

MORAY COMMUNITY JUSTICE PARTNERSHIP

ANNUAL REPORT



2024-2025



Community Justice Partnership
Protecting People in Moray



REPORTING PERIOD 1 APRIL 2024- 31 MARCH 2025

The **Moray Community Justice Partnership** (MCJP) is responsible for the delivery of the Moray **Community Justice Outcome Improvement Plan** (CJOIP)

“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

19 Partner organisations are members of the Moray CJP



THE YEAR IN REVIEW

This report celebrates the progress we have made over the past year and provides an opportunity for our partnership to reflect on the areas where we can continue to improve. These insights will guide our annual action plan for the year ahead. It is a requirement to report on the national data in this report, additional local data is used to inform the partnership.

We are committed to helping people feel safe and supported in their communities. As a partnership, we believe that by supporting individuals who have offended to make positive changes in their lives, we can reduce reoffending and, in turn, reduce the number of victims. We recognise that meaningful change requires understanding and responding to each person's unique needs, and empowering them to find their own path away from the justice system.

Jillian Geddes, MCJP Chair

Service Manager, Justice Social Work, Moray Council



HIGHLIGHTS

- The CJOIP was launched, providing a clear focus and structure for collective work.
- Baseline reporting has enabled the partnership to track progress, achievements, and areas for development.
- Stronger links with wider strategic areas (e.g., public protection, alcohol and drugs partnership etc) are embedding community justice as a shared responsibility.
- Two years of stability with the current Coordinator has strengthened relationships, trust, and consistent delivery.
- Greater presence and reporting at PPCOG (Public Protection Chief Officers Group) has raised the profile of community justice.
- Awareness of community justice priorities has increased across statutory and third sector partners.
- Partners feel supported, with a shared sense of ownership and confidence in the partnership's direction.
- Clear, regular communication has enhanced transparency, understanding, and maintained momentum.

CHALLENGES

- Partner capacity remains stretched, limiting time and resources for CJP activity.
- Staff changes and shifting representation have disrupted continuity and momentum.
- Lack of dedicated funding restricts flexibility for improvement and innovation.
- Engagement across some statutory partners is inconsistent, affecting collaboration.
- Broader service pressures reduce partners' ability to focus on community justice.

FINANCES

MCJP is awarded £62,500 annually in the form of a ring-fenced grant from the Scottish Government.

The partnership utilises this money to pay for a full time coordinator post and associated costs.

Moray Justice Services was allocated £37,728 in 2025/26 through the Scottish Government's Section 27 (Part 2 – Non-Discretionary) Justice Social Work funding to support targeted Community Justice initiatives. This funding, agreed by justice partners and Ministers, focuses on Community Sentences and Women's Services.

It aims to commission services addressing local needs, though its non-recurring nature poses challenges for long-term planning.

Justice Social Work is progressing counselling gaps via the Crossreach pilot, now in its second phase.

Bail supervision remains a national priority, and options for support are being explored locally. Intensive support packages for independent living are also under consideration.

This money has also been utilised to pay for printed resources, venue and event costs including the launch event for the partnership plan.

OUTCOME ACTIVITY REPORT

Priority Action One

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

Nationally determined outcome:

More people successfully complete diversion from prosecution

National Indicator:

Number of diversion from prosecution:

- assessments undertaken
- cases commenced
- cases successfully completed

Local Evidence

- Mechanisms are in place to understand the views of people undertaking diversion from prosecution and are used to support improvement.
- Mechanisms are in place to understand the views of people supporting the delivery of diversion from prosecution and are used to support improvement.

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
No. diversion assessments undertaken	144	126	42	34

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
No. diversion cases commenced	85	84	34	32

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
No. diversion cases successfully completed	73	82	32	30

This has been, and continues to be, a priority as reflected in our activities. Overall numbers are generally increasing; where there are decreases, these are not significant in terms of people, but we are monitoring closely.

