

# National Strategy for Community Justice: Delivery Plan



Scottish Government  
Riaghaltas na h-Alba



## Introduction

The [National Strategy for Community Justice](#) was revised in June 2022. The strategy sets out the national direction for community justice by building on progress made to date and emphasises the Scottish Government's longstanding aim to encourage a person-centred, trauma-informed, and rehabilitative approach. It recognises that while public protection is paramount, that is entirely consistent with widening the use of community-based interventions and sentences, which can be more effective in reducing reoffending and assisting with rehabilitation while still protecting victims, the public and robustly managing risk.

The strategy sets out four national aims and thirteen priority actions which the Scottish Government and community justice partners should seek to deliver over the duration of the strategy. The purpose of this delivery plan is to expand on the strategy by setting out a number of tangible, time-limited deliverables, detailing exactly what work will be undertaken to drive improvement nationally for each of the aims and priority actions contained in the strategy.

It is envisioned that a broad range of partners will contribute to this work, including the third sector, which we recognise will play a key part in the achievement of many of the deliverables.

The Scottish Government also 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 – all exacerbated by the COVID pandemic and the cost-of-living crisis.

The delivery plan has been prepared in consultation with representatives of community justice partners and its contents reflect the pressure that delivery partners are under. When developing the delivery plan, we have focused principally on opportunities for enhancing partnership working, helping to ensure the spread of best practice, and on ensuring greater visibility for ongoing work. The delivery plan does not currently focus on areas of work which would require significant new investment, however future iterations will seek, where possible to build upon the existing deliverables to identify new projects that accord with the aims of the National Strategy for Community Justice. We will continue to work in collaboration to maximise the use of available resources.

As with the strategy, 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.

The delivery plan also highlights links with other relevant policy areas and strategy documents where it is considered to be helpful in providing context. As with the strategy, the delivery plan takes account of Equally Safe, the joint Scottish Government and COSLA strategy to prevent and eradicate violence against women and girls in Scotland. This sets out a vision to work with stakeholders to prevent violence from occurring in the first place; as well as to build the capability of specialist services to support survivors and those at risk; and strengthen the justice response to victims, witnesses or perpetrators of crime. We also recognise that women experience the justice system differently from men and that there is a need to promote greater understanding of gender. A Women's Justice Leadership Panel, established in January 2022, has brought together expert women from all aspects of the justice system to discuss the experience and unique needs of women and what this means for justice processes, including the interaction with trauma. The outcomes from the Panel, and their key findings, will be vital in continuing our understanding and awareness of gender and its impact across the justice system. The delivery plan will also reflect the ongoing work to deliver person-centred and trauma-informed services to victims and survivors of crime. As set out in the Vision for Justice in Scotland, this will see victims take a more prominent role in cases, experiencing fewer delays and being supported in their recovery.

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.

The delivery plan will be continually monitored and updated twice a year. Progress towards the deliverables will be monitored by a Community Justice Programme Board which brings together community justice partners at a national level. The Board will provide the delivery and accountability mechanism for a change programme, within which the delivery plan will be a key element.

## Table of deliverables

Table of deliverables					
Relevant Priority Action from the National Strategy for Community Justice	No.	Deliverable	Timescale	Responsibility	Further Detail
<b>Aim 1 - Optimise the use of diversion and intervention at the earliest opportunity</b>					
<b>Priority Action 1 -</b> 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><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> 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>

	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><b>Lead partner -</b> Community Justice Scotland</p> <p><b>In collaboration with -</b> members of the Diversion from Prosecution Review Group, including the Scottish Government, third sector, COPFS, 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"> <li>• articulating the responsibilities of each partner agency in relation to diversion</li> <li>• opportunities for joint training and awareness raising</li> <li>• revising the documentation involved in diversion from prosecution and providing templates where appropriate.</li> </ul>
	3	<p>Improve the sharing of information and communication between relevant justice organisations at key points of the diversion</p>	April 2024	<p><b>Lead partner -</b> COPFS</p> <p><b>In collaboration with -</b> Police Scotland,</p>	<p>To enhance information sharing and communication, partners will consider:</p> <ul style="list-style-type: none"> <li>• the provision of information on the factors which are driving offending behaviours, or health related matters, between Police Scotland</li> </ul>

