

Justice Outcomes Group

Terms of Reference

Purpose

1. The paper sets out draft Terms of Reference for the Justice Outcomes Group.

Comments

2. A draft remit and membership for the Justice Outcomes Group was circulated widely to Justice organisations in recent months. This has now been expanded to become a Terms of Reference in the format of a formal programme document.

Recommendation

3. That the Justice Outcomes Group approve the attached Terms of Reference.

**Don McGillivray
Outcomes Transition Team
June 2010**

Justice Outcomes Group

Terms of Reference

June 2010

Version 1.0

Background

1. A review of Justice governance was conducted during 2009. The conclusion of the review was that several existing national governance structures should be replaced. The review proposed a new structure based on a small number of outcome-focused programmes, delivered in partnership by justice organisations, overseen by a top level Justice Outcomes Group.

Objective

2. The main objective of the Justice Outcomes Group is to provide top level leadership across justice organisations to drive progress towards achievement of the National Outcomes, in particular:

- We live our lives safe from crime, disorder and danger.(National Outcome 9)
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. (National Outcome 11)
- Our public services are high quality, continually improving, efficient and responsive to local people's needs. (National Outcome 15)

Remit

3. The remit of the Justice Outcomes Group is to:

- Identify priorities within the justice system to support the Scottish Government's National Outcomes
- Oversee the operation of a set of programmes linked to those priorities, taking an overview of outputs and whether the programmes are achieving the aims set for them
- Ensure that the programmes are focused on making a positive impact on the citizen as well as on justice
- Work in partnership to remove barriers to achieving the priorities and programme objectives
- Develop methods for aligning individual business plans and resource decisions to overall system needs and programme objectives
- Maintain a strong focus on costs, benefits and value for money
- Identify significant long-term changes in the justice environment and ensure these are factored into work in programmes and organisations
- Encourage collective dialogue of significant current issues

Membership

4. The proposed membership is:

Stella Manzie	Director General, Justice and Communities Scottish Government
Catherine Dyer	Crown Agent
Eleanor Emberson	Chief Executive, Scottish Court Service
Willie Pretswell	Chief Executive, Scottish Prison Service
Mary Pitcaithly	Chief Executive, Falkirk Council
Lindsay Montgomery	Chief Executive, Scottish Legal Aid Board
Netta McIver	Scottish Children's Reporter Administration
Chief Constable David Strang	Association of Chief Police Officers Scotland
Councillor Helen Wright	Community Justice Authorities
Richard Henderson	Scottish Committee of the Administrative Justice and Tribunals Council
Kenneth Hogg	Director, Safer Communities, Scottish Government
Sarah Smith	Director, Children, Young People and Social Care, Scottish Government
Dr Harry Burns	Chief Medical Officer
Bridget Campbell	Director, Justice Programme Sponsor, Making Justice Work programme
Programme Sponsor	Reducing Offending programme
Programme Sponsor	Promoting Positive Behaviour programme
Programme Sponsor	Reassuring the Public programme

5. Two judicial figures will be asked to act as advisers to help the group form proposals which take a rounded view of the justice system and to ensure effective communication between the executive and the courts. They will not formally be members or be party to decisions, in line with advice provided by the Lord President.

Lord Reed	Judicial Adviser
Sheriff Mackie	Judicial Adviser

Scope and Structure

6. The Justice Outcomes Group (JOG) will be supported by a small number of outcome-focused programmes. An early task for the Group will be to agree what these programmes should be.

7. At present the programmes that it is proposed should report to the JOG are:

Reducing Offending

Pulling together existing activities on prevention, diversion and enforcement into a coherent whole and identifying effective interventions based on the available evidence of what works.

Promoting Positive Behaviour

Providing a strategic focus on the cultural and social changes necessary to deliver National Outcomes 9 and 11.

Making Justice Work

Focusing on the efficiency and effectiveness strands of civil and criminal justice to deliver a consistent and coherent programme of structural, system and process improvements. This will improve both value for money and outcomes.

Reassuring the Public

Delivering Justice services that are responsive to the public, accessible when people need them and that are communicated effectively.

