

National Strategy for Community Justice: Delivery Plan



Scottish Government
Riaghaltas na h-Alba

Update 1 - December 2023



Introduction

This delivery plan, first published in June 2023, sets out tangible, time-limited deliverables that detail what work will be undertaken to drive improvement nationally for each of the aims and priority actions contained in the [National Strategy for Community Justice](#). A broad range of partners contribute to this work, including the third sector, which we recognise play a key part in the achievement of many of the deliverables. In development of the delivery plan, focus has principally been given to opportunities for enhancing partnership working, helping to ensure the spread of best practice, and on ensuring greater visibility for ongoing work.

The Scottish Government acknowledges the immense, highly skilled and unique contribution made by the community justice workforce to support individuals and families across Scotland. The delivery plan recognises and takes account of the significant pressures faced around increasing workloads, staff shortages, and the more complex needs of those being supported.

The delivery plan is designed to complement the Scottish Government's [Vision for Justice in Scotland](#) published in 2022, which sets out our vision for a just, safe and resilient Scotland. The vision is aligned with the Scottish Government's National Performance Framework (NPF). The delivery plan will consequently drive improvement nationally towards the aims in the strategy and ultimately what is detailed in the Vision for Justice in Scotland.

In relation to the deliverables set out under aim 1 of the strategy, it should be noted that while the effective operation of diversion from prosecution requires a multi-agency approach as highlighted in the deliverables, prosecution policy remains a matter for the Lord Advocate and the decision to refer an accused person for an assessment of suitability for diversion is one solely for prosecutors in COPFS.

Updating process

The delivery plan is continually monitored and updated twice each year. This is the first update to the delivery plan following its publication and covers the period from June to December 2023. An update outlining the work completed or underway for each of the deliverables is provided for this period. The status of each deliverable is also included and is indicated by one of four options. These are:

- **Complete** – where the deliverable has been completed.
- **In progress** – where work on achieving the deliverable is ongoing and within the originally stated timescale.

- **In progress (with revised timescale)** – where work on achieving the deliverable is ongoing and the timescale has been revised from its original date.
- **Outstanding** – where stated timescale has passed but work is ongoing with the aim of completing the deliverable as soon as possible and before the next update to the delivery plan.

Where a deliverable has the status of ‘In progress (with revised timescale)’, revisions are clearly marked and an accompanying explanation for the change is provided. This could, for example, be due to a material change in circumstances that has adversely affected the ability to achieve a deliverable to time or follow a reassessment of the scope or complexity of the work.

Progress towards the deliverables is monitored by a Community Justice Programme Board which brings together community justice partners at a national level. The Board provides the delivery and accountability mechanism for a transformational change programme (TCP), for which the delivery plan is a key element.

Status overview

An overview of the status of the 41 deliverables included in the plan (as published in June 2023) is shown below.

Status	Deliverables	Total
Complete	1, 13, 14, 18, 23, 30, 37	7
In progress	3, 4, 6, 7, 10, 11, 12, 15, 16, 17, 19, 20, 21, 22, 26, 27, 28, 29, 31, 32, 33, 34, 35, 40, 41	25
In progress (with revised timescale)	8, 9, 24, 25, 38, 39	6
Outstanding	2, 5, 36	3

Table of deliverables

No	Deliverable	Timescale	Responsibility	Further detail	Update	Status
Aim 1: Optimise the use of diversion and intervention at the earliest opportunity						
Priority Action 1: Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution						
1	<p>Establish a working group or other appropriate structure to consider the 'Joint review of diversion from prosecution' report and the implementation of recommendations as appropriate.</p> <p>This will take into account ongoing improvement work on diversion from prosecution.</p>	October 2023	<p>Lead partner - Scottish Government</p> <p>In collaboration with - partners involved in the delivery of diversion from prosecution, including COPFS, Community Justice Scotland, third sector, Police Scotland and Local Authorities</p>	<p>The review has been carried out by HM Inspectorate of Constabulary in Scotland (HMICS), HM Inspectorate of Prosecution in Scotland (IPS), the Care Inspectorate and HM Inspectorate of Prisons for Scotland (HMIPS).</p> <p>The aim of the review was to assess the operation and impact of diversion from prosecution in Scotland. The review was published on 23 February 2023. This deliverable relates to the first recommendation of the review.</p>	<p>A Diversion from Prosecution Working Group, comprising of diversion partner agencies, has been established by the Scottish Government, and its work is ongoing. Its function is to coordinate implementation of the recommendations in the joint review of diversion from prosecution, including in relation to communication, processes and consistency of practice. These recommendations highlight opportunities to further optimise the use of diversion to ensure the process is as efficient and effective as possible.</p>	Complete

2	<p>Launch and support the embedding of updated Diversion from Prosecution Guidelines.</p> <p>This will take into account the Drugs Death Taskforce Report and the 'Joint review of diversion from prosecution' report.</p>	October 2023	<p>Lead partner - Community Justice Scotland</p> <p>In collaboration with - members of the Diversion from Prosecution Review Group, including the Scottish Government, third sector, COPFS, Centre for Youth and Children and Young People's Centre for Justice (CYCJ), Local Authorities, Social Work Scotland and Police Scotland</p>	<p>To ensure awareness of the roles of each partner involved, and to embed more consistent processes to diversion from prosecution, the Review Group will consider reflecting the following in the updated Guidelines:</p> <ul style="list-style-type: none"> • articulating the responsibilities of each partner agency in relation to diversion • opportunities for joint training and awareness raising • revising the documentation involved in diversion from prosecution and providing templates where appropriate. 	<p>There has been extensive discussion with COPFS, CJS and SWS regarding the processes and approach relating to diversion of more complex cases, especially those involving young people. A meeting of the guidance review group scheduled in January 2024 will review the draft guidance with a view to publication and launch in the near future. Training will be provided for practitioners as required.</p>	Outstanding
3	<p>Improve the sharing of information and communication between relevant justice organisations at key points of the</p>	April 2024	<p>Lead partner - COPFS</p> <p>In collaboration with - Police Scotland, Community Justice Scotland, Scottish</p>	<p>To enhance information sharing and communication, partners will consider:</p> <ul style="list-style-type: none"> • the provision of information on the factors which are driving offending 	<p>Working in collaboration with parties (including from third sector organisations) with consideration of the following: a) better identification of vulnerabilities and</p>	In progress