		<p>from prosecution process.</p> <p>This will take account of the 'Joint review of diversion from prosecution' report.</p>		<p>Community Justice Scotland, Scottish Government and Local Authorities</p>	<p>and COPFS during initial decision making</p> <ul style="list-style-type: none"> <li>• the flow of information at point of referral between COPFS and justice social work, in order to inform assessments</li> <li>• communication between COPFS and justice social work in complex cases</li> <li>• the flow of communication from COPFS to justice social work and the person on diversion at decision-making points</li> <li>• appropriate participation within community justice partnerships.</li> </ul>
<p><b>Priority Action 2 -</b> 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</p>	4	<p>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.</p>	January 2024	<p><b>Lead partner -</b> Police Scotland</p> <p><b>In collaboration with -</b> Scottish Government, Community Justice Scotland, Local Authorities, third sector, National Police Care Network, and other</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>

services including substance use and mental health services				relevant community partners	
	5	Improve consistency across the country in the access to 24/7 specialist mental health assessments including in custody centres.	December 2023	<p><b>Lead partner -</b> NHS Boards and Scottish Government</p> <p><b>In collaboration with -</b> Police Scotland, NHS Boards and third sector through the Unscheduled Care Collaborative</p>	<p>This work is captured by the recent joint inspection of Custody Healthcare and Interventions by Health Improvement Scotland and HMICS. 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 Autumn. The new strategy will allow us to look ahead to make sure we are doing the right things to meet changing</p>

					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.
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	<b>Lead partner -</b> Police Scotland  <b>In collaboration with -</b> NHS Boards and third sector	<p>This approach should encourage arrest referral, and ensure that a person-centred, trauma-informed approach is taken in police custody.</p> <p>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 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 and workforces. This will be supported by the forthcoming publication of a new Quality Improvement Framework, developed by the Scottish Government, COSLA, NES and the Improvement Service.</p>
7	Medication Assisted Treatment (MAT) Standards 1-5, will be implemented in all local areas, including in justice settings.	April 2025	<p><b>Lead partner -</b> Public Health Scotland</p> <p><b>In collaboration with -</b> Scottish Government, NHS Boards, Police Scotland, SPS, Community Justice Scotland, Local Authorities and Alcohol and Drugs Partnerships,</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> <p>In June 2022 the former Minister for Drugs Policy wrote a letter of direction to all Territorial Health Boards,</p>	

				<p>third sector and individuals with lived and living experience</p>	<p>Integration Authorities and Local Authorities which directed delivery partners to sign a public delivery plan for implementing the MAT standards. Areas are reporting on progress against their Implementation Plans on either a monthly or quarterly basis.</p> <p>The timeline for implementation of the standards, is to implement MAT Standards 1-5 in community settings by April 2023 and to have full implementation of Standards 1-10 in community and justice settings by April 2025, and be fully sustained by April 2026.</p>
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**Aim 2 - Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland**

<p><b>Priority Action 3 -</b> Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively</p>	8	Ensure bail supervision services are available in all Local Authorities and that electronic monitoring of bail is introduced across Scotland.	December 2023	<p><b>Lead partner -</b> Local Authorities</p> <p><b>In collaboration with -</b> Social Work Scotland, third sector and Scottish Government</p>	<p>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.</p> <p>Bail supervision services being in place in all Local Authorities is dependent on factors including recruitment of staff. December 2023 is an intended timescale but progress will be reviewed at that date.</p>
	9	Increase levels of suitability assessments for bail supervision and electronically monitored (EM) bail.	December 2023	<p><b>Lead partner -</b> Local Authorities</p> <p><b>In collaboration with -</b> Social Work Scotland and Scottish Government</p>	<p>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 assessment template has been introduced.</p>

	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><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> 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 pressures currently being faced, including ongoing recovery from the COVID pandemic.</p>
<b>Priority Action 4 -</b> 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	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> Local Authorities, Police Scotland,</p>	<p>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.</p>

				Community Justice Scotland, SCTS, SPS, Social Work Scotland and the electronic monitoring service provider	
12	Work with key stakeholders to explore options to optimise the operating model for Home Detention Curfew (HDC) for short-term prisoners. We 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.	June 2024	<b>Lead partner</b> - Scottish Government  <b>In collaboration with</b> - 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 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.  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.  Therefore, short-term prisoners will continue to access HDC and the planned review will explore if any changes to the existing HDC process could better support the re-integration opportunities for this cohort.
<b>Priority Action 5 -</b> 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.	September 2023	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> 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.
	14	Publish a research report on the use of Drug Testing and Treatment Orders (DTTOs) and Community Payback	August 2023	<b>Lead partner -</b> 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

	Orders (CPOs) for people with substance use problems, as part of the Cross-Government Action Plan in response to the Drug Deaths Taskforce's report and recommendations.			community sentencing options to 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.  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.
15	Complete an evidence review of the current justice social work landscape.	March 2024	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> third sector, Care Inspectorate, RMA, COSLA, Community Justice Scotland, Scottish Association of Social Workers,	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 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.

