



Community Justice Scotland

Business Plan

2024-25

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Who we are

The Community Justice (Scotland) Act 2016 established Community Justice Scotland (CJS) and we started work on 1 April 2017. We are the national organisation for promoting, monitoring and supporting improvement in the delivery of community justice in Scotland

What we do

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

In delivering these functions we act as expert advisors on community justice matters to our statutory partners, including Scottish Ministers and a wide range of other partners and stakeholders.



Promoting public awareness of community disposals with CJS' [Life Changing Sentence campaign](#)

CJS supports the aims set out in the [Vision for Justice in Scotland](#) which are:

- We have a society in which people feel, and are, safer in their communities;
- We work together to address the underlying causes of crime and support everyone to live full and healthy lives;
- We have effective, modern, person-centred and trauma-informed approaches to justice in which everyone can have trust, including as victims, those accused of crimes and as individuals in civil disputes;
- We support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and re-victimisation;
- We address the on-going impact of the COVID-19 pandemic and continue to renew and transform justice;

These aims and the aims and priority actions detailed in the [National Strategy for Community Justice](#) significantly shaped the outcomes we have committed to in our Corporate Plan for 2023-2026;

Outcome 1 The community justice model is more effective across Scotland, with improved approaches developed, supported and implemented.

Outcome 2 Community justice is fully considered in emerging national policy and legislation

Outcome 3 People better understand and have confidence in community justice

Outcome 4 The community justice workforce is fully supported through access to a range of quality training, resources and services

We have aligned our business plan for 2024/25 to the Vision for Justice in Scotland and the National Strategy for Community Justice and this year will build upon that progress made last year.

Our Values

We are a values driven organisation and use them to inform everything we do including; our work as detailed in this plan, our recruitment and the policies and procedures we have developed for the organisation.

[Our values are;](#)

Respect due regard for the feelings, wishes, or rights of others

Effectiveness successful in producing a desired or intended result

Compassion empathy and concern for the sufferings or misfortunes of others

Fairness Impartial and just treatment or behaviour without favouritism or discrimination

Understanding sympathetic awareness, insight or good judgement

Integrity being honest and having strong moral principles



Respect



Effective



Compassion



Fairness



Understanding



Integrity

Who is CJS here for

CJS is here for everyone who has experience of the justice system in Scotland; victims, people who have been convicted and those who have been imprisoned, practitioners and professionals within the criminal justice system, members of the Scottish Government, policy makers and legislators but most importantly the population of Scotland which needs to be assured that the system of justice here is fair, safe and effective.



Unpaid Work Team clearing an area of Tollcross Park, with unpaid work supervisor. From [Capturing Community Justice Flickr photo bank](#).

What we intend to achieve this year

Outcome (Corporate Plan 2023/26)	This year we will focus on making these impacts
<p>Outcome 1</p> <p>(Aligned to statutory functions 2 and 3 and National Strategy Aims 1, 2 and 3). The community justice model is more effective across Scotland, with improved approaches developed, supported and implemented.</p>	<p>1.1 CJS will provide CJPs with resources to support them in their CJ planning, monitoring, and reporting duties to support achievement of CJ outcomes.</p> <p>1.2 CJS will develop a project to further support s.26 reporting of achievement of CJ outcomes during 23/24.</p> <p>1.3 New arrangements for delivering improved voluntary throughcare and mentoring are fully established.</p> <p>1.4 CJS analyses where there are gaps across Scotland in meeting community justice outcomes and details how it works to support local CJPs to address these.</p>
<p>Outcome 2</p> <p>(Aligned to statutory function 1 and National Strategy Aim 2 and 4) Community justice is fully considered in emerging national policy and legislation</p>	<p>2.1 Policies and legislation that directly reflect input provided by Community Justice Scotland. This will apply specifically to RJ, Diversion from prosecution, bail and remand.</p>

<p>Outcome 3</p> <p>(Aligned to statutory function 4 and National Strategy Aim 4) People better understand and have confidence in community justice.</p>	<p>3.1 The evidence-base will show that people are more aware of community justice and the benefits it delivers.</p> <p>3.2 CJS is established as a trustworthy source of information on all matters relating to community justice. More people have accessed and have been positively influenced by our communication (2023/24 baseline).</p>
<p>Outcome 4</p> <p>(Aligned to statutory function 3 and National Strategy Aim 4) The community justice workforce is fully supported through access to a range of quality training, resources and services</p>	<p>4.1 CJS is established as a reliable and effective strategic partner within the justice sector and has delivered more high-quality training that reflects the needs and priorities of partner organisations and staff (2023/24 baseline)</p>