	<p>diversion from prosecution process.</p> <p>This will take account of the 'Joint review of diversion from prosecution' report.</p>		<p>Government and Local Authorities</p>	<p>behaviours, or health related matters, between Police Scotland and COPFS during initial decision making</p> <ul style="list-style-type: none"> • the flow of information at point of referral between COPFS and justice social work, in order to inform assessments • communication between COPFS and justice social work in complex cases • the flow of communication from COPFS to justice social work and the person on diversion at decision-making points • appropriate participation within community justice partnerships. 	<p>potential suitability, b) updating templates used by prosecutors and social work teams, c) updating relevant guidance for staff. COPFS and CJS delivered a presentation to social work colleagues early December to raise awareness and confidence in the use of diversion, enhance collaborative working practices and improve quality of communications. Work with Police Scotland to improve quality and consistency of information contained in police reports is ongoing as a priority.</p>	
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Priority Action 2: Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services.

4	Establish a Working Group that promotes best practice and works to drive an increase in referrals from police custody into support for mental health and wellbeing, addiction and other relevant services. This is with a view to longer term reduction in repeat offending and improved outcomes for individuals.	January 2024	<p>Lead partner - Police Scotland</p> <p>In collaboration with - Scottish Government, Community Justice Scotland, Local Authorities, third sector, National Police Care Network, and other relevant community partners</p>	<p>The group will seek to ensure that a whole person/no wrong door approach is adopted and that it is understood at a national level what services are available for those in police custody, how referrals can be effective and how provision can best be delivered to address individual needs.</p> <p>The working group will be cognisant of and will respond to potential changes to arrest referral due to changing information sharing requirements.</p>	Police Scotland are currently reviewing the arrest referral pathway due to concerns about the use of consent. Under the new process, custody staff will seek views and refer under Public Task. A number of meetings have taken place with Third Sector Organisations who work within Police Custody and a full relaunch of the arrest referral scheme is planned for the beginning of 2024.	In progress
5	Improve consistency across the country in the access to 24/7 specialist mental health assessments	December 2023	<p>Lead partner - NHS Boards and Scottish Government</p> <p>In collaboration with - Police Scotland, NHS</p>	This work is captured by the recent joint inspection of Custody Healthcare and Interventions by Health Improvement Scotland and HMICS.	The Scottish Government's new Mental Health and Wellbeing Strategy was published jointly with COSLA. This was followed by the Strategy's first Delivery Plan and	Outstanding

	including in custody centres.		Boards and third sector through the Unscheduled Care Collaborative	<p>This will help to improve consistency in accessing specialist mental health assessments for those persons in custody who require one.</p> <p>It sits within a wider programme of work, with partners through the Urgent and Unscheduled Care Collaborative, to ensure that everyone with urgent mental health care needs get the right help, in the right place, at the right time. This is creating national and local routes to ensure people in emotional crisis or distress and those in need of urgent care are assessed and supported, regardless of how they access services.</p> <p>The Scottish Government will publish a new Mental Health and Wellbeing Strategy in Summer 2023, with an accompanying delivery plan published in</p>	<p>Workforce Action Plan, published in November 2023. The Delivery Plan sets out the Scottish Government's intention to work with Police Scotland, Health partners and others to respond to the HMICS recommendations.</p> <p>All Health Boards have Mental Health Unscheduled Care clinicians in place to take urgent mental health triage and assessment referrals from Police Scotland, including arrangements to undertake assessments for people in police custody. The Scottish Government is continuing to work with Police Scotland and Health Partners to increase the use of these pathways.</p> <p>In response to the HMICS recommendations we have also committed to undertaking a national</p>	
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				Autumn. The new strategy will allow us to look ahead to make sure we are doing the right things to meet changing mental health needs over the coming years. It will set out a clear vision for future population mental health, wellbeing and care; and our priorities to help us get there.	review of Psychiatric Emergency Plans by November 2024 to help define Police Scotland's role in supporting wellbeing and to develop a more consistent approach across Scotland.	
6	Ensure that the number of custody support intervention champions is maintained or increases, and they all have access to training on Trauma Informed Practice and Motivational Interviewing. This training should subsequently be rolled out to all custody staff.	January 2024	Lead partner - Police Scotland In collaboration with - NHS Boards and third sector	This approach should encourage arrest referral, and ensure that a person-centred, trauma-informed approach is taken in police custody. The Scottish Government and COSLA have a shared ambition for a trauma-informed and responsive workforce and services across Scotland, supported by investment in a National Trauma Training Programme, led by NHS Education for Scotland (NES). A trauma-informed approach can support	All custody officers and staff have been afforded access to the NHS Education for Scotland (NES) Trauma Informed training package. Continuous Professional Development (CPD) training on trauma informed policing has also been delivered across Criminal Justice Services Division (CJSD). A recruitment process for additional Custody Support Intervention Champions will take place early in 2024 to coordinate with the	In progress

