

4 February 2016

*Dear Christine*

When I appeared before the Committee on 6 October 2015 with regard to the Community Justice (Scotland) Bill, an undertaking was given to share with the Committee, ahead of stage 3, the contents of draft guidance relating to the implementation of the new model for community justice.

It is not possible to share the final guidance document at this stage as work is still ongoing to develop this. However, I am pleased to enclose a note on the development of the guidance, as well as notes on the National Strategy and the National Performance Framework. The notes include the purpose of the document; its audience; the membership of its governance and working groups; a summary of the expected content; and an outline of the engagement undertaken to date and yet to come.

I expect the final versions of the guidance, the National Strategy and the Performance Framework to be published in the summer, assuming that Parliament approves the Bill. The new model is due to become fully operational from 1 April 2017.

I trust that the enclosed notes provide clarity to the Committee on the expected content of the guidance, the Strategy and the Framework - and reassurance that we are working with a broad range of partners in developing them.

*Kindest regards*



**Paul Wheelhouse MSP**

## **DEVELOPMENT OF GUIDANCE FOR THE NEW MODEL FOR COMMUNITY JUSTICE**

### **Purpose of the guidance**

This guidance on the new model for community justice is intended to support statutory and other partners understand their respective roles under the new model for community justice and how they can contribute to improved Community Justice outcomes locally.

### **Audience for the guidance**

This guidance is aimed primarily at the statutory partners for community justice as outlined in the Community Justice (Scotland) Bill but will also be of relevance to the third sector, communities and other stakeholders with a role in improving community justice outcomes locally.

### **Governance arrangements**

The Redesign and Performance Management of Community Justice Project Board has oversight over this work. Membership of the Project Board is shown at Annex A.

A Guidance Sub Group, which sits within the Transition Workstream of the Redesign Project was established in July 2015. Membership of this group is drawn from key partners and stakeholders in community justice and is shown at Annex A.

The guidance will be submitted to Scottish Ministers for their sign-off.

### **Proposed contents of the guidance**

The draft guidance contents page, reflected at Annex B, was agreed by the Redesign and Project Management of Community Justice Project Board on 17 December 2015. The text has been developed further by the Guidance Sub Group and will be subject to further consideration in March as per the timetable outlined at Annex C.

The final detailed contents of the guidance will naturally be dependent upon the final conclusions of the legislative process.

### **Timeline for the production of the guidance**

Activity to date in development of the guidance is given on Table 1 in Annex C.

### **Taking the work forwards**

Work has begun within the Guidance Sub Group to populate and provide more information under each of the contents headings in tandem with the legislative process, the emerging National Strategy for Community Justice and the National Performance Framework for Community Justice.

The draft contents page has been shared on the Community Justice Redesign Scotland group on the Knowledge Hub ([www.khub.net/](http://www.khub.net/)).

Early consultation and engagement has taken place with a range of partners to ensure that the proposed contents of the guidance meets their requirements, either as proposed

community justice statutory partner under the Bill, as a partner in the provision of community justice services or as those with significant expertise in community justice.

Further engagement and consultation on the guidance will be overseen by the Redesign and Project Management of Community Justice Project Board and will be undertaken by the Transition group and the Guidance sub group over the coming months.

**The guidance will be issued following Royal Assent of the new legislation**

## MEMBERSHIP OF GOVERNANCE AND WORKING GROUPS

### Redesign and Performance Management of Community Justice: Project Board

COSLA  
Criminal Justice Voluntary Sector Forum  
Positive Prison? Positive Futures...  
SACRO  
West Lothian Council  
Social Work Scotland  
Scottish Prison Service  
NHS  
Police Scotland  
Fife & Forth Valley Community Justice Authority  
Lothian & Borders Community Justice Authority  
Care Inspectorate  
Scottish Government

### Guidance Sub Group (of Transition Working group)

The **Guidance Sub Group** has representation from the following:

- |   |   |
|---|---|
| • Scottish Government - Community Justice     | • Police Scotland                         |
| • Scottish Government - Community Empowerment | • Criminal Justice Voluntary Sector Forum |
| • Scottish Fire and Rescue Service            | • Local Authority Social Work             |
| • COSLA                                       | • CPP Managers                            |
| • Scottish Prison Service                     | • Community Justice Authorities           |
| • Positive Prison? Positive Futures...        | • SOLACE                                  |

Health & Social Care Integrated Joint Boards and Skills Development Scotland were also invited to attend this group and are copied into guidance correspondence for information.

