



CORPORATE PLAN

2020 - 2023

01 CONTENTS

1. Contents
2. Chair and Chief Executive's Foreword
3. Functions and Purposes
4. The Policy Context
5. Operational Environment
6. Corporate Outcomes and Objectives
7. Who We Are and How We Work
8. Budget and Supporting Strategies
9. Reporting Progress

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Ref SG/2021/21*

"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 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 in community justice services on a more holistic basis 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 minimise 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 with offending behaviour or are at risk of entering the criminal justice system. We will lead on developing better means of identifying and assessing needs and we will be at the centre of producing and making available new research, accurate data and information so that improvement activity is always evidence-led.

We will work with partners across community justice to increase the public's understanding and awareness of the benefits of community sentences and services. Collaboratively, with a wide range of partners including those in the third sector, victims groups and business, we will identify best practice and opportunities for innovation and the reintegration of people from prison to local communities. This will provide opportunities for those with lived experience of the justice system and inform and influence the development of community justice services, policy and legislation.

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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 and can use it, especially when sentencing decisions are made.

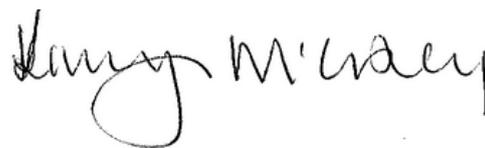
CJS will continue to make significant contributions to advancing the Programme for Government (PFG). We remain active in the Victims and Drugs Deaths Taskforces, work on improvements to Youth Justice, and the development of the new national homelessness prevention duty and will work with SG and partners on the delivery of the restorative justice action plan established in 2019.

CJS will be proactive in reducing our carbon footprint and tackling the Climate Emergency.

Since we consulted on our draft Corporate Plan in February this year much has changed in the world with the Covid-19 Pandemic. The outcomes of the plan remain the same as in the consultation document. However the timing and the detail of the activities which will achieve these outcomes are subject to some uncertainty. In particular during 2020 -21 a major priority is our work with the Scottish Government Justice Board programme to Recover, Renew and Transform the Justice system in Scotland. CJS in common with all parts of society continues to deal with the implications of the COVID – 19 pandemic. We do not know how long we will need to do so, but we have already established arrangements to manage the direct effects of the pandemic and meet our statutory requirements, providing a full range of services within the sector and supporting delivery of the national strategy.



Lindsay Montgomery, Chair, CBE



Karyn McCluskey, Chief Executive

03 FUNCTIONS AND PURPOSES

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

What is Community Justice?

By Community Justice we mean, the collaboration of individuals, agencies and services who work together to support, manage and supervise people who have committed offences, from the point of arrest to their reintegration back into their communities.

Local communities and the third sector are vital parts of Community Justice 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 Government's aims and ambitions for community justice in Scotland.

This plan has 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
the benefits of community
disposals for individuals who
have been convicted of
offending, through the
management and support
offered to them within their
community to stop further
offending, rather than
imposing custodial sentences**

**Promote and support
improvement in the quality and
range of provision of
community justice particularly
in meeting the needs of
individuals who have 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, Scottish Government (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 to Scottish Ministers;
- 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

CJS contributes positively to achieving the objectives of the National Performance Framework (NPF). 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 create 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 community justice 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 recovery 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 more easily achievable through partner collaboration.

05 OPERATIONAL ENVIRONMENT

The national model for community justice is based on a local approach with statutory community justice partners working collaboratively to plan and deliver effective 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 to address the underlying issues, such as, the availability and quality of relevant data and information. In particular we will work with Justice Analytical Services (JAS) and other partners to increase the use of Strategic Needs and Strengths Assessment (SNSA) as the basis for collecting and analysing information and data.

In 2019 legislation relating to the Management of Offenders, the extension of the Presumption against Short term Sentences (PASS) to 12 months and the Age of Criminal Responsibility was passed. The impact of these progressive measures will become increasingly apparent and it is clear that they will contribute to preventing people entering the criminal justice system and directing them to appropriate community based programmes and services. CJS will continue to be fully engaged in supporting the development of relevant national policy and legislation and 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, it is hoped that during the lifetime of this plan there will be an opportunity to formally review and its provisions and if appropriate make recommendations to Scottish Government for change.

