



Community Justice Scotland (CJS)

BUSINESS PLAN

2022 - 2023





Hello, we are CJS

The Community Justice (Scotland) Act 2016 sets out four main functions for Community Justice Scotland (CJS).

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 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,
- 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 behaviour] with a view to them not offending in the future or, if that is not realistic, reducing future offending by them.

CJS is required to produce an annual business plan that sets out how we will undertake those functions, fulfil our legislative duties and advance the key outcomes and objectives detailed in our [corporate plan](#).

COVID-19 caused CJS to adjust the way it worked. For a large part of the past two years some of us worked from home. Yet we were still able to contribute to the effort to address some of the biggest challenges to ever face the justice system in relation to remand, backlog of cases and challenges in service provision. We strived for transformation, embracing new approaches and opportunities. Others in CJS provided in person essential training to enable frontline work by our partners to be delivered throughout the pandemic; crucially addressing risk and domestic abuse. Through being more innovative and flexible, we have performed at a high level throughout the pandemic, however there is a sense that momentum in the justice system as a whole toward delivering significant community justice change was slowed.

We will seek through the delivery of this plan to help partners to regain any lost ground and move back onto the path of growing effectiveness, presence and influence. We will of course only achieve that if we create even closer and more productive relationships with partners across the community justice sector, within justice more generally and within communities; that is why this plan emphasises communication and engagement.

Building on the Vision for Justice in Scotland which has indicated substantial expansion of community justice in the next few years, we look forward to the launch by Scottish Government of a new national strategy for community justice, which will be published this year. It will provide us with an

opportunity to work across the country rearticulating what community justice means and why it is more relevant than ever. We need now to be ambitious about how CJS will assist those working to deliver community justice to create opportunities for change in people's lives and in the communities they live in to further improve the system of justice in Scotland.

We will build upon existing relationships with the third sector, on a broad front, but also more specifically as we work together towards CJS becoming a commissioner of voluntary throughcare and mentoring services.

We will also have specific key roles to play as the expanded Caledonian system addresses domestic abuse throughout Scotland, in the delivery of training to support greater use of electronic monitoring and the planned growth in provision of Restorative Justice services across the country. The fact that these programmes will be delivered by CJS is recognition of the fact that we are a confident and maturing organisation with a significant national role to play as justice services recover from the pandemic and continue to be transformed.

In all the activities detailed in the plan, we will seek to provide those with experience of the justice system with the opportunity to provide their perspective to influence what community justice partners do in pursuit of the improvement and change that the justice system aspires to.

This is an ambitious plan, one that will stretch our resources and all the people who work within CJS. The last two years have demonstrated not only our resilience but our capacity to deliver effectively no matter the prevailing circumstances or environment. We look forward to reporting in 2023 that CJS has facilitated partners to make even more significant progress in delivering progressive, beneficial change within the justice sector and for the people of Scotland.



Performance Framework





What do we want to achieve?

Statutory function 1: Promote the National Strategy for community justice

Aligns with corporate objective 1

To achieve this:

1.1 We will actively promote the Scottish Government's new national strategy for community justice (due to be published in June 2022)

Led by:

Chief Executive

[Performance and Reporting Matrix - see appendix 1](#)

Statutory function 2: 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 the community to stop further offending, rather than imposing custodial sentences

Aligns with corporate objective 2

To achieve this:

2.1 We will pilot a local engagement approach to support Community Justice Partnerships (CJPs) to drive improvement across the community justice landscape

Led by:

Head of Improvement and Policy

Performance and Reporting Matrix - see appendix 1

2.2 We will work with our justice partners and stakeholders across Scotland to improve the visibility of community justice and ensure it is positioned as an important part of the local and national justice landscape, providing our expert advice to a range of external stakeholders in Scotland's justice sector.

Head of Communications

2.3 We will further develop our online learning hub; enhancing its accessibility and relevance to stakeholders, justice professionals and the public. A library of resources, aimed at stakeholders, which develops understanding in a range of topics from communications to restorative justice – and supports the delivery of projects both nationally and locally.

Head of Communications

Statutory function 3: 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

Aligns with corporate objective 2

To achieve this:

3.1 We will begin plans to expand access to the Caledonian programme to all local authority areas in Scotland, in support of the programme for government commitment.

Led by:

Head of Caledonian System

Performance and Reporting Matrix - see appendix 1

3.2 We will provide, three additional local authority areas with relevant training and support enabling them to begin taking Caledonian Orders from courts later next year.

