

2024-2029

MORAY
Community
Justice
Outcome
Improvement
Plan



Community Justice Partnership
Protecting People in Moray



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*“Have a look at
the **person** behind
the crime”*

Living and Learning from
Experience: Peer
Research Report

Foreword

Jillian Petrie- Moray Community Justice Partnership Chair

I am pleased to present the Moray Community Justice Outcome Improvement Plan (CJOIP) 2024-2029 on behalf of Moray Community Justice Partnership (CJP).

This plan sets out our vision for the next five years. It connects the national direction from the 'National Strategy for Community Justice 2022', with our locally identified priorities. It has been developed with a range of statutory and third sector partners and is informed by the lived experience of local people who have been involved in the justice system.

We want people to feel safe and supported in their communities. As a partnership we believe we can reduce reoffending, and in turn the number of victims, by supporting people who have offended to make positive changes in their lives. We know that to support change, we must understand and respond to the individual needs of people and enable them to find their own path away from the justice system. This means ensuring people have access to the right supports at the right time. We are asking our partners to think differently about how they can deliver their services, to better meet the needs of people in a trauma informed and person-centred way. Partnership working is a strength here, and we will continue to prioritise this, as we know that when this works, we are able to be more creative and ambitious. We want to work more with our communities, and utilise their strengths, to support people to rehabilitate, to address stigma, and to heal from the harms caused by crime. Lived experience must be at the heart of everything we do, and we will work to embed the voices of people who have offended, their families, victims, witnesses, and the wider community impacted by crime.

This plan sets out the collective commitment of community justice partners in Moray to listen and respond to the needs of people impacted by the justice system and support them to make positive changes in their lives.

What is Community Justice?

“Community justice is principally about organisations working together to ensure that people who have offended address the underlying causes of their behaviour and pay back to the community where appropriate. It aims to encourage rehabilitation, reduce reoffending, and protect the public, leading to fewer victims and safer communities”

(National Strategy for Community Justice 2022)

Community Justice Scotland

Community Justice Scotland provide professional assurances to Scottish Ministers on the delivery of improvement outcomes for Community Justice in Scotland along with monitoring performances of all local authorities in Scotland. A national strategy, performance indicators and a reporting framework set the strategic direction for partners and support delivery within Moray and across Scotland. Community Justice Scotland seek to support stakeholders to plan and deliver services to improve the outcomes for people impacted by offending.

A legal definition of 'Community Justice' is provided in section 1 of the [Community Justice \(Scotland\) Act 2016](#) (the Act). In addition, Community Justice Scotland has produced a [framing toolkit](#) to support people and organisations shape how they speak, write and communicate about community justice in ways that can increase public awareness and confidence in it as a sentencing option.

Community Justice (Scotland) Act 2016

The act requires statutory partners to:

- Focus on improving community justice outcomes locally.
- Publish a Community Justice Outcomes Improvement Plan (CJOIP).
- Publish a Participation Statement on their engagement with third sector and communities as part of the community justice planning process.
- Review the CJOIP periodically.
- Take account of the National Strategy for Community Justice, and the Local Outcomes Improvement Plan (LOIP), when developing the CJOIP.
- Annually report progress against the CJOIP using the national outcomes for community justice outlined in the Community Justice Performance Framework.

Moray Community Justice Partnership

Get to Know Your Partners

Chair

Jillian Petrie, Service Manager- Justice Social Work,
Moray Council

Vice Chair

Emma Johnston, Public Protection Lead Officer, Moray
Council



Governance & Reporting

The Partnership operates with a fixed Chair and Vice-chair. Members of the Partnership elect both.

From 2017 to 2021, progress was reported to the Moray Community Planning Partnership and plans, reports and minutes of MCJP meetings were published on the Moray Community Planning Partnership 'Your Moray' [website](#)

Since October 2021, the Community Justice Partnership has reported to the Moray Public Protection Chief Officer's Group (PPCOG). This group comprises Lead Officers from Moray Council, NHS Grampian and Police Scotland. Plans, reports and summarised minutes are published on the 'Moray Protects' [website](#)



Governance Structure



Strategy for Scotland

Vision for Justice in Scotland Strategy

The Scottish Government published The Vision for Justice in Scotland in 2022. The Vision for Justice seeks to shift the balance of care from prison to community.

National Strategy for Community Justice

The new National Strategy for Community Justice (2022) identifies 4 aims with 13 priority actions. There is a statutory duty for local partners to have regard to the strategy and to work collaboratively to improve community justice outcomes across Scotland.

