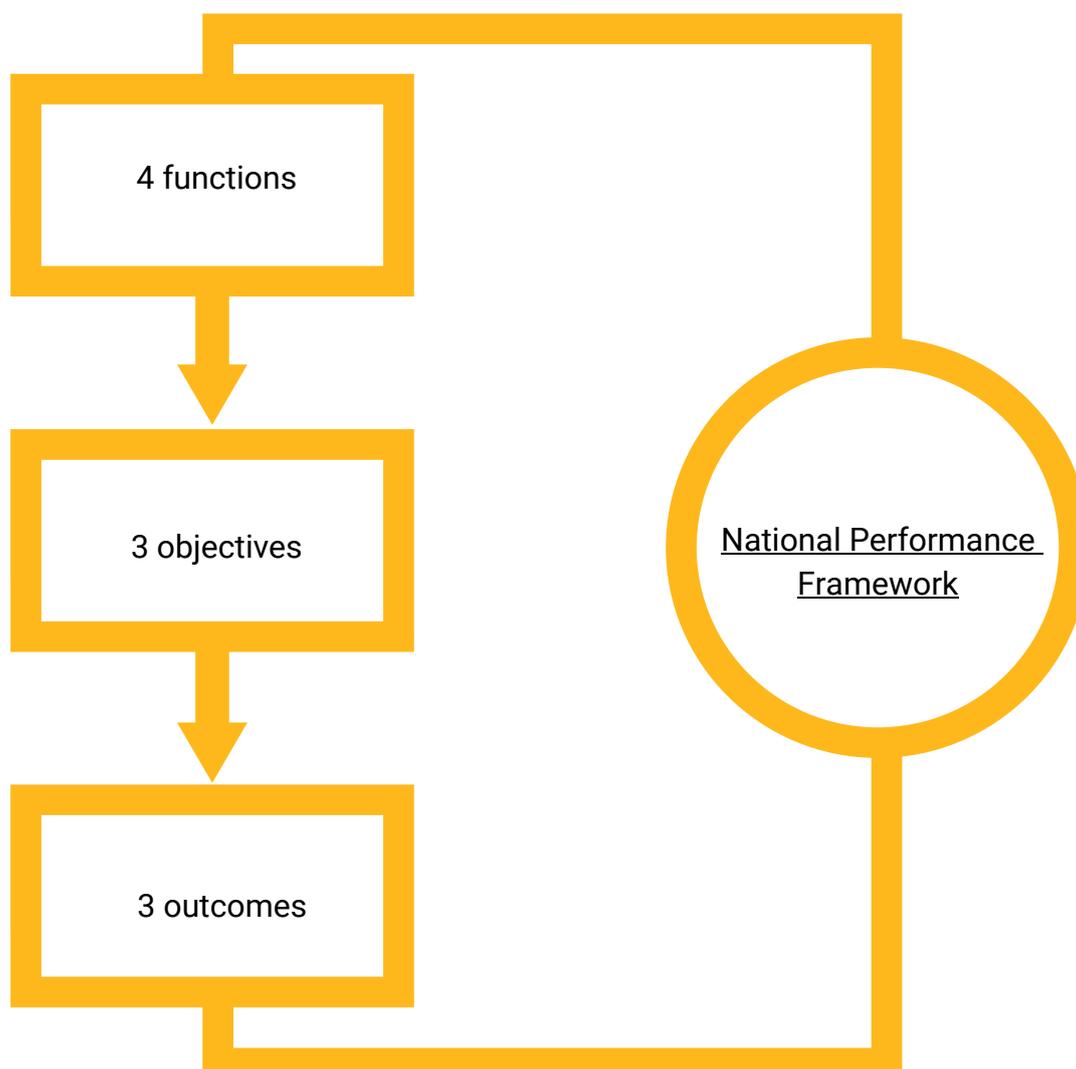
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Local areas are required to report to CJS the progress towards achieving these outcomes each year. CJS will monitor and report progress at local and national levels against these outcomes to Scottish Ministers and Scottish Parliament. We will work with and support local areas to achieve the outcomes set out in the strategy.

To enable us to achieve these corporate objectives we have identified three overarching outcomes;

- Effective interventions are delivered to prevent and reduce the risk of further offending and provide equal access to services
- Partners plan and deliver services in a more strategic and collaborative way
- There is improved understanding and participation in community justice.

Delivery of these outcomes is supported by a range of priority activities, indicators and measures over the 3 year planning period.



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Outcome 1: Effective interventions are delivered to prevent and reduce the risk of further offending and provide equal access to services.

A key tenet of the vision for community justice is to prevent escalation of the criminal justice system response through the use of diversion from prosecution and non-court disposals where appropriate, and increasing the use of community sentences and alternatives to remand.

