

2024-2029

MORAY  
Community  
Justice  
Outcome  
Improvement  
Plan



Community Justice Partnership  
Protecting People in Moray



Protecting  
People  
in Moray

# Contents

<b>Foreword</b>	<b>4</b>
<b>What is Community Justice?</b>	
Community Justice Scotland	<b>5</b>
Community Justice (Scotland) Act 2016	
<b>Moray Community Justice Partnership</b>	
Get to Know Your Partners	<b>7</b>
Governance & Reporting	
Governance Structure	
<b>Strategy for Scotland</b>	
Vision for Justice in Scotland Strategy	<b>10</b>
National Strategy for Community Justice	
Community Justice Performance Framework	
<b>Strategy for Moray</b>	
Context & Outcome Improvement Plan	<b>11</b>
Strategic Needs & Strengths Assessment	
Our 5 Year Strategic Priorities	
<b>Participation Statement</b>	
Developing the Plan	<b>15</b>
Horizon Scanning	
<b>Infographic Poster</b>	<b>19</b>
<b>Outcome Improvement Plan (2024-2025)</b>	<b>20</b>

*“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.



# INFOGRAPHIC

## MORAY COMMUNITY JUSTICE PARTNERSHIP

[morayprotects.co.uk](http://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](mailto: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



## Outcome Improvement Plan

RAG	
	Complete
	Ongoing
	Not complete

Action Plan	Due	Published
2024/2025	Jan 2025	Jan 2025
2026	Jan 2026	Jan 2026
2027	Jan 2027	
2028	Jan 2028	
2029	Jan 2025	

**National Aim 1:** Optimise the use of diversion and intervention at the earliest opportunity

<b>Priority Action 1:</b> Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution.					
<b>National Outcome:</b> More people in police custody receive support to address their needs					
<b>National Indicators:</b> Number of diversion from prosecution (DfP): i) assessments undertaken; ii) cases commenced; iii) cases successfully completed					
<b>Local Indicators:</b>					
<ul style="list-style-type: none"> <li>Mechanisms are in place to ensure those delivering and taking part in DfP can provide feedback which drives improvement</li> </ul>					
Number	Improvement Action	Lead	Measurement	Timescale	RAG
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"> <li>Review undertaken and future improvement actions agreed</li> </ul>	February 2025	

<b>Priority Action 2:</b> Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services.					
<b>National Outcome:</b> More people in police custody receive support to address their needs					
<b>National Indicators:</b>					
<ul style="list-style-type: none"> <li>Proportion of people in police custody that were: offered support and declined; ii) offered support and accepted; iii) recorded as n/a.</li> </ul>					
<b>Local Indicators:</b>					
<ul style="list-style-type: none"> <li>There is an effective link between the MCJP, MADP and police custody centre</li> <li>Individuals are provided with information in custody of the local services and support which is available to them</li> </ul>					

Number	Improvement Action	Lead	Measurement	Timescale	RAG
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"> <li>• Written updates to be provided to CJP</li> </ul>	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"> <li>• Leaflet co-designed with people with experience of the justice system</li> <li>• Leaflet shared with Elgin police custody suite, Elgin Sheriff Court, Scottish Prison Service, Justice Social Work, Arrows</li> <li>• Review within 6 months</li> </ul>	December 2024/June 2025	
2.3	Enhance local input into the national Police Scotland Arrest Referral process.	CJ Coordinator / Police Scotland	<ul style="list-style-type: none"> <li>• Review and agree local services noted in formal pathways.</li> </ul>	March 2026	