This strategy should be read in conjunction with the associated [Delivery Plan](#).

Community Justice Performance Framework

The national Community Justice [Performance Framework](#) (CJPF), aligned to the National Strategy, was launched on 1 April 2023. The purpose of this is to provide community justice partners, and Community Justice Scotland, opportunities to measure progress and drive improvement.

- 9 National Outcomes aligned to the priority actions within the strategy.
- 12 National Indicators which are to be used to measure performance in achieving the national outcomes.

Local evidence will be gathered and analysed in line with the guidance set out by Community Justice Scotland in their [Improvement Tool](#).

Strategy for Moray

Context

A wide range of national and local guidance influences the delivery of Community Justice.

In Moray, there are a number of multi-agency strategies, which have been considered in the development of this plan.

Many of our partners sit on multiple strategic groups, providing links between the partnerships and work streams.

Outcome Improvement Plan

In order to progress towards national and local community justice outcomes, MCJP have produced an improvement plan for 2024/25, which will then be updated annually during the lifecycle of this plan.

MCJP will submit an annual Performance Framework return and report through the CJS Improvement Tool. Partners will publish an annual public facing report of local progress.

Partners will create an infographic to ensure this plan is accessible to a wider audience.

There was a delay to publishing this CJOIP due to significant delays to the publication of national documents, for more information please read our [position statement](#).

Strategic Needs & Strengths Assessment

MCJP recognises the importance of a rigorous evidence base to support the identification of local priorities and improvement areas. The SNSA helped us to understand the local data and focus on the needs, issues and strengths of the area.

These priorities were considered alongside national documents in order to create this new CJOIP for Moray.

We have summarised some key findings below.

Moray is an area with low crime and one of the smallest prison populations in Scotland

In Moray, although the population is fairly evenly split (49.5% male, 50.5% female), the justice cohort, at all stages, is predominantly male

Most crimes are committed by people aged 19-29

The most common types of recorded crime in Moray are:

- **Common assault**
- **Housebreaking**
- **Shoplifting**
- **Fraud, and other theft**
- **Vandalism**
- **Crimes against public justice**
- **Drug possession**

Poverty, trauma, housing insecurity, poor mental and physical health, unemployment, alcohol and drug misuse are significant drivers of offending behaviour

Moray has limited specialist services for people impacted by the justice system

Moray has 5 data zones in the most deprived areas of Scotland, with 2 in the 10% most deprived. Each of these are located in urban areas

The number of drug related deaths in Moray increased in 2023 compared to 2022

Drug Treatment and Testing Orders (DTTO) numbers are low, as are Community Payback Orders (CPOs) with a drug or alcohol treatment requirement

Moray is below the Scottish average for young people leaving school with 1 or more qualification at SCQF level 4

Numbers of bail supervision cases are low in Moray

Peer support was identified as important by those with lived experience who were interviewed

The number of Housing First tenancies being sustained in Moray is high

Although the area has a better health profile than many parts of Scotland, there are continuing inequalities in health status across Moray, with an association between the level of neighbourhood affluence and morbidity and mortality

Lived experience is not embedded within the partnership, although work is ongoing to improve this

In 2022-23, 83% of CPO (Community Payback Orders) were successfully completed



Our 5 Year Strategic Priorities

1

- Develop good governance & strong leadership
- Understand local need, through better data and lived experience input

- Improve engagement with communities to increase understanding & support for community justice
- Improve pre-liberation planning processes

2

3

- Embed lived experience within the partnership
- Improve access to employability skills and employment for people with convictions

- Improve support offered to people in police custody
- Increase use and range of community disposals utilised locally

4

5

- Reduce stigma
- Develop local restorative justice offer

Participation Statement

Developing the Plan

Our participation statement outlines who we spoke to as part of the development of this plan.

Development sessions were conducted with partner organisations following our SNSA, including a horizon scanning session.

We will highlight over the next two pages the lived and living experience involvement in the creation of this plan.

To conclude, we conducted engagement on a completed draft in order to finalise this CJOIP.

‘Living and Learning from Experience’

In partnership with **Families Outside** and **Moray Wellbeing Hub**, a peer research project was undertaken.

- We sought to gather views from the community in Moray on what they felt were key factors in the offending behaviour of people.
- We sought direct views from those who had committed offences to better understand their reasons for doing so.

This was done through a range of activity; online survey, direct survey, community outreach, 1:1 conversations, focus group and a short film was created. The feedback gathered has been incorporated into the plan development.