We would like community justice to be foremost in 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, by continuing to develop and promote a shared understanding about the benefits of community justice to communities and the wider public.

The effects on the justice system of the Covid pandemic will be felt across the entire period of this plan and perhaps beyond. Community Justice Scotland will have a significant role in the sector as it recovers from the pandemic, continues the reform impetus that has been in train for some years and transforms its self to reflect innovation and best practice.

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In the short and medium term a major focus will be to contribute to the Criminal Justice Board's Recover, Renew and Transform (RRT) project and our leadership, with the Scottish Prison Service (SPS), of a sub group taking that work forward. This project will, in addition to addressing the system wide disruption caused by the pandemic, generate the changes within the justice system that was envisaged in the national strategy for Community Justice published in 2016.

06 CORPORATE OUTCOMES AND OBJECTIVES

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

Local Authority areas are required to report yearly to CJS on the progress they have made to achieve these outcomes. 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 national strategy.

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CJS is able to deliver on each of the outcomes by operating within the framework of its four statutory functions (above, page 6)

For the period covered by this plan (2020 – 2023) we have established 3 corporate objectives which 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 and understanding of the benefits of community justice and to promote participation. In this context participation means greater involvement in community justice (e.g. sentencers seeking to explore alternatives to custody; partners in CJsPs; stakeholders who can make a contribution to improving community justice outcomes in their own diverse service areas; decision-makers who can allocate public resources to support CJ services, working with people with convictions and those with lived experience to highlight the benefits of community justice for them and for our wider communities)
- Monitoring and reporting to Scottish Ministers and the Scottish Parliament on progress towards achieving the National outcomes contained in the National Strategy

To enable us to show how we contribute to the achievement of these shared corporate objectives we have identified three overarching medium term outcomes for CJS :

- 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 of and participation in community justice

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Community Justice Scotland - Strategic Framework

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

In the next 3 year period CJS will contribute to significant improvements in the system of community justice within Scotland. That positive impacts will of course be delivered by the collaborative efforts of statutory partners, other key stakeholders and third sector organisations and improvements will focus on the needs of service users whose experiences will inform and shape the process.

Amongst the range of sector impacts we hope to achieve will be that more people start and complete diversion from prosecutorial action, there is more use of community sentences, the numbers of persons held on remand is reduced, bail supervision is used more and there are fewer custodial sentences of less than 12 months.

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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 principle of our vision for community justice is to decrease the number of short term custodial sentences by increasing the use of community disposals and diversion where appropriate.

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	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, accommodate the changes arising from Presumption against Short Sentences (PASS) through increasing the use of bail supervision, diversion and arrest referral	Annual Report on community justice services. Prison population data and analysis from SG/JAS Analysis provided by Justice Analytical Services (JAS)	Inclusion of the analysis of sector impact data into Annual Report Outputs from CJS projects relating to diversion processes and support services Engagement with (and where necessary feedback to) key stakeholders
Work with others to develop restorative justice (RJ) approaches throughout Scotland	Specific reports on roll out of Restorative Justice (RJ) strategy RJ training evaluations	Increased uptake of RJ in Scotland Numbers of outputs from CJS projects relating to RJ Learning products relating to RJ
Continue our delivery of high quality training for community justice workforce 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.)	Results of training needs analysis within sector Evaluation of CJS training courses and assessment of impact on professional practice Production of EM training courses and evaluation of that Training	Training courses delivered Numbers of students accessing learning Evaluations of learning products Diversity of partner agencies accessing learning products Learning products delivered Evaluations of engagements with local partners
Redesign learning product delivery methods to respond to the needs of partners and the additional pressures of the restart of the justice system in the COVID environment.	Training products redesigned and delivered reflecting COVID conditions	Courses delivered Number of individuals trained