Head of Caledonian System

3.3 We will lead the national Restorative Justice (RJ) roll out programme with the aim of developing (in partnership with key stakeholders and local areas) a consistent, high-quality and evidence-based provision of restorative justice across Scotland by 2023. As outlined by the National RJ Action Plan 2019 - 2023.

Senior Reporting Officer: Recover, Renew, Transform

3.4 We will co-design and co-develop a new strategic approach to commissioning voluntary throughcare and mentoring services to support the delivery of national outcomes with statutory partners, third sector and service users.

Head of Commissioning

3.5 We will develop and improve our information resources relating to community justice in order to support informed decision making and improvement.

Head of Communications

Statutory function 4: 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)

Aligns with corporate objective 3

To achieve this:

4.1 We will introduce a system for supporting local partners as they deliver community justice services, consistent with aims specified in the new national strategy and the outcomes detailed in the new Outcomes Performance Improvement Framework (OPIF).

Led by:

Head of
Improvement and
Policy

[Performance and Reporting Matrix - see appendix 1](#)

4.2 We will finalise OPIF revision recommendations to Scottish Government that align to the new National Community Justice Strategy.

Head of
Improvement and
Policy

4.3 We will develop and deliver OPIF Implementation Plan with key stakeholders.

Head of
Improvement and
Policy



We will lead the national Restorative Justice roll out programme with the aim of developing a consistent, high-quality and evidence-based provision of restorative justice across Scotland by 2023

Statutory duties & Business as Usual functions

In addition to the priority activities detailed in the first part of this business plan, CJS is required to undertake a number of statutory and regulatory functions, which are essentially business as usual for the organisation; these include:

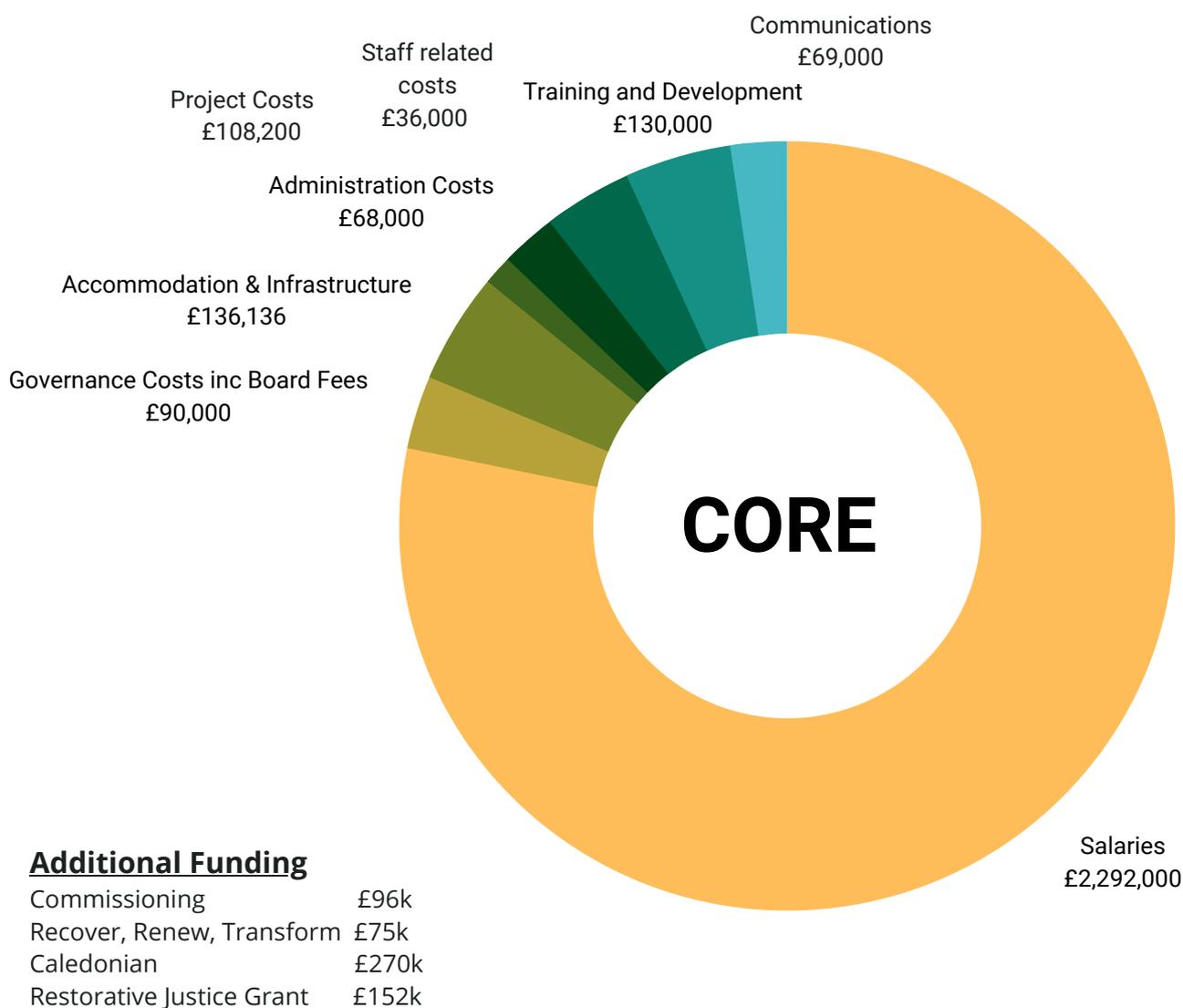
- CORPORATE PLAN**
- RISK**
- BUSINESS PLAN**
- PROJECT MANAGEMENT**
- ANNUAL REPORT AND ACCOUNTS**
- FINANCE**
- COMMUNITY PAYBACK ORDER REPORT**
- DIGITAL**
- OUTCOME ACTIVITY ANNUAL REPORT**
- POLICY**
- NATIONAL TRAINING**
- HEALTH & SAFETY**
- PEOPLE**
- INFORMATION**
- GOVERNANCE**
- COMPLIANCE**



