

## TAYSIDE COMMUNITY JUSTICE AUTHORITY

**Meeting:** Tayside Community Justice Authority –

**Title:** Reducing Re-offending PSP - Mentoring

**Report by:** Eric Knox, Director, Tayside Council on Alcohol

**Report No:** TCJA221-2014

**Abstract** – This report gives an update on progress for the Tayside Reducing Reoffending Public Social Partnership on Mentoring.

### 1.0 Recommendation(s)

It is recommended that the Authority;

- 1.1 notes the content of the attached report; and
- 1.2 seeks quarterly progress reports including statistics and outcomes information

### 2.0 Background

In March 2013 Tayside Council on Alcohol were successful after preparing an application to the Scottish Governments Reducing Reoffending Change fund to establish a Public Social Partnership for Mentoring Persistent offenders

The Reducing Reoffending Change Fund has two key aims:

to provide offenders with substantial one-to-one support through evidence-based mentoring schemes; and

to promote strong, equal partnership working between third and public sector organisations.

The partnership brings together key agencies and service areas to establish a common referral process across the three local authority area's through Social Work Criminal Justice Services(SWCJS).The design of the service is built on existing good practice mentoring services provided across Tayside. The process develops the work that the lead organisation has undertaken in Dundee, Perth

and Kinross and Angus with women offenders and mentoring for male offenders, rolling this out across the whole of Tayside.

The Partnership also pilots a Mentoring approach within the Persistent Offenders Project(Tayside Intensive Support Service) and further develops peer mentoring opportunities for women and persistent offenders. The mentoring service will be integrated into any Women's Justice Centres across Tayside. The service has one referral route through Social Work Criminal Justice Services.

The funding provides a 2 year project using both paid and volunteer mentors for offenders in the three council areas. The project takes forward the development of peer mentoring, offering accredited training and support to suitable candidates.

### **The Partnership**

<b>Tayside Council on Alcohol (Lead)</b>	<b>Police Scotland</b>
<b>Dundee City Council</b>	<b>Perth and Kinross Council</b>
<b>Angus Council</b>	<b>Community Justice Authority</b>
<b>Churches Action for the Homeless (CATH)</b>	<b>CATH cover Perth and Kinross only</b>

### **3.0 Proposal(s)**

The PSP has established a Tayside wide Mentoring Resource and the target groups and capacity is as follows;

- **Women Offenders on Court orders, bail conditions or Structured Deferred Sentence (16+)** -provides mentoring to 40 women at any one time.
- **Persistent Offenders on Court Orders, bail or Structured Deferred Sentence (16-25)**

The rates of reoffending in Tayside confirm the need and demand for this type of service. TCA draws on the extensive experience gained across previous mentoring provision to women and young males to engage with around 60 Persistent Offenders.

- **Persistent Offenders who agree to take part in a programme Pre Court Disposal**

A Tayside Intensive Support Service (TISS) (Previously the Persistent Offenders Project) has been established as a pilot programme in each of the three local authority areas. Although at an early, preparatory stage, this involves a range of agencies (including CJS and the third sector) working closely with the Police to formulate services that will target specific individuals categorised as 'persistent

offenders'. Mentoring is seen as a key part of the service linking to a range of interventions which are part of the process. The project went live on 1 April 2013.

## **4.0 Consultation**

- 4.1 All members of the partnership and service users groups were consulted in the preparation of the initial proposal.

## **5.0 Financial/Resource Implications**

A Public Social Partnership (PSP) involves public and third sector bodies co-designing services or interventions to deliver agreed social outcomes. This approach encourages effective partnership working across sectors, places the third sector at the heart of service design and delivery, and explicitly emphasises outcomes rather than activity.

PSPs typically consist of three stages:

**Design:** third sector and public organisations work together to design how interventions can be delivered and how social benefit can be maximised.

**Piloting:** the interventions are delivered for a limited time. During this period partners can adjust how the interventions are delivered, in order to achieve maximum social benefit.

**Tendering for longer term delivery:** interventions which successfully meet the agreed outcomes would usually expect to receive mainstream funding from the public sector partners. Typically, this involves the public sector partners tendering a contract to deliver the interventions in the longer term. In some cases, longer term delivery could be secured through continuing pilot activity or through grant funding.

### **Current position**

The PSP was originally funded until March 2015, with commitment shown by all partners that, should the Outcomes and Targets be met, then due consideration would be given to the sustainability of the project as a mainstream service. However, with the announcement of an extension of the funding by Scottish Government and the Robertson Trust this funding will be extended to 31 March 2017. It was recognised by the Government partnership that the timescales for securing sustainability were not going to be achievable and this was the main driver in the extension of funding. A timeline for sustainability and joint statement must be built into the plan. The confirmation of the funding allocation is dependent on a progress report being submitted to Scottish Government by 5<sup>th</sup> September 2014 by the Director of TCA on behalf on the Tayside PSP.