### Transition Working Group

The **Transition group** has representation from the guidance group above plus the Scottish Local Government Partnership and Social Work Scotland. Other organisations are invited to attend as required (e.g. Audit Scotland, other Scottish Government divisions etc.).

## **DRAFT CONTENTS OF GUIDANCE**

**Please note that the guidance is still under development and is dependent on the outcome of the legislative process. Additional issues may be identified for inclusion either in the text or as appendices.**

### **Preface**

#### **1 Introduction & definition of community justice**

*Purpose of the document (or series of documents)*

*To give guidance on the new model for community justice so that statutory and other partners understand their respective roles and how they can contribute to improved community justice Outcomes (which will be covered more in 4 below).*

##### **What is Community Justice?**

*This will include a definition of community justice (final version agreed in Bill)*

##### **Proposed Duty of Cooperation**

*The new model for community justice requires community justice statutory partners to cooperate in the preparation, implementation and review of a Community Justice Outcomes Improvement Plan for the local authority area. This process must take due consideration of any national outcomes for Community Justice, the National Strategy for Community Justice and any additional information in relation to locally determined outcomes for community justice. Partners will determine and agree the availability of resources and the services required to deliver this plan, working collaboratively.*

#### **2 What this guidance will do**

*This guidance will provide support and advice to partners in the development of their Community Justice Outcomes Improvement Plans (CJOIPs) as required by the new model for community justice. It will outline their respective roles in relation to the new model for community justice. It will also outline the key features of the National Performance Framework and the National Strategy for Community Justice which should be taken into account by partners as they work collaboratively to achieve community justice outcomes locally.*

##### **Principles and Values**

*This section will outline a proposed approach for partners in developing their plans. The principles will align with those outlined in the National Strategy for Community Justice. It will also highlight the need to comply with equalities and human rights legislation and existing national standards for community engagement.*

#### **3 National Strategy for Community Justice**

*This section will outline the key themes of the strategy (when published).*

## **4 National Performance Framework for Community Justice**

*This section will outline the outcomes/indicators in the emerging national performance framework (when published) and how they will apply to the local Community Justice Outcomes Improvement Plan.*

## **5 Community Justice planning, performance management & reporting**

*This section will outline the process/timeline for the planning and review of Community Justice Outcomes Improvement Plan. It will outline the publication requirements for these plans. It will outline that local plans (or elements of such plans) may apply across local authority areas where the local statutory partners agree to do so. It will also highlight links with other relevant planning processes and strategies that partners will need to be aware of when planning such as youth justice, or the impact of the community justice system on children and families*

## **6 Community Justice partnership working**

*This section will set out who the statutory partners in community justice planning are. It will also provide links to other key partners involved in community justice.*

*This section will provide details about the roles of the individual organisations who are community justice partners and the particular focus they currently have on community justice. Similar details will also be provided for other relevant key partners and partnerships.*

*This section will also provide a summary of the potential roles for community justice partners in relation to planning and delivery of community justice services, so that other partners can ensure that their activities complement and add value to this. It will also provide advice and examples of best practice about partnership working and how to ensure this is carried out effectively.*

## **7 Engagement**

*This section will reference the National Standards for Community Engagement (consultation, engagement and participation) which are the basis for the Local Outcomes Improvement Plans under the Community Empowerment (Scotland) Act 2015, noting that these Standards are currently being refreshed. This guidance will outline how these Standards will apply to community justice and the need to also engage with people with convictions, victims and their respective families and third sector and the judiciary locally as appropriate. It will also outline the key groups or communities of interest for the community justice statutory partners to work with locally, including the following:*