				<p>anyone affected by trauma by reducing the risk of causing further harm or re-traumatisation (by offering a different experience of relationships, one in which people are offered safety rather than threat, choice rather than control, collaboration rather than coercion, and trust rather than mistrust).</p> <p>Police Scotland is reviewing the impact of this training, with a view to rolling it out to all custody staff.</p> <p>More broadly, work will continue through the National Trauma Training Programme and network of trauma lead officers and trauma champions across local authorities, health boards and community planning partners to support the implementation of trauma-informed systems, organisations</p>	<p>launch of the new arrest referral process.</p>	
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				and workforces. This will be supported by the forthcoming publication of a new Quality Improvement Framework, developed by the Scottish Government, COSLA, NHS Education for Scotland and the Improvement Service.		
7	Medication Assisted Treatment (MAT) Standards 1-5, will be implemented in all local areas, including in justice settings.	April 2025	<p>Lead partner - Public Health Scotland</p> <p>In collaboration with - Scottish Government, NHS Boards, Police Scotland, SPS, Community Justice Scotland, Local Authorities and Alcohol and Drugs Partnerships, third sector and individuals with lived and living experience</p>	<p>The MAT Standards are evidence based standards to enable the consistent delivery of safe, accessible, high-quality drug treatment across Scotland. These are relevant to people and families accessing or in need of services, and health and social care staff responsible for delivery of recovery oriented systems of care.</p> <p>The MAT Standards are being embedded and mainstreamed, including in justice settings, both community and custody.</p>	MIST are hosting a justice conference with representation from all prison estates across Scotland, Police, community partners, people with lived and living experience, health care to share innovative practice across Scotland and to consider next steps for reporting on MAT standards for 2023-2024. MIST will also launch a recourse pack to support areas to implement and report on new practice.	In progress

				Integration Authorities have been directed by the Scottish Ministers to implement MAT Standards 1-5 in community settings by April 2023 to be followed by implementation of all standards, including 6-10, in community settings by April 2024 and to have all standards implemented in justice settings by April 2025.		
No	Deliverable	Timescale	Responsibility	Further detail	Update	Status
Aim 2: Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland						
Priority Action 3: Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively						
8	Ensure bail supervision services are available in all Local Authorities and that electronic monitoring of bail is introduced across Scotland.	December 2023 Revised to June 2024	Lead partner - Local Authorities In collaboration with - Social Work Scotland, third sector and Scottish Government	National Guidance and additional funding has been provided to support this deliverable, which will improve the options for alternatives to remand available to the judiciary across Scotland. Bail supervision services being in place in all Local Authorities is dependent on factors including	Bail supervision services and electronic monitoring of bail are available across much of the country, and we are engaging with areas with plans to introduce the services this year. Availability is dependent on multiple local factors,	In progress (with revised timescale)

				recruitment of staff. December 2023 is an intended timescale but progress will be reviewed at that date.	including recruitment of staff. December 2023 was an indicative timescale and progress is currently being reviewed. An update will be provided in the next delivery plan update.	
9	Increase levels of suitability assessments for bail supervision and electronically monitored (EM) bail.	December 2023 Revised to January 2025	Lead partner - Local Authorities In collaboration with - Social Work Scotland and Scottish Government	The suitability assessment process is undertaken by Local Authority justice social work services, who will provide statistical returns to evidence levels of suitability assessments undertaken. The process is supported by National Guidance for Bail Supervision and National Guidance for EM bail, and following collaboration by Scottish Government, Social Work Scotland, RMA, justice social work and Community Justice Scotland an amalgamated suitability	SG has now started to collect more detailed information on bail supervision cases commenced and assessment reports, as part of the justice social work statistical collection. This data is currently classified as “official statistics in development”, and will continue to be monitored, allowing progress against this deliverable to be tracked. We acknowledge that increasing assessments alone does not display the full picture of progress. However,	In progress (with revised timescale)

				assessment template has been introduced.	assessment numbers provide a good proxy measure, and collecting this data will enable us to track progress.	
10	Identify further areas for action, in line with proposals in the Bail and Release from Custody (Scotland) Bill, to strengthen alternatives to remand across Scotland and build adequate capacity and resilience locally.	April 2024	<p>Lead partner - Scottish Government</p> <p>In collaboration with - justice partners, Community Justice Scotland, victims' organisations, third sector, and Local Authority representatives through the Alternatives to Remand Reference Group</p>	<p>The short life Alternatives to Remand Reference Group was established to provide expertise and operational insight to inform the proposed areas for action in relation to the future development of alternatives to remand.</p> <p>The Scottish Government will continue to work with key stakeholders to drive forward areas of action to strengthen the availability, effectiveness and confidence in alternatives to remand in Scotland.</p> <p>This will include consideration of justice social work and other community justice services capacity and other associated</p>	<p>A project group has been established to take this work forward. Its functions include reviewing outstanding recommendations from the Reference Group, advising on prioritisation within the current context, and considering other potential actions to increase the consistency and availability of alternatives to remand. The group has cross-sector representation and will report into the Community Justice Programme Board.</p>	In progress

				pressures currently being faced, including ongoing recovery from the COVID pandemic.		
Priority Action 4: Strengthen options for safe and supported management in the community by increasing the use of electronic monitoring technologies						
11	Engage with justice partners to explore the viability of new technologies and policy uses, including location monitoring.	April 2024	Lead partner - Scottish Government In collaboration with - Local Authorities, Police Scotland, Community Justice Scotland, SCTS, SPS, Social Work Scotland and the electronic monitoring service provider	New technologies or uses have the potential to provide alternative monitoring capabilities and increase the range of community alternatives available to courts and SPS across Scotland.	The Scottish Government is continuing work with partners to introduce GPS technology with electronic monitoring in some circumstances, for example for those on Home Detention Curfew (HDC). GPS will give more options for how people are monitored, supporting decision making and risk management.	In progress
12	Work with key stakeholders to explore options to optimise the operating model for Home Detention Curfew (HDC) for short-term prisoners. We	June 2024	Lead partner - Scottish Government In collaboration with - SPS, RMA and relevant justice partners	The Bail and Release from Custody (Scotland) Bill proposes to remove long-term prisoners from the HDC process and introduces a new temporary release licence for that cohort which focuses both on providing	Work continues with SPS, RMA, JSW and others to take forward a programme of work to optimise the appropriate use of HDC across the prison estate. This work is supported by the HDC	In progress