Activity

- Justice Services are embedding review recommendations into diversion practice. Although the review is not yet fully complete, key actions are already being implemented and aligned with existing activity.
- Partners have strengthened approaches to diversion, focusing on consistency and better outcome monitoring. Outcome Star is now embedded as the tool for all diversion cases, giving a structured way to measure individual progress. Challenges remain around completing and recording final Outcome Stars, but work is underway to improve processes and accountability.
- Work has begun to streamline feedback mechanisms. Current formats vary across individuals and practitioners, and the aim is to introduce a single, standardised form to allow stronger analysis and ensure lived and professional experience is captured effectively.
- The justice social work team are exploring national diversion training to support consistency of practice, shared learning, and increased confidence across agencies.
- These developments have created greater consistency in tools and clearer expectations around structured feedback, strengthening the foundation for monitoring successful completions and demonstrating the impact of diversion on reducing reoffending and supporting positive outcomes.



Polytunnel, justice services

Priority Action Two

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

Nationally determined outcome:

More people in police custody receive support to address their needs

Local Evidence:

- There is an effective relationship between community justice partners, Alcohol and Drug Partnerships (ADPs) and police custody centre for local population.
- Referral pathways and support are in place from police custody centre for local population

National Indicator:

Number of referrals from custody centres

Currently there is no baseline figures for this indicator

National Indicator	Current Year	Previous Year
No. referrals from custody centres	11	<5

This data relates to the national Police Scotland arrest referral work. This captures formal referrals only via this pathway. We are currently working alongside them and have planned actions for the coming year to strengthen our local input to this pathway.

Activity

- Youth Justice has focused on developing a strategic approach for under-18s in line with forthcoming Care and Justice Act changes. A weekly planning tool now supports more consistent identification and response to young people's needs.
- A co-designed liberation postcard was developed with lived and living experience input from both community and HMP Inverness, it provides clear information on support for housing, mental health, and substance use. This has strengthened referral pathways, improved partner coordination, and increased awareness of support among people in and leaving custody. The resource is available in prisons, police custody, court, and key community locations, with ongoing review of content and distribution.
- Stronger links with custody nurses in the Elgin Custody Suite have improved information-sharing and referrals to wider services, particularly for substance use and mental health.
- Work is underway with Police Scotland to support their national arrest referral offer, though this remains at an early stage.
- Moray continues to monitor learning from the Aberdeen City custody project, agreed with Police Scotland to support consistency across the Grampian policing area.
- Close links with the Alcohol and Drug Partnership (ADP) have strengthened alignment of priorities. Shared team structures have enabled collaboration on MAT standards, inclusion of justice examples, and visible community justice involvement in local recovery event planning, ensuring justice pathways are clearly represented.

Priority Action Three

Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively

Nationally determined outcome:

More people are assessed for and successfully complete bail supervision

Local Evidence

- Mechanisms are in place to support a high quality bail assessment.
- Referral pathways are in place that support identified needs of people on bail supervision.

National Indicator:

Number of:

- assessment reports for bail suitability
- bail supervision cases commenced
- bail supervision cases completed

National Indicator	Current Year	Previous Year
No. assessment reports for bail suitability	217	29

National Indicator	Current Year	Previous Year
No. bail supervision cases commenced	56	29

National Indicator	Current Year	Previous Year
No. bail supervision cases completed	38	5

We have seen significant increases in bail numbers both locally and nationally. Since 2022, specific funding has been allocated in the budget for this work, enabling us to contribute additional staff resources. Given the rising numbers and associated needs, we have prioritised this area in our next action plan.