We will lead improvements in the delivery, monitoring and improvement of community justice services nationally. Also we will provide assurance to Scottish ministers, the Scottish Parliament and the public on the effectiveness of community justice across Scotland.

Priorities

Year delivered

How will we evidence this

Indicators

| | | | |
|---|------------|---|---|
| Work with partners (nationally and locally) to ensure that processes and support services are in place to facilitate reduced numbers held on remand through increased use of PASS, bail supervision, diversion and arrest referral. | Year 1,2 | <ul style="list-style-type: none"> Joint research projects (Justice Analytical Services – JAS, academics and partner agencies) Consistency of appropriate access across Scotland | <ul style="list-style-type: none"> Increased numbers starting and completing diversion, across each CJP in Scotland Increased numbers starting and successfully undertaking bail supervision, across each CJP in Scotland Reduction in numbers held on remand |
| Work with others to deliver restorative justice approaches throughout Scotland | Year 1 | <ul style="list-style-type: none"> Expert advice and support for innovative delivery across Scotland | <ul style="list-style-type: none"> Increased numbers involved in arrest referral, across each CJP in Scotland |
| Continue our delivery of high quality training for community justice practitioners and seek to expand it to meet partners' needs (for example; Caledonian programme for domestic abuse; trauma informed practice, restorative justice practices training, unpaid work training etc.) | Year 1,2,3 | <ul style="list-style-type: none"> Strategic Needs and Strengths Assessment Guidance and training, Provision of national guidance Training needs analysis, Dedicated resource to Restorative Justice. | <ul style="list-style-type: none"> Reduction in custodial sentences under 12 months Increased use of restorative justice approaches throughout Scotland Improving course evaluation to develop impact measures to assess the application of learning in practice |
| Develop guidance, training and research on implementation and use of electronic monitoring | Year 1 | | <ul style="list-style-type: none"> Data on electronic monitoring Information from partner agencies, including SPS prisoner numbers and CJSW performance data |
| Improve the quality and availability of data, information and evidence of what works in the sector to ensure we can measure the impact of what community justice achieves | Year 1 | | <ul style="list-style-type: none"> Evaluation of any research commissioned Evaluation built in of any demonstration projects to show added value/innovative practice |
| Work with key partners and academics to identify and where appropriate commission research required to enhance community justice practices. | Year 1,2 | | |
| Identify and participate in pilot and demonstration activity that supports and informs innovative community justice practice | Year 2,3 | | |

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Outcome 2: Partners plan and deliver services in a more strategic and collaborative way

A key focus under the model for community justice is to ensure effective partnership working through establishing joint prioritisation and planning processes, and integrated delivery, working across organisational boundaries to promote synergies and efficient use of resources.

We will support the work of community justice partners in delivering equality of access to community justice across Scotland

Priorities

Year delivered

How will we evidence this

Indicators

| | | | |
|---|---------------|---|---|
| Work with partners to review and improve the outcomes, performance and improvement framework to make reporting by CJS partnerships more consistent, relevant and meaningful | Year 1 | <ul style="list-style-type: none"> • Delivery of a revised OPI Framework to SG • Provision of data manuals • Agreement and implementation of national stretch aims within NCJLG • Commissioning staff recruited and commissioning process adopted • Transference of SG budget, commissioning undertaken by CJS with SCF methodology • Active participation in national initiatives to improve the lives of people who experience the justice system creation of bespoke action plans and learning products, • Evidence of CJP commissioning • Sheriff's information, learning products, communications and feedback • Delivery of local guidance and incoming requests for support • Design and construction of a digital platform. | <ul style="list-style-type: none"> • Delivery of a revised OPI Framework agreed with SG • Agreement and implementation of national stretch aims within NCJLG • Commissioning of throughcare and mentoring services successfully implemented • Evidence of third sector involvement in each CJP • Learning and innovation hub usage figures |
| Develop a range of stretch aims, methodology and implementation in conjunction with national partners to drive radical change and increased effectiveness within the system | Year 1 | | |
| Become established as a commissioner of national community justice services, including through-care and mentoring services to deliver best value. | Year 2,3 | | |
| Effectively contribute to the aims of the Victims and Drugs Death taskforces and the Community Justice Leadership Group and inform recommendations | Year 1,2 | | |
| Promote and support partners adoption of Framework for Smart justice | Year 2,3 | | |
| Work with COSLA and others to provide support for CJ partnerships, their chairs and elected members | Years 1,2,3 | | |
| Provide additional support to partnerships where there is identified improvement requirements as indicated by Care Inspectorate | Years 1, 2, 3 | | |
| Work with the third sector to promote their role in community justice policy and delivery | Years 1,2,3 | | |
| Establish a learning and innovation hub to enable partners to access best practice. | Year 1 | | |

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Outcome 3: There is improved understanding and participation in community justice.