- **Communities**
- **Victims and their families**
- **People who with a history of offending or with convictions and their families**
- **Local third sector organisations**
- **Community bodies**
- **Local businesses**

## **8 Pathways through the Justice System**

*This section will briefly outline how some people become involved with the community justice system (early life experiences; poverty; substance misuse; domestic violence; parental imprisonment; mental health; peer pressure etc.). It will identify gender specific issues and will outline and provide links to alternatives to prosecution and custody which exist. This information may be placed in an appendix rather than in the body of the document.*

## **9 Community Justice Resources**

*This section will provide information on the collaborative approach to be considered by the statutory community justice partners in addressing the issues raised in the local Community Justice Outcomes Improvement Plan.*

## **10 Relationship with the national body Community Justice Scotland**

*This section will briefly outline the role of Community Justice Scotland in relation to the statutory community justice partners and the local Community Justice Outcome Improvement Plans. It will also outline the role and responsibility of Scottish Government in relation to community justice. This may be incorporated into an earlier section of the guidance*

**Proposed Appendices** *(these may alter as the information may be footnoted or included in the body of the document and other items may be added)*

<b>A</b> National Strategy for Community Justice (a link to the published strategy)
<b>B</b> National Performance Framework (a link to the published framework)
<b>C</b> Planning timeline (publication/annual review)
<b>D</b> Contacts (a list of useful websites)
<b>E</b> Local Planning Context (how Community Justice Outcomes Improvement Plans will align with Local Outcomes Improvement Plans)
<b>F</b> Resources (including Funding)
<b>G</b> Other relevant legislation and strategies ( e.g. for legislation - Community Empowerment (Scotland) Act; Social Work (Scotland) Act; Management of Offenders Etc. (Scotland) Act; e.g. for strategies – Scotland Performs; Reducing Reoffending: National Strategy for the Management of Offenders)
<b>H</b> Model template for Community Justice Plan (advisory only). This has been requested by Community Planning Partnership Managers. It will cover outline a proposed approach to community justice planning.

**Table 1: Consultation, development and engagement activity completed, underway and planned on guidance requirements**

<b>Activity</b>	<b>Status/timescale</b>
National Community Justice transition event - April 2015	Complete
Initial meeting of Guidance group workshop - 22 July	Complete
Criminal Justice Voluntary Sector Forum (CJVSF) discussion on guidance requirements - 27 July 2015	Complete
Meeting of Guidance sub group 8 September	Complete
National Community Justice Transition event on 1 October 2015 - workshop session on future guidance requirements	Complete
Meeting of Guidance group 3 November 2015	Complete
COSLA Community Justice Sub Group (elected members) 13 November 2015 on guidance requirements	Complete
Community Justice Transition workstream 16 November 2015	Complete
COSLA Community Well-Being Executive (elected members) 3 December 2015	Complete
Community Planning Partnership Managers National Network - workshop 4 December 2015	Complete
Redesign and Performance Management of Community Justice Project Board - 17 December 2015 - guidance contents	Complete – scope of contents approved
Publication of contents page on Community Justice Redesign Knowledge Hub	Complete
Meeting of Guidance group 8 January 2016 Development of detailed guidance based on agreed contents structure (version 1)	Version 1. Shared with Guidance and Transition groups for further comment and input.
Meeting of Transition group 11 January 2016	Input to version 1 draft.
Consultation on working version 1 with Transition Group and Guidance group 8 January -22 January 2016	Comments and edits received from representatives of COSLA, SLGP, CJAs, SPS, SOLACE, Scottish Government (Community Empowerment), CJVSF, CPP Managers and Positive Prison/Positive Future (for service users). These comments will be incorporated into working version 2.
Draft guidance structure and narrative to Scottish Parliament Justice Committee for information	<i>Date tbc</i>
Development of Version 2 guidance	w.c. 25 January – 15 February 2016
Project Board update on guidance	28 January 2016
Meeting CJVSF representatives on third sector role	29 January 2016



