



# **INTERIM BUSINESS PLAN**

**April - September 2020**

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## Introduction

Community Justice Scotland (CJS) is required to produce an annual business plan that sets out how we will fulfil our legislative duties and the key outcomes and objectives outlined in our corporate plan. In April 2020, we published our Corporate Plan 2020-2023 for consultation.

The COVID-19 outbreak was declared a pandemic by the World Health Organisation in March 2020. CJS's statement in response to COVID-19, available [here](#) on our website, outlines the initial impact that the pandemic had on our organisation and the measures taken to ensure business continuity. Information regarding implications for the justice sector in Scotland is being hosted [here](#) on our website.

The CJS Incident Management Team was initiated to monitor organisational capacity and delivery capabilities during the COVID-19 pandemic in line with our Business Continuity Plan. A Co-ordination Team was also established to monitor and allocate tasks across the organisation and the Senior Management Team (SMT) scheduled daily meetings to oversee capacity and workloads within teams. The CJS Board are also meeting more frequently to consider priorities and governance during this exceptional time.

Some of our core activities have had to be postponed due to the changing nature of our working environment and the Government guidelines that are in place. This includes the postponement of face-to-face training and research activities.

### *COVID-19: Implications for business planning*

While our functions remain largely the same, the role that we will perform as the national body for community justice in response to the COVID-19 pandemic will necessitate innovation and transformation. The impact of COVID-19 on our partners, colleagues, service providers, the justice landscape and the whole country creates an ever-changing operating environment. We will remain responsive to the environment so that we can continue to successfully carry out our functions during this time.

### *CJS Interim Business Plan*

In light of the above, it is not practicable to put in place our normal annual business plan. It is possible, however, for us to be proactive, flexible and dynamic in the ways that we plan and deliver projects and support partners throughout the pandemic and its aftermath, while continuing to focus on preventing offending and promoting the use of community responses to offending.

CJS has therefore decided to produce an Interim Business Plan for the first half of the financial year, April – September 2020. Aligned to the outcomes identified in our Corporate Plan 2020-2023, it outlines how we will fulfil our legislative requirements, sets out our response to the COVID-19 pandemic and considers other activity that would ordinarily be undertaken but that cannot currently be planned for with accuracy. A further plan will be produced for the second half of the financial year.



## Legislative Requirements

The Community Justice (Scotland) Act 2016 sets out the legislative framework in which CJS operates. Within this legislation there are several statutory functions that we are required to complete despite uncertainties about capacity resulting from the COVID-19 pandemic. These are listed below with details of timescales and milestones.

Requirement	Section of Act	Timescales	Milestones
Promote public awareness of benefits of community justice	s.4.1(d)	Ongoing	Communication tools developed and promoted
Maintaining standards of strong Governance and accountability	s.9	Ongoing	Published Board and Committee meeting minutes Governance Review completed Audit reports complete ARC meetings held and relevant actions progressed
Consult on and publish Corporate Plan (following Ministerial approval)	s.10	By end June 2020	Corporate plan laid in the Scottish Parliament Consultation activity held Regular monitoring by the CJS Board
CJS Annual Report and Accounts	s.12	By end September 2020	Report published
Monitoring and reporting of national and local performance in relation to community justice outcomes	s.26	Ongoing	All reviews of new/refreshed Community Justice Outcome Improvement Plans complete and feedback given to Community Justice Partnerships (CJPs)

Annual Report on Community Justice Outcomes	s.27	By end March 2021	Collation of data from local areas (September 2020) Development activity for compilation of annual report (ongoing) Annual Report on Community Justice Activity laid in the Scottish Parliament (by March 2021)
Community Payback Order (CPO) Annual Report	s.227ZM Criminal Procedure (Scotland) Act 1995	By end March 2021	Collation of data from local areas (September 2020) Development activity for compilation of annual report (ongoing) CPO Annual Report laid in the Scottish Parliament (by March 2021)
Strategy for Learning, Development & Innovation (LDI)	s.32	By end March 2021	Development activity for compilation of strategy (ongoing) Strategy reviewed and published (by March 2021)
Development of LDI Hub	s.5	Ongoing	Digital Hub launched (by March 2021)
Learning, Development & Innovation Activity <i>(Explore opportunities for CJS to conduct, commission, co-ordinate research in relation to training; identify and share good practice; develop / provide training)</i>	s.34 (plus explanatory notes)	Ongoing	Evidence of LDI activity made available

## **COVID-19: CJS Response**

### *Overarching Principles*

As the national body for community justice we will coordinate leadership, support and improvement in collaboration with stakeholders, statutory partners and third sector organisations to ensure that the community justice system continues to be effective in supporting people's needs during the COVID-19 pandemic.