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Priorities

Improve the quality and availability of data, information and evidence of what works to ensure we can measure and monitor the impact of what community justice achieves for local and national partners

With SPS lead the work of the CJB sub group, to identify opportunities to assist recovery from the effects of the COVID pandemic

Develop a range of goals, methodology and implementation in conjunction with national partners to drive radical change and increased effectiveness within the criminal justice system

How will we evidence this

Data strategy for CJP's

Assessment of application of Strategic Needs and Strengths Assessment (SNSA) guidance

Results of CJP's self-assessment and submissions to CJS for Annual Report

Monitoring and providing feedback to local areas and, where appropriate, Scottish ministers on the delivery of community justice.

With SPS lead the work of the CJB sub group, to identify opportunities to assist recovery from the effects of the COVID pandemic

Renewal and Transformation proposals developed for consideration by CJB

Indicators

Revision of the OPIF

Implementation of revised OPIF

Evaluations of engagements with local partners

Relevant project updates

Identification of data gaps at local and national levels by CJS

Number of times feedback on CJOIPs provided when asked for

Change proposals adopted by Justice system

Reform and Transformation proposals adopted by Justice system

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

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

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

Priorities	How will we evidence this	Indicators
Work with partners to review and improve the outcomes, performance and improvement framework to make reporting by community justice partnerships (CJPs) more consistent, relevant and meaningful	<p>Delivery of a revised Outcome Performance Improvement Framework (OPIF) to Scottish Government (SG) that has been developed with and accepted by the sector</p> <p>CJS responses to stakeholder Feedback</p> <p>Data manuals developed by CJS for use across the sector</p>	<p>Feedback about revised OPIF and use of products developed by CJS (e.g. Data manual) across the sector</p>
Effectively contribute to the aims of the Ministerial taskforces and inform recommendations	<p>Attributed input to national initiatives and action plans</p>	<p>Participation in Ministerial Task Forces</p>
Provide additional support to partnerships where there is identified improvement requirements as indicated by Care Inspectorate	<p>Engagement and support to areas who request support post inspection</p>	<p>Tailored support to CJP and partners agencies identified as needing such by the local area</p>
Establish a learning and innovation hub to enable partners to access best practice	<p>Design and implementation of a minimum viable product to assist with the delivery of blended learning</p>	<p>Elements of existing training migrated to digital delivery where appropriate</p> <p>Hub usage metrics</p> <p>Unit costs for courses reduced</p>
Provide direct support and advice - with Convention of Scottish Local Authorities (COSLA) and others - to community justice partners and the chairs, co-ordinators and where relevant elected members involved in local partnerships	<p>Evaluation of training and events</p> <p>Survey/feedback from Chairs and co-ordinators</p>	<p>Number of Partnership Chairs events co-convened by CJS/COSLA/SG</p>

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Priorities

Promote effective practice; specifically in relation to the development of CJOIPS and more generally address identified gaps in provision and agreed areas for improvement and where possible promote consistency across all local community justice areas

Work with key partners and stakeholders to clarify and agree CJS's role in Strategic Commissioning (under S31 of the Act) and, in particular, to plan for the transfer of responsibility for commissioning national throughcare services from Scottish Government to Community Justice Scotland (CJS).

How will we evidence this

Development of guidance as Required

Annual Report on community justice activity

Use of SNSA reflected in CJOIPs

Project plan for collaborative work

Plan for transition

Indicators

SNSA data incorporated into and underpinning CJOIPs

Product from consultation events and processes

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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 heavily impacts on 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 employment opportunities.

It is unclear if the public fully understand what community justice is or have an awareness of its potential to help people and their communities by reducing offending and prevent them from becoming involved in the justice system.

Together with our partners, nationally and locally we will develop and promote a range of communication tools based on evidence that informs the public about community justice and the impact it can and does have on people to change their lives and the communities they live in. Our aim is to increase the public and communities confidence in community justice.