We will work with our justice partners and stakeholders across Scotland to improve the visibility of community justice

CJS Budget 2022-23

The CJS core budget for 22-23 is £2,929,000 and the budget plan below includes funds that will be provided on an in-year revision to support the delivery of SG priorities.





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Appendix 1

Performance and Reporting Matrix

Statutory function 1: Promote the National Strategy for community justice

Aligns with corporate objective 1

2022/23 Priority

1.1 We will actively promote the Scottish Government's new national strategy for community justice (due to be published in June 2022).

Reports

1.1 Provision of response to consultation on national strategy

Indicators

Level of activity promoting the new national strategy, including;
No. of promotion events held or attended by CJS,
No. of communications issued by or on behalf of CJS, to include website content, social media, press and traditional media,
No. of related CJP's and statutory partners visits and meetings.

Statutory function 2: 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 the community to stop further offending, rather than imposing custodial sentences

Aligns with corporate objective 2

2022/23 Priority

2.1 We will pilot a local engagement approach to support CJPs to drive improvement across the community justice landscape.

2.2 We will work with our justice partners and stakeholders across Scotland to improve the visibility of community justice and ensure it is positioned as an important part of the local and national justice landscape, providing our expert advice to a range of external stakeholders in Scotland's justice sector.

Reports

2.1 Monthly to PSG/Quarterly to the Board

2.2 Monthly to PSG/Quarterly to the Board

Indicators

2.1 All CJPs will have a named CJS liaison

No. and frequency of engagement with CJPs, including attendance at CJP meetings

2.2 Host three CJP Chairs events this year

Promotion of materials across 32 Local Authority areas in conjunction with key partners (meetings etc, information sessions)

Increased Followers on TiKTok and Instagram.

Increased engagement on TiKTok and Instagram

Increased mention of CJS in national and local media

More proactive calls from media to request interviews/comments/reflections.

Statutory function 2: 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 the community to stop further offending, rather than imposing custodial sentences

Aligns with corporate objective 2

2022/23 Priority

2.3 We will further develop our online learning hub; enhancing its accessibility and relevance to stakeholders, justice professionals and the public. A library of resources, aimed at stakeholders, which develops understanding in a range of topics from communications to restorative justice – and supports the delivery of projects both nationally and locally.

Reports

2.3 Monthly to PSG/Quarterly to the Board

Indicators

2.3 Expansion of content (by topic and pages)

Increase in access and visits to learning hub, including length of time on site and examples of practical use of resources (eg communications tools).

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.1 We will begin plans to expand access to the Caledonian System to all local authority areas in Scotland, in support of the programme for government commitment.