To enable us to work in the most effective way possible and to demonstrate our values-based approach to support others in such unprecedented times, we are committed to a number of core principles:

- Engage with and respond to the needs of our extensive community networks and stakeholders to best understand and help develop solutions to rapidly changing opportunities and challenges
- Monitor organisational capacity and priorities to ensure that we remain flexible and responsive to the changing landscape across community justice and to ensure delivery of our core functions
- Operate cross-team working within CJS to ensure that a broad range of skill sets can be accessed and applied to activity whilst maintaining standards of excellence
- Share knowledge and relevant, timely information with our communities using our website and social media channels as accessible and instant methods for this
- Consult with the community justice sector on developing new learning and innovation opportunities which best reflect changing demands
- Contribute to developing policy and legislation by best reflecting evidence and the voices of our communities within all our responses
- Ensure staff safety and wellbeing is promoted by monitoring home working arrangements and providing advice and guidance to support new arrangements and any additional caring responsibilities
- Proactively plan for the transition to post-COVID-19 activities

COVID-19 Response Activity

<b>Outcome 1: Effective interventions are delivered to prevent and reduce the risk of further offending and provide equal access to services</b>		
<b>Intended Priority Activities</b>	<b>Expected Timescale</b>	<b>Milestones</b>
<p>Production of trauma-informed guidance and support documents for frontline workers in line with changing national guidance and regulations, specifically in relation to:</p> <ul style="list-style-type: none"> <li>• Working with clients while maintaining social distancing</li> <li>• Working with clients while working from home</li> <li>• Working with male clients</li> <li>• Working safely with women using technology</li> <li>• Any other relevant, emerging topics</li> </ul>	March – April	<p>Guidance manuals and support documents complete, promoted and distributed</p> <p>Following distribution, number of requests for support and subsequent activity in relation</p>
Produce and release online resource packs following engagement with the sector	April	<p>Resource packs released</p> <p>Following release, number of requests for support and subsequent activity</p>
Development of a national spreadsheet and briefing papers to capture local response and contact information for challenges and needs across homelessness, housing and Opioid Replacement Therapy provision	April – September	<p>Spreadsheet completed, circulated and updated as necessary. Feedback collated in relation to this</p> <p>Briefing paper on local area themes and challenges complete</p>

**Outcome 2: Partners plan and deliver services in a more strategic and collaborative way**

Intended Priority Activities	Expected Timescale	Milestones
<p>Ongoing development and support to prison liberations during COVID-19 isolation period</p> <p>Where appropriate, operate as a Single Point of Contact to assist coordinated activity across local areas</p>	<p>April – September</p>	<p>Briefing papers compiled and distributed</p> <p>Number of support offers/requests to/from stakeholders</p> <p>Number of contributions to legislation development</p> <p>Number of meetings attended at local and national levels</p>
<p>Forward plan for potential increase in Caledonian System activity as a result of higher numbers of domestic abuse cases being reported following social distancing measures</p>	<p>August – September</p>	<p>Updated/developed training products complete</p> <p>Advice/guidance on managing increased court referrals prepared and ready for distribution</p> <p>Reprioritised training schedule made available</p>
<p>Support local Caledonian teams to capture data and information covering the COVID-19 social distancing period</p>	<p>September</p>	<p>Guidance document on local data capture</p> <p>Framework for national collation of data</p>
<p>Contact made with LSCMI centralisation project workers to establish work done and next steps for potential integration with commercial platform</p>	<p>April</p>	<p>Completed work and next steps captured</p>
<p>Recommencement of procurement activity for a digital resource for community justice. If approved, establish a Project Working Group to support delivery and sustainability</p>	<p>April – September</p>	<p>Decision made concerning digital resource procurement activity and approval secured from SMT and Board</p> <p>Project Working Group established and action plan created</p>