You can read the full peer led report [here](#) or watch our ‘Behind the Crime’ video [here](#)

Organisations we talked to:

- Families Outside
- Moray Wellbeing Hub
- SACRO
- TSI Moray
- Scottish Prisons Service
- NHS Grampian
- Skills Development Scotland
- Moray Council: Justice Social Work, Youth Justice, Housing, Employability Team, Alcohol & Drugs Partnership, Community Safety Partnership, Violence Against Women & Girls Partnership
- Police Scotland
- Scottish Fire & Rescue Service
- Job Centre Plus

Moray Wellbeing Hub- Engagement

Between April and October 2024, Moray Wellbeing Hub supported engagement on the final draft of this CJOIP to ensure that lived and living experience (LLE - people with experience of the justice system, their families, victims) is at the heart of planning and delivery. A survey was developed, and people had the option of supported completion of this through 1-2-1 and engagement sessions. 20 people were reached in the community and HMP Inverness. A voucher was provided for their time.

“Liberation can be hard, sometimes it feels like you have nowhere to go for support and it’s a vicious cycle to not reoffend and try and keep going and remain positive, when sometimes no-one wants to give you another chance.” - In-person discussion completing the survey.

There were a number of key priorities identified through this engagement which informed improvement actions. Further development sessions within the partnership will now be planned to consider how these can be further incorporated for future improvement actions.

- Increase involvement of lived and living experiences (LLE).
- Strengthen partnerships between justice stakeholders and community organisations.
- Develop peer-to-peer support networks to improve engagement.
- Provide holistic pre-liberation and post-liberation planning services.
- Increase mental health and emotional support for victims.
- Improve follow-up communication and access to resources for victims.
- Ensure victim perspectives are included in justice system reforms.
- Partner with employers to create jobs for individuals with convictions.
- Develop and promote restorative justice initiatives tailored to local needs.
- Use restorative justice to educate people who have offended about the impact of their actions.
- Highlight success stories of rehabilitation to humanize individuals with convictions.
- Promote understanding of mental health and addiction's role in offending.
- Improve communication and accountability among justice system partners.
- Introduce preventative measures like school-based education about crime and justice.
- Develop tailored support systems for young people to reduce recidivism.
- Ensure community disposals are supported with proper supervision and resources.

Horizon Scanning

A horizon scanning exercise was undertaken with the partnership, this highlighted an ever-changing landscape where people felt they were 'fire fighting'. The full responses are included within our SNSA. MCJP has opted to take an iterative planning approach to enable the partnership to respond in these uncertain times.

Funding and capacity were identified as the most significant future threats within Community Justice in Moray at present. The wordcloud below was created live during the session to highlight the responses received.



Partners also considered the strengths and weaknesses locally in relation to our response to future threats. There were a number of responses which are detailed in our SNSA, the below were the most common responses received.

Local Strengths

- Partnership Working
- Training Opportunities
- Innovation
- Commitment

Local Weaknesses

- Staff wellbeing/changing staff roles
- Less services/specific services
- Data
- Embedded Lived Experience

INFOGRAPHIC

MORAY COMMUNITY JUSTICE PARTNERSHIP

morayprotects.co.uk

We are a group of organisations who come together to improve the impact of the justice system in Moray



Crime rates are low in Moray, but those crimes have a big impact on lots of people when they happen

We want to work together to make things better for: victims, witnesses, people with convictions, and their families



We want people to feel safe and supported in their communities



We have written a plan of things we would like to do in 2024-2029

To write this, we talked to people in Moray with experience of the justice system. We looked at data and we talked to local organisations



We could then see what we were doing well and what we needed to improve

5 Year Priorities

- 1 Improve our data and lived experience and use this to plan better
- 2 Improve access to support for people leaving prison
- 3 Help people with convictions improve their skills, confidence, and get jobs
- 4 Increase support available to people in police custody.
Increase use of community sentences instead of custodial
- 5 Work with our communities to reduce stigma and support them to heal from harm caused by crime

For more information, please look at our website



Or you can contact us by email:

communityjustice@moray.gov.uk

Community sentences often work better than prison sentences, and can help people to stop breaking the law