Version 2 to Guidance Group	22 February 2016
Version 2 to Transition Group	29 February 2016
Draft guidance version 2 to Redesign and Performance Management of Community Justice Project Board for comment and sign-off for wider consultation	4 March 2016
Version 3 placed on CJ Redesign Knowledge Hub for wider consultation	w.c. 7 March 2016
Further engagement/consultation activity based on version 3 comments and feedback, including further oversight by Redesign and Performance Management of Community Justice Project Board	Tba April – May 2016
Sign-off of Guidance by Minister and endorsement by statutory partners	Tba May/June 2016
<b>Publication of Guidance</b> (following Bill enactment)	Tba - June 2016 <b>indicative timeline</b>

# **DEVELOPMENT OF THE NATIONAL STRATEGY FOR COMMUNITY JUSTICE**

## **Purpose of the Strategy**

The Community Justice (Scotland) Bill places a duty on:

- statutory community justice partners, to have regard to the strategy when developing their community justice outcomes improvement plans, and
- Community Justice Scotland when preparing their corporate plan.

The national strategy will provide a vision for community justice in Scotland. It will help partners to prioritise key areas which they will address in partnership, through an approach which is both outcomes-focused and evidence-based. It will recommend evidence-based actions to help community justice partners improve community justice outcomes while retaining the flexibility to adapt to individual local needs and circumstances.

## **Audience for the Strategy**

In addition to the statutory community justice partners and Community Justice Scotland, there is a diverse range of other partners in community justice, including the third sector, employers and community bodies. It will be beneficial for these groups to see the strategic direction of the community justice sector to enable them to align their own planning in a manner which adds most value.

## **Governance arrangements**

The Redesign and Performance Management of Community Justice Project Board has oversight over this work. Membership of the Project Board is shown at **Annex A**. A National Strategy for Community Justice Steering Group was established on 19 March 2015. Membership of this group is drawn from key partners and stakeholders in community justice and is also shown at **Annex A**.

The strategy will be endorsed by key partners before being published by Scottish Ministers.

## **Engagement**

The strategy is being developed collaboratively with stakeholders, not least through the membership of the National Strategy for Community Justice: Steering Group.

COSLA officials have played an important role in the strategy's development and, in recognition of this collaborative approach, the Local Government Spokesperson for Community Wellbeing and Safety, Cllr Harry McGuigan has stated that he is very pleased with how the strategy is being developed.

In October and November 2015, engagement events were carried out in Aberdeen, Glasgow, Dumfries, and Edinburgh. Over 400 delegates attended from a wide range of sectors, including statutory and non-statutory community justice partners, community bodies, people with convictions, councillors and Members of the Scottish Parliament, Paul Wheelhouse MSP and Dr Elaine Murray MSP.

These events enabled a broad range of stakeholders to ensure their voice was heard in the strategy development process and provided a lot of useful information about what

should be addressed in the strategy. The events were very positively received by attendees, including Dr Elaine Murray MSP who stated in the Community Justice (Scotland) Bill: Stage 1 Debate:-

*“I was one of the people who attended the strategy consultation day in Dumfries. I believe in giving congratulations when they are due: I thought that it was a very good example of local engagement and I found it to be extremely informative. The feeling that I got from the other participants was that they, too, appreciate the opportunity to contribute to the discussion on what should be in the national strategy and the performance framework.*

In addition to this, in January/February 2016 sessions are being carried out with the public including people with convictions, their families, and victims of crime, to ensure that the voice of people in communities is heard in the strategy’s development.