The degree to which the community understands and supports community justice services has a strong effect upon their overall effectiveness. The extent to which the public are willing to engage with people with convictions has a major impact in key areas, for example access to housing and opportunities for employment.

It is not clear that the public understand what community justice means or that they are aware of its potential to help people and their communities, by reducing offending or preventing people from becoming involved in the justice system in the first place. Together with our partners, nationally and locally we will develop and promote a range of communication tools, based on evidence around smart justice, that informs the public about community justice and the transformative impact it can and does have on people and the communities in which they live. The aim is to increase the public and communities confidence in community justice.

| Priorities | Year delivered | How will we evidence this | Indicators |
|---|----------------|---|---|
| The development of a new engagement strategy and communications strategy, at national and local levels, to promote community justice. | Year 1 | <ul style="list-style-type: none"> • Delivery of effective strategies, engagement activity with national partners • Evidence to parliamentary committees, cross party groups and Scottish Government consultations on proposed policy • Evidence of local area CJOIPs using consistent language. • Focus groups, policy forums and action learning sets | <ul style="list-style-type: none"> • Digital analytics • Results from focus groups, quantitative and qualitative insight gathering, press interest and media engagement tracking increases in engagement action • Evidence of local CJOIPs using consistent language |
| Promote the benefits of community justice using local and international examples of evidence | Year 1,2,3 | | |
| Increase the visibility of community justice on all media platforms | Year 1 | | |
| Using Scottish specific insight to build shared public campaigns to increase visibility of community justice | Year 2,3 | | |
| Embed the use of 'evidence based' reframing language at local and national level | Year 1,2 | | |
| 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 | Year 2,3 | | |
| Produce guidance to support for local partnership communications strategies. | Year 1 | | |

07 WHO WE ARE AND HOW WE WORK

CJS is values driven and seeks to have those values reflected in every aspect of what it does, how it acts as a partner and, as importantly, an employer.

RESPECT, due regard for the feelings, wishes, views and rights of others

COMPASSION, empathy and concern for the sufferings or misfortunes of others

TRUST, firm belief in the reliability, truth, or ability of someone or something

INTEGRITY, being honest and having strong moral principles

FAIRNESS, impartial and just treatment or behaviour without favouritism or discrimination

