



**ACADEMY for
JUSTICE COMMISSIONING**

Business Plan

2013 / 14

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Business Plan

1. Introduction

The Academy for Justice Commissioning was formed in September 2007 and seeks to identify and promote excellence in justice commissioning. By setting standards and raising commissioner capability we will support the transformation of justice services to deliver best value and enable improved effectiveness and increased public confidence in the justice system.

The Academy continues to grow from strength to strength and our successes in the last year include:-

- **Growing our membership by a further 24%** from April 2012 to March 2013, increasing members from 1277 to 1578. Membership encompasses all sectors with 48% coming from the MOJ and its agencies (NOMS, Probation Trusts, HMPS, Legal Aid Agency and HMCTS), and the remainder derived from other public sector agencies, providers and VCSE's. Our broad membership base encourages networking and sharing of best practice. See Appendix 1 for further details.
- The Academy successfully introduced **Learning Groups** in 2012 and **currently have 50 members participating** in various groups. These are self directed, supported learning sets led by an expert facilitator, bringing members from all sectors together to explore a particular area of commissioning and learn and share from each other. Learning is shared with all Academy members via the website and other avenues.
- **Academy monthly evening seminars** continue to be at the forefront of our services, featuring expert speakers and focussing on topical commissioning themes. Filmed highlights of seminars have recently been introduced to offer members unable to attend a flavour of seminar content. Speakers in the last year have included MP Nick Herbert, Alan Cave, Delivery Director at the Department of Work and Pensions, Dr Dorothy Gregson, CEO of Cambridgeshire Police Authority, Professor Jonathan Shepherd from Cardiff University and Darren Tierney, Director of Transforming Justice at the Ministry of Justice.
- The Academy offer commissioning online learning via the **A-Z of Commissioning learning tool which** is available on the Academy website. This course aims to help all those involved in commissioning develop a shared understanding of commissioning and the essential components that make it work. The course is currently being refreshed and further developed and will be re-launched mid 2013. The course is aligned with the National Occupational Standards for Commissioning in the Public Sector.
- **Our new website was launched in late March** offering members a multitude of useful information and publications on commissioning, signposting to learning and development training providers, filmed highlights of seminar talks and all the latest news and events from the Academy.
- Featuring **high profile guest editors in our Quarterly News Bulletins**, which offer the latest news and views on commissioning. Guest editors in the past year have included organisations such as CBI, the Legal Services Research Centre, and Stonham, one of England's largest care and support providers.
- **Building strong alliances with other government departments** via the cross government Commissioning Capability & Capacity Network group and Executive Group participation in other cross government groups to promote the sharing of commissioning knowledge and best practice.

The 2013 / 14 business plan laid out in this document represents the direction of travel and key priorities of the Academy in the coming year.

2. The Academy's overall objectives are:

- **Strengthen the reputation of justice commissioning** by driving up standards and increasing value for money
- **Identify and share good practice** in public service commissioning
- **Enable professional development** amongst justice commissioners through providing learning and development opportunities
- Seek to **provide a challenging learning environment** by actively encouraging networking and debate
- **Provide easy access to best practice** through effective commissioning knowledge management
- Sponsor and **stimulate relevant research**
- **Promote the accreditation of learning provision** in justice commissioning and related subjects, and the attainment of standards marks by learning providers.
- **Strengthening links** with other commissioning stakeholders through active networking, collaboration and partnership working.
- Link to the [Academy Charter](#)

Moving forward the Academy has a number of aspirations, including:-

- To be a key influencer and supporter of the development of justice commissioners capabilities and facilitate practical training to enable this
- To influence understanding of the value of commissioning across the whole of the public sector
- To be widely recognised throughout the public sector as the central repository for all public sector commissioning information
- To expand the Academy's reach in order to offer further support to public sector commissioners nationally.

Structure of the Academy

The Academy is led by an Executive Group, consisting of expert volunteers who all have a passion for developing the capabilities of justice commissioners. The majority of members are drawn from the MoJ and its agencies.

There are 3 working groups within the Academy structure who are each led by an Executive Group member who is accountable to the Executive Group.

The Academy utilises volunteers to provide its services wherever possible, with the exception of the Business Manager who is the sole employee. Running costs are therefore minimal at just £70k which includes staffing and provision of all services, demonstrating excellent value for money whilst proactively supporting the development of justice commissioners.

Academy Executive Group Membership

The Chair and Vice Chair are appointed from within the Executive Group and the tenure will be reviewed on an annual basis.

Executive Group members are invited to join by the Executive Group and must have an active interest in supporting the development of public sector commissioners.

Each sponsor may nominate a representative to join the Executive Group.

Academy Membership

Membership of the Academy is free and is open to all who have an interest in developing their commissioning skills. This approach encourages sharing of best practice and knowledge.