	<p>will seek to achieve this by examining and reviewing current practice, the risk assessment process, the application process, as well as key decision points and the statutory operating protocol.</p>			<p>more opportunities for structured testing and the provision of further evidence to the Parole Board to inform their decision on whether to recommend release on parole. Release on this licence will be underpinned by risk assessment and consultation with the Parole Board and is intended to support successful reintegration.</p> <p>HDC remains an important and recognised part of the re-integration process, allowing eligible individuals a supported return to the community in the lead up to their release. Ensuring it operates optimally and functions as intended is critical to its use.</p> <p>Therefore, short-term prisoners will continue to access HDC and the planned review will explore if any changes to</p>	<p>Task and Action Group which meets fortnightly.</p>	
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				the existing HDC process could better support the re-integration opportunities for this cohort.		
Priority Action 5: Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes						
13	Revise and publish updated guidance on justice social work reports and court-based justice social work services.	August 2023	Lead partner - Scottish Government In collaboration with – relevant statutory community justice partners, third sector, RMA, Community Justice Scotland and Social Work Scotland.	Updated justice social work report and court-based services guidance will help ensure consistency of practice across the country. Other relevant justice social work guidance will be kept under review, and updates made where appropriate.	The revised guidance was published on 5 October 2023 on the SG website. Briefings offered to all local authority justice social work teams to ensure an understanding of key changes.	Complete
14	Publish a research report on the use of Drug Testing and Treatment Orders (DTTOs) and Community Payback Orders (CPOs) for people with substance use	August 2023	Lead partner - Scottish Government	Action 98 of the DDTF report recommended that the Scottish Government should review Drug Treatment and Testing Orders, Community Payback Orders and other community sentencing options to	The ' Community sentencing options for people with substance use problems ' report was published on 31 August 2023. The Scottish Government will consider the findings what further action may be required.	Complete

	problems, as part of the Cross-Government Action Plan in response to the Drug Deaths Taskforce's report and recommendations.			<p>assess how they have been used, their outcomes and whether they are the most effective mechanism to support a person's recovery and reduce recidivism rates.</p> <p>Once the review has been completed, the Scottish Government will consider what further action may be required, taking into account the Vision for Justice in Scotland, the National Strategy for Community Justice, and engagement with partners around implications for policy and practice.</p>		
15	Complete an evidence review of the current justice social work landscape.	March 2024	<p>Lead partner - Scottish Government</p> <p>In collaboration with - third sector, Care Inspectorate, RMA, COSLA, Community</p>	This will help inform a decision on whether justice social work will be included in the National Care Service or not. It will also review what is working well and what improvements could be made to justice social work arrangements with	The commissioned research into JSW has concluded and has been shared with partners. This included a literature review and a programme of interviews with JSW staff, partners and service users. The final	In progress

			Justice Scotland, Scottish Association of Social Workers, and Social Work Scotland	consideration given on how this will strengthen community justice as a whole. Alongside other relevant deliverables, the identified actions which emerge from this research will form part of a coordinated programme of work aimed at supporting the development of justice social work services the short, medium and longer term.	reports will be published by March 24.	
16	Complete a review of the principles which underpin the justice social work funding formula which is used to distribute over £100m of community justice in funding annually across 32 Local Authorities. This will help inform the future development of the formula and	December 2024	Lead partner - Scottish Government In collaboration with - Community Justice Scotland, Social Work Scotland, COSLA, and third sector	This deliverable will contribute to ongoing efforts to ensure that consistent, high quality community justice services are available across Scotland, with a continued emphasis on encouraging a shift from custody to community interventions. This work will include consideration of any particular issues currently impacting on the distribution of justice	A sub-group of the FRG has been established and is progressing this work.	In progress

	<p>distribution methodology, including identifying areas for improvement.</p> <p>This work over the next 12 to 18 months will be led by the Community Justice Funding Review Group (FRG).</p>			<p>social work funding and any opportunities which may arise in advance of a more significant review of the funding formula (for example, in relation to the impact of the pandemic and ongoing recovery efforts on workloads).</p>		
17	<p>Work with key stakeholders to develop a programme of work to support development of Trauma Responsive Social Work Services. This includes a programme of implementation support and training for social work services, including justice social work.</p>	April 2024	<p>Lead partner - Scottish Government</p> <p>In collaboration with - the Trauma Responsive Social Work Services Partnership Delivery Group and Expert Advisory Group</p>	<p>The Office of the Chief Social Work Adviser (OCSWA) has appointed a Programme Lead to work with key stakeholders to ensure Scotland's social work services are able to recognise where people are affected by trauma, and to respond in ways which reduce risks of retraumatizing and supports recovery.</p> <p>OCSWA are working closely with the Scottish Government's Trauma, ACES and Resilience</p>	<p>A workplan has been agreed with key partners and actions are progressing. Delivery of the implementation support and learning programme commenced late in 2023, initially with four local authorities across children's, justice and adult social work services and workforce. Initial learning from these sites will help inform scheduling, with further areas across Scotland to be supported by the team from 2024 until December 2026.</p>	In progress

				<p>Unit, NHS Education for Scotland (NES) and the Improvement Service to ensure this work aligns with the National Trauma Training Programme.</p>	<p>Thereafter an independent evaluation of the programme will help identify next steps.</p> <p>The team are also delivering Trauma Skilled Practice training, with follow up support, across Scotland. The training has been delivered to over 200 newly qualified and early career social workers and follow-up coaching sessions are currently being delivered. The team will evaluate before continuing to provide this offer, until work is completed to embed this into the mandatory supported year for newly qualified social workers. More information on the workplan, delivery of implementation support and learning programme and our work with newly qualified social workers can be found here.</p>	
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18	Pilot and initiate evaluation of the Moving Forward 2 Change (MF2C) programme for sexual offending.	August 2023	Lead partner - Scottish Government In collaboration with - Local Authorities, SPS and Community Justice Scotland	This will involve piloting the re-developed Moving Forward Making Changes programme, known as MF2C, and taking steps towards accreditation.	Pilots and evaluation now complete, moving into roll out phase and considering steps required to seek SAPOR accreditation.	Complete
19	Pilot an assessment method for individuals who commit offences relating to indecent images of children (IIOC).	June 2024	Lead partner - RMA In collaboration with - Scottish Government and Local Authorities	This will involve work on the IIOC Framework .	Pilot is ongoing. Work is underway to understand the lower than expected number of assessments. The RMA are exploring what, if any, impact this could have on evaluation.	In progress
Priority Action 6: Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services						
20	Increase knowledge and awareness of restorative justice and ability to direct people to appropriate restorative justice services as and when these become available.	April 2025	Lead partner - Community Justice Scotland In collaboration with - Children's and Young People's Centre for Justice (CYCJ), Scottish Government and community justice statutory partners	The model for delivery of restorative justice in Scotland requires an effective link with community justice partners, facilitated by local partnerships and local communities to support implementation. This deliverable aims to support the	CJS have undertaken a number of engagements in relation to restorative justice since June 2023, including involvement in a Sheriff Conference, a workshop at a North Lanarkshire Conference and a roadshow with CYCJ. A range of content, including Blogs, interviews and papers	In progress