This leads to fewer victims & safer communities



Community Justice Partnership
Protecting People in Moray



National 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. | | | | |
|--|--|-----------------------------------|---|---------------|
| National Outcome: More people in police custody receive support to address their needs | | | | |
| National Indicators: Number of diversion from prosecution (DfP): i) assessments undertaken; ii) cases commenced; iii) cases successfully completed | | | | |
| Local Indicators: <ul style="list-style-type: none"> Mechanisms are in place to ensure those delivering and taking part in DfP can provide feedback which drives improvement | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 1.1 | Undertake exploratory work to understand the difference between number of diversion assessments undertaken and cases commenced | Justice Services, Police Scotland | <ul style="list-style-type: none"> Review undertaken and future improvement actions agreed | February 2025 |

| 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. | | | | |
|---|--|-------------------------------------|---|-------------------------|
| National Outcome: More people in police custody receive support to address their needs | | | | |
| National Indicators: <ul style="list-style-type: none"> Proportion of people in police custody that were: offered support and declined; ii) offered support and accepted; iii) recorded as n/a. | | | | |
| Local Indicators: <ul style="list-style-type: none"> There is an effective link between the MCJP, MADP and police custody centre Individuals are provided with information in custody of the local services and support which is available to them | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 2.1 | Moray & Aberdeenshire CJP to monitor learning from Aberdeen City Custody Pilot Project and initiate local planning in response | Police Scotland | <ul style="list-style-type: none"> Written updates to be provided to CJP | April 2025 |
| 2.2 | Develop user friendly leaflet which can be handed out in prisons, police custody suite, court, and other local services detailing local key services | CJ Coordinator, Moray Wellbeing Hub | <ul style="list-style-type: none"> Leaflet co-designed with people with experience of the justice system | December 2024/June 2025 |

| | | | | |
|--|--|--|---|--|
| | | | <ul style="list-style-type: none"> • Leaflet shared with Elgin police custody suite, Elgin Sheriff Court, Scottish Prison Service, Justice Social Work, Arrows • Review within 6 months | |
|--|--|--|---|--|

National 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 | | | | |
|---|--|--------------------------------|--|------------------|
| National Outcome: More people are assessed for and successfully complete bail supervision | | | | |
| National Indicators: Number of: i) assessment reports for bail suitability; ii) bail supervision cases commenced; iii) bail supervision cases completed | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> • Local indicators will be developed following completion of Strategic Needs and Strengths Assessment | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 3.1 | Revise feedback process for people undertaking bail supervision, to support improvement in number of cases completed | Justice Social Work | <ul style="list-style-type: none"> • Review undertaken • Improvement Actions Identified | November 2024 |
| 3.2 | Undertake targeted strategic needs and strengths assessment (SNSA) on Bail Supervision | Working group to be identified | <ul style="list-style-type: none"> • SNSA conducted to inform year 3 CJOIP priorities | July 2025 |
| 3.3 | Develop court information pack to increase judicial confidence in robust community alternatives available in Moray | CJ Coordinator | <ul style="list-style-type: none"> • Resource developed, inclusion of client feedback • Review and update annually | March 2025 |

| Priority Action 4: Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies | | | | |
|---|--|--------------------------------|--|--------------|
| National Outcome: No National Outcome | | | | |
| National Indicators: N/A | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> Local indicators will be developed following completion of Strategic Needs and Strengths Assessment | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 4.1 | Undertake targeted strategic needs and strengths assessment (SNSA) on Bail Electronic Monitoring | Working group to be identified | <ul style="list-style-type: none"> SNSA conducted to inform year 3 CJOIP priorities | October 2025 |

| 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 | | | | |
|--|---|------------------------------------|--|----------------|
| National Outcome: More people access services to support desistance and successfully complete community sentences | | | | |
| National Indicators: | | | | |
| Percentage of: | | | | |
| <ul style="list-style-type: none"> Community payback orders successfully completed. Drug treatment and testing orders successfully completed. | | | | |
| Number of: | | | | |
| <ul style="list-style-type: none"> Community sentences compared to other disposals | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> Trauma informed training is available and accessed by relevant services. Strategic links exist to ensure needs of the justice cohort is heard by other relevant decision makers | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 5.1 | Host roundtable on learning disabilities and the justice system. Focusing on key themes of communication, upholding rights, and support to adhere to CPOs | To be agreed | <ul style="list-style-type: none"> Roundtable event hosted Improvement actions developed for action plan | September 2025 |
| 5.2 | Strategic review of unpaid work | Justice Social Work | <ul style="list-style-type: none"> Review undertaken and improvement identified | November 2024 |
| 5.3 | Enhance communication materials for unpaid work | Justice Social Work/CJ Coordinator | <ul style="list-style-type: none"> Refresh leaflet | November 2024 |