3. Working Groups and 2013/14 Objectives

Overview

In the coming year the Academy will focus on consolidating its core services and seek to widen its reach to offer further support to public sector commissioners nationally. To facilitate this the Academy is piloting seminars in the North and once these are established, services will be offered in the Midlands and latterly in the South West. Additionally, filmed highlights of seminars are now offered on the Academy website to give those unable to attend events the opportunity to hear from expert commissioning speakers.

The online commissioning learning tool – the A to Z of Commissioning – is undergoing development and will be re-launched as a comprehensive learning package offering an introduction to commissioning and featuring interactive learning and relevant case studies.

The Academy will deliver a one day conference themed around innovative commissioning and will feature expert speakers, round table discussions and networking opportunities. This conference is being designed to further support the development of public sector commissioners and will facilitate the sharing of best practice and learning

Each of our Academy working groups is tasked with developing core services, as follows:-

I. Membership Services – led by Martin Blake

This group is responsible for the delivery of Academy products and services such as: events, quarterly news bulletin, website, knowledge management and membership administration.

Key Objectives for 2013 / 14

- To organise an Academy 1 day conference themed around Innovative Commissioning and aimed at supporting the development of public sector commissioners
- To develop regional Academy services, commencing with a pilot scheme in the North offering seminars and subsequently learning group opportunities.
- To further develop a promotion strategy to sustain and increase membership to encourage the sharing of commissioning knowledge and best practice, with a particular focus on recruiting additional MoJ commissioners and local authorities.
- To seek membership feedback to ascertain views and suggestions on existing Academy offerings and future Academy services for the development of commissioners.

II. Learning and Development - led by John Graham

This group is specifically focussed on MoJ commissioner learning and development and is responsible for product development, service development and quality assurance. The group also works effectively with the cross government learning and development group, to ensure that there is symmetry between both groups and to enable access to appropriate learning products from other departments to advance MoJ commissioner capability.

Key Objectives for 2013 / 14

- To develop the A to Z of Commissioning online course, including sourcing justice focussed case studies for use as examples, and promotion to MoJ commissioners.
- To further develop the 'Learning Groups' initiative and ensure all learning from the pilot project and future projects is shared with Academy members to advance development.

III. Strategy – led by David Keegan

This group is responsible for the planning and coordinating of the annual business and strategic plans, Academy risk register, stakeholder mapping, annual stakeholder event and management of the Academy brand.

Key Objectives for 2013 / 14

- To produce the Academy's annual business and strategic plans to develop the Academy's services and ensure MoJ commissioning objectives are met.
- To effectively use the Academy brand as a platform to promote the work carried out within the MoJ and its agencies and showcase best practise.
- To liaise with the Cabinet Office to explore mutually beneficial opportunities to advance public sector commissioning capabilities, including supporting the Cabinet Office Commissioning Academy and its website

IV. Cross Government Commissioning Capability & Capacity Network Group - led by Patsy Northern

This group was established by the Academy and it is unique in the creation of a vehicle that enables cross government collaboration and networking across the commissioning landscape, working collectively to share learning products, opportunities and insight into emerging policy. The group has a specific interest in influencing understanding of the value of commissioning and identifying and delivering on the learning and development needs of those involved in the commissioning cycle for public services.

Key Objectives for 2013 / 14

- To establish a network programme to share commissioning tools and techniques across the commissioning landscape exploiting knowledge sharing and cross government forums / networks building on work already undertaken
- To support the ongoing development and promotion of the A to Z of Commissioning online development tool, including determining 12 core competencies for public sector commissioners.
- To continue the development of the commissioning network building on the existing membership supporting the development of links between the localisation agenda and development of a broader church of commissioners

4. Summary

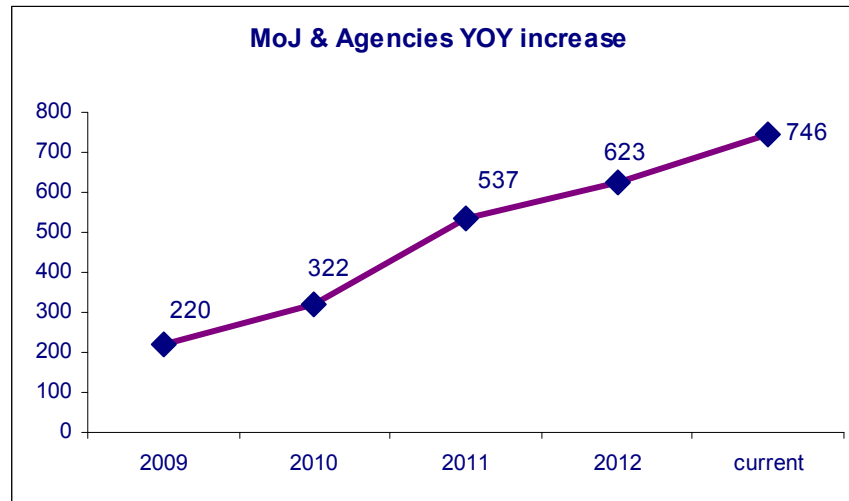
As public services continue to face ever increasing challenges of reducing costs in an environment where the pace and depth of change is unprecedented, effective commissioning has never been more vital to ensure we continue to deliver high quality services.