**Outcome 3: There is improved understanding and participation in community justice**

Intended Priority Activities	Expected Timescale	Milestones
Production and moderation of all organisational communication relating to the COVID-19 pandemic, including website content, social media, communication with stakeholders and media. Includes facilitation of content to Chief Executive and Chair	April – September	Total content  Traffic to CJS website  Traffic across social media platforms
Continually update our media channels in relation to the changing nature of the justice system in response to the COVID-19 pandemic	April – September	
Current and emerging training needs resulting from the changing landscape identified across local areas	April	Details of needs captured across various channels recorded and an action plan created
Respond to developments in emergency legislation, regulations and policy	April – September	Number of consultations with Scottish Government officials

<b>People and Supporting Functions</b>		
<b>Intended Priority Activities</b>	<b>Expected Timescale</b>	<b>Milestones</b>
Support home working for all staff in line with Scottish Government guidance	April – September	Home working guidance circulated and updated where necessary  Document on practices implemented provided to Scottish Government  Register of assets moved from office to support continuity in home working completed
Routine monitoring and review of spend and projected spend relating to COVID-19 activity	April	Overview of spend to date completed  Three and six-month spend projections completed and monitored/reviewed as appropriate
Routine monitoring of the Interim Business Plan	April – September	Quarterly performance progress reports submitted to CJS Board
Participation in national COVID-19 response meetings and the facilitation of national networks in line with outcomes agreed in our Corporate Plan <i>(Examples: Justice Board COVID-19 Sub Group, Community Justice Network, Social Work Scotland, COSLA, Drug Deaths Task Force, public health meetings)</i>	September	Number of meetings attended  Actions allocated and progressed
Testing of, and research into, best fit online communication tools and potential training methods for CJS Board members, CJS staff and external partners <i>(Examples: Zoom, Webinar, VScene)</i>	April – September	Testing completed  Testing reviewed and utilised to implement use of communication tool (or otherwise)

### *COVID-19 Recovery Plan*

The COVID-19 pandemic has resulted in emerging challenges and system changes that will affect CJS, our partners and our communities. There will be lessons that can be learnt and CJS recognise the need to capture and analyse the impact of trends, monitor data and develop evidence-based responses. This will potentially inform or alter our planned and routine activities in the coming six months and beyond, and may also identify new priorities to be taken forward.

CJS must have an effective COVID-19 recovery plan in place. The Chief Executive and CJS Board will agree the framework for a recovery plan, which will consider:

- Government guidance on resuming operational activities
- A mechanism for the collation of data generated by activity agreed within this Interim Business Plan
- The identification of emerging trends, priorities, challenges and recommendations for future activity evident from data analysed
- The identification of actions required to continue activity identified as postponed or delayed as a result of the COVID-19 pandemic
- A review of the impact of COVID-19 measures put in place on the CJS Environmental Impact Assessment
- Identification of system changes created by COVID-19 legislation, policy and practice and how to build on these as part of future organisational activity
- Analysis of the impact of COVID-19 on our staff and its impact on the values and working practices of the organisation
- Compilation of a lessons learned document and subsequent actions where necessary
- A strategy for consultation with statutory partners, the third sector and communities on the impact of the COVID-19 pandemic across the justice sector in order to identify emerging priorities and additional support actions

To aid the recovery process following the COVID-19 pandemic and to provide an evidence-based position from which to best support our partners and communities, CJS will convene an expert group to identify actions which may be possible to keep individuals out of custodial

establishments and to ensure that prison numbers remain at the lower level currently being experienced across Scotland. The group will look at opportunities presented, international evidence of best practice in community sentencing, legislative and policy levers, resources and likely impact. The group will be established during the lifetime of this Interim Business Plan and its activity will feed directly into the recovery plan, framing our organisational activity going forward.