## **Content of the Strategy**

Throughout the strategy’s development, four main themes have emerged where work is required to improve community justice outcomes:-

- **Improved public understanding and participation** - This section is focused on increasing awareness of community justice issues to improve understanding and reduce stigma; as well as strengthening participation in the planning, delivery and evaluation of community justice services and policy.
- **Strategic planning and partnership working** – In the new model for community justice, a wide range of partners, both statutory and non-statutory, will work together to improve community justice outcomes. This section of the strategy focuses on how to ensure these partners work together effectively, that there is strong leadership at national and local level, resources are used strategically, and that there is a well-trained and effective community justice workforce
- **Effective use of evidence-based interventions** – This section focuses on ensuring that fewer people are imprisoned and fewer people return to prison. To this end, it recommends improvement actions to ensure the delivery of effective, evidence-based interventions at all appropriate points in the criminal justice system, as well as adopting a person-centred approach, tailored to meet the differing demands of specific groups and focused on getting individuals into support.
- **Improving access to services** – The evidence is clear that access to services such as housing, welfare and healthcare are critical to reintegrating people who have committed offences and ensuring that they do not reoffend. This section is focused on ways to make equal access to services a reality.

## **Timeline**

Activity to date in development of the strategy is given in Table 1 in **Annex B**.

**The National Strategy for Community Justice will be launched following Royal Assent of the Community Justice (Scotland) Bill.**

**Annex A**

## **MEMBERSHIP OF GOVERNANCE AND WORKING GROUPS**

### **Redesign and Performance Management of Community Justice Project Board**

Care Inspectorate  
Community Justice Authorities  
COSLA  
Criminal Justice Social Work  
Criminal Justice Voluntary Sector Forum  
NHS Scotland  
Police Scotland  
Positive Prison? Positive Futures...  
SACRO  
Scottish Government  
Scottish Prison Service  
Social Work Scotland

### **National Strategy for Community Justice: Steering Group**

The Steering Group has representation from the following:

- CPP Managers
- Scottish Prison Service
- Positive Prison? Positive Futures...
- Criminal Justice Voluntary Sector Forum
- COSLA
- Office of the Chief Social Work Advisor
- Police Scotland
- Skills Development Scotland
- Social Work
- Academia
- Health Boards
- Scottish Government - Community Justice Division / Justice Analytical Services

**Table 1: Consultation, development and engagement activity completed, underway and planned**

<b>Activity</b>	<b>Date</b>	<b>Status/timescale</b>
Initial meeting of Strategy: steering group	March 2015	Complete
Second meeting of Strategy: steering group	May 2015	Complete
Third meeting of Strategy: steering group	July 2015	Complete
Fourth meeting of Strategy: steering group	August 2015	Complete
National Community Justice transition event - Workshop on National Strategy for Community Justice	October 2015	Complete
Criminal Justice Social Work: Conference: Workshop on National Strategy for Community Justice	October 2015	Complete
Fifth meeting of Strategy: steering group	October 2015	Complete
National Strategy for Community Justice: Engagement event: Aberdeen	October 2015	Complete
National Strategy for Community Justice: Engagement event: Glasgow	November 2015	Complete
National Strategy for Community Justice: Engagement event: Dumfries	November 2015	Complete
National Strategy for Community Justice: Engagement event: Edinburgh	November 2015	Complete
CPP Managers Network: Workshop on strategy	December 2015	Complete
Sixth meeting of Strategy: steering group	January 2016	Complete
Engagement with Scottish Women's Aid	January 2016	Ongoing
Engagement with Statutory Partners Group	January 2016	Ongoing
Public engagement sessions	January-February 2016	Ongoing
Draft strategy structure and narrative to Scottish Parliament Justice Committee for information	February 2016	Ongoing
Sixth meeting of Strategy: steering group	February 2016	Ongoing
Further engagement with partners	February - April 2016	Ongoing
Sign-off of Strategy and endorsement by partners	TBC – approx. May 2016	
Publication of Strategy (following Bill enactment)	TBC – approx. June 2016	

# **DEVELOPMENT OF NATIONAL OUTCOMES, PERFORMANCE AND IMPROVEMENT FRAMEWORK FOR THE NEW MODEL FOR COMMUNITY JUSTICE**

## **Purpose of the framework**

The Community Justice (Scotland) Bill provides the statutory community justice partners with a mechanism to monitor continuous improvement through effective planning and performance management. A key element of this is the Outcomes, Performance and Improvement Framework.