Priorities	How will we evidence this	Indicators
<p>The development of a new engagement strategy and communications strategy</p>	<p>Delivery of a revised engagement Strategy and Communications Strategy 2020-2023</p>	<p>Stakeholder engagement which is comprehensive and effective</p>
<p>Increase the visibility of community justice across all media platforms at a local and national level</p>	<p>Content about community justice available across comms platforms</p> <p>Delivery of public campaign</p>	<p>Increased engagement with content across CJS comms platforms.</p> <p>Use of content about community justice by third parties</p> <p>Digital metrics showing public engagement with campaign.</p> <p>Number of partners and other organisations sharing and using campaign</p>
<p>Actively participate in the RRT Communications Working Group which will support the Criminal Justice Board, the RRT Advisory Board and justice partners to achieve RRT objectives by planning, coordinating and overseeing delivery of all communication activities</p>	<p>RRT information developed and communicated</p>	<p>Metrics on access to information</p>
<p>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 and evidence</p>	<p>Input to parliamentary committees, cross party groups and SG consultations on proposed policy</p>	<p>Number of evidence submissions and consultation responses developed</p>

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 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

INTEGRITY being honest and having strong moral principles

FAIRNESS impartial and just treatment or behaviour without favouritism or discrimination

EFFECTIVE successful in producing a desired results

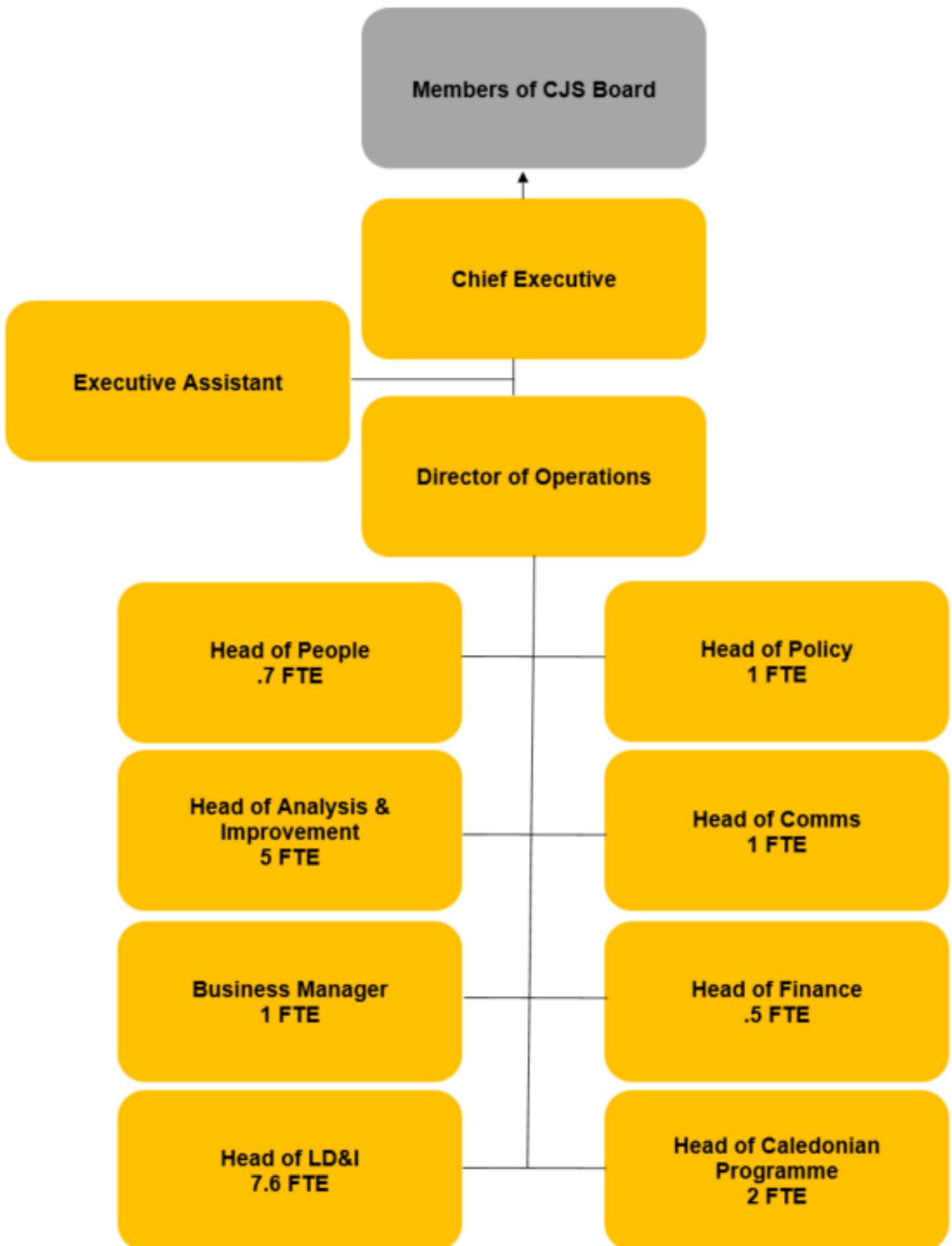
UNDERSTANDING sympathetic awareness or good judgement