Deliverables	Outcome no.	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Provide support to local community justice partnerships to allow them to report on progress and enable CJS to report on the national picture of community justice.	1	→											
Monitor performance for each local authority area in relation to community justice and allow CJS to report assessment of performance.	1			→									
Deliver the strategic commissioning project for voluntary throughcare;													
– Run a grant process for the third sector to get high quality proposals for the new national voluntary throughcare service.	1		→										
– Recommend to the Cabinet Secretary for Justice which third sector partnership should receive the voluntary throughcare grant funding.	1		→										
– Ensure the transition from the current Public Social Partnership to the new voluntary throughcare partnership happens smoothly and the new service is up and running in Spring 2025.	1	→											

Deliverables	Outcome no.	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<ul style="list-style-type: none"> Finalise the CJS commissioning team and be ready to manage the voluntary throughcare grant and support the new national voluntary throughcare partnership. 	1		→										
We will undertake two projects to support corporate delivery:													
<ul style="list-style-type: none"> Deliver corporate performance monitoring and reporting framework. 	1		→										
<ul style="list-style-type: none"> Deliver public sector equality duty requirements for CJS. 	1		→										
Test, develop and evaluate restorative justice practices across LA's throughout 24/25.	2	→											
Produce the national restorative justice framework.	2	→											
Launch a Restorative Justice education module and communicate it with our partners widely.	2	→											
Provide rapid support and analytical work to SG, COPFS and other partners to provide solutions to address prison population.	2	→											

Deliverables	Outcome no.	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Deliver justice social work training on new Bail test. *Dependent of SG guidance being published	2	→					*							
Work with partners to implement the release planning duty as part of the bail and release act.	2		→											
Monitor the impact of diversion and outcomes for people who have been diverted (In partnership).	3	→												
Develop a communications plan to re-launch the Diversion guidance, including education if required on new processes.	3	→												
Use efficient alternative opportunities for raising community justice profile with the public.	3		→											
Launch the online services tool for Sheriffs / Defence lawyers and others.	3	→					- - - - - →							

Deliverables	Outcome no.	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Consult and deliver on a new Learning and Development Strategy to ensure training supports the new justice strategy.	4		→											
Develop the information to support the Strategic Planning Training Group for Justice Social Work.	4		→											
Publish and implement the findings of the training needs assessment.	4	→												
Develop and publish a combined course planner.	4		→											
With partners agree and develop products for staff involved in diversion from prosecution.	4	→												
Support local areas in implementing Caledonian Domestic Abuse Programme- for perpetrators, survivors and children*.	4	→												
Develop a new framework to reduce the reporting duties on local areas for Caledonian domestic abuse data.	4	→												

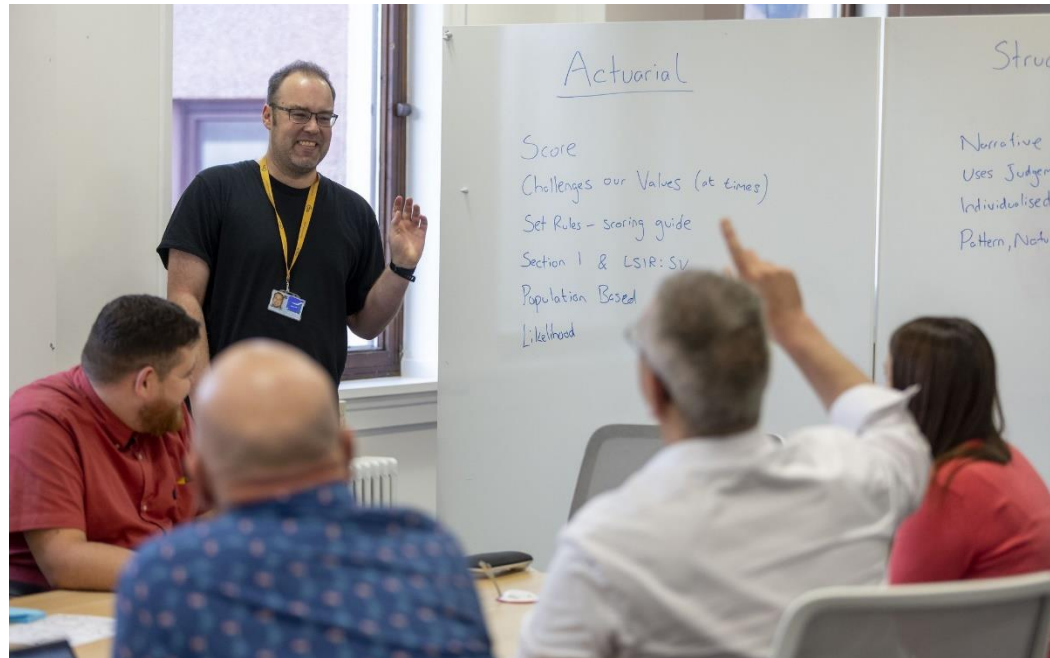
Deliverables	Outcome no.	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Develop additional Caledonian Domestic Abuse training course to support managers in Local Authorities.	4	→											
Implement Caledonian networking events for Caledonian women’s worker and children’s workers.	4	→											
Implement a workshop series (for students and practitioners) with Dundee University on working with perpetrators of abuse.	4	→											

Business as Usual

In addition to the priority activities CJS is required to undertake a number of statutory and regulatory functions, which are essentially business as usual for the organisation.