Activity

- Partners continued strong collaborative work to support bail as an effective alternative to remand. Court processes have been streamlined, with simple assessments for straightforward cases and more detailed assessments for complex ones, developed in close cooperation with the courts and Procurator Fiscal.
- Training and professional development remained a priority. National training opportunities have been identified, with online options being explored to improve access. Outcome Star is being introduced into bail supervision to provide a structured way to assess progress, with actions in place to fully embed its use. Exit questionnaires are being redesigned to strengthen feedback and support service improvement.
- A Strategic Needs and Strengths Assessment (SNSA) session is scheduled to review bail supervision cases, improving person-centred planning and identifying key support needs.
- A court information pack has been developed to increase judicial confidence in community-based alternatives to remand and is ready for distribution.

<p>What help can I get when I return to my community? This has been developed by people from Moray in prison & the community who have been impacted by the justice system</p>		<p>What help can I get if I have been a victim of crime? This resource has been developed by people from Moray who have been impacted by crime.</p>	
<p>Support & Connection</p> <p>If you are struggling to access support talk to your social worker, housing officer, or other trusted professional and they can direct you.</p> <p>Upside - Voluntary Throughcare Support people transitioning from short-term custody or remand back into their communities. You should have been offered this support while you were in prison. If that didn't happen, or if you said no at the time, you can still get in touch with Upside for help, for up to 12 weeks after your release. Freephone: 0800 587 7263</p> <p>Moray Council - Voluntary Throughcare A support worker can help you settle back into the community if you are leaving prison after a short sentence or time on remand, and you are not on licence. You can get in touch up to 12 months after your release. They can help with appointments, referrals, personal and family matters, and more. Call: 01343 557200 or email: justice@moray.gov.uk</p>	<p>A Place To Live</p> <p>Moray Council Housing If you're at risk of homelessness, call 0300 123 4566 (Mon-Fri, 08:45-17.00). For emergencies outside these hours, including weekends, call 03457 565656.</p> <p>If you are worried about rent arrears talk to your housing officer or email: housing@moray.gov.uk</p> <p>To apply for council housing, you can make an application online: www.moray.gov.uk/housing You will need an email address to use this service.</p> <p>Something to Eat</p> <p>Moray Food Plus Access to food parcel containing three days worth of food. Ask your GP, social worker, or housing officer to refer you.</p>	<p>Immediate Help <i>If you are in danger right now call 999 for Police Scotland</i></p> <p>Moray Council Housing If you're at risk of homelessness, call 0300 123 4566 (Mon-Fri, 08:45-17.00). For emergencies outside these hours, including weekends, call 03457 565656.</p> <p>Moray Women's Aid for women & children experiencing domestic abuse. Offers free, confidential counselling & advice & safe accommodation. Call 01343 548549 or admin@moraywomensaid.co.uk</p> <p>The Sexual Assault Response Coordination Service (SARCS) for medical help after rape or sexual assault - free, confidential & open 24/7. SARCS can store any evidence from your assault if you choose to report at a later date. Call: 0800 148 88 88.</p> <p>Samaritans 24/7- Call for free 116 123. Online chat or email jo@samaritans.org Breathing Space- Call 0800 838587 Mon-Fri 18.00-02.00, Sat-Sun 18.00-06.00</p>	<p>Support & Recovery <i>You don't need to have reported to access support</i></p> <p>Moray Rape Crisis for free, confidential emotional support and advice to anyone (male or female) over 11-years who has experienced sexual violence. Call: 01343 550407 or email contact@morayrapecrisis.scot.</p> <p>Victim Support Scotland for free, confidential help after a crime, including emotional support, practical advice and an emergency assistance fund. Call: 0800 160 1985</p> <p>AMIS (Abused Men in Scotland) is supports men affected by domestic abuse. Their free, confidential helpline is open weekdays, 09.00-16.00. Call 03300 949 395. Friends, family, and professionals can also call. The number won't appear on phone bills.</p> <p>VoiceAbility provides free advocacy support to help adults understand their rights, make informed choices, and be heard in decisions about their care. Call 0300 303 1660 or email helpline@voiceability.org</p>

Snippets from liberation resource and victim support resource co-designed with people with lived experience