The members of Community Justice Scotland are appointed by Scottish Ministers through the public appointments process. Together they form the Board. In addition to the Chair, there are eight 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 strategy, policy, oversight and governance. The Board has set up two-committees: Human Resources and Remuneration, and the Audit & Risk Committee. The latter has appointed a co-opted member with a background in public sector financial management and accounting.

The Board are committed to working with the Scottish Government to demonstrate gender equality amongst our board members.

CJS currently has 34 staff and 29.4 FTE's including the Caledonian team. It 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 by the Scottish Government through grant-in-aid. Currently, funding settlements for central government public bodies are on an annual basis

This year we will be additionally funded for staff delivering the Caledonian programme and will receive extra funding support for the Restorative Justice Strategy. The Scottish Government has indicated it will increase our organisational capacity to deliver improvement activity, information and communication, training and commissioning.

Our business plan outlines how CJS will work with stakeholders to evidence how these resources will produce increased effectiveness and improvement in service delivery. As a consequence of the impact of the COVID – 19 pandemic, CJS will initially produce an interim business plan, covering a six month period. This plan will incorporate organisational activity resulting from our response to COVID -19.

The budget for 20-21 is £3,021,000. This is made up of salaries £2,620,000 and £782,000 for operational expenditure. Due to the COVID-19 pandemic it has been recognised by Scottish Government that CJS cannot fulfil all its duties and therefore cannot utilise the full budget for 20-21. For next financial year the intention is to baseline the budget at £3,021,000.

The budget for staff salaries provides for a number of teams ranging including Learning, Development and Innovation (LD&I), Caledonian, Research and Evaluation, Policy, Communications, Finance and People Services . Although structured functionally, the CJS operating model facilitates working across teams to deliver its outcomes.

Within the salaries budget, there is also an element for Board members fees and expenses; currently £61,200.

Operational costs are broken down into three main categories:

- Accommodation and infrastructure
- Administration
- Development

The Accommodation and infrastructure costs are c £102,000 and consist of Accommodation, furniture, IT and communications infrastructure. 63% of this budget is spent on IT hardware and infrastructure.

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The Administration budget is £ 179,000 and is made up of various budget headings to allow the running of CJS.

The Development budgets are made up of Learning, Development and Innovation and Communications campaigns. The largest set of expenditure relates to LD&I at £237,000. This mainly funds training provided to various partners within the community justice sector. The Caledonian programme team is now part of LD&I. Training to date has mainly been undertaken on a face-to-face basis. LD&I is now looking to deliver alternative methods with some delivery of the training potentially being online using digital technology, and this investment will be reflected in future business plans.