8. In addition, it is proposed that the existing **Reducing Reoffending Programme** should come within the scope of the JOG's work.

Constraints

9. The most readily identifiable constraints are:

- The need to respect the independent status, role and accountabilities of the individual members
- The projected tightening financial environment
- The need for agreement with a range of social policy interests to the scope of work of several of the programmes which reach beyond activity within justice organisations
- The need to respect the division of responsibilities between national bodies and local bodies

Roles & Responsibilities

Role	Key Responsibilities
Justice Outcomes Group	<ul style="list-style-type: none"> ▪ Providing leadership and strategic direction to the justice outcomes process ▪ Making collective decisions on matters within its own authority; or making collective recommendations to Ministers and other bodies to which individual organisations are accountable ▪ Establishing the Programmes ▪ Approving Programme Briefs ▪ Overseeing progress against top-level plans and objectives ▪ Sign-off on completed plans and deliverables, where appropriate ▪ Agreeing other programme documentation ▪ Directing specific top-level action to address key needs or risks e.g. on financial issues ▪ Assuring that the programmes remain on course to produce deliverables of the required quality ▪ Ensuring there is consideration of risk at the outset and at subsequent key points in the programme lifecycle ▪ Ensuring all relevant stakeholders are given appropriate opportunities to contribute
Programme Sponsor (Chair of Justice Outcomes Group)	<ul style="list-style-type: none"> • Directing the Justice Outcomes Unit on behalf of the JOG • Ensuring the business of the JOG is dealt with efficiently and effectively within the agreed remit • Keeping top-level governance under review and bringing proposals for change to the JOG • Leading communication of the work of the JOG and the Programmes
JOG Members	<ul style="list-style-type: none"> • Representing their organisation's interests within the JOG • Understanding the views and interests of member organisations or networks and representing these wider interests at the JOG as far as possible • Leading or contributing to work mandated by the JOG where appropriate • Providing effective scrutiny of the programmes and other matters within the JOG's remit • Communicating the decisions of the JOG and the direction of its work within their organisation and/or network
Justice Outcomes Unit Manager	<ul style="list-style-type: none"> • Drafting top level programme documentation for approval by the JOG • Supporting the programme sponsor and the JOG with arranging meetings, progressing business between meetings, etc • Establishing programme discipline across the programmes • Day to day maintenance of programme documentation • Day to day Interface with all key Stakeholders

Governance Structure

10. *See Appendix A*

Reporting

11. Members of the JOG will be responsible for reporting to the governance structures within their own organisations in the manner they deem most appropriate. For example, Chief Executives of Agencies will be responsible for deciding what needs to be reported to or agreed with their Boards. There will be regular updates from each of the programmes to the JOG for each meeting.

Meetings

Type	Justice Outcomes Group
Frequency	Every 2-3 months
Purpose	Managing overall progress of programmes

Type	Programme Board Meetings
Frequency	Every 2-3 months for each programme
Purpose	Managing progress within individual programmes

12. Programme documentation will be stored electronically on Objective within the Scottish Government.

Deliverables

13. Tangible deliverables will be identified as the work of the JOG progresses. The JOG is also intended to deliver:

- Effective top-level communication between justice organisations on progress towards outcomes and key issues of mutual interest
- A common understanding of priorities within justice organisations, and of any conflicts
- Action to address top level risks to the achievement of outcomes
- Action to prepare for a tighter financial environment

Success Criteria

14. The programme will be considered a success when:

- There are measurable improvements in justice outcomes
- There is a clear plan to operate within a tighter financial environment that minimises negative impacts on outcomes
- Justice organisations operate effectively together and have an understanding of common priorities and goals
- Activity within justice organisations is aligned to those common goals and to outcomes

Assumptions

15. The key assumptions are:

- The objectives of the programmes can be delivered within a tightening financial environment
- All stakeholders work together and share information to achieve objectives of the JOG
- Stakeholders will give appropriate priority to ensure delivery of objectives within an agreed timescale

Key Milestones

17. An overall timeline is being discussed at the first meeting of the JOG. Once this is agreed key milestones will be extracted into these Terms of Reference.

APPENDIX A