Priority Action Four

Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Activity

- We have taken steps to strengthen the use of electronic monitoring (EM) use as part of robust community management.
- An SNSA is scheduled to review the status of EM in Moray and plan improvement actions moving forward.
- Staff have received guidance and support to ensure confidence in assessing suitability for EM, including liaison with the court and the Procurator Fiscal where appropriate. Consideration is also given to the suitability of an individual's address to support safe and effective monitoring.
- This approach ensures that EM is applied in a structured, risk-informed manner, supporting community-based alternatives while maintaining public protection. Early engagement with courts and the PF has contributed to more consistent decision-making and enhanced confidence in the use of EM as a viable option for high-risk individuals.

Cluckingham Palace, chickens at polytunnel



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

Nationally determined outcome:

More people access services to support desistance and successfully complete community sentences

Local Evidence

- Availability of local programmes to support desistance from domestic abuse and sexual offending.
- Availability of referral pathways to support the needs of local population on community disposals.
- Mechanisms are in place to understand the views of people with experience of community disposals to support improvement.
- Mechanisms are in place to understand the views of the community justice workforce with regard to supporting the needs of people subject to community disposals to support improvement.

National Indicator:

Percentage of:

- community payback orders successfully completed
- drug treatment and testing orders successfully completed

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
% CPOs successfully completed	81%	83%	78%	78%

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
% DTTOs successfully completed	0%	40%	0%	50%

There have been no completions of DTTOs during this reporting period. Most orders typically last 18 months to 2 years, and none were scheduled to conclude within this timeframe. Our local DTTO numbers are relatively small, which accounts for this data

Activity

During the reporting year, the partnership delivered a wide range of services to support desistance, meet individual needs, and promote successful completion of community sentences. Key activity included:

- Completion of MF2C programmes, with new groupwork delivered using a 2:1 model where needed.
- Increased attendance at justice men's and women's groups, offering structured support.
- Strategic case profiling completed for Caledonian readiness, with staff training and a community event delivered.
- A pilot project with Crossreach Counselling provided assessments and up to eight sessions for five participants, prioritising women and care-experienced young people; evaluation will inform next steps.
- A full UPW review produced a new leaflet, updated guidance, an Operations Manual, staff training, and monthly practice sessions, alongside community engagement activity.
- A celebration event at the polytunnel showcased justice projects, including the 'Cluckingham Palace' initiative; skills certificates are now issued and engagement with Moray Pathways is being tracked.
- Continued partnership working through regular attendance, reporting, and shared improvement actions.
- Re-establishment of the MARAC steering group, strengthening information sharing.
- Participation in the national women's forum to align with wider learning.
- Benchmarking visits to Aberdeen and Highland to inform local practice.
- A training spreadsheet now tracks completion of essential training, supporting consistent, high-quality practice.

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

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Activity

- Progress has been made in building understanding and support for Restorative Justice (RJ) in Moray, despite it remaining a developing area without a nationally defined outcome.
- The Community Justice Coordinator now participates in the national RJ Group, sharing updates with partners and contributing to wider discussions on best practice and service development.
- Locally, a joint learning session with the Violence Against Women and Girls Partnership focused on RJ in serious crime, raising awareness, strengthening knowledge, and supporting safe and informed practice. Interest in RJ is growing, though resourcing remains a significant challenge.
- These activities reflect a proactive approach to embedding RJ in Moray, strengthening partner engagement and ensuring RJ is considered where appropriate. Ongoing links to national work and local learning opportunities are helping to build the foundations for broader access to restorative justice services.

Prison to Rehab leaflet developed by MCJP

WHAT IS THE PRISON TO REHAB PATHWAY?

Scottish Government Protocol

Prison to Rehab (P2R) helps people finishing their sentence get into their choice of residential rehab for drug and alcohol recovery. It provides support to make the move from prison to treatment easier, giving them a better chance to rebuild their lives

A SAFE PLACE TO RECOVER

- ✓ Move straight from prison to a rehab facility
- ✓ Prep work is undertaken within the prison
- ✓ 12 weeks funded by the Scottish Government
- ✓ Local ADPs can fund more

KNOW SOMEONE WHO COULD BENEFIT?