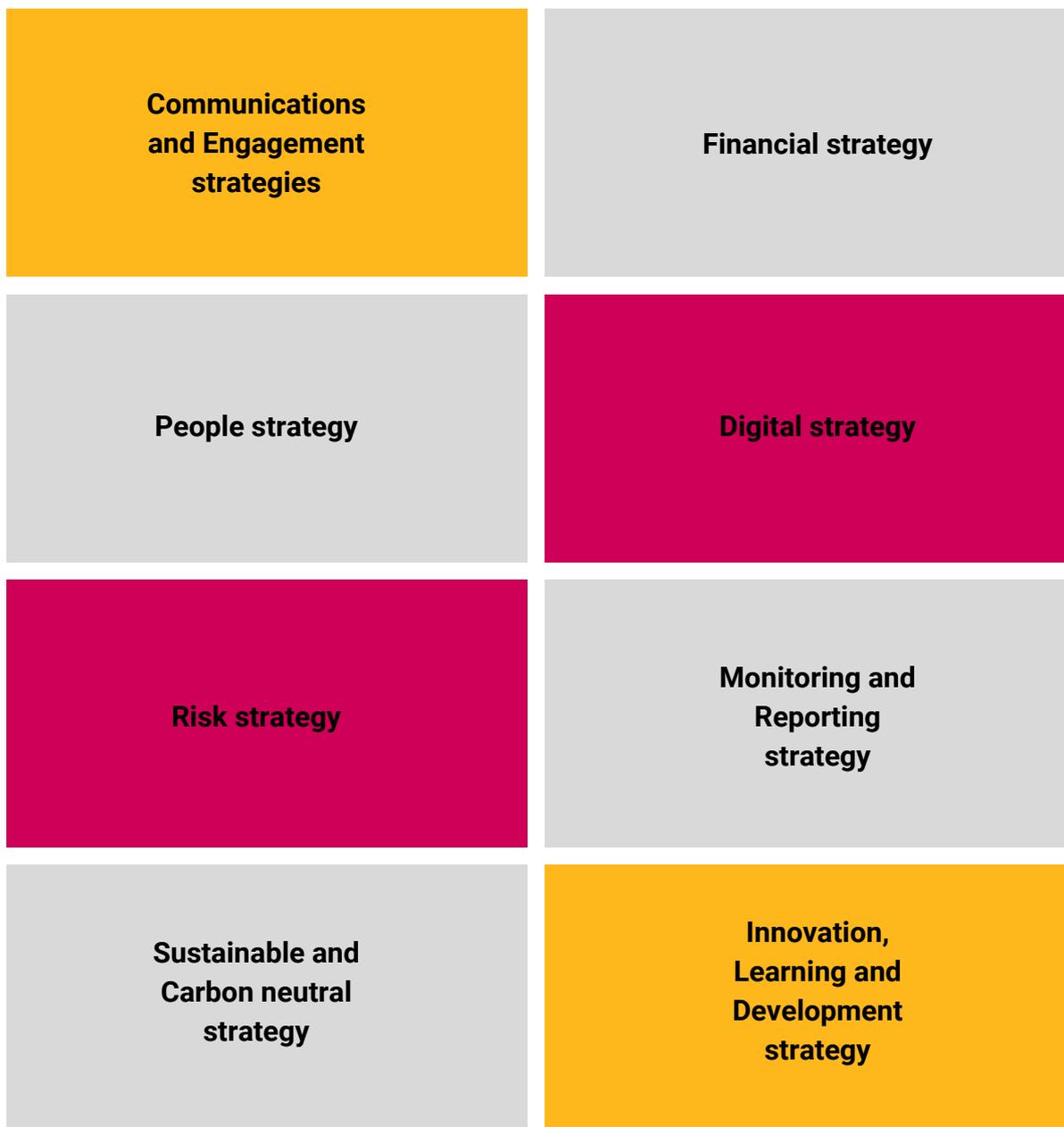
Details of future funding will be reported annually in the CJS Business Plans.

To support the delivery of this plan we will:

- Further develop and enhance our financial management
- 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 compliance and accountability in financial matters with stakeholders, including the public

08

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 will detail the specific activities we plan to carry out each year to deliver our strategic objectives.

Progress against these activities is monitored and reported quarterly to the CJS Board and Scottish Government sponsor directorate.

Our Annual Report and Accounts are submitted to Scottish Ministers who lay them before Parliament annually.



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