**National Aim 2:** Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland

<b>Priority Action 3:</b> Support the use of robust alternatives to remand <b>by</b> ensuring high quality bail services are consistently available and delivered effectively					
<b>National Outcome:</b> More people are assessed for and successfully complete bail supervision					
<b>National Indicators:</b> Number of: i) assessment reports for bail suitability; ii) bail supervision cases commenced; iii) bail supervision cases completed					
<b>Local Indicators:</b>					
<ul style="list-style-type: none"> <li>Local indicators will be developed following completion of Strategic Needs and Strengths Assessment</li> </ul>					
Number	Improvement Action	Lead	Measurement	Timescale	RAG
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"> <li>Review undertaken</li> <li>Improvement Actions Identified</li> </ul>	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"> <li>SNSA conducted to inform year 3 CJOIP priorities</li> </ul>	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"> <li>Resource developed, inclusion of client feedback</li> <li>Review and update annually</li> </ul>	March 2025	
3.4	Co-develop a pathway that defines when and how Justice Social Work can engage with Housing services in exceptional bail assessment cases, specifically where individuals are unable to present as homeless due to court.	Justice Services & Housing	<ul style="list-style-type: none"> <li>Number of cases where the pathway is used.</li> <li>Number of individuals successfully supported into temporary accommodation via this pathway.</li> </ul>	June 2026	
3.5	Investigate the gap between commenced and completed bail supervision cases to identify any improvements required.	Justice Services	<ul style="list-style-type: none"> <li>% of bail supervision cases completed vs. commenced.</li> <li>% of incomplete cases resulting in remand (to understand correlation).</li> </ul>	April 2026	

3.6	Pilot a 6-month bail supervision support service delivered by SACRO.	Justice Services & Sacro	<ul style="list-style-type: none"> <li>•% of referred individuals actively participating in SACRO support.</li> <li>•% of SACRO-supported bail supervision cases completed.</li> <li>•Outcome Star scores.</li> </ul>	January 2026	
3.7	Provide justice process input to Moray Rape Crisis and Moray Women's Aid to support shared learning and strengthen understanding of justice pathways and processes for survivors.	Justice Services & CJ	<ul style="list-style-type: none"> <li>•Track sessions delivered, materials shared, and feedback received.</li> </ul>	April 2026	
3.8	Develop and deliver a resource or training offer for solicitors focused on bail conditions and the tactics used by perpetrators of abuse to seek changes to these conditions, ensuring improved understanding and safeguarding responses.	CJ Coordinator & VAWGP	<ul style="list-style-type: none"> <li>• Track number of sessions delivered, attendance, and feedback.</li> </ul>	September 2026	
3.9	Increase partner knowledge and confidence around breach processes and clarify responsibilities, using new national guidance that sets out roles more clearly.	Police Scotland	<ul style="list-style-type: none"> <li>• Track feedback following inputs</li> </ul>	June 2026	

**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:**

- Local indicators will be developed following completion of Strategic Needs and Strengths Assessment

Number	Improvement Action	Lead	Measurement	Timescale	RAG
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"> <li>• SNSA conducted to inform year 3 CJOIP priorities</li> </ul>	October 2025	
4.2	Provide support resources for individuals on EM without additional court orders.	Justice Services	<ul style="list-style-type: none"> <li>•Provision of support resources in cases.</li> </ul>	May 2026	

**Priority Action 5:** Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistence from offending and enable rehabilitation **by** delivering high quality, consistently available, trauma-informed services and programmes

**National Outcome:** More people access services to support desistence and successfully complete community sentences

**National Indicators:**

Percentage of:

- Community payback orders successfully completed.
- Drug treatment and testing orders successfully completed.

Number of:

- Community sentences compared to other disposals

**Local Indicators:**

- 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	RAG
5.1	Host session 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"> <li>• Improvement actions developed for action plan</li> </ul>	September 2025	
5.2	Strategic review of unpaid work	Justice Social Work	<ul style="list-style-type: none"> <li>• Review undertaken and improvement identified</li> </ul>	November 2024	
5.3	Enhance communication materials for unpaid work	Justice Social Work/CJ Coordinator	<ul style="list-style-type: none"> <li>• Refresh leaflet</li> <li>• Create materials for community events/stalls</li> <li>• Identify community engagement opportunities</li> </ul>	November 2024	
5.4	Review unpaid work presentations and develop input for communities, professionals, etc	Justice Social Work	<ul style="list-style-type: none"> <li>• Develop new input</li> <li>• Agree schedule for community inputs</li> </ul>	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"> <li>• Celebration event held at poytunnel to showcase work of groups</li> </ul>	October 2024	