Contact the prison they are in. Prisons handle referrals, but community partners and members can suggest someone for rehab support

If you are unsure how to reach a prison or have any questions

Email: COMMUNITYJUSTICE@MORAY.GOV.UK
Website: WWW.MORAYPROTECTS.CO.UK

Community Justice Partnership
Protecting People in Moray

Moray Alcohol & Drug Partnership

Priority Action Seven

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

Nationally determined outcome:

More people have access to, and continuity of, health and social care following release from a prison sentence

Local Evidence

- Health and social care circumstances/care plans are reflected in collaborative plans for release.
- Referral pathways and information sharing arrangements are in place to support timely access to health and social care supports upon release.

National Indicator:

Number of transfers in drug/alcohol treatments from:

- custody to community

National Indicator	Current Year	Previous Year
No. transfers in drug/alcohol treatment from custody to community	<5	<5

This data specifically relates to information captured on DAISY. It focuses on individuals transferring their Medication Assisted Treatment (MAT) from custody to the community. While MAT numbers in Moray are low, a much larger number of justice-involved individuals engage with drug and alcohol services. Data on this wider engagement is captured through the MADP including reporting from Arrows in their annual report.

Activity

- Moray has strengthened collaborative work to support continuity of health and social care for people leaving custody. Partners have contributed to HMP Inverness Liberation Planning meetings, the HMP Grampian Case Management Board, local liberation subgroups, and the Health & Prisons Group with HMP Highland, ensuring needs such as mental health and guardianships are considered for the new establishment.
- Partnership working has been enhanced through practical events and resources. A Prison to Rehab event was delivered for community partners, supported by a new referral leaflet aligned with the residential rehab pathway. HMP Inverness and HMP Grampian provided inputs on their P2R processes and encouraged community referrals.
- A new Voluntary Throughcare leaflet was developed and promoted across prisons, including via digital screens at HMP Inverness.
- A second in-prison event showcased Moray services, receiving positive feedback from attendees and stallholders.
- Moray services have increased participation in liberation planning at both HMP Inverness and HMP Grampian, with regular check-ins to maintain smooth processes. Plans for wider information-sharing were adjusted due to the introduction of UPSIDE Voluntary Throughcare; efforts now focus on strengthening links and avoiding duplication between UPSIDE and justice social work.
- Following a successful community recovery event, partners are planning a similar session in HMP Inverness to provide people in custody with early connections to recovery support and improve continuity of care.
- Joint visits from Arrows and MIDAS, requested through HMP Inverness feedback, are now in place.

Priority Action Eight

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

Nationally determined outcome:

More people have access to suitable accommodation following release from a prison sentence

Local Evidence

- SPS admissions and liberations information is shared with relevant partners to support suitable accommodation planning.
- Proportion of admissions where housing advice was provided.
- Percentage of people leaving prison who have been housed by the local authority and have maintained tenancy for more than 1 year

National Indicator:

Number of:

- homelessness applications where prison was the property the main applicant became homeless from

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
No. homeless applications where prison was the property the main applicant became homeless from	15	15	20	25

Activity

- Housing colleagues have strengthened prison-housing links and continued embedding of SHORE standards. Their prison protocol is under review to expand the number of participating prisons. Communication with prison staff across Scotland has improved, enabling timely contact with individuals on remand and those convicted, with no reported barriers.
- Housing staff use these calls to promote voluntary throughcare and support early engagement with services, an improvement action identified through the local liberation subgroup. They also monitor upcoming court dates to plan housing needs as early as possible.
- Development work has included a presentation from Albyn Housing on FIT Homes, with consideration now being given to whether this model could support people leaving prison who struggle to access suitable accommodation.