Reports

3.1 Monthly to PSG/Quarterly to board

Report to board on identification of local authorities that will participate in phase 1 of the expansion project

Monthly to PSG/Quarterly to board

Monthly to PSG/Quarterly to board

Report to the board on; assessment of readiness to commence programme (programme plan milestones reached) prioritisation decisions on roll out to local authorities

Local Authority 1 taking men on the programme

Report to the board on process for bring local authorities 2 and 3 into the system

Indicators

3.1 No. of contacts and communications with potential local authority partners

No. of positive responses and notes of interest in relation to system expansion

No. of engagement events with local authorities and key stakeholders (SWS, SCTS, COPFS, COSLA etc)

No. and type of support provided by CJS to recruitment of Caledonian System staff by local authorities

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.2 We will provide, three additional local authority areas with relevant training and support enabling them to begin taking Caledonian Orders from courts later next year.

3.3 We will lead the national Restorative Justice roll out programme with the aim of developing (in partnership with key stakeholders and local areas) a consistent, high-quality and evidence-based provision of restorative justice across Scotland by 2023.

Reports

3.2 Monthly to PSG/Quarterly to board

3.3 Monthly to PSG/Quarterly to board

Reports to board on;
RJ Annual Report 2022/23

Sheriffdom model proposal paper

Sheriffdom engagement strategy

Sheriffdom area stakeholder mapping exercise

National RJ Policy document (SG/CJS)

Local area stakeholder group established

Consultation – Violence Against Women Partnership development group

Indicators

3.2 Training events held and Positive evaluations of Training of staff on full suite of Caledonian training (Local authority 1-3)

3.3 No. of stakeholder, consultation and engagement events

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.3 cont.

Reports

3.3 cont. Reporting and monitoring paper (test of change) (inclusion of Thriving Survivors Sexual Harm service oversight)

Risk management monitoring framework

EQHIRA developed

Development of an RJ approach within Edinburgh, Lothian and Borders Sherifffdom area (and related outputs/action)

Sherifffdom model evaluation report (inc. cost analysis) and related action plan/further roll out agreement (funding depended)

Scoping for further roll out and sherifffdom location(s)

Monthly to PSG/Quarterly to board

Indicators

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.4 We will co-design and co-develop a new strategic approach to commissioning voluntary throughcare and mentoring services to support the delivery of national outcomes with statutory partners, third sector and service users.

Reports

3.4 Reports to the board on;
Stakeholder engagement

Research outcomes; including
Mapping and review of:

Report on current throughcare
and mentoring service
provision

Report on current Community
Justice Partnership/Local
Authority provision

Report on current Scottish
Prison Service provision
review

Data/literature review and
analysis

Assessment of need
Service design; including
performance metrics

Estimation of resource
requirement to deliver service
and support project

Indicators

3.4 Progress meeting
Project Plan milestones

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.4 cont.

Reports

3.4 cont.

Lived experience input

Assessment of trauma
informed approach/practice

Transition and
implementation

Strategic Needs and
Strengths Assessment

Indicators

Statutory function 3: 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

Aligns with corporate objective 2

2022/23 Priority

3.5 We will develop and improve our information resources relating to community justice in order to support informed decision making and improvement.

Reports

3.5 Monthly to PSG/Quarterly to board

Reports to board on;
feedback received from key users in relation to experience of CJS information resources
Evidence on changes in patterns of decision making (incl. sentencing) or service provision

Indicators

3.5 CJS Engagement with sources, information providers

No. of updates to CJS information resource (Tableau based)

No. of information resource users

Evidence of use of information resources (Tableau data/metrics)

Awareness raising and training on using data events

Statutory function 4: 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)

Aligns with corporate objective 3

2022/23 Priority	Reports	Indicators
<p>4.1 We will introduce a system for supporting local partners as they deliver community justice services, consistent with aims specified in the new national strategy and the outcomes detailed in the new OPIF.</p>	<p>4.1 Implementation progress reports;</p> <p>Improvement issues identified to board;</p> <p>Improvement advice and/or requirements made;</p> <p>Response to improvement recommendations /advice</p>	<p>4.1 Progress reports to board</p> <p>No. Improvement issues identified and reported to the board</p> <p>No. Improvement advice provided to local partnerships</p> <p>No. Improvement requirements communicated to local partnerships</p> <p>Response to improvement advice and requirements</p>

Statutory function 4: 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)

Aligns with corporate objective 3

2022/23 Priority	Reports	Indicators
4.2 We will finalise OPIF revision recommendations to Scottish Government that align to the new National Community Justice Strategy.	<p>4.2 Reports to board on; Progress Delivery of recommendation and recommendation accepted by SG</p> <p>Recommendation by SG</p> <p>Draft OPIF user guidance</p>	4.2 Positive stakeholder engagement in and response to OPIF revision proposals
4.3 We will develop and deliver OPIF Implementation Plan with key stakeholders.	<p>4.3 Reports to board on Phase 1 implementation</p> <p>Positive stakeholder engagement in and response to the OPIF</p> <p>Implementation Planning</p> <p>Consultation findings report</p> <p>Delivery of OPIF implementation plans to stakeholders</p>	

Statutory duties & business as usual functions



Corporate Plan

CJS is required to produce a corporate plan every three years. The plan has to be developed on the basis of consultation with stakeholders, approved by Scottish Ministers, laid in Parliament and then published.

