



PEOPLE STRATEGY

2026-29



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Chief Executive Statement

At Community Justice Scotland (CJS), our people are at the heart of everything we do. Delivering on our corporate priorities depends on creating an environment where everyone feels valued, respected, and empowered to thrive.

People are complex—it is not just about tasks and rewards; it is about understanding what matters to individuals, recognising talent, and nurturing potential. CJS is more than an organisation with employees—we are a team united by shared values, diverse experiences, and a commitment to fairness and inclusion.

Our updated People Strategy sets out the vision for the organisation we want to be in 2026 and beyond. In a rapidly changing world, we know that our success depends on embedding **Fair Work framework**—effective voice, opportunity, security, fulfilment, and respect—into everything we do. This means ensuring that every colleague has a voice, equitable access to development, job security, and a workplace culture that promotes wellbeing and dignity.

We will strengthen **collaboration** and forge deeper **connections**—within our teams, across the justice sector, and with communities—because progress depends on partnership. By breaking down silos, fostering trust, and creating spaces for shared learning, we will harness collective expertise to deliver better outcomes and drive innovation.

Together, we can transform ideas into action and ensure that our work reflects the needs and voices of those we serve.

I am personally and wholeheartedly committed to leading this work. By combining a values-based approach with a wellbeing-first ethos, trauma-informed practice, and Fair Work framework, we will create a supportive, empowering, and high-performing organisation that reflects Scotland's ambition to be a Fair Work Nation.

Karyn McCluskey



Community Justice Scotland People Strategy 2026–2029

What is our vision

At Community Justice Scotland, as a small organisation, our people are central to delivering a fair, safe and effective system of community justice, and we take pride in the contribution we make to improving outcomes for individuals and communities across Scotland.

Our vision is to be a workplace where everyone feels valued, respected, and empowered, where people who share our values can do their best work and take pride in what they deliver.

We will support this by treating people fairly, investing in their development and wellbeing, encouraging learning and improvement, and promoting a healthy, flexible, and compassionate working environment.



What this strategy does

This strategy sets out how we will embed Fair Work principles and strengthen our values in practice to support delivery of our corporate strategy and organisational priorities.

It explains how we will build a skilled, supported and engaged workforce, using data and staff feedback to continuously improve and deliver the best outcomes.

All strategic aims will be underpinned by our commitment to Fair Work principles and our values.

Aim 1: Right People Right Roles - Ensure we have the right people in the right roles to deliver our goals, by supporting them effectively and developing their skills for the future.

Aim 2: Learning and Development - Support all staff to build the skills they need now and, in the future, so they can contribute fully and perform at their best.

Aim 3: Leadership, Culture and Wellbeing - Strengthen leadership and culture so staff feel supported, have a positive experience at work, and their wellbeing is promoted.

Aim 4: Inclusion and Equity - Create a fair, inclusive, and accessible workplace where everyone is respected and can succeed.

How this improves delivery

This strategy strengthens delivery by ensuring our people are skilled, supported and engaged to perform at their best, enabling consistent, high-quality outcomes.

By improving retention, building capability, and creating an inclusive working environment, we ensure we have the capacity and culture needed to deliver our organisational priorities effectively.

CJS Values & Fair Work Principles

CJS Value	Fair Work Principle
Respect	Pay at least the Real Living Wage
Compassion	Provide effective worker voice (e.g. union recognition)
Understanding	Invest in workforce development
Effective	Avoid inappropriate zero-hours contracts
Integrity	Tackle the gender pay gap and promote inclusion
Fairness	Offer flexible and family-friendly working from day one

Foundations

- Values-Based & Fair Work Embedded
- Staff Development & Opportunities
- Wellbeing & Security
- Inclusive & Respectful Workplace

Annual Staff Survey

CJS will conduct an Annual Staff Survey every year to measure performance indicators(PI). The survey will assess engagement in decision-making, respect and inclusion, wellbeing, workload manageability, clarity of organisational priorities, and equitable access to development opportunities. Results will be analysed and published internally, feeding directly into PI reviews and informing the annual action plan for continuous improvement.

“We will use data, staff feedback and regular review to continuously improve our approach and ensure we are delivering the greatest possible impact.”