			including Local Authorities and Police Scotland	implementation of the wider commitment to have restorative justice services available across Scotland to all those who wish to access it, at a time that is appropriate to the people and case involved.	<p>were produced during restorative justice week in November, which are available on the CJS Learning Hub.</p> <p>In order to test and evidence how RJ can be connected with local services to support needs and improve connected community justice practice, test cases have been funded in East Lothian and Shetland. The case in East Lothian will be delivered by SACRO and is being led by the East Lothian CJP in terms of engagement and support. In Shetland, Space2Face will deliver cases with a similar connection to the local CJP.</p>	
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No	Deliverable	Timescale	Responsibility	Further detail	Update	Status
Aim 3: Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence						
Priority Action 7: Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners						
21	Identify opportunities for supporting continuity of care through the development of suitable Clinical IT solutions, facilitated via the Prisons Digital Health & Care Systems Provisioning Programme.	Main changes to be delivered by 2025 with full implementation by 2028	<p>Lead partner - Prisons Digital Health & Care Systems Provisioning Programme Board</p> <p>In collaboration with - its key stakeholders including Scottish Government, NHS Boards and SPS</p>	<p>Having considered the recommendations of an Outline Business Case, the Scottish Government will invest in the development of a suite of Clinical IT solutions for prisons that can be used interactively to support improvements to:</p> <ul style="list-style-type: none"> • patient management; • prescribing and medicines administration; • access to patient history at point of need; and • provision of digital continuity of care for external contractors. <p>This work will commence in June 2023.</p>	The Clinical IT programme continues on track with a dedicated programme team and support from National Services Scotland as programme managers. The Programme Board will continue to meet monthly to drive forward the work with all suppliers and stakeholders.	In progress
22	Develop and implement a revised Information Sharing	April 2024	<p>Lead partner - SPS</p> <p>In collaboration with - NHS</p>	Where data on admissions and scheduled liberations is shared, this should	The work on the Information Sharing Agreement between SPS and NHS is ongoing. The	In progress

	Agreement between SPS and NHS Boards.		Boards and Local Authorities	<p>enable community health and social care services to liaise with prison health care on admission and to prepare for and meet individual's needs on release.</p> <p>Scottish Government is also working with SPS and other stakeholders to identify improvements in processes related to social care in preparation for the National Care Service. This may include data sharing considerations.</p>	<p>next steps involve working with the NHS Information Governance leads to agree how the information to be shared about liberations is managed and determining processes for sharing with appropriate services.</p>	
23	Amend GP contract regulations to allow the pre-registration of prisoners in advance of liberation.	November 2023	<p>Lead partner - Scottish Government</p> <p>In collaboration with - NHS Boards</p>	Work is underway to identify improvements to the GP registration on release from prison process and how these may be implemented.	Changes to regulations took formal effect on 29 November 2023. Accompanying guidance is currently being prepared for the pre-registration process.	Complete
24	Implement the revised Memorandum of Understanding	<p>January 2024</p> <p>Revised to March 2024</p>	<p>Lead partners - NHS Boards via National Prison Care Network and SPS</p>	The MoU revision will provide improved clarity on the roles and responsibilities of each organisation and be the	Draft MoU requires further discussion with partners to ensure appropriate engagement and sign off.	In progress (with revised timescale)

	(MoU) between SPS and the NHS.			framework for partnership working and shared practices.	The timescale has been revised from January 2024 to March 2024 to reflect the NHS workplan date for completion.	
Priority Action 8: Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas						
25	Explore options for a potential pilot project to enhance the consistency and co-ordination of housing services for individuals leaving prison, in line with the SHORE standards, prior to their release from custody.	August 2023 Revised to September 2024	Lead partner - Scottish Government In collaboration with - SPS, Local Authorities, COSLA, ALACHO	A potential pilot will explore what is needed to facilitate a more consistent approach amongst prisons and Local Authorities to assess and meet the housing needs of people in and leaving prison, which could inform future developments for wider co-ordination amongst Local Authorities and partner agencies.	The pilot is being explored with other council areas in Scotland, after being paused with Edinburgh Council following resourcing issues. For this reason, the timescale has been revised from August 2023 to September 2024.	In progress (with revised timescale)
26	Continue to support the full implementation of SHORE standards across all prisons and LA areas – including the development of multi-agency	August 2024	Lead partner - Scottish Government In collaboration with - SPS, Local Authorities, COSLA, ALACHO and	These arrangements should aim to address the housing and support needs of relevant individuals prior to release and describe the local processes between	Work is ongoing to highlight the SHORE standards across all prisons and local authority areas	In progress

	arrangements amongst local housing providers (and other public services and third sector organisations).		other relevant justice partners	community justice partners and prisons. The development should involve the creation of a standardised template to deliver a more collaborative and consistent approach to housing options advice and support. Arrangements should also use the evidence gathered from Local Authority and SPS mapping exercises, as well as any learning from a potential pilot. This work will feed into future discussions with sector stakeholders.		
27	Publish refreshed and updated SHORE standards, which include a focus on a wider range of individuals, and articulating what 'best practice' looks like.	November 2025	Lead partner - Scottish Government In collaboration with - SPS, Local Authorities, COSLA, ALACHO, Community Justice Scotland	Partners that developed the SHORE standards will have the opportunity to contribute to updating the SHORE documents to reflect subsequent developments. As noted during the development of the SHORE standards, the	SHORE standards will be refreshed in advance of full update.	In progress