They include:

- Annual Report & Accounts
- Business Management
- Business Planning
- Commissioning
- Communications
- Digital
- Finance
- Health & Safety
- Information
- Improvement
- National Training
- People
- Policy
- Project Management
- Risk
- Statutory Reports
- Training & Learning



Our LDI team provide training for Scottish social work and many other justice sector professionals across a range of areas. Photo from [Capturing Community Justice Flickr photo bank](#).

Our budget 2024/25

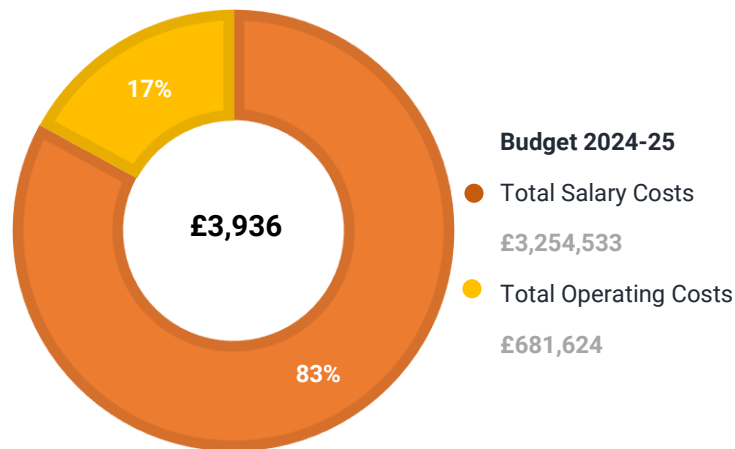
CJS is funded by the Scottish Government through grant-in-aid.

Currently, funding settlements for central government public bodies are on an annual basis. For 2024-25, CJS will receive core funding of £3.216 million as well as additional funding support for Restorative Justice (£0.310 million) and Caledonian System Training (0.410 million).

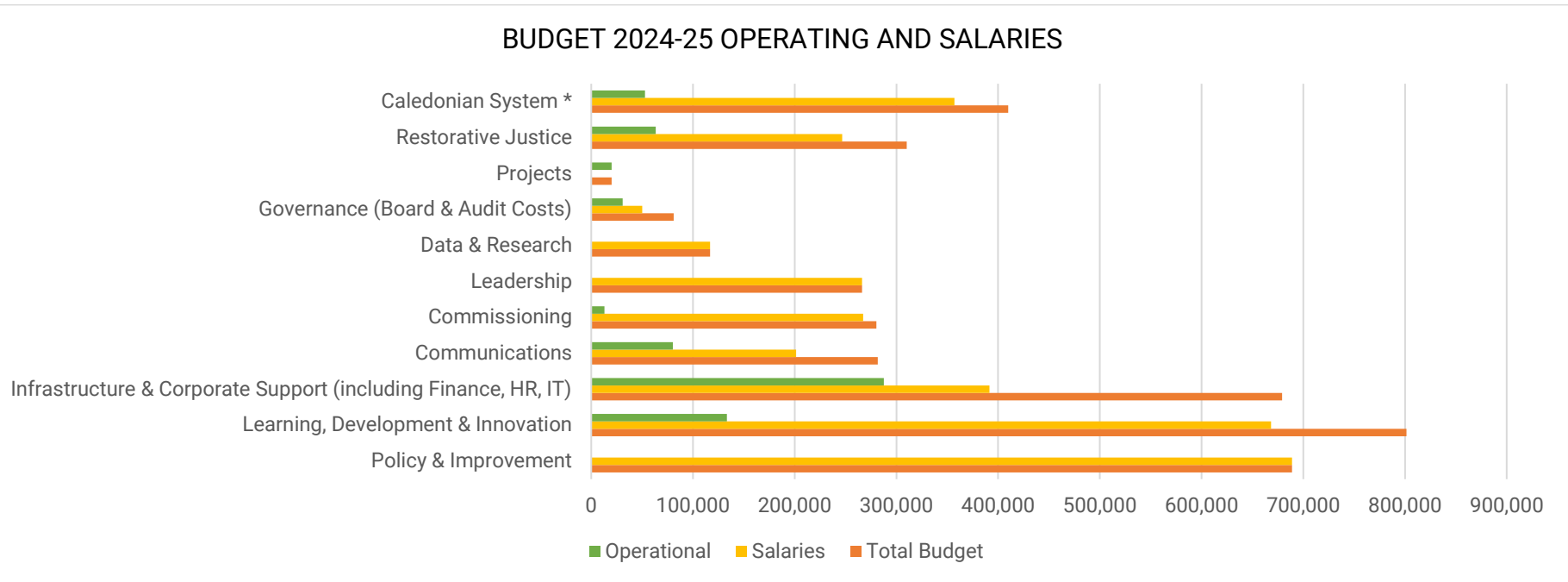
The total 2024/25 budget of £3.936 million is made up of £3.254 million for salaries and £0.682 million for operational expenditure.