Strategic Action Plan, Performance Measures, Risks, Outcomes and Reporting

People Strategy Action Plan

Strategic Aim	Outcome	Key Actions	Measures of Success	Key Measures (PIs)	Key Risks	Mitigation	Reporting & Frequency
1. Right People, Right Roles	We have a skilled, supported workforce able to deliver organisational priorities.	Strengthen recruitment, onboarding and role clarity	Vacancies filled more quickly	Staff retention rate (%)	High turnover in key roles	Strengthen employer brand and recruitment approach	Quarterly: retention, recruitment metrics
		Support staff to perform well	Improved retention	Time to fill vacancies	Difficulty attracting candidates	Improve onboarding and early support	Bi-annual: onboarding feedback
		Develop talent for future roles	Positive feedback on role clarity	Onboarding satisfaction Role clarity (survey score)	Inconsistent management practice	Regularly review retention data	Annual: staff survey
2. Learning and Development	Staff have the skills needed now and for the future and can progress.	Provide accessible learning opportunities	Increased learning uptake	Learning participation (%)	Lack of time or engagement in learning	Make learning flexible and accessible	Quarterly: participation & completion
		Build skills for current and future needs	Improved skills confidence	Completion of development plans (%)	Skills gaps persist	Embed development in regular conversations	Annual: skills confidence, progression analysis
		Encourage development conversations	Positive feedback on development	Skills confidence (survey)		Prioritise key skills areas	Annual: staff survey

3. Leadership, Culture and Wellbeing	Strong leadership, positive culture, and good staff wellbeing support high performance.	Set clear expectations for leaders	Improved engagement	Engagement score	Inconsistent management practice	Invest in manager development	Quarterly: absence, leadership activity
		Support managers to lead effectively	Positive feedback on leadership	Manager effectiveness score	Poor staff morale or burnout	Set clear expectations and accountability	Annual + pulse: engagement, wellbeing, management feedback
		Promote wellbeing and act on feedback	Better wellbeing indicators	Wellbeing score Sickness absence rate % managers trained in inclusive leadership	Poor staff morale or burnout	Monitor wellbeing and act early	Annual: staff survey
4. Inclusion and Equity	A fair, inclusive workplace where all staff can contribute and thrive.	Ensure fair and accessible practices	Improved diversity	Workforce diversity (%)	Lack of progress on diversity	Use data to track and act on gaps	Quarterly: recruitment diversity data
		Promote inclusive recruitment and progression	Positive feedback on inclusion	Inclusion score (survey)	Staff do not feel included	Strengthen inclusive practices and training	Annual: full equality dataset, Annual: staff survey inclusion survey
		Provide inclusion training	Reduced inequalities	Recruitment diversity		Engage staff in shaping improvements.	Report to Board annually

Cross-cutting actions(all aims)

Area	Actions	Risks	Mitigation
Fair Work	Embed Fair Work principles in all practices	Inconsistent application	Clear guidance, manager training, and regular review
Insight	Use staff feedback and data to improve	Low response or poor data quality	Keep surveys simple, share outcomes, act on feedback
Communication	Ensure clear and consistent communication	Staff not engaged or informed	Use multiple channels and regular updates

Area	Outcome	KPI	Reporting
Employee Voice	Staff feel heard and involved in decisions	Survey response rate (%) Participation in engagement activity	Annual survey + quarterly pulse checks “You said, we did” updates

Fair Work & Experience	Staff feel treated fairly and supported at work	Fairness score (survey) Overall employee experience score	Annual: staff survey
Continuous Improvement	Data and feedback drive ongoing improvement	% of actions completed from feedback Evidence of changes made	Quarterly review and reporting

Values in Action



Respect



Compassion



Understanding



Effectiveness



Integrity



Fairness

Me	Colleagues and Stakeholders
• I respect myself and my position in the CJS. • I am aware of my resilience levels and can identify when I need to take a break • I try to maintain a sense of compassion even when faced with adversity • I support compassion for others and do not take things at face value	• I respect colleagues' contribution • I challenge in an appropriate way when I see unfairness, injustice or discrimination • I empathise even when faced by injustice or wrongdoings • I take pride in making decisions and finding solutions • I encourage colleagues' contributions to the organisation

• I know when to ask for help • I consider asking for help as a sign of strength • I act in an effective and professional manner	
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