Priority Action Nine

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

Nationally determined outcome:

More people with convictions access support to enhance their readiness for employment

Local Evidence

·Effective links between the Local Employability Partnership (LEP) and Community Justice Partnership supports:

i.local employment, education and training providers to respond to the needs of those with convictions

ii.local employment, education and training providers are confident and competent in providing effective conviction disclosure support

iii.local employers to develop more inclusive recruitment processes and employ people with convictions.

·Referral pathways are in place to connect people to appropriate services and support:

i.at commencement of, during and at the end of a CPO

ii.following release from custody.

National Indicator:

Percentage of:

- those in employability services with convictions

National Indicator	Current Year	Previous Year
% those in employability services with convictions		5%

We are aware of national data reporting challenges, locally we have a clearer picture from partners and use that data to inform planning.

Activity

Over the past year, Moray has strengthened employability support for people with convictions and expanded access to training and community opportunities:

- Skills certificates are now issued for unpaid work and community projects, designed to reduce stigma and improve employability.
- The Crossreach counselling pilot has boosted confidence, resilience, which we hope will in turn increase readiness for work and training.
- Employability data is monitored via the DataHub, helping partners track demand and inform service planning (19 individuals flagged in the latest reporting).
- The polytunnel project has increased placements and community partner involvement, providing meaningful work experience and transferable skills.
- JSW staff use community venues like Inkwel and Bow Café for group work and 1:1 sessions, creating supportive, informal learning spaces.
- Partners are encouraged to use the Inkwel Hub as a collaborative space to normalise employability activities.
- Moray Pathways supported 15 people with convictions, and 15 practitioners completed disclosure training through Apex, enhancing confidence in supporting employability.
- Skills Development Scotland has joined the Prison Liberation Subgroup to improve access to employability data and strengthen post-release pathways.

Priority Action Ten

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

Nationally determined outcome:

More people access voluntary throughcare following a short term prison sentence

Local Evidence

- Mechanisms are in place for partners to support people serving short term sentences.
- Proportion of people liberated from short term custody:
 - i.made aware of support
 - ii.accepting support offer
 - iii.with a co-ordinated pre-release plan in place.
- 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 support the needs of people leaving short term custody.

National Indicator:

Number of:

- voluntary throughcare cases commenced

National Indicator	Current Year	Previous Year	Pre-Covid Year (2019-2020)	Baseline Year
No. voluntary throughcare cases commenced	<5	17	<5	0

This has been a transitional year, with the wind-down of the previous service and the implementation of the new one, making numbers difficult to capture accurately. This data also does not reflect our local justice services’ voluntary throughcare offer. Support workers in this team have been extremely busy throughout this period.

Activity

Local activity has strengthened voluntary throughcare (VT) and improved support for people leaving short-term custody:

- A review of JSW VT led to a new leaflet shared with SPS to raise awareness and support referrals.
- VT services promoted via digital billboards and the HMP Inverness magazine to reach people in custody and their families.
- VT support workers attend prison events and liberation planning meetings to strengthen links and continuity of care.
- Strong local links established with Upside, the national VT provider, coordinating delivery with northern authorities.
- VT is embedded in CJP structures, with Upside invited to partnership meetings for shared oversight and continuous improvement.
- A local event promoted Upside and clarified how it complements JSW VT, focusing on collaboration and avoiding duplication.
- Greater visibility has increased awareness of support options, creating a more coordinated approach between JSW, SPS, and Upside.
- Individuals leaving short-term custody now benefit from combined statutory JSW support and third-sector Upside provision, enhancing choice and continuity of care.