	This will take into account learning from any potential pilot project, and multi-agency arrangements.		and other relevant justice partners	guidance can be refreshed and developed to better recognise that every individual's experiences and housing needs may be different, and that measures should be in place to respond effectively to an individual's differing housing needs.		
Priority Action 9: Enhance individuals' life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services						
28	Develop a strategic framework to assist with the establishment of SPS Employability Advisory Boards. This will take into account technological advances and a refreshed SPS Learning & Employability Strategy.	April 2024	Lead partner - SPS In collaboration with - Local Authorities, Skills Development Scotland and third sector	The establishment of Employability Advisory Boards will promote a more strategic approach to the provision of employability and learning support to people who are leaving custody. To support this approach, a pilot will be launched across multiple areas which will involve prisons mapping available employability and learning services and undertaking needs	EAB's continue to be developed in terms of organisations and employers supporting the board. In addition, the EAB has proven to be beneficial when sharing best practice between organisations. The EAB has helped facilitate various employment events, such as an unlocking hospitality event in HMP Low Moss where, in partnership with Crerar Hotels, a full day event showcasing various employment opportunities	In progress

				<p>assessments within local areas.</p> <p>Local Authorities currently deliver Scottish Government funded employability services through No One Left Behind, which is an all age employability service working with partners at a local, regional and national level to deliver a person-centred service. All parties will work together to provide this inclusive service approach to individuals upon release from custody.</p>	<p>with approximately 10 employers from the hospitality industry. The EAB will be developed further in 2024 with a schedule of events to match, which will bolster and increase the available opportunities for employers and prisons alike.</p>	
29	<p>Community justice partnerships, Local Employability Partnerships and Employability Leads within Local Authorities should ensure that they are effectively integrated and aligned to ensure individuals are</p>	April 2024	<p>Lead partner - Local Authorities</p> <p>In collaboration with - community justice statutory partners, including Skills Development Scotland and Social Work Scotland</p>	<p>This will mean that a partner has a clearly defined and understood advocacy role within the employability pipeline and will be responsible for encouraging appropriate learning, employability and careers services referrals from community</p>	<p>Scottish Governments Employability service, No One Left Behind is funded in all 32 Local Authority areas. The Local Employability Partnership then design and deliver services that meet the needs of people and the labour markets in their area. The No One Left Behind Strategic</p>	In progress

	<p>able to effectively access education and employability services.</p>			<p>sentences and upon release from custody.</p> <p>A key worker model is used by employability to ensure a holistic, person-centred approach to delivery. This approach works jointly with Local Authority staff who administer community sentences.</p> <p>Individuals serving community sentences can access the Scottish Government Employability service No One Left Behind, and Skills Development Scotland have a number of resources which could be promoted to individuals serving community sentences and upon release from custody.</p> <p>Aspects of this deliverable are also reflected within the Community Justice Improvement Tool.</p>	<p>Plan 24-27 due to be published in Spring 24 will set out our continued commitment to have services which are integrated and aligned to ensure opportunities for all are available to access employability support.</p>	
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30	Skills Development Scotland and SPS to develop and implement a Memorandum of Understanding (MoU).	April 2024	Lead partners - Skills Development Scotland and SPS	<p>The purpose of this MoU is to clearly identify the roles and responsibilities of each party in the delivery of services to young people within HMYOI establishments at a national level across a 3 year timeframe (2022-2025).</p> <p>Skills Development Scotland and SPS will work together to prioritise the following key areas:</p> <ul style="list-style-type: none"> • Re-establishment of face-to-face career service delivery to young people, prioritising 16–18 year olds who are under the care of HMYOI Polmont and Stirling • Collaborate on community Justice approaches and initiatives as appropriate to young people within HMYOI establishments, as Skills Development 	MoU between SPS and SDS has been signed off by both senior management teams. The MoU will continue to be reviewed to ensure it reflects the evolving needs of the population.	Complete
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				<p>Scotland and SPS are both statutory justice partners</p> <ul style="list-style-type: none"> • Plan and deliver relevant joint CPD activity to develop the skills and knowledge of Skills Development Scotland and SPS colleagues • Explore and develop remote delivery options <p>Raise awareness of Skills Development Scotland services available to the wider (adult) prison population in their home areas, which are accessible on release using digital media systems/kit/approaches.</p>		
Priority Action 10: Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services						
31	Publish and embed updated operational guidance to justice social work for the delivery of	February 2024	Lead partner - Scottish Government In collaboration with - relevant	This guidance will promote a more consistent approach to pre-release planning and the subsequent support offered to all individuals	Throughcare guidance/standards update continues and full draft will be shared with the Reference Group and	In progress

	throughcare services.		justice partners including Community Justice Scotland, RMA, third sector, Social Work Scotland and community justice statutory partners, including Local Authorities and SPS	on their release from prison, by Local Authorities and partner agencies. It will focus on public protection, positive community reintegration and a reduction in further offending.	other key stakeholders as soon as possible	
32	<p>Review the provision of Third Sector Voluntary Throughcare services.</p> <p>This will inform decisions for the future grant funding process for third sector voluntary throughcare provision and the way the provision will be organised in the future.</p>	April 2024	<p>Lead partner - Community Justice Scotland</p> <p>In collaboration with - relevant justice partners including Scottish Government, third sector and community justice statutory partners, including Local Authorities and SPS</p>	This project will review current third sector voluntary throughcare provision by consulting and engaging with key stakeholders, service users and service providers. The project will also use research data and gathered evidence to ensure that future processes promote partnership working and consistency, whilst ensuring an individual's needs are met on release.	Options for future national throughcare service have been received and reviewed and final decision will be confirmed once budget is approved.	In progress