## **6.0 Equality Impact Assessment**

This report complies with the provisions of the Equality Act 2010.

## 7.0 Strategic Objectives

- **Deliver an efficient and effective Community Payback Order (CPO) to the Courts** - Core part of the work for the mentors is compliance around community payback orders.
- **Reduce the number of Persistent Offenders by delivering specifically tailored interventions** - Mentoring is a tailored intervention that improves compliance on other interventions. The outcomes below are gathered through assessment and review, and can show the progress of the individual.

<b>OUTCOMES - Short</b>	
increase compliance/ engagement with helping agencies	60%
reduced involvement in crime	55%
reduction in the seriousness of offending	55%
increased motivation	55%
improved physical well-being	55%
stopped or reduced their substance use	55%
improved confidence and self esteem	60%

<b>OUTCOMES -Medium</b>	
reduced involvement in crime	55%
improved engagement with education or training	55%
higher career aspirations/ longer term goals.	40%
improved their employability skills.	55%
reduced risk taking behaviour	55%
increased feeling of appropriate personal responsibility	55%
improved their personal relationships	55%

The attached paper is the first year report for the Government and shows the breakdown of the outcomes information for the period 1 April 2013 to 31 March 2014. The full evaluation report will be available for the TCJA Partnership Meeting in September. .

## 8.0 Evaluation 2013/14

An external evaluation was commissioned funding was provided through the Reducing Reoffending Change fund. The first years evaluation is complete, however, has not yet been signed off by the PSP Board. The full report will be available for the September Tayside Community Justice Partnership meeting.

The following is a breakdown of some of the key findings;

- The project provides a range of activities which have a strong evidence base for protection against recidivism.
- There was unanimous agreement amongst those delivering the service, the mentees and referring partners that the range of activities strikes a good balance between social (engagement) and purposeful, task based interventions.
- There have been a number of issues surrounding data collection and the tools being used. These have already been addressed by TCA for the current financial year.
- The mentoring service has achieved its annual output targets for the engagement of women offenders and persistent male offender in 2013/14
- The number of peer mentors recruited is higher than the target set.
- The number of volunteer mentors recruited is lower than the target set however the service began the year before with a number already in place.
- From the outcome data available there is evidence of improvement across all outcome domains for both female and male offenders.

## **8.0 Conclusion**

Further reports will be submitted to the TCJA covering the continuing progress of the project.

## **9.0 Background Papers:-**

The following background papers were referred to when writing this report:

- 9.1 Reducing Reoffending Change Fund Guidance.

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**6 August 2014**

# Reduce Reoffending – Women Only and Mentoring for Men



## **Activities**

- **What has the project delivered over the past 12 months? Tell us about the type of activities and the number of people who participated**

### **Scottish Mentoring Network National Conference – 14 November 2013**

TCA Mentoring Services were awarded Project of the Year for Mentoring in Scotland. This included the Reducing Reoffending Mentoring Service.

### **TCA Mentoring Services**

#### **Referrals**

**TCA Mentoring Services has had 160 referrals between 1<sup>st</sup> April 2013 and 31<sup>st</sup> March 2014 from our partner agencies across Tayside.**

**Male – 59      Female – 101**

#### **Volunteer mentors**

Volunteer mentors Recruited – 10

Matches made to date – 7

Peer Mentors Recruited - 2

#### **Partnerships and Developments**

TCA and CATH having been working in partnership since November 2012 and have developed a referral and allocation process for volunteer Mentoring and Befriending in Perthshire.

### **CATH (Churches Action for the Homeless) Activity Report April 2013 – November 2013**

#### **Befriending**

Befriending is likely to be available within last 2 months of an order and would facilitate moving on from statutory support to main stream supports. The support would be focussed on positive socialisation and the duration would be determined by the individual client.

Since the start of the partnership between TCA and CATH, CATH have recruited a Volunteer Co-ordinator and recently a paid Mentor who will carry a caseload of 6 mentees once she has completed her induction and receives a PVG membership.

Number of referrals to date 2:

First referral matched on 19/6/13 (met 8 times) last meeting 2/9/13, Befriendee and Befriender both enjoyed the match, issues from this match were things such as trying to ensure that Befriendee accessed activities in area where they were allocated a house.

Second Referral for Shop volunteer – started in shop 23/8/13 (only attended 3 times) Good worker when they attended, had difficulties being in front of shop so Shop Manager ensured they had enough work in the back of the shop, did not attend on 2 other occasions due to personal problems.