				and Social Work Scotland	
16	<p>Complete a review of the principles which underpin the justice social work funding formula which is used to distribute over £100m of community justice funding annually across 32 Local Authorities. This will help inform the future development of the formula and 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>	December 2024	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> Community Justice Scotland, Social Work Scotland, COSLA, and third sector</p>	<p>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.</p> <p>This work will include consideration of any particular issues currently impacting on the distribution of justice 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</p>	April 2024	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> the <a href="#">Trauma Responsive</a></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 retraumatising and supports recovery.</p>	



	and training for social work services, including justice social work.		<a href="#">Social Work Services Partnership Delivery Group</a> and <a href="#">Expert Advisory Group</a>	OCSWA are working closely with the Scottish Government's Trauma, ACES and Resilience Unit, NHS Education for Scotland (NES) and the Improvement Service to ensure this work aligns with the National Trauma Training Programme.
18	Pilot and initiate evaluation of the Moving Forward 2 Change (MF2C) programme for sexual offending.	August 2023	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> 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.
19	Pilot an assessment method for individuals who commit offences relating to indecent images of children (IIOC).	June 2024	<b>Lead partner -</b> RMA  <b>In collaboration with -</b> Scottish Government and Local Authorities	This will involve work on the <a href="#">IIOC Framework</a> .

<p><b>Priority Action 6 -</b> 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</p>	<p>20</p>	<p>Increase knowledge and awareness of restorative justice and ability to direct people to appropriate restorative justice services as and when these become available.</p>	<p>April 2025</p>	<p><b>Lead partner -</b> Community Justice Scotland</p> <p><b>In collaboration with -</b> Children and Young People's Centre for Justice (CYCJ), Scottish Government and community justice statutory partners including Local Authorities and Police Scotland</p>	<p>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.</p> <p>This deliverable aims to support the 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>
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### Aim 3 - Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence

<b>Priority Action 7 -</b> 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	<b>Lead partner -</b> Prisons Digital Health & Care Systems Provisioning Programme Board  <b>In collaboration with -</b> its key stakeholders including Scottish Government, NHS Boards and SPS	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: <ul style="list-style-type: none"> <li>• patient management;</li> <li>• prescribing and medicines administration;</li> <li>• access to patient history at point of need; and</li> <li>• provision of digital continuity of care for external contractors.</li> </ul> <p>This work will commence in June 2023.</p>
	22	Develop and implement a revised Information Sharing Agreement between SPS and NHS Boards.	April 2024	<b>Lead partner -</b> SPS  <b>In collaboration with -</b> NHS Boards and Local Authorities	Where data on admissions and scheduled liberations is shared, this should 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.  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.
	23	Amend GP contract regulations to allow the pre-registration of prisoners in advance of liberation.	November 2023	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> NHS Boards	Work is underway to identify improvements to the GP registration on release from prison process and how these may be implemented.
	24	Implement the revised Memorandum of Understanding (MoU) between SPS and the NHS.	January 2024	<b>Lead partners -</b> NHS Boards via National Prison Care Network and SPS	The MoU revision will provide improved clarity on the roles and responsibilities of each organisation and be the framework for partnership working and shared practices.
<b>Priority Action 8 -</b> 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	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	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> 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.

for Everyone (SHORE) standards across all local authority areas	26	Continue to support the full implementation of SHORE standards across all prisons and LA areas – including the development of multi-agency arrangements amongst local housing providers (and other public services and third sector organisations).	August 2024	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> SPS, Local Authorities, COSLA, ALACHO and other relevant justice partners</p>	<p>These arrangements should aim to address the housing and support needs of relevant individuals prior to release and describe the local processes between community justice partners and prisons.</p> <p>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.</p>
	27	<p>Publish refreshed and updated SHORE standards, which include a focus on a wider range of individuals, and articulating what 'best practice' looks like.</p> <p>This will take into account learning from any potential pilot project, and multi-agency arrangements.</p>	November 2025	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> SPS, Local Authorities, COSLA, ALACHO, Community Justice Scotland and other</p>	<p>Partners that developed the SHORE standards will have the opportunity to contribute to updating the SHORE documents to reflect subsequent developments.</p> <p>As noted during the development of the SHORE standards, the 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.</p>

				relevant justice partners	
<b>Priority Action 9 -</b> 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	<p>Develop a strategic framework to assist with the establishment of SPS Employability Advisory Boards.</p> <p>This will take into account technological advances and a refreshed SPS Learning &amp; Employability Strategy.</p>	April 2024	<p><b>Lead partner - SPS</b></p> <p><b>In collaboration with -</b> Local Authorities, Skills Development Scotland and third sector</p>	<p>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.</p> <p>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 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>
	29	Community justice partnerships, Local Employability Partnerships and	April 2024	<b>Lead partner -</b> Local Authorities	This will mean that a partner has a clearly defined and understood advocacy role within the employability pipeline and will be responsible for