33	Continue to promote and enhance multi-agency pre-release planning and co-ordination of activities in support of throughcare. This requires more consistent information sharing practices and consideration of the movement of people between Local Authority and health board areas.	December 2024	Lead partner - Scottish Government In collaboration with - relevant justice partners including Community Justice Scotland, third sector, RMA, SPS, NHS Boards, Local Authorities and Social Work Scotland	The review of guidance, as well as the commissioning project for third sector-delivered voluntary throughcare services, will highlight where any improvements are required. Work within the Bail and Release from Custody (Scotland) Bill, relating to pre-release planning, will also guide the development of practice and co-ordination during sentence and in the lead up to release from custody.	Work is ongoing with operational leads in relation to supporting release direct from court. This work is focusing on opportunities for improved data sharing in the first instance.	In progress
No	Deliverable	Timescale	Responsibility	Further detail	Update	Status
Aim 4: Strengthen the leadership, engagement, and partnership working of local and national community justice partners						
Priority Action 11: Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically						
34	Implement the Community Justice Performance Framework, the Improvement Tool and the updated self-evaluation	April 2024	Lead partner - Community Justice Scotland, Care Inspectorate and Scottish Government In collaboration with - statutory	The revised Community Justice Performance Framework (CJPF) and the accompanying Guidance and Technical Document (which provides information on how to use the outcomes	Workshops have been held with community justice partnerships throughout 2023 to support the use of the Community Justice Performance Framework (CJPF), the Improvement	In progress

	model for community justice.		community justice partners and third sector	<p>and indicators in the CJPF) was published on 31 March 2023.</p> <p>The Community Justice Improvement Tool was also published on the same date by Community Justice Scotland. This sets out the local evidence that will supplement the national indicator data. Local evidence will provide further context to the national indicators, and help to drive improvement and better understand performance in relation to the nationally determined outcomes.</p> <p>The Care Inspectorate is also reviewing and updating the guide to self-evaluation for community justice in Scotland. “A self-evaluation guide to support quality improvement for community justice in</p>	<p>Tool and the updated self-evaluation guidance. Community Justice Scotland have been working with local partners to develop a new approach to support the planning, delivery and monitoring of the new community justice outcomes. This is designed to support partners to assess progress towards achieving the national outcomes, determine whether national outcomes require to be a priority for action locally, develop and monitor progress of outcome delivery plans and carry out annual outcome performance assessments. The Care Inspectorate also held webinars to introduce and support use of the self-evaluation guide. Trend data and updated technical guidance for the national indicators will be</p>	
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				<p>Scotland” will be published and launched in 2023.</p> <p>All three organisations will work together to embed and implement these documents in a way which ensures they are used to their maximum benefit, and to consider what additional work may be required to help achieve this.</p>	<p>supplied to community justice partnerships by Scottish Government in the coming months to assist reporting in the first year under the CJPF.</p>	
35	<p>Work with stakeholders to identify steps that could be taken to increase resilience in the local model of coordination and delivery of community justice.</p>	April 2024	<p>Lead partner - Scottish Government</p> <p>In collaboration with - Community Justice Scotland, COSLA and Local Authorities</p>	<p>The Scottish Government will engage with a range of local community justice partners to understand whether there is additional action required to help support local community justice partners in achieving improved outcomes.</p> <p>This may include work to understand whether additional guidance/learning could be provided on the use of the revised performance framework, and whether</p>	<p>Scottish Government is considering proposals and will discuss with stakeholders in the coming months to determine their viability.</p> <p>CJS has designated Improvement Leads to work with specified CJPs in each local authority area to support improvement activity. Regular reflective practice sessions have also been held with CJPs to progress issues identified.</p>	In progress

				<p>there are potential benefits to establishing greater consistency in the role of community justice coordinators (being mindful of the need to retain flexibility and ability to adapt to local needs and circumstances).</p> <p>This will be taken forward in a way that does not duplicate the statutory duties of Community Justice Scotland, and will build on engagement that was previously undertaken with members of the Community Justice Network in 2019/20. It will also be mindful of the current staffing/resource pressures.</p>		
36	Publish and embed updated statutory guidance on community justice outcomes improvement planning and reporting.	October 2023	<p>Lead partner - Scottish Government</p> <p>In collaboration with - Community Justice Scotland, community justice</p>	The Scottish Government will update the statutory guidance supporting statutory community justice partners to understand their roles within the Community Justice (Scotland) Act	Updated guidance has been drafted and is currently being consulted upon with partners. It is expected that the updated guidance will be published in Q4 of 2023/24.	Outstanding

			statutory partners and third sector	2016 (as per s24 of the Act). This refresh will also take into account best practice, and the role of statutory partners and the third sector working together at a local level.		
37	Establish a group or other appropriate structure to discuss community justice data development and provide updates to it on work to improve the publishable evidence base on community justice.	December 2023	Lead partner - Scottish Government In collaboration with - Community Justice Scotland, and community justice statutory partners, including COPFS, SCTS, SPS, Police Scotland and Public Health Scotland	Community Justice Scotland has highlighted areas where more statistical and/or research information is required to strengthen the evidence base for community justice and to support national and local improvement, including via the Community Justice Performance Framework. This work will initially consider data in relation to police custody, continuity of health and social care, voluntary care and employability, skills and training for people on release from prison.	A Data Review Group has been established and meets quarterly throughout the year. The group will review updates to the CJPF Guidance and Technical Notes. The group will research data sources that may additionally support and evidence the priority actions of the Community Justice Strategy. If a data source is identified, the group will discuss and work with the relevant organisation to see if it can be regularly published in the future.	Complete