Led by: Director of Operations

Report by: 31 March 2023

Performance measures:

- Draft approved by CJS board
- Draft plan published
- Consultation events – number, attendance, groups represented
- No. of responses to CJS consultation on draft plan – number, groups represented
- Amendments to Plan based upon responses
- Final draft approved by Board
- Final draft approved by Cabinet Secretary
- Plan published on website
- No. of searches and/or downloads of Corporate Plan - website metrics for period of 3 months after publication



Statutory duties & business as usual functions



Business Plan

CJS is required to produce a yearly Business Plan detailing how in that period it intends to deliver the commitments articulated in the relevant Corporate Plan.

Led by: Director of Operations

Report by: 31 March 2023

Performance measures:

- Draft approved by CJS board
- Plan published on website
- No. of searches and/or downloads of Business Plan – website metrics for period of 3 months after publication

Statutory duties & business as usual functions



▶ Annual Report and Accounts

CJS is required produce and publish its annual report and accounts each year. The report has be laid in Parliament by 30 September each year

Led by: Head of Finance

Report by: 30 September 2022

Performance measures:

- Timeline for developing draft accounts and annual report agreed with external auditors, approved by ARC and CJS Board
- Draft report approved by CJS Board
- Report laid in Parliament – 30 September 2022

▶ Community Payback Order Report

Led by: Improvement Team

Report by: 31 March 2023

Performance measures:

- Draft report approved by CJS Board
- Report laid in Parliament – 31 March 2023

Statutory duties & business as usual functions



➤ Outcome Activity Annual Report

Led by: Improvement Team

Report by: 31 March 2023

Performance measures:

- Consultation draft report approved by Board
- Final report approved by Board following consultation

Report laid in Parliament – 31 March 2023



➤ National Training

Led by: Head of Learning, Development and Innovation / Caledonian

Report by: Every month

Performance measures:

- No. and type of courses provided
- No. of attendees
- Course evaluations results
- Development of new programmes
- Use of digital assets

Statutory duties & business as usual functions



▶ People

Led by: Head of People

Report by: Every month

Performance measures:

- Staff complement
- Staff training undertaken – days, no. of staff, nature of training
- Staff survey results
- Progress of plan flowing from staff survey
- Absence
- Staff turnover
- Recruitment
- Change project reports for PSG (if applicable)



▶ Governance

Led by: Business Manager

Report by: Every month

Performance measures:

- No. of Board and committee meetings
- Publication of minutes on CJS website

Statutory duties & business as usual functions



➤ Risk

Led by: Director of Operations

Report by: Every month

Performance measures:

- Copy of CRR
- Minutes of risk meetings (CRR and PSG)
- Board and ARC reports



➤ Project Management

Led by: Director of Operations

Report by: Every month

Performance measures:

- PSG meeting minutes
- PSG project books
- PSG risk group minutes

Statutory duties & business as usual functions



➤ Finance

Led by: Head of Finance

Report by: Every month

Performance measures:

- Budget reports to CE, Board and ARC
- Budget returns to SG
- Progress on Audit recommendations
- Note of monthly budget monitoring meeting with CE and Director of operations



➤ Digital

Led by: Director of Operations

Report by: Every month

Performance measures:

- Report on development and implementation of digital strategy

Statutory duties & business as usual functions



► Policy

Led by: Head of Policy and Improvement

Report by: Every month

Performance measures:

- Policy positions developed
- Responses to consultations
- Policy events – AAG etc
- Contacts with SG, Parliament and key stakeholders
- Reports to board



► Health and Safety

Led by: Director of Operations

Report by: Quarterly

Performance measures:

- Report on compliance with strategy
- New H&S policies
- Accidents/Incidents
- Reports to HRRC

Statutory duties & business as usual functions



Information

Led by: Business Manager

Report by: Monthly

Performance measures:

- List of information assets
- No. of information sharing agreements
- FOIs
- Data protection



Compliance

Led by: Director of Operations

Report by: Monthly

Performance measures:

- Engagement with auditors
- Audit plan update on the internal audit of CJS communications
- Audits
- Progress of responses to audit reports