The Academy for Justice Commissioning has dedicated itself to identifying and promoting excellence in commissioning justice services. Its aims of improving commissioning capability, networking and sharing best practice cross government and raising commissioning standards is crucial to transforming justice and is key to the success of the Ministry of Justice and its agencies.

APPENDIX 1 – Membership statistics

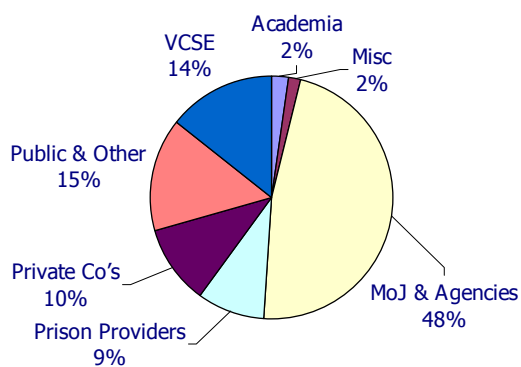
Academy Membership

- **1578** members as at 31 March, 2013
- **24%** overall year on year membership growth
 - MoJ & Agencies membership has grown by **20%** to **746** in the last year, as shown in the chart below:-

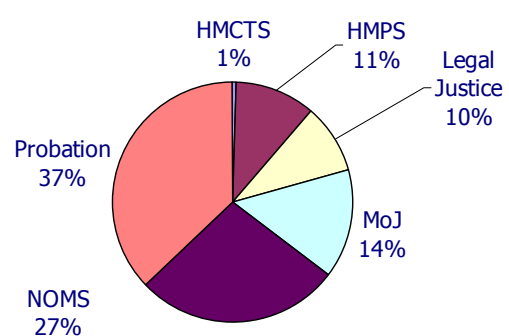


- Membership is split **48% MoJ** and its agencies and 52% other sectors. Our broad membership encourages networking and sharing of best practice, as below:-

% Sector split



MoJ & Agencies % Split



- Total public sector membership equates to 63% of total membership

Academy Evening Seminars

- Average attendance for the 2012/13 programme of events was **68** delegates per seminar
- **91%** of delegates would recommend our seminars to others, whilst the remainder probably would
- Members reasons for attending seminars:-
 - Increase knowledge – 36%
 - Interest in topic – 42%
 - Networking – 22%

Annex A

Planned Activities / Milestones for 2013 / 14

GROUPS	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan 2014	Feb	March
Exec Group	Agree and sign off business plan by 31/3	9/4 EG mtg		11/6 EG mtg			18/9 EG mtg		13/11 Annual Planning Day	4/12 EG mtg		EG mtg	Agree & Sign off 2013 / 14 Business Plan
Strategy	Finalise 2013 / 14 business Plan	Publish 2013 / 14 business Plan		Publish Annual Review			Plan Annual Planning Day	Prepare for Annual Planning Day					
Membership Services	13/3 Seminar Bulletin	Mem Svces mtg 9/4 Seminar 16/4 Manchester Seminar IOM1 Learning Group mtg	22/5 Seminar IOM2 Learning Group mtg	Seminar Manchester Seminar Mem Svces mtg Bulletin IOM1 Learning Group mtg	IOM2 Learning Group mtg	Mem Svces mtg	Seminar Bulletin Seminar in Manchester IOM1 Learning Group mtg IOM2 Learning Group mtg	AJC conference Seminar Mem Svces mtg	Seminar IOM1 Learning Group mtg IOM2 Learning Group mtg	Seminar Bulletin Mem Svces mtg	Mem Svces mtg Seminar IOM1 Learning Group mtg IOM2 Learning Group mtg	Seminar Bulletin	Mem Svces mtg Seminar IOM1 Learning Group mtg IOM2 Learning Group mtg
Academy L&D	Refresh A to Z	Refresh A to Z	Launch refreshed A to Z	L&D mtg IOM1 Learning Group mtg	IOM2 Learning Group mtg	L&D mtg	IOM1 Learning Group mtg IOM2 Learning Group mtg	L&D mtg	IOM1 Learning Group mtg IOM2 Learning Group mtg	L&D mtg	IOM1 Learning Group mtg IOM2 Learning Group mtg	L&D mtg	
Cross Govt C&C		CG L&D mtg Test A to Z		CG L&D mtg			CG L&D mtg		CG L&D mtg		CG L&D mtg		CG L&D mtg