5.6	Workforce development within justice services	Justice Social Work	<ul style="list-style-type: none"> <li>No. of training courses attended</li> <li>No. of team practice sessions conducted</li> </ul>	Lifetime of plan	
5.7	<p>Develop and report on relevant shared improvement actions to:</p> <ul style="list-style-type: none"> <li>MADP (Moray Alcohol and Drug Partnership) as part of ADP Delivery Plan and MAT Standards Implementation</li> <li>Moray Violence Against Women and Girls (VAWG) Partnership as part of their Strategic Plan</li> <li>Moray Community Safety Strategic Group (CSSG) as part of their Strategic Plan</li> <li>Public Protection and Community Planning Partnership</li> <li>Youth Justice Subgroup, as part of the Children Services Plan</li> </ul>	Coordinators/Leads	<ul style="list-style-type: none"> <li>Coordinator and key partners attend partnership and relevant subgroups/meetings</li> <li>Improvement actions developed and reported two ways</li> <li>Partners understand community justice and can provide links across groups attended</li> </ul>	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"> <li>Collate profile of current cases to understand needs</li> <li>Identify actions to progress</li> <li>Host community stakeholder event</li> <li>Schedule training from CJS for JSW team</li> </ul>	January 2025	
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"> <li>Create MoU</li> <li>Criteria agreed- Women &amp; Care Experienced YP</li> <li>5 referrals direct from JSW</li> <li>Evaluate and seek further funding to expand</li> </ul>	February 2025	

5.10	Evaluate the effectiveness and impact of the Crossreach Counselling partnership after its first year.	Crossreach, Justice Services & CJ Coordinator	<ul style="list-style-type: none"> <li>•Total number of referrals made to CrossReach.</li> <li>•% of individuals who engaged.</li> <li>•% of those who did not engage &amp; reasons.</li> </ul>	March 2026	
5.11	Evaluate the first year of Caledonian System delivery in Moray.	Justice Services	<ul style="list-style-type: none"> <li>•Number of individuals referred to Caledonian.</li> <li>•% of those who complete programme.</li> <li>•Team satisfaction and confidence in delivering the model.</li> <li>•Changes in risk, wellbeing, or behaviour (where measurable).</li> </ul>	June 2026	

**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	RAG
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"> <li>• 2-day training event to be held with MCJP, justice social work, and wider partners</li> </ul>	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"> <li>• Coordinator provides updates to MCJP regularly</li> </ul>	Ongoing	
6.3	Initiate local planning following national development	TBC	<ul style="list-style-type: none"> <li>• TBC</li> </ul>	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"> <li>Invite national RJ team to input to local session</li> </ul>	January 2025	
6.5	Develop pathway for Justice Social Work team to access Restorative Justice support through spot-purchasing arrangements (if relevant). Initial focus will exclude sexual and domestic abuse cases.	CJ Coordinator	<ul style="list-style-type: none"> <li>% of staff reporting confidence in identifying and referring suitable cases.</li> <li>Number of restorative justice cases supported.</li> </ul>	May 2026	

**National Aim 3:** Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence

<b>Priority Action 7:</b> Enhance individuals' access to health and social care and continuity of care following release from prison <b>by</b> improving the sharing of information and partnership-working between relevant partners					
<b>National Outcome:</b> More people have access to, and continuity of, health and social care following release from a prison sentence					
<b>National Indicators:</b> Number of transfers in drug/alcohol treatments from: <ul style="list-style-type: none"> <li>Custody to community</li> <li>Community to custody</li> </ul>					
<b>Local Indicators:</b> <ul style="list-style-type: none"> <li>Referral pathways and information sharing arrangements are in place to support timely access to health and social supports upon release</li> </ul>					
Number	Improvement Action	Lead	Measurement	Timescale	RAG
7.1	Develop Prison Liberation Planning subgroup	CJ Coordinator	<ul style="list-style-type: none"> <li>Subgroup formed and Terms of Reference agreed</li> </ul>	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"> <li>Provision of range of partners to attend CMB</li> <li>Increased attendance from local services at meetings</li> <li>Quarterly check in</li> </ul>	Jan 2024	