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|-----|---|------------------------------------|--|------------------|
| | | | <ul style="list-style-type: none"> • Create materials for community events/stalls • Identify community engagement opportunities | |
| 5.4 | Review unpaid work presentations and develop input for communities, professionals, etc | Justice Social Work | <ul style="list-style-type: none"> • Develop new input • Agree schedule for community inputs | January 2025 |
| 5.5 | Showcase projects being run through the justice social work polytunnel | Justice Social Work/CJ Coordinator | <ul style="list-style-type: none"> • Celebration event held at poytunnel to showcase work of groups | October 2024 |
| 5.6 | Workforce development within justice services | Justice Social Work | <ul style="list-style-type: none"> • No. of training courses attended • No. of team practice sessions conducted | Lifetime of plan |
| 5.7 | <p>Develop and report on relevant shared improvement actions to:</p> <ul style="list-style-type: none"> • MADP (Moray Alcohol and Drug Partnership) as part of ADP Delivery Plan and MAT Standards Implementation • Moray Violence Against Women and Girls (VAWG) Partnership as part of their Strategic Plan • Moray Community Safety Strategic Group (CSSG) as part of their Strategic Plan • Public Protection and Community Planning Partnership • Youth Justice Subgroup, as part of the Children Services Plan | Coordinators/Leads | <ul style="list-style-type: none"> • Coordinator and key partners attend partnership and relevant subgroups/meetings • Improvement actions developed and reported two ways • Partners understand community justice and can provide links across groups attended | Lifetime of plan |
| 5.8 | Initiate local planning for Caledonian Programme implementation, in collaboration with key CJ & VAWG partners | Justice Social Work | <ul style="list-style-type: none"> • Collate profile of current cases to understand needs • Identify actions to progress | January 2025 |

| | | | | |
|-----|--|---|--|---------------|
| | | | <ul style="list-style-type: none"> • Host community stakeholder event • Schedule training from CJS for JSW team | |
| 5.9 | Develop pilot project in partnership with a third sector organisation. Provision of counselling sessions to support JSW clients to adhere to their CPO | CJ Coordinator/Justice Social Work/Crossreach Counselling | <ul style="list-style-type: none"> • Create MoU • Criteria agreed- Women & Care Experienced YP • 5 referrals direct from JSW • Evaluate and seek further funding to expand | February 2025 |

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

National Outcome: No National Outcome

National Indicators: N/A

Local Indicators:

- To be developed

| Number | Improvement Action | Lead | Measurement | Timescale |
|--------|--|-------------------------------------|--|--------------|
| 6.1 | Arrange training event on 'Restorative Communities' to increase knowledge and interest in restorative practice | CJ Coordinator, Justice Social Work | <ul style="list-style-type: none"> • 2-day training event to be held with MCJP, justice social work, and wider partners | January 2024 |
| 6.2 | Ensure local community justice partners are informed on national developments and restorative justice pilot progress | CJ Coordinator | <ul style="list-style-type: none"> • Coordinator provides updates to MCJP regularly | Ongoing |
| 6.3 | Initiate local planning following national development | TBC | <ul style="list-style-type: none"> • TBC | Ongoing |
| 6.4 | Host joint learning session with CJP/VAWGP on RJ and Serious Crime | CJ Coordinator, VAWG Coordinator | <ul style="list-style-type: none"> • Invite national RJ team to input to local session | January 2025 |

National 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 | | | | |
|---|--|----------------------------|--|------------|
| National Outcome: More people have access to, and continuity of, health and social care following release from a prison sentence | | | | |
| National Indicators: Number of transfers in drug/alcohol treatments from: <ul style="list-style-type: none"> • Custody to community • Community to custody | | | | |
| Local Indicators: <ul style="list-style-type: none"> • Referral pathways and information sharing arrangements are in place to support timely access to health and social supports upon release | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 7.1 | Develop Prison Liberation Planning subgroup | CJ Coordinator | <ul style="list-style-type: none"> • Subgroup formed and Terms of Reference agreed | Jan 2024 |
| 7.2 | Increase no. of Moray services/organisations attending HMP Grampian attending Case Management Board meetings to plan for liberations | CJ Coordinator | <ul style="list-style-type: none"> • Provision of range of partners to attend CMB • Increased attendance from local services at meetings • Quarterly check in | Jan 2024 |
| 7.3 | Develop local service list for HMP Inverness | Prison Liberation Subgroup | <ul style="list-style-type: none"> • Service list provided to HMP Inverness, reviewed and updated annually | June 2024 |
| 7.4 | Arrange showcase event of local services in HMP Inverness | Prison Liberation Subgroup | <ul style="list-style-type: none"> • Showcase event in HMP Inverness • Repeated quarterly | July 2024 |
| 7.5 | Develop local information sharing agreement between key partners to improve response for liberations from rest of prison estate | Prison Liberation Subgroup | <ul style="list-style-type: none"> • Local information sharing agreement in place • Identify key SPS contacts | April 2025 |