Priority Action Eleven

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

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Local evidence:

- Mechanisms are in place to support engagement in each local authority, specifically:
 - o a community justice outcomes improvement plan (CJOIP)
 - o a participation statement
 - o an annual report on progress towards nationally and locally determined outcomes.
- Mechanisms are in place to support an effective interface between national partner organisations and their local representatives within Community Justice Partnerships.
- Evidence of mechanisms to engage non-statutory partners in strategic planning
- Use of the Care Inspectorate 'self-evaluation guide to support quality improvement for community justice in Scotland', with focus on Leadership and Direction

Activity

The partnership has taken a range of actions to strengthen leadership, governance, and collaboration, ensuring local and national priorities are aligned:

Governance and Accountability

- Terms of Reference and induction materials are reviewed annually to support understanding of roles and responsibilities.
- A lived experience statement guides values and principles in working with people with lived experience.
- A new Vice Chair (Public Protection Lead) has strengthened links between community justice and the wider public protection agenda.

Partnership Development and Reflection

- Annual development sessions and partner surveys shape the action plan, monitor engagement, and identify areas for improvement.
- Attendance data shows strong commitment, though engagement from some statutory partners remains an area for improvement.

Interface with National Partners

- The Community Justice Coordinator ensures two-way communication with Community Justice Scotland, sharing data and trends to support evidence-led planning.

Collaboration and Wider Engagement

- JSW managers and CJ coordinators across the North meet quarterly to share learning.
- Work exploring a sheriffdom model with COPFS highlighted varied local interest; local engagement remains strong.
- Community partners participate actively in subgroups, joint improvement actions, and events.
- The partnership engaged with the national early release programme, aligning updates across Public Protection and VAWG partnerships.

Continuous Improvement

- A Care Inspectorate self-evaluation identified strengths and areas for development, with improvement actions embedded in practice.
- Governance frameworks, induction packs, development sessions, and partner feedback support accountability and responsiveness.
- The lived experience statement embeds values-based planning, reinforcing the inclusion of lived experience voices.

Priority Action Twelve

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

No nationally determined outcome.

Progress in delivering this priority action should be evidenced with reference to any relevant local activity.

Activity

The partnership has taken steps to strengthen participation and ensure the voices of people impacted by the justice system inform planning, delivery, and monitoring of community justice:

- Justice Social Work groups have produced videos, artwork, and photography to share lived experience; LLE forums are being developed for Community Payback Orders and unpaid work to strengthen service design and feedback.
- The ADP LLE panel has contributed to justice-related initiatives, including the CJOIP, liberation, and victims' resources.
- 2024/25 actions were co-developed with LLE input in the community and prison; the same approach will be used for 2026 actions, embedding this as standard practice.
- Lead practitioners have been identified to take forward LLE forums, with full development planned within the Justice Services team plan.
- The Community Justice Coordinator represents justice in the CPP engagement group, ensuring wider community engagement reflects justice priorities.
- A formal action tracker captures key themes from the Collective Voice report (lived experiences) to ensure transparency and accountability.
- Family perspectives are being incorporated, with a review of prison travel underway and future work planned with Families Outside.
- Creative projects and structured panels, including the CJOIP launch event with Graeme Armstrong and justice social work contributions, have directly influenced resources and partnership actions.
- Embedding LLE input into annual planning has shifted engagement from one-off consultation to a sustained process, though further work is needed to ensure meaningful participation.

Priority Action Thirteen

Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice

Nationally determined outcome:

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

Local Evidence

- Community justice partner contribution to joint activity across policy areas to tackle stigma.

National Indicator:

Percentage of people who agree that:

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

Data not currently available nationally

Activity

The partnership has undertaken a range of activity to strengthen community and workforce understanding of community justice and build confidence in its delivery:

- Justice Social Work has embedded workforce development through its team improvement plan, aligned to national outcomes and KPIs, supported by annually reviewed communications guidance for the partnership.
- Public engagement has been a key focus, including a CJOIP launch event, which evaluation showed increased confidence and understanding of community justice.
- Public-facing resources, including an infographic and annual report, have been distributed across partner venues and community events, while regular press releases highlight positive partnership activity.
- The Moray Protects website has been refreshed with a dedicated community justice section, and presentations to partners and community groups have raised awareness. Plans for a community justice roadshow will further extend reach.
- Internal promotion of public protection events supports cross-partnership learning, ensuring information is available in multiple formats and feedback shapes future communications.