7.3	Develop local service list for HMP Inverness	Prison Liberation Subgroup	<ul style="list-style-type: none"> <li>Service list provided to HMP Inverness, reviewed and updated annually</li> </ul>	June 2024	
7.4	Arrange showcase event of local services in HMP Inverness	Prison Liberation Subgroup	<ul style="list-style-type: none"> <li>Showcase event in HMP Inverness</li> <li>Repeated quarterly</li> </ul>	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"> <li>Local information sharing agreement in place</li> <li>Identify key SPS contacts</li> </ul>	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"> <li>Inputs from HMP Grampian &amp; HMP Inverness</li> <li>Develop referral pathway resource</li> <li>Press release published</li> </ul>	January 2025	
7.7	Strengthen collaboration between ADP and CJP to promote prison-to-rehab and residential rehab pathways.	CJ Coordinator / ADP Coordinator	<ul style="list-style-type: none"> <li>Track joint meetings, promotional activities, referrals, and training sessions</li> </ul>	July 2026	
7.8	Enhance awareness and understanding of rights among people in custody by providing input at HMP Inverness, in partnership with Moray ADP, through “Knowing Your Rights” in-reach session aligned with the community Recovery Together events.	CJ Coordinator / ADP Coordinator	<ul style="list-style-type: none"> <li>% of attendees reporting increased understanding of their rights (via short pre/post questionnaire or simple confidence scale).</li> </ul>	May 2026	

**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:

- Homelessness applications where prison is last known address

<b>Local Indicators:</b>					
<ul style="list-style-type: none"> <li>N/A</li> </ul>					
<b>Number</b>	<b>Improvement Action</b>	<b>Lead</b>	<b>Measurement</b>	<b>Timescale</b>	<b>RAG</b>
8.1	Review prison protocol and increase number of prisons signed up	Housing	<ul style="list-style-type: none"> <li>Review undertaken and update provided to CJP</li> </ul>	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"> <li>Client contact retained for people on remand or custodial sentences</li> </ul>	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"> <li>Process in place to ensure correct information can be shared</li> </ul>	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"> <li>Process in place for updated court dates to be received where possible</li> </ul>	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"> <li>Multi-service learning session arranged</li> </ul>	January 2025	

<b>Priority Action 9:</b> 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					
<b>National Outcome:</b> More people with convictions access support to enhance their readiness for employment					
<b>National Indicators:</b>					
Participation in an employment programme:					
<ul style="list-style-type: none"> <li>Percentage of people with convictions</li> </ul>					
<b>Local Indicators:</b>					
<ul style="list-style-type: none"> <li>N/A</li> </ul>					
<b>Number</b>	<b>Improvement Action</b>	<b>Lead</b>	<b>Measurement</b>	<b>Timescale</b>	<b>RAG</b>
9.1	Review local data to understand needs of justice population	SDS/Moray Pathways	<ul style="list-style-type: none"> <li>Review local data</li> <li>Identify gaps &amp; improvement actions</li> </ul>	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"> <li>Increased partnership working to improve placement opportunities as part of CPOs</li> <li>Identify local skills shortages to improve options available as part of community sentences</li> </ul>	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"> <li>Increased use of alternative community spaces</li> <li>Understand barriers to staff doing this</li> </ul>	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"> <li>In person visit to Hub to be arranged</li> </ul>	January 2025	
9.5	Arrange disclosure training from APEX for staff/key partners	Moray Pathways	<ul style="list-style-type: none"> <li>No. of training sessions run/ staff trained</li> </ul>	June 2024	
9.6	Involve SDS in pre liberation planning processes	SDS	<ul style="list-style-type: none"> <li>SDS to join pre liberation planning subgroup</li> <li>SDS to support employability links within subgroup</li> </ul>	July 2024	
9.7	Arrange Moray employers' event within HMP Inverness	DWP/CJ Coordinator	<ul style="list-style-type: none"> <li>Identify Moray employers open to employing people with convictions</li> <li>Arrange showcase event within HMP Inverness</li> <li>Assess interest in future events of this style</li> </ul>	February 2024	
9.8	Engage with local employers to increase awareness, confidence, and governance around employing individuals with sexual offence histories.		<ul style="list-style-type: none"> <li>Engage with employers and business networks.</li> <li>Consider pilot project or key recommendations.</li> </ul>	October 2026	