| | | | | |
|-----|---|--------------------------------|--|--------------|
| 7.6 | Host joint Prison to Rehab community event to increase community referrals into pathway | CJ Coordinator/ADP Coordinator | <ul style="list-style-type: none"> Inputs from HMP Grampian & HMP Inverness Develop referral pathway resource Press release published | January 2025 |
|-----|---|--------------------------------|--|--------------|

| 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 | | | | |
|--|--|-----------------------------|--|---------------|
| National Outcome: More people have access to suitable accommodation following release from a prison sentence | | | | |
| National Indicators: | | | | |
| Number of: | | | | |
| <ul style="list-style-type: none"> Homelessness applications where prison is last known address | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> N/A | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 8.1 | Review prison protocol and increase number of prisons signed up | Housing | <ul style="list-style-type: none"> Review undertaken and update provided to CJP | TBC |
| 8.2 | Maintain telephone contact with people during custodial sentence, extend this to include people on remand | Housing | <ul style="list-style-type: none"> Client contact retained for people on remand or custodial sentences | August 2024 |
| 8.3 | Housing team to promote voluntary throughcare to clients prior to liberation | Housing/Justice Social Work | <ul style="list-style-type: none"> Process in place to ensure correct information can be shared | August 2024 |
| 8.4 | Review process for seeking updated court dates to reduce time spent checking by staff | Housing/SPS | <ul style="list-style-type: none"> Process in place for updated court dates to be received where possible | February 2025 |
| 8.5 | Arrange input on 'Fit Homes' from Albyn Housing to consider how tech can support people returning to the community from prison | CJ Coordinator | <ul style="list-style-type: none"> Multi-service learning session arranged | January 2025 |

| Priority Action 9: Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services | | | | |
|--|---|------------------------------------|---|------------------|
| National Outcome: More people with convictions access support to enhance their readiness for employment | | | | |
| National Indicators: Participation in an employment programme: • Percentage of people with convictions | | | | |
| Local Indicators: • N/A | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 9.1 | Review local data to understand needs of justice population | SDS/Moray Pathways | <ul style="list-style-type: none"> Review local data Identify gaps & improvement actions | January 2024 |
| 9.2 | Improve joint working to enhance placement offers, relevant skills training, etc | Justice Social Work/Moray Pathways | <ul style="list-style-type: none"> Increased partnership working to improve placement opportunities as part of CPOs Identify local skills shortages to improve options available as part of community sentences | Lifetime of plan |
| 9.3 | Encourage justice social work staff to utilise community spaces such as the Hub for meeting clients | Justice Social Work | <ul style="list-style-type: none"> Increased use of alternative community spaces Understand barriers to staff doing this | July 2024 |
| 9.4 | CJP members to visit Hub in Elgin to understand range of work within employability | Moray Pathways/CJ Coordinator | <ul style="list-style-type: none"> In person visit to Hub to be arranged | January 2025 |
| 9.5 | Arrange disclosure training from APEX for staff/key partners | Moray Pathways | <ul style="list-style-type: none"> No. of training sessions run/ staff trained | June 2024 |
| 9.6 | Involve SDS in pre liberation planning processes | SDS | <ul style="list-style-type: none"> SDS to join pre liberation planning subgroup SDS to support employability links within subgroup | July 2024 |

| | | | | |
|-----|---|--------------------|---|---------------|
| 9.7 | Arrange Moray employers' event within HMP Inverness | DWP/CJ Coordinator | <ul style="list-style-type: none"> Identify Moray employers open to employing people with convictions Arrange showcase event within HMP Inverness Assess interest in future events of this style | February 2024 |
|-----|---|--------------------|---|---------------|

Priority Action 10: Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services

National Outcome: More people access voluntary throughcare following a short-term prison sentence

National Indicators: Number of: • Voluntary throughcare cases commenced

Local Indicators:

- Mechanisms are in place to understand the views of people accessing voluntary throughcare to support improvement.
- Mechanisms are in place to understand the views of community justice partners in delivering voluntary throughcare to short term custody.