The Outcomes, Performance and Improvement Framework sets out the outcomes required, together with tools to support the improvement in community justice to achieve the vision presented in the National Strategy.

It provides community justice partners and Community Justice Scotland with real opportunities to measure progress, drive improvement, offer consistency and transparency and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness. It allows community justice partners and Community Justice Scotland to report on achievements as well as identify issues and blockages.

## **Audience for the framework**

The framework is aimed primarily at the statutory community justice partners as outlined in the Community Justice (Scotland) Bill. Community Justice Scotland will use the framework in its performance improvement function. The framework will also be of relevance to the third sector, communities and other stakeholders with a role in improving community justice outcomes locally.

## **Governance arrangements**

The Redesign and Performance Management of Community Justice Project Board has oversight over this work. Membership of the Project Board is shown at **Annex A**.

An Outcomes, Performance and Accountability Working Group, reporting to the Project Board was established in November 2014. Membership of this group is drawn from key partners and stakeholders in community justice and is also shown at **Annex A**. The remit of this working group is to draft the Outcomes, Performance and Improvement Framework for Community Justice. This framework will then be presented to the Project Board before final approval by Scottish Ministers by the end of March 2016. Scottish Ministers have ownership of the framework.

## **Engagement**

Extensive consultation and engagement has been on-going since August 2014 on the outcomes and indicators relevant for all in community justice. It was important to have the broadest possible engagement to ensure that the framework provides a solid base for improvement action to take place across Scotland.

A set of draft outcomes<sup>1</sup> and potential indicators were put forward to be tested with partners. This exercise consisted of initial collaborative work with a small number of 'early adopter' community planning partnership areas (West Dunbartonshire, West Lothian, Fife, Borders and Aberdeen) in order to step through the practical implications of implementing the new model and using the framework for performance reporting.

The working group met on 27 January 2016 to consider the progress to date on the framework and to provide further input to the likely indicators in support of the outcomes.

The Care Inspectorate will be developing the self-evaluation framework, engaging with a number of areas across Scotland to do so.

### **Proposed contents of the framework**

The framework has been developed based on best current available evidence and as evidence and policy develops, the framework will be reviewed and updated as required. The Community Justice (Scotland) Bill allows for this and the work will be led by Community Justice Scotland on behalf of Scottish Ministers.

The proposed contents of the framework, with explanation are shown at **Annex B**.

### **Timeline for the production of the framework**

The timeline for the production of the framework is shown at **Annex C**. Publication is due for June 2016, with official launch in October; to be co-ordinated with the publication of the national strategy and guidance.

### **Taking the work forwards**

The Outcomes, Performance and Accountability Working Group will continue to refine the outcomes and indicators over the coming weeks.

The draft framework will be collated by the redesign project team, reported to the Redesign and Performance Management Project Board and onwards to Scottish Ministers.

The self-evaluation and inspection development will proceed post publication of the framework which requires to have the approach to these in its first iteration.

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<sup>1</sup> The “**nationally-determined outcomes**” in the Bill are more usually referred to during the project activity as **common outcomes** across Scotland but applicable down to the local level.