9.9	Continue to promote the “Ban the Box” campaign locally to encourage employers to remove criminal conviction tick-boxes from job applications, supporting fair recruitment and reintegration.	CJ Coordinator		September 2026	
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**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	RAG
10.1	Review local justice social work provision and explore improvements, considering national developments	Justice Social Work, Subgroup	<ul style="list-style-type: none"> <li>• Prison Liberation Planning subgroup arrange multi-agency group to review processes</li> <li>• Improvement actions to be agreed</li> <li>• Develop new leaflet</li> </ul>	September 2024	
10.2	Foster links with third sector providers of VT locally	CJ Coordinator	<ul style="list-style-type: none"> <li>• VT provider involvement in Moray events at HMP Inverness</li> <li>• VT providers connected to MCJP</li> <li>• Monitor national changes to third sector VT commissioned service</li> </ul>	Ongoing	
10.3	Ensure effective local integration of the Upside service by establishing regular oversight, preventing duplication	Upside & Justice Services	•% of referred individuals actively engaging with Upside.	December 2026	

	with Justice Services, and tracking uptake and impact as the service becomes embedded.		<ul style="list-style-type: none"> <li>•% of those who turned down &amp; reasons.</li> <li>•Change in uptake since national service changes.</li> </ul>		
10.4	Bring together community partners, stakeholders, and members one year after the launch of the new service to share progress, challenges, and opportunities for engagement.	CJ Coordinator	<ul style="list-style-type: none"> <li>• Attendance numbers.</li> </ul>	May 2026	

**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:**

- 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	RAG
11.1	Review and update Terms of Reference and Membership annually if required	CJ Coordinator	<ul style="list-style-type: none"> <li>• Review conducted annually</li> <li>• Partners vote on outcome of review</li> </ul>	September (annual)	
11.2	Develop Induction Pack for new members, review and update annually if required	CJ Coordinator	<ul style="list-style-type: none"> <li>• Pack developed in year 1</li> <li>• Pack shared when new partners join</li> <li>• Review conducted annually</li> <li>• Partners vote on outcome of review</li> </ul>	September (annual)	
11.3	Review partner understanding of roles and responsibilities annually	CJ Coordinator	<ul style="list-style-type: none"> <li>• Development session run annually</li> </ul>	March (annual)	

			<ul style="list-style-type: none"> <li>• Actions identified through session to be carried forward into next annual improvement plan</li> </ul>		
11.4	Review partner satisfaction, engagement, interest in CJP content annually	CJ Coordinator	<ul style="list-style-type: none"> <li>• Annual survey to partners</li> <li>• Actions identified through survey to be carried forward into next annual improvement plan</li> </ul>	December (annual)	
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"> <li>• Coordinator provides updates to MCJP regularly</li> <li>• CJ Coordinator (and Chair where required) meet with nominated Improvement Lead from CJS regularly</li> </ul>	Lifetime of plan	
11.6	Provide quarterly improvement plan updates as part of CJP meetings	Action Leads	<ul style="list-style-type: none"> <li>• Action 'leads' identified through improvement plan provide quarterly updates to MCJP on progress</li> </ul>	Lifetime of plan	
11.7	Monitor partner attendance at CJP meetings to ensure effective representation	CJP Admin	<ul style="list-style-type: none"> <li>• Annual audit of meeting attendance</li> <li>• Attendance from statutory partners and range of additional locally identified key partners</li> </ul>	September (annual)	
11.8	Develop data report to identify and monitor key trends	CJ Coordinator	<ul style="list-style-type: none"> <li>• Data report to be presented quarterly to MCJP</li> </ul>	November 2024	
11.9	Embed self-evaluation into planning and reporting cycle	TBC	<ul style="list-style-type: none"> <li>• Conduct local self-evaluation</li> <li>• Engage with national self-evaluation processes if requested</li> </ul>	August 2025	