| Number | Improvement Action | Lead | Measurement | Timescale |
|--------|--|-------------------------------|--|----------------|
| 10.1 | Review local justice social work provision and explore improvements, considering national developments | Justice Social Work, Subgroup | <ul style="list-style-type: none"> Prison Liberation Planning subgroup arrange multi-agency group to review processes Improvement actions to be agreed Develop new leaflet | September 2024 |
| 10.2 | Foster links with third sector providers of VT locally | CJ Coordinator | <ul style="list-style-type: none"> VT provider involvement in Moray events at HMP Inverness VT providers connected to MCJP Monitor national changes to third sector VT commissioned service | Ongoing |

National 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 | | | | |
|---|--|-------------------|---|------------------|
| National Outcome: No National Outcome | | | | |
| National Indicators: N/A | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> • Governance and mechanisms are in place to support Moray Community Justice Partners to engage in strategic planning and improvement activity • Mechanisms are in place to support Moray Community Justice Partners to engage with national developments | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 11.1 | Review and update Terms of Reference and Membership annually if required | CJ Coordinator | <ul style="list-style-type: none"> • Review conducted annually • Partners vote on outcome of review | August 2024 |
| 11.2 | Develop Induction Pack for new members, review and update annually if required | CJ Coordinator | <ul style="list-style-type: none"> • Pack developed in year 1 • Pack shared when new partners join • Review conducted annually • Partners vote on outcome of review | August 2024 |
| 11.3 | Review partner understanding of roles and responsibilities annually | CJ Coordinator | <ul style="list-style-type: none"> • Development session run annually • Actions identified through session to be carried forward into next annual improvement plan | March 2025 |
| 11.4 | Review partner satisfaction, engagement, interest in CJP content annually | CJ Coordinator | <ul style="list-style-type: none"> • Annual survey to partners • Actions identified through survey to be carried forward into next annual improvement plan | December 2024 |
| 11.5 | Ensure local community justice partners are informed on national developments by connecting with Community Justice Scotland and relevant organisations | CJ Coordinator | <ul style="list-style-type: none"> • Coordinator provides updates to MCJP regularly | Lifetime of plan |

| | | | | |
|-------|---|----------------|--|------------------|
| | | | <ul style="list-style-type: none"> • CJ Coordinator (and Chair where required) meet with nominated Improvement Lead from CJS regularly | |
| 11.6 | Provide quarterly improvement plan updates as part of CJP meetings | Action Leads | <ul style="list-style-type: none"> • Action 'leads' identified through improvement plan provide quarterly updates to MCJP on progress | Lifetime of plan |
| 11.7 | Monitor partner attendance at CJP meetings to ensure effective representation | CJP Admin | <ul style="list-style-type: none"> • Annual audit of meeting attendance • Attendance from statutory partners and range of additional locally identified key partners | August 2024 |
| 11.8 | Develop data report to identify and monitor key trends | CJ Coordinator | <ul style="list-style-type: none"> • Data report to be presented quarterly to MCJP | November 2024 |
| 11.9 | Embed self-evaluation into planning and reporting cycle | TBC | <ul style="list-style-type: none"> • Conduct local self-evaluation • Engage with national self-evaluation processes if requested • Embed regular self-evaluation processes into CJP | August 2025 |
| 11.10 | Explore Sheriffdom/ or alternative model meetings with COPFS | CJ Coordinator | <ul style="list-style-type: none"> • Agreed engagement process with COPFS | January 2025 |
| 11.11 | Arrange quarterly CJ coordinator/justice social work managers meeting | CJ Coordinator | <ul style="list-style-type: none"> • Quarterly meetings | May 2024 |
| 11.12 | Develop partnership lived experience commitment statement | CJ Coordinator | <ul style="list-style-type: none"> • Approach agreed and signed off by partnership • Reviewed annually | December 2024 |