	Employability Leads within Local Authorities should ensure that they are effectively integrated and aligned to ensure individuals are able to effectively access education and employability services.		<b>In collaboration with -</b> community justice statutory partners, including Skills Development Scotland and Social Work Scotland	<p>encouraging appropriate learning, employability and careers services referrals from community 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 <a href="#">Community Justice Improvement Tool</a>.</p>
30	Skills Development Scotland and SPS to develop and implement a Memorandum of Understanding (MoU).	April 2024	<b>Lead partners -</b> Skills Development Scotland and SPS	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>Skills Development Scotland and SPS will work together to prioritise the following key areas:</p> <ul style="list-style-type: none"><li>• 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</li><li>• Collaborate on community Justice approaches and initiatives as appropriate to young people within HMYOI establishments, as Skills Development Scotland and SPS are both statutory justice partners</li><li>• Plan and deliver relevant joint CPD activity to develop the skills and knowledge of Skills Development Scotland and SPS colleagues</li><li>• Explore and develop remote delivery options</li><li>• Raise awareness of Skills Development Scotland services available to the wider (adult) prison population in their home</li></ul>
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					areas, which are accessible on release using digital media systems/kit/approaches.
<b>Priority Action 10 -</b> 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 throughcare services.	February 2024	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> relevant justice partners including Community Justice Scotland, RMA, third sector, Social Work Scotland and community justice statutory partners, including Local Authorities and SPS	This guidance will promote a more consistent approach to pre-release planning and the subsequent support offered to all individuals 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.
	32	Review the provision of Third Sector Voluntary Throughcare services.  This will inform decisions for the future grant	April 2024	<b>Lead partner -</b> Community Justice Scotland  <b>In collaboration</b>	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

		funding process for third sector voluntary throughcare provision and the way the provision will be organised in the future.		<b>with</b> - relevant justice partners including Scottish Government, third sector and community justice statutory partners, including Local Authorities and SPS	evidence to ensure that future processes promote partnership working and consistency, whilst ensuring an individual's needs are met on release.
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	<b>Lead partner</b> - Scottish Government  <b>In collaboration with</b> - 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.

## Aim 4 - Strengthen the leadership, engagement, and partnership working of local and national community justice partners

<p><b>Priority Action 11 -</b> 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</p>	<p>34</p>	<p>Implement the Community Justice Performance Framework, the Improvement Tool and the updated self-evaluation model for community justice.</p>	<p>April 2024</p>	<p><b>Lead partner -</b> Community Justice Scotland, Care Inspectorate and Scottish Government</p> <p><b>In collaboration with -</b> statutory community justice partners and third sector</p>	<p>The revised <a href="#">Community Justice Performance Framework (CJPF)</a> and the accompanying Guidance and Technical Document (which provides information on how to use the outcomes and indicators in the CJPF) was published on 31 March 2023.</p> <p>The <a href="#">Community Justice Improvement Tool</a> 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 Scotland” will be published and launched in 2023.</p>
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					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.
35	Work with stakeholders to identify steps that could be taken to increase resilience in the local model of coordination and delivery of community justice.	April 2024	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> Community Justice Scotland, COSLA and Local Authorities		<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 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</p>

					the Community Justice Network in 2019/20. It will also be mindful of the current staffing/resource pressures.
36	Publish and embed updated statutory guidance on community justice outcomes improvement planning and reporting.	October 2023	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> Community Justice Scotland, community justice statutory partners and third sector		The Scottish Government will update the statutory guidance supporting statutory community justice partners to understand their roles within the Community Justice (Scotland) Act 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	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> Community Justice Scotland, and community justice statutory partners, including		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.

				COPFS, SCTS, SPS, Police Scotland and Public Health Scotland	
<b>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</b>	38	Implement the Trauma Informed Justice Knowledge and Skills framework.	December 2023	<b>Lead partner -</b> Scottish Government  <b>In collaboration with -</b> justice partners, including Community Justice Scotland, third sector and statutory community justice partners	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.  Those with lived experience have been key to the development of the framework, and this is seen throughout the document.

					<p>The Scottish Government is providing additional funding to NHS Education for Scotland (NES) to support organisations implementing the framework. The <a href="#">Victims Taskforce</a> and the relevant workstream will consider how we keep the voice of lived experience throughout the implementation phase.</p>
39	Raise awareness of the 'People at Heart' approach to communications and the key principles	December 2023	<p><b>Lead partner -</b> Scottish Government</p> <p><b>In collaboration with -</b> Community Justice Scotland, third sector and statutory community justice partners including, Police Scotland, SPS, SCTS</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 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><b>Priority Action 13 -</b> Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice</p>	<p>40</p>	<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>	<p>June 2024</p>	<p><b>Lead partners -</b> Scottish Government and Community Justice Scotland</p> <p><b>In collaboration with -</b> statutory community justice partners and third sector</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 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>
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	41	Ensure the continued awareness raising and promotion of the National Strategy for Community Justice.	November 2026	<p><b>Lead partner -</b> Community Justice Scotland</p> <p><b>In collaboration with -</b> 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.
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