## **MEMBERSHIP OF GOVERNANCE AND WORKING GROUP**

### **Redesign and Performance Management of Community Justice Project Board**

The Project Board has representation from the following:

Care Inspectorate  
Community Justice Authorities  
COSLA  
Criminal Justice Social Work  
Criminal Justice Voluntary Sector Forum  
NHS Scotland  
Police Scotland  
Positive Prison? Positive Futures...  
SACRO  
Scottish Government  
Scottish Prison Service  
Social Work Scotland

### **Outcomes, Performance and Accountability Working Group**

The Working Group has representation from the following:

Association of Local Authority Chief Housing Officers (ALACHO)  
Care Inspectorate  
Community Justice Authorities  
Community Planning Managers Network  
COSLA  
Criminal Justice Social Work  
Criminal Justice Voluntary Sector Forum  
Improvement Service  
NHS Scotland  
Risk Management Authority Scotland  
SACRO  
Police Scotland  
Scottish Government  
Scottish Prison Service  
Social Work Scotland



## Contents of the Outcomes, Performance and Improvement Framework

It is expected that the framework will include:

- An introduction;
- Quality statement and quality principles for community justice;

*These documents look to align all activity to 3 quality ambitions to deliver an integrated and localised approach to Community Justice.*

- The set of “nationally-determined” outcomes and indicators;

*This section will list the Outcomes and Indicators which will be common across Scotland, applicable at a local level. The outcomes and indicators are those as described in the Community Justice (Scotland) Bill, as introduced and up to Stage 2, as “nationally-determined”.*

*The wording on these outcomes is being finalised. The outcomes are currently being presented as ‘Structural’, relating to the provision of community justice services and ‘Person-Centric’, for people with convictions or a history of offending and others affected by offending.*

*Indicators are under development with a focus on different types of indicators (purely quantitative, narrative – combining quantitative and qualitative and contextual information) to reflect good practice, allow for benchmarking and setting achievements or issues in context.*

- Approach to evaluation

*The Scottish Government published a 5 step approach to evaluation on ‘Designing and Evaluating Behaviour Change Interventions’. This will be included in the Performance Framework to allow service providers and funders use a set evaluation process to promote behaviour change.*

<http://www.gov.scot/Resource/0047/00472843.pdf>

- The approach to scrutiny and inspection

*The framework will include an agreed approach to scrutiny and inspection. The Care Inspectorate have been engaged to develop the multi-agency, joint approach to scrutiny and inspection for community justice under the new model. This will include a self-evaluation improvement framework for community justice.*

- Performance processes

*This section will contain a graphic and explanatory text on how the different elements of the outcomes, performance and improvement framework will operate together. Deeper information will be given in guidance.*

**Timeline for the production and launch of the performance framework**

August 2014-present	On-going with broad range of stakeholders on the outcomes and indicator in the framework
August-December 2014	Logic model sessions
September – December 2014	Refinement of logic model
November 2014	Outcomes, Performance and Accountability Working Group meet to agree the workstream definition of the outcomes, performance and improvement framework
November 2014-present	On-going meetings and sessions with the Outcomes, Performance and Accountability Working Group
November 2014-present	Performance management updates given to the Redesign and Performance Management of Community Justice Project Board
March-December 2015	Draft Quality Principles produced
March-December 2015	Draft Quality Statement produced
May 2015	Outcomes, Performance and Accountability Working Group adopt the Justice Analytical Services 5-step approach to evaluation
August 2015	Redesign and Performance Management of Community Justice Project Board endorse the approach to scrutiny and inspection for community justice
September 2015 – January 2016	Prototyping (testing) process for outcomes and indicators with 5 CPP areas
November 2015 – November 2016	Care Inspectorate development of self-evaluation framework
27 January 2016	Workshop with the Outcomes, Performance and Accountability Working Group
27 January – End February 2016	Finalisation of outcomes and indicators by Outcomes, Performance and Accountability Working Group
February – May 2016	Finalisation of framework and discussion at Redesign and Performance Management of Community Justice Project Board and with key partners
May 2016	Sign-off of framework
June 2016	Publication of framework
October 2016	Official launch of framework
November 2016 onwards	Launch and Implementation of self-evaluation improvement framework for community justice in Scotland
TBC	Care Inspectorate development of multi-agency joint inspection for community justice