| 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 | | | | |
|---|---|--|---|------------------|
| National Outcome: No National Outcome | | | | |
| National Indicators: N/A | | | | |
| Local Indicators: | | | | |
| <ul style="list-style-type: none"> Mechanisms are in place to support Moray Community Justice Partners to incorporate lived experience into local planning Moray Community Justice Partners utilise community engagement tools and strategy | | | | |
| Number | Improvement Action | Lead | Measurement | Timescale |
| 12.1 | Review feedback processes and lived experience data captures undertaken by partners at present, and identify gaps and improvement actions | | <ul style="list-style-type: none"> Review undertaken of how partners currently capture feedback/lived experience Identify gaps/improvement actions to inform year 2 of plan | March 2025 |
| 12.2 | Work with Moray Council Community Planning Partnership (CPP) Community Engagement Group to ensure CJOIP engagement aligns to local strategy | CJ Coordinator | <ul style="list-style-type: none"> Present CJOIP engagement plan to Community Engagement Group | May 2024 |
| 12.3 | Conduct lived experience focus groups/sessions as part of CJOIP development | Moray Wellbeing Hub | <ul style="list-style-type: none"> No. of people reached Feedback incorporated Participants supported and compensated for their time | October 2024 |
| 12.4 | Review learning from lived experience focus groups/sessions to develop approach for embedding lived experience within CJP | Moray Wellbeing Hub/CJP | <ul style="list-style-type: none"> Review undertaken Improvement actions agreed Development session on how to embed LLE to be arranged | March 2025 |
| 12.5 | Liaise with local peer support organisation to explore peer support need identified | CJ Coordinator/ Moray Wellbeing Hub | <ul style="list-style-type: none"> Develop improvement areas for inclusion in action plan | February 2025 |
| 12.6 | Conduct lived experience co-design groups to develop liberation resource | Moray Wellbeing Hub | <ul style="list-style-type: none"> Facilitate community session with people impacted by the justice system | November 2024 |

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|------|---|------------------------------------|--|---------------|
| | | | <ul style="list-style-type: none"> Facilitate HMP Inverness session with males from Moray Develop new liberation resource | |
| 12.7 | Develop action tracker for monitoring justice related themes coming through 'Collective Voice' report | CJ Coordinator/Moray Wellbeing Hub | <ul style="list-style-type: none"> Tracker created Progress reporting captured through CJP Public facing partnership response to be submitted quarterly | December 2024 |
| 12.8 | Host community solutions event themed on travel to prisons | CJ Coordinator/Families Outside | <ul style="list-style-type: none"> CJ Coordinator to arrange national CJ network session to gain learning from other areas Follow this up with event-transport providers, community transport, volunteer organisations, LLE, key partners Agree improvement actions for action plan | October 2025 |

Priority Action 13: Support integration and reduce stigma **by** ensuring the community and workforce have an improved understanding of and confidence in community justice

National Outcome: More people across the workforce and in the community understand, and have confidence in, community justice

National Indicators:

Percentage of:

- Individuals who agree people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence

Local Indicators:

- Wider understanding and confidence in community justice, in workforce and communities

| Number | Improvement Action | Lead | Measurement | Timescale |
|---------------|---|--------------------------------|---|------------------|
| 13.1 | Form communications working group to develop communication plan/guidance | CJ Coordinator | <ul style="list-style-type: none"> Working group formed in year 1 of plan and scope agreed Communications guidance and plan developed and reviewed annually | Lifetime of plan |
| 13.2 | Publicly launch CJOIP at Celebration Event. Showcase artwork, video, and more created by JSW groups. Invite guest speaker – Graeme Armstrong. | CJ Coordinator | <ul style="list-style-type: none"> Public event Evaluation tool to capture feedback on day relating to knowledge of CJ | Lifetime of plan |
| 13.3 | Promote Public Protection training opportunities to partners | CJP Admin | <ul style="list-style-type: none"> Training opportunities shared No. of partners who attended training | Lifetime of plan |
| 13.4 | Update Community Justice section of 'Protecting People' website regularly with relevant papers, resources, etc | CJ Coordinator, CJP Admin | <ul style="list-style-type: none"> Up to date information and resources available on website | Lifetime of plan |
| 13.5 | Support wider partners and community groups to increase confidence/understanding in community justice, to enable better integration of people with experience of the justice system | CJ Coordinator | <ul style="list-style-type: none"> No. of organisations liaised with No. of community justice inputs provided | Lifetime of plan |
| 13.6 | Roadshow to talk to communities about community justice, root causes of offending, and paths away from the justice system | Working group to be identified | <ul style="list-style-type: none"> Roadshow in identified communities completed LLE involvement, ensuring participants are safe and supported | July 2025 |
| 13.7 | Publish public facing infographic version of this plan | CJ Coordinator | <ul style="list-style-type: none"> Short report published | November 2024 |
| 13.8 | Publish public facing annual report | CJ Coordinator | <ul style="list-style-type: none"> Data and outcome activity report published Repeated annually | December 2024 |