			<ul style="list-style-type: none"> <li>Embed regular self-evaluation processes into CJP</li> </ul>		
11.10	Explore Sheriffdom/ or alternative model meetings with COPFS	CJ Coordinator	<ul style="list-style-type: none"> <li>Agreed engagement process with COPFS</li> </ul>	January 2025	
11.11	Arrange quarterly CJ coordinator/justice social work managers meeting	CJ Coordinator	<ul style="list-style-type: none"> <li>Quarterly meetings</li> </ul>	May 2024	
11.12	Develop partnership lived experience commitment statement	CJ Coordinator	<ul style="list-style-type: none"> <li>Approach agreed and signed off by partnership</li> <li>Reviewed annually</li> </ul>	September (annual)	
11.13	Collaborate with the youth justice strand of new youth partnership group and lead the development of a co-designed resource for young people involved in criminal proceedings, like previously developed MCJP prison liberation and victim support postcards.	CJ Coordinator	<ul style="list-style-type: none"> <li>Young people involved in development.</li> <li>Resource available in number of community settings (youth justice, court, police, education, justice services, third sector etc).</li> </ul>	April 2026	

**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:**

- 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	RAG
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"> <li>Review undertaken of how partners currently capture feedback/lived experience</li> </ul>	March 2025	

			<ul style="list-style-type: none"> <li>Identify gaps/improvement actions to inform year 2 of plan</li> </ul>		
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"> <li>Present CJOIP engagement plan to Community Engagement Group</li> </ul>	May 2024	
12.3	Conduct lived experience focus groups/sessions as part of CJOIP development	Moray Wellbeing Hub	<ul style="list-style-type: none"> <li>No. of people reached</li> <li>Feedback incorporated</li> <li>Participants supported and compensated for their time</li> </ul>	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"> <li>Review undertaken</li> <li>Improvement actions agreed</li> <li>Development session on how to embed LLE to be arranged</li> </ul>	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"> <li>Develop improvement areas for inclusion in action plan</li> </ul>	February 2025	
12.6	Conduct lived experience co-design groups to develop liberation resource	Moray Wellbeing Hub	<ul style="list-style-type: none"> <li>Facilitate community session with people impacted by the justice system</li> <li>Facilitate HMP Inverness session with males from Moray</li> <li>Develop new liberation resource</li> </ul>	November 2024	
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"> <li>Tracker created</li> <li>Progress reporting captured through CJP</li> </ul>	December 2024	

			<ul style="list-style-type: none"> <li>Public facing partnership response to be submitted quarterly</li> </ul>		
12.8	Host community solutions discussions or event themed on travel to prisons	CJ Coordinator/Families Outside	<ul style="list-style-type: none"> <li>Agreed improvement actions for action plan</li> </ul>	October 2025	
12.9	Carry out a mid-point review of the 2024-2029 Community Justice Outcomes Improvement Plan (CJOIP) using Moray Council's new online engagement platform, with the aim of informing the 2027 action plan and widening public and stakeholder engagement.	CJ Coordinator	<ul style="list-style-type: none"> <li>Number of responses received.</li> <li>% of responses from individuals not previously engaged in CJOIP consultations.</li> </ul>	September 2026	
12.10	Build staff capacity across Moray Council and Health & Social Care Moray to support children affected by parental imprisonment, by commissioning Families Outside to deliver training on Child Impact Assessments. A tiered rollout to be explored, prioritising staff groups based on available funding.		<ul style="list-style-type: none"> <li>Number of people trained</li> <li>Feedback from staff and young people.</li> </ul>	October 2026	
12.11	Pilot Justice Conversation Coffee Mornings with people with lived experience.	CJ Coordinator, Justice Services	<ul style="list-style-type: none"> <li>Number of participants (community members, professionals, lived experience).</li> <li>Themes discussed.</li> </ul>	May 2026	
12.12	Develop a Moray-specific resource for family members on what to do when a loved one goes to prison.		<ul style="list-style-type: none"> <li>Co-designed resource created with those with lived experience.</li> </ul>	November 2026	
12.13	Develop and pilot a Justice Lived Experience (LLE) post, hosted within a third-sector organisation, to strengthen lived-experience leadership within Moray's community justice landscape.	CJ Coordinator (third sector partner discussions ongoing)	<ul style="list-style-type: none"> <li>Strengthened and more consistent lived-experience representation within</li> </ul>	July 2026	