EFFECTIVE, successful in producing desired results

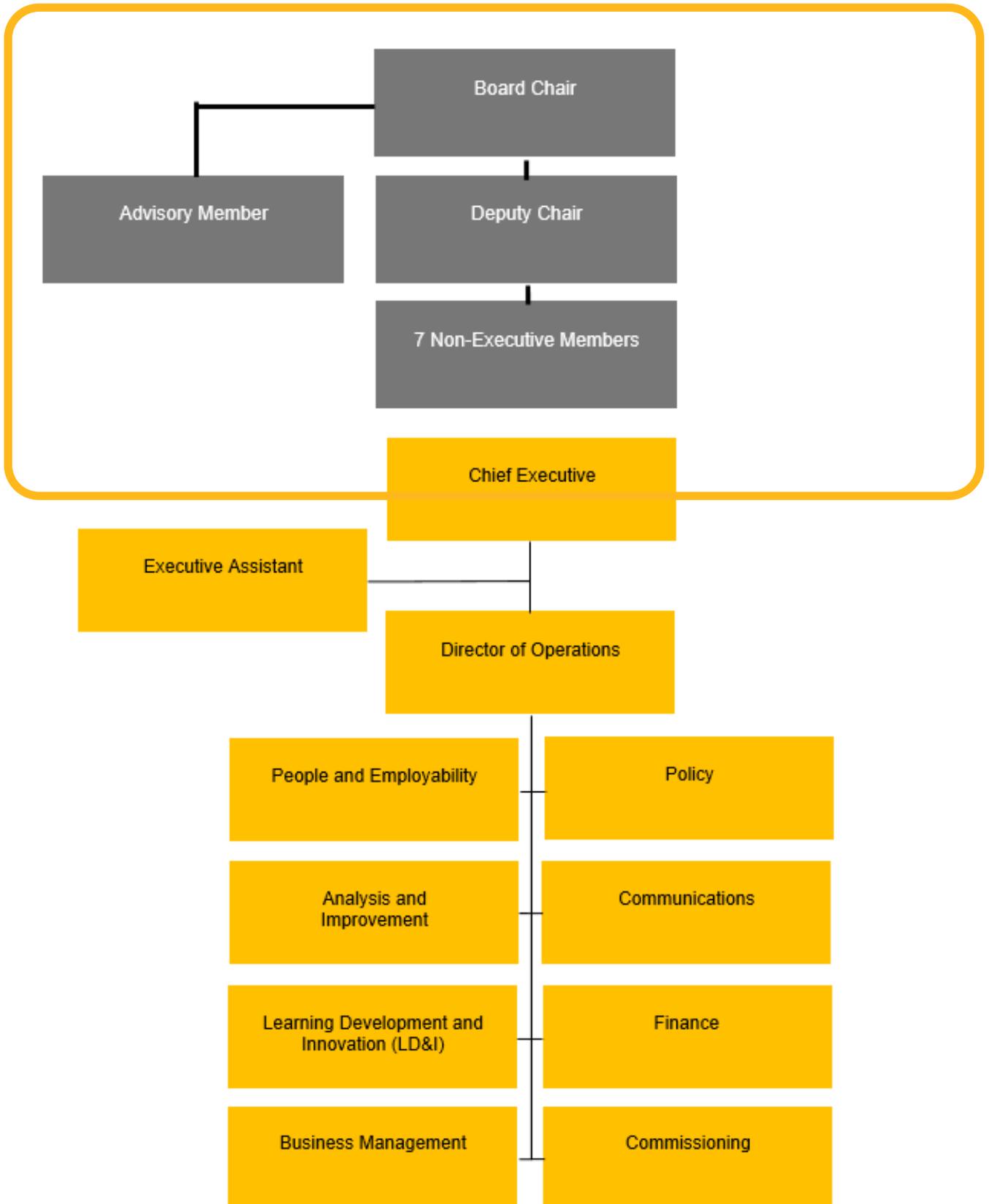
SUPPORT, emotional or practical help

CJS is led by a non-executive board appointed by Scottish Ministers through the public appointments process. In addition to the Chair there are 8 board members one of whom is the deputy Chair. The board has also appointed an advisor with a judicial background to assist its deliberations. The board is responsible for direction, oversight and governance. The board has two sub-committees; Audit and Risk (ARC); Human Resources and Remuneration (HRRRC). The ARC has a co-opted member who has a financial background.

The CJS Board is committed to working with the Scottish Government to achieve 50:50 gender equality as required for all public bodies.

CJS currently has 29 staff and is led by the Chief Executive who reports to the board. The Chief Executive is also appointed as the organisation's Accountable Officer. Our structure is aligned to the functions as laid down by the Act to lead, promote, improve and prevent within the field of community justice.

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08 BUDGET AND SUPPORTING STRATEGIES

CJS is funded solely by Government through grant in aid and like all public bodies, for the past few years we have operated on the basis of a single year budget.

This year we will incorporate funding for the Caledonian programme staff into our baseline budget and will receive funding to support Restorative Justice Strategy. Scottish Government has indicated that it will in principle support an increase in our organisational capacity to deliver improvement activity, information and communication, training and commissioning. The business plan outlines how CJS will work with stakeholders to clearly demonstrate how the resources provided will produce increased effectiveness and improvement in service delivery.

As a relatively small organisation based in one location, our greatest area of expenditure is on our staff, with the remainder of our funding being used to pay for our running costs and operational activity. Our greatest financial challenge will be to generate resource efficiencies to facilitate the expanded range of activities we would like to undertake.

Details of future funding will emerge on an annual basis throughout the life of the plan.

To support the delivery of this plan we will;

- Establish a balanced budget.
- Be financially innovative.
- Identify and consider collaborative opportunities which bring tangible benefits.
- Realise efficiencies which continuing to develop improvement opportunities.
- Prepare for future and emerging trends, including potential austerity.
- Hold medium and long-term financial plans which identify contingencies.
- Maintain compliance and responsibility through strong governance and accountability.
- Achieve transparency in financial matters with stakeholders, including the public.

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We will develop and/or review a range of supporting strategies over the lifetime of this plan, in addition to the priorities outlined in section 5. These will be available on our website.



During 2020/21 the Board and the Chief Executive will be carrying out a review of our Governance and will be working with our Sponsor Directorate to review the Framework agreement between CJS and the Scottish Government.

09 REPORTING PROGRESS

This Corporate Strategy sets out our direction of travel over the coming three years and provides the context for our annual business plans, which are produced annually.

Our annual Business Plan details the specific activities we plan to carry out each year to deliver our strategic objectives.

Progress against the activities is monitored and reported to the CJS Board and SG sponsor team each quarter. In line with the duties placed on CJS by the Public Service Reform Act, we also make and publish on our website a number of financial disclosures in respect of certain categories of expenditure spend we incur each year.

Our Annual Report and Accounts are approved by Scottish Ministers and laid before Parliament annually.



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