Examples of challenges and system changes already emerging at this stage as part of the COVID-19 pandemic, which would be included within the scope of a recovery plan, are:

The effect of COVID-10 emergency lockdown measures on incidences of domestic abuse in Scotland

The use of, and access to, community sentencing options as credible alternatives to custodial interventions

The role and development of alternatives to prosecutorial action

The potential role of restorative approaches following the COVID-19 pandemic in supporting community recovery

The impact of non-face-to-face methods of communication in support to reintegrate measures across the justice system

The evolving nature of court processes and the role of legal personnel across the justice system

## Other Activity

During the lifetime of this Interim Business Plan, we will take proactive measures to ensure that we continue to deliver planned activities that contribute to achieving our corporate objectives for 2020-2023. Remaining responsive to the changing landscape created by COVID-19 necessitates that some of these intended priorities will not be undertaken over the six month period that this plan covers. The expected timescales given below are those that we would intend to meet under usual circumstances. Many of the intended priority activities are part of wider projects that will continue beyond the lifetime of this plan and the milestones to measure progress are those that are intended to be achieved within this six month period. The progression of the priorities and decisions regarding their continuation will form part of the Review.

<b>Outcome 1: Effective interventions are delivered to prevent and reduce the risk of further offending and provide equal access to services</b>		
<b>Intended Priority Activities</b>	<b>Expected timescale</b>	<b>Milestones</b>
Gain accreditation for The Caledonian One to One Manual	June	Successful accreditation gained
Pilot delivering elements of The Caledonian System within a prison and deliver associated training with the Scottish Prison Service	May September	Training delivered Demonstration project commenced with evaluation plan in place
Deliver The Caledonian System as two non-court mandated demonstration projects in two local areas	Autumn	Training delivered Demonstration projects commenced with evaluation plan in place
Develop new training products to meet partners' needs <i>(Examples: Mental Health Training, Media Training, Presenting Evidence Training, Violence Prevention Training, Youth Justice resource)</i>	April – September	Number, and content of, new training products designed

<p>Pilot new training products and deliver recently trialed products in new areas  <i>(Examples: Technology Mediated Offending Training, Unpaid Work Training)</i></p>	<p>September</p>	<p>Pilot activities commenced with evaluation plans in place</p>
<p>Identify and conduct research required to enhance community justice understanding and practices  <i>(Examples: Community Justice Survey, CJS Research Series, CPO Terminations)</i></p>	<p>April – September</p> <p>April</p> <p>April</p>	<p>Number of Research and Ethics Committee and Academic Advisory Group meetings and subsequent action plans progressed</p> <p>Number, and content of, research proposals produced/submitted for approval/approval gained</p> <p><i>Community Safety and Community Justice Joint Arrangements</i> phase one research published</p> <p><i>Restorative Justice in Custodial Settings</i> research published and training action plan produced</p>

**Outcome 2: Partners plan and deliver services in a more strategic and collaborative way**

Intended Priority Activities	Expected timescale	Milestones
Review the use by local areas of the Strategic Needs and Strengths Assessment guidance previously distributed	July	Review completed  Number of requests for support and subsequent activity in relation
Collate and distribute information about services and support available across local areas as part of community-based disposals	July	Evaluation of information provision in Judicial Information Project completed
Work with others to deliver, support and promote restorative justice approaches throughout Scotland	May	Activity in support of the Scottish Government Restorative Justice sub-group and the relevant identified outcomes
Publish our Strategic Commissioning Framework (SCF), <i>The Framework for Smart Justice</i> , and collate responses for support	April  May – September	SCF published  Responses collated
Make recommendation to Scottish Ministers on the revision of the Outcome, Performance and Improvement Framework and, if accepted by the Scottish Government, plan and lead on this work with partners	April – September	Recommendation paper submitted to Scottish Ministers
Provide additional support to CJPs where there are identified improvement requirements as indicated by Care Inspectorate	April – September	Number of requirements for support identified and progressed
Publication of the national Diversion from Prosecution guidelines	June 2020	Guidelines published

**Outcome 3: There is improved understanding and participation in community justice**

Intended Priority Activities	Expected timescale	Milestones
Increase the visibility of community justice through campaigns and digital assets	April – September May June – September	Second Chancers campaign promoted and promotional opportunities scoped  Scottish Justice System Digital Map user testing completed  Scoping for the launch of the Scottish Justice System Digital Map completed
Continue to promote the benefits of community justice and work of CJS	April – September August	Evidence of increased media engagement, impressions and reach  National Event project group re-established
Integrate The Caledonian System information and updates into CJS routine communications	April – September	The Caledonian System page incorporated into CJS website  Website and social media activity progressed
Develop and promote the use of evidence-based reframing language at a national level	May – September	Project scoping work complete
Work with stakeholders, partners, national decision makers and legislators to support the development of national legislation and policy which is informed by best community justice practice	April – September	Number of online Policy Forum meetings  Number of consultation responses submitted to Scottish Government or other bodies  Evidence to parliamentary committees, cross party groups and Scottish Government consultations on proposed policy, e.g. <i>the Disclosure (Scotland) Bill, Sentencing Council Guidelines</i>