			<p>community justice planning.</p> <ul style="list-style-type: none"> <li>• Increased trust and engagement between individuals with lived experience and local justice services.</li> <li>• A clear, evidence-based recommendation on the LLE role beyond the pilot period.</li> </ul>		
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<b>Priority Action 13:</b> Support integration and reduce stigma <b>by</b> ensuring the community and workforce have an improved understanding of and confidence in community justice					
<b>National Outcome:</b> More people across the workforce and in the community understand, and have confidence in, community justice					
<b>National Indicators:</b> Percentage of: <ul style="list-style-type: none"> <li>• 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</li> </ul>					
<b>Local Indicators:</b> <ul style="list-style-type: none"> <li>• Wider understanding and confidence in community justice, in workforce and communities</li> </ul>					
Number	Improvement Action	Lead	Measurement	Timescale	RAG
13.1	Form communications working group to develop communication plan/guidance	CJ Coordinator	<ul style="list-style-type: none"> <li>• Working group formed in year 1 of plan and scope agreed</li> <li>• Communications guidance and plan developed and reviewed annually</li> </ul>	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"> <li>• Public event</li> </ul>	March 2025	

			<ul style="list-style-type: none"> <li>Evaluation tool to capture feedback on day relating to knowledge of CJ</li> </ul>		
13.3	Promote Public Protection training opportunities to partners	CJP Admin	<ul style="list-style-type: none"> <li>Training opportunities shared</li> <li>No. of partners who attended training</li> </ul>	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"> <li>Up to date information and resources available on website</li> </ul>	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"> <li>No. of organisations liaised with</li> <li>No. of community justice inputs provided</li> </ul>	Lifetime of plan	
13.6	<p>Roadshow to talk to communities about community justice, root causes of offending, and paths away from the justice system</p> <p><b>AMENDMENT-</b> Increase public understanding of community justice and shift perceptions by regularly attending existing community events throughout Moray, providing inputs and conversations about justice.</p>		<ul style="list-style-type: none"> <li>Number of events attended and estimated reach.</li> <li>Common questions or misconceptions identified.</li> </ul>	Lifetime of plan	
13.7	Publish public facing infographic version of this plan	CJ Coordinator	<ul style="list-style-type: none"> <li>Short report published</li> </ul>	November 2024	
13.8	Publish public facing annual report	CJ Coordinator	<ul style="list-style-type: none"> <li>Data and outcome activity report published</li> <li>Repeated annually</li> </ul>	December (annual)	
13.9	Produce a short film that highlights the range of community sentencing options available in Moray, shares the voices of individuals who have completed	Justice Services & CJ Coordinator	<ul style="list-style-type: none"> <li>Share via social media, website, at events, training, and as part of recruitment.</li> </ul>	June 2026	

	them, and captures what makes an effective Justice Services staff member.				
13.10	Liaise with services like Police Scotland who are delivering school-based inputs (with lived experience) and the new Youth Partnership Group who have a lead on youth justice.	Police Scotland	<ul style="list-style-type: none"> <li>Track engagement sessions and feedback.</li> </ul>	September 2026	