Through these actions, workforce and community awareness of community justice has been strengthened, messaging is more consistent, and confidence and understanding across partners and the wider public continue to improve.

LOOKING AHEAD

The next reporting year will focus on consolidating progress and advancing new priorities under the Community Justice Outcome Improvement Plan (CJOIP). As a five-year plan with annual actions, work is already underway to develop and agree the 2026 actions, ensuring momentum is maintained and aligned with local priorities.

Key Areas of Focus

- Embedding lived and living experience: Strengthen the involvement of those with lived and living experience, ensuring their voices shape planning, design, and evaluation.
- Employability and reintegration: Prioritise employability in Year 3 actions, recognising its role in reducing reoffending and supporting positive individual outcomes.
- Partnership activity with HMP Inverness and wider estate.
- Strengthening confidence in community disposals: Provide the judiciary with a court information pack on community-based options in Moray, promoting confidence in sentencing alternatives to custody.
- Victim engagement and information: Develop a new victims' information postcard, co-designed with victims, to complement existing resources such as the liberation postcard for people leaving prison.

Opportunities

- Strengthening alignment across strategic agendas (e.g., community planning, employability, public protection).
- Deepening the role of lived and living experience in shaping local justice responses.
- Broadening community awareness and understanding of community justice through better communication and targeted resources.
- Enhancing collaboration with third sector and community-based services to improve employability pathways and support reintegration.

Barriers and Risks

- Ongoing capacity and resource pressures across partners may affect delivery.
- Absence of a dedicated community justice budget may limit innovation or the scaling of activity.
- Personnel changes across key agencies can disrupt continuity and pace of progress.

The partnership remains proactive in seeking opportunities, strengthening collaboration, and embedding lived experience at the heart of its work. In the year ahead, we will continue to work to improve outcomes for people impacted by the justice system.

Moray Community Justice Partnership

Annual Summary
2024-2025



We're working in a very stretched justice system, despite this we've made progress in key areas, strengthened lived-experience involvement, and remain committed to working with our community and partners to make improvements. A full report is available on our website.

19 Partner organisations are members of the Moray CJP



What is Community Justice?

Community justice is about working together to help people who have offended understand and tackle the reasons behind their actions. It supports them to give something back to the community when appropriate. The goal is to help people turn their lives around, reduce reoffending, and keep the public safe, leading to **fewer victims** and **safer communities**.



Reporting Period: 1st April 2024 - 31st March 2025



Highlights

- ✔ Launched our new strategic plan
- ✔ Established baseline data
- ✔ Stronger links to other services
- ✔ Lived and living experience increasingly shaping planning, design & evaluation
- ✔ Funded pilot project with Crossreach Counselling
- ✔ Greater visibility of community justice across local forums and networks
- ✔ Training and learning opportunities
- ✔ Continued work to improve transitions for people returning to the community



Priorities for 2026

- ✔ Boost confidence in community-based sentences
- ✔ Prioritise employability to support reintegration and reduce reoffending
- ✔ Expand awareness of community justice through clear communication and targeted resources
- ✔ Enhance collaboration with third sector and community services to strengthen reintegration pathways
- ✔ Strengthen involvement of those with lived and living experience

Our next reporting period is:

1 April 2025- 31 March 2026

We are required to submit an annual return to Community

Justice Scotland (CJS) in

September 2026 for this period.

We will then publish a public facing annual report by December 2026.

STAY IN TOUCH



communityjustice@moray.gov.uk

MORAYPROTECTS.CO.UK



**THANK YOU
TO OUR
COMMUNITY
PARTNERS &
MEMBERS WHO
HAVE
SUPPORTED US**