Priority Action 12: Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded

38	Implement the Trauma Informed Justice Knowledge and Skills framework.	December 2023 Revised to December 2027	<p>Lead partner - Scottish Government</p> <p>In collaboration with - justice partners, including Community Justice Scotland, third sector and statutory community justice partners</p>	<p>The framework will help justice organisations identify what their staff need to know when responding to victims of crime and witnesses in a trauma-informed way and will inform the development of consistent training in trauma-informed practice. It outlines the knowledge and skills for trauma informed practice needed by all people who work in the justice system to respond to victims and witnesses (including children and young people). It is also designed to support those responsible for the delivery of training to identify key learning objectives for different workforce roles, and to develop and deliver training accordingly.</p>	<p>The knowledge and skills framework was published in May 2023.</p> <p>NHS Education for Scotland (NES) has published a roadmap for creating trauma-informed and responsive change. The roadmap comprises an overview of why trauma-informed and responsive organisations, systems and workforces matters, and what good looks like; a self-assessment checklist; and a series of additional tools. NES is also working to develop e-modules and training resources that are consistent with the aims of the framework.</p> <p>The SG is working with the Victims Taskforce workstream to undertake initial baseline mapping, consider barriers and enablers, and short-term</p>	In progress (with revised timescale)
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				<p>Those with lived experience have been key to the development of the framework, and this is seen throughout the document.</p> <p>The Scottish Government is providing additional funding to NHS Education for Scotland (NES) to support organisations implementing the framework. The Victims Taskforce and the relevant workstream will consider how we keep the voice of lived experience throughout the implementation phase.</p>	<p>planned activities for implementing the framework.</p> <p>As implementing and embedding the framework fully will take time and require frequent and detailed engagement with stakeholders, the timeline for this deliverable has been revised from December 2023 to December 2027.</p>	
39	Raise awareness of the 'People at Heart' approach to communications and the key principles	<p>December 2023</p> <p>Revised to December 2027</p>	<p>Lead partner - Scottish Government</p> <p>In collaboration with - Community Justice Scotland, third sector and statutory community justice</p>	<p>A review of communications across the justice system was conducted, and a new approach was developed called 'People at Heart'. The approach is focussed on improving communication between criminal justice agencies</p>	<p>Work continues to improve communication between criminal justice agencies and victims and witnesses. A style guide that ensures that written communications are empathetic, easy to understand, and empowering, is close to</p>	<p>In progress (with revised timescale)</p>

			<p>partners including, Police Scotland, SPS, SCTS</p>	<p>and victims and witnesses. It also focuses on ensuring that written communications are empathetic, easy to understand, and empowering, to better engage with victims and witnesses.</p> <p>This is for anyone working across the justice system.</p> <p>The Scottish Government will work with local partners and the Victims Taskforce to raise awareness of this work and share relevant materials.</p>	<p>completion. The next phase of work, due to commence in early 2024, will focus on implementing the 'People at Heart' approach with justice agencies.</p> <p>The work to raise awareness of and implement the 'People at Heart' approach across the justice system will continue beyond December 2023. The timeline for this deliverable has therefore been revised to December 2027.</p>	
Priority Action 13: Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice						
40	<p>Work to ensure that partners and the judiciary can more effectively access information on all relevant available services in each Local Authority area.</p>	June 2024	<p>Lead partners - Scottish Government and Community Justice Scotland</p> <p>In collaboration with - statutory community justice</p>	<p>Community Justice Scotland has an online resource which provides information about the range of community support services available in Scotland. The information is provided by local Community Justice</p>	<p>A Review of the current Community Support Services Tool (CSST) has taken place, and a CSST Improvement Project Plan developed. Identified improvement actions are being progressed and steps</p>	In progress

			<p>partners and third sector.</p>	<p>Partnerships and collated by Community Justice Scotland.</p> <p>It includes details on sentencing measures such as Community Payback Orders, Drug Treatment and Testing Orders, Structured Deferred Sentences, Bail Supervision, Third Sector Programmes and other relevant statutory services and interventions.</p> <p>Part of this work will involve conducting a review to consider the best way of gathering information and ensuring an effective and up-to-date resource for partners. This may involve exploring and developing sustainable options for future hosting, resourcing and expansion of information on local community justice services.</p>	<p>taken to collate relevant information, to enable an accessible online resource to be advanced. Ongoing engagement continues with the Judiciary, the Criminal Justice Voluntary Sector Forum, and Local Community Justice Partnerships to support the achievement of this outcome.</p>	
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41	Ensure the continued awareness raising and promotion of the National Strategy for Community Justice.	November 2026	<p>Lead partner - Community Justice Scotland</p> <p>In collaboration with - Scottish Government, statutory community justice partners and third sector</p>	Community Justice Scotland will continue to champion community justice by taking the lead in promoting the National Strategy for Community Justice. This will involve working collaboratively with national partners to drive change and support improvements in the community justice system, in line with the strategy and to increase public and community awareness and understanding of the benefits of community justice. This deliverable will be reviewed following the required review of the strategy in 2026.	<p>The revised CJS website has been launched and promotes the national strategy. The CJS Chief Executive also provided the opening speech at a national community justice event and promoted the national strategy and outlined the vision of the future justice system for Scotland.</p> <p>CJS has promoted priority action 4 regarding Electronic Monitoring, including through (i) articles to Scottish media outlets resulting in 6 pieces across legal titles and specialist outlets, (ii) Partnering with G4S and the national EM champions to identify real-life stories (anonymous), which are published on the CJS website, (iii) Posting a series of new targeted myth busting content on social media, (iv) presenting to Sheriffs and</p>	In progress
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					<p>associated colleagues at bespoke local and national events.</p> <p>Marketing insight projects have been undertaken which ascertained attitudes towards community justice and on how stigmatising language in crime reporting influences opinions and behaviours. The outputs from these will feed into two short films. Research for a YouGov survey will feed into a set of media guidelines to help journalists better understand the role of language when reporting on community justice - and positively influence future reporting of it. The guidelines will be launched in FY 2024/25.</p>	
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