A breakdown of planned expenditure for 2024/25 is shown here;

BUDGET 2024-25



BUDGET 2024-25 OPERATING AND SALARIES



Area	Total (£)	Salaries (£)	Operational (£)
Policy & Improvement	688,934	688,934	0
Learning, Development & Innovation	801,506	668,233	133,273
Infrastructure & Corporate Support (including Finance, HR, IT)	679,135	391,378	287,757
Communications	281,718	201,498	80,220
Commissioning	280,441	267,441	13,000
Leadership	266,284	266,284	0
Data & Research	116,926	116,926	0
Governance (Board & Audit Costs)	81,000	50,000	31,000
Projects	20,056		20,056
Restorative Justice	310,157	246,747	63,410
Caledonian System *	410,000	357,092	52,908
TOTAL	3,936,157	3,254,533	681,624

* Additional Caledonian System funding of £27,000 is being sought from the Scottish Government in order to allow for a fuller programme. The position on this is to be confirmed during the 2024/25 financial year.

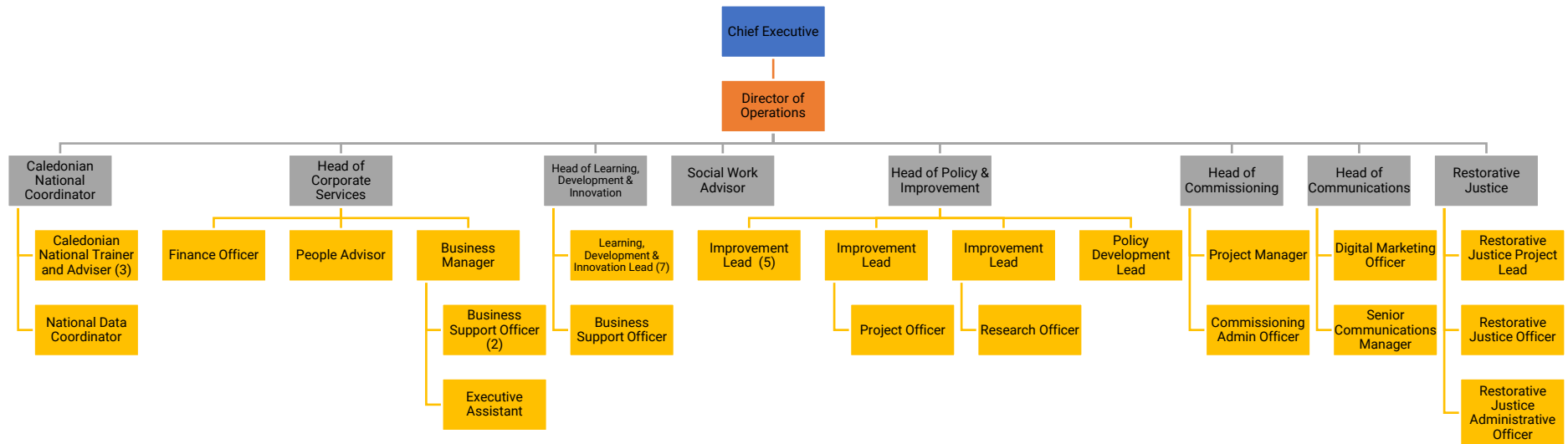
How we will report effectiveness

Our effectiveness will ultimately be measured by the impact we have on our mission to improve the justice system and bring increased benefit to all those involved in or affected by it.

We will report to the CJS Board on the impact CJS is having within the justice sector and society more generally. This will provide assurance that our work is delivering in line with this plan and highlight areas we need to improve.

Our progress against all the measures laid out in this plan will also be reported through our Annual Report and Accounts which are published each year.

APPENDIX 1 - Organisational Structure



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