**Cross- Cutting Outcomes**

Intended Priority Activities	Expected timescale	Milestones
Evaluate aspects of programme delivery, activity and pilot projects as required. <i>(Examples: Trauma Training, Unpaid Work Training, Tribal Home, Policy Forum)</i>	April – September	Number of evaluative activities commenced/completed
Effectively contribute to the aims of the Victims and Drugs Death Taskforces and the Community Justice Leadership Group and inform recommendations	April – September	Number of meetings attended  Ownership of actions arising
Continue to work with a wide range of stakeholders across the justice landscape on national initiatives, groups, projects and events <i>(Examples: Justice Board, Justice Board Sub Group on COVID-19, MFMC Advisory Board, LS/CMI Centralisation, COSLA, CJVSF, CJPs, CJP Chairs and Coordinators, etc.)</i>	April – September	Number of meetings attended  Ownership of actions arising

<b>People and Supporting Functions</b>		
<b>Intended Priority Activities</b>	<b>Expected timescale</b>	<b>Milestones</b>
Continue to deliver cross-team support in producing branded assets	April – September	Evidence of brand consistency in published assets
Review and update our HR policies and procedures and guidance documents <i>(Examples: Fairness At Work, Complaints Procedure, Grievance Policy, Safeguarding Policy, Performance Management Guidance)</i>	April – September	Number, and content of, implemented policies and procedures
Conduct and collate annual appraisals of staff	April – June	Number of completed staff appraisals
Support the Board Governance Review, including: <ul style="list-style-type: none"> <li>• Accountability and Governance Framework</li> <li>• Standing Orders and Financial Rules</li> <li>• Board Terms of Reference</li> </ul>	April – June	Publication of Standing Orders and Accountability and Governance Framework document

### *Paused Activity*

There are a number of non-statutory activities and projects that, due to the impact of the COVID-19 pandemic on ourselves and our partners, cannot currently be planned for and/or delivered, and have had to be paused for the period of the Interim Business Plan. A comprehensive list of these projects, which includes the point at which these remain, has been captured so that each can be reconsidered during the review of this plan in September 2020. Where appropriate, these will be recommenced based on the findings of the CJS Recovery Plan.

*Supporting Strategies*

The below supporting strategies will be developed over the lifetime of this Interim Business Plan:

**Research Strategy**

Due end of June

**Information and Data Strategy**

Work commences in April

**Communications Strategy**

Due end of August

**People Strategy**

Draft due end of September

**Engagement Strategy**

Due end of July

**Learning, Development & Innovation Strategy**

Work commences in May

## **Budget 2020-2021**

CJS has a core budget of £2.6 million, which includes funding for Caledonian programme staff and enhanced capacity for finance and administrative support . In addition, Scottish Government has agreed to provide additional support for improvement, training and communications provided that agreed priority outcomes are achieved. In this interim period CJS will draw down the proportion of its core budget needed to deliver the activities outlined in this plan.

## **Review and Evaluation**

This Interim Business Plan will be reviewed in September 2020. Progress against all milestones within each section will be reviewed and reported on and our response to the COVID-19 pandemic will be evaluated. In addition, new activities relating to our response to the COVID-19 pandemic that take place following the publication of this plan will also be reviewed using a similar methodology.

In order to fully evaluate this plan, consultation with all CJS colleagues will also take place. This will involve questions and discussion about the impact and effectiveness of the plan and suggestions for any subsequent plan going forward.

In September 2020, CJS will review its position in relation to the COVID-19 pandemic and any ongoing capacity, resource or activity implications. At this time, a further Business Plan will be created that will set out activity for the latter six months of the 2020-2021 period. The above review and evaluation of this plan will inform the subsequent document.



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