CATH have found that being able to offer the shop as a potential volunteering opportunity whilst someone is still getting support from a Mentor or Befriender enables the service user to have another experience whilst gaining new skills, meeting new people and committing to some form of structure in their life.

Volunteer Befrienders have given their clients social activities including going out to the cinema, joining the gym or engaging in beauty treatments as one of the matched volunteers is a trained nail technician. Befrienders can also accompany clients to pay fines or attend meeting on a regular basis.

Although the uptake on befriending has been low it is expected that this will increase over the remainder of the project. All Mentees coming to the end of the orders will be offered the befriending service as ongoing support. The majority of Mentee's have not been at the stage where the befriending service is an appropriate option. This service is only available in Perth and Kinross elsewhere we are working towards a Peer Mentoring provision and continued support groups after the orders are completed.

Volunteer recruitment continues to prove challenging and unpredictable, with most interest coming at the start of the academic year and we are hopeful to recruit more volunteers at the start of the year which is often a time when people look to undertake new activities. We are still working on achieving a joint referral process which will be enhanced by joint presentations to Criminal Justice Social Work teams.

Since April there have been two joint training programmes run for Volunteer/Mentors and a regular training calendar is now in place for 2014.

### **Peer Mentoring opportunities**

Since the success of the Peer Mentoring training pilot TCA has rolled The **Customised Award in Peer Mentoring and Support** (CAPMS). This training programme has been specifically designed to prepare experienced service-users, clients and/or ex-clients to support people to TCA services.

## **What does the CAPMS cover?**

The CAPMS is an SQA accredited programme, delivered in a group setting and covering

1. Establishing a positive relationship with individuals
2. Respecting and Supporting individuals to maintain their safety and well being
3. Supporting individuals to prepare and develop an action plan in order to achieve their goals
4. Supporting individuals to implement and review their action plan
5. Interacting with individuals using a range of telecommunications
6. Supporting individuals to identify and access other appropriate services
7. Providing appropriate additional support to individuals who are distressed.

Through facilitated discussion, role play, exercises and case studies, the programme gives potential peer mentors the opportunity to practise their mentoring skills, in addition to providing them with the information, knowledge and tools to perform their role effectively and safely. Below are some comments from the candidates:

### VM Reflection – 04/2014

#### The mentoring Course:

A most worthwhile experience and i feel privileged to have been given the opportunity to be a member of the Dundee Peer Mentor Training. The group members were a real pleasure to work with. The explored topics will be a valuable toolbox to my life skills.

Any initial apprehensions were soon put to rest. Although commitment to the complete course was quite an undertaking, each weekly session was pleasurable, educational and I looked forward to attending.

I found I had to be disciplined in keeping up with the homework assignments, but felt satisfied on completion. The Trainers were always approachable and willing to give guidance/reinforcement/support whenever required. (Great choice of sandwiches/treats too!!)

Many thanks for all the hard work and patience shown.

### Reflection 04/2014

When I came into the group on day 1, it was a mixture of anticipation and slight anxiety. Would I “fit in”, what would the course involve, who would be in the group. Well, right away, I felt really comfortable and my lack of confidence grew somewhat. Everyone in the group, including the Trainers, were friendly and I had a good feel about it all.



As the weeks went by, the dynamics in the group grew and I felt I could almost say anything. The leaders were marvellous – always positive and helpful and so encouraging. Always made positive comments and positive questions e.g “What did you mean by that”, then you tell more.

From the course, i have learned such a lot from the younger members. I have such admiration for them and can only wish them well. They have so much to offer, but then that goes for all in the group. I learned more about myself, life is a learning experience and if you were to stop learning, well there would lie a problem.

I enjoy meeting new people and hearing their stories – helps me to think about my own issues. I would say my confidence level has improved and hopefully, I can put what we have learnt into practice as a mentor. Needless to say facing and meeting my first mentee will be a challenge. Hopefully I’ll take “baby” steps to begin and then use the “tool box” we have been given. It was a privilege.

### **Other Activities**

#### **TCA Mentor training**

Drug Awareness session

Crisis management and new Mentors code of conduct developed

All Mentors been involved in bespoke training based on the quality standards of the Scottish Mentoring Network run by TCA over the last few years. To standardise this training on a National Level all TCA Mentors are now to undertake SMN Accredited Training in February 2014.

#### **Tayside Intensive Support Service (TISS)**

This service is a pilot area for development. Since April TISS has been running in Perth and Kinross. The team have been working with 10 Persistent Offenders of these 2 have met the criteria and been referred for Mentoring. This is lower than estimated and is due to the Team holding onto clients rather than passing them on for mentoring provision. It is expected that the volume will increase greatly during the remainder of this financial year as Angus went live in November and the team are working with 11 offenders and Dundee will go live early next year.

#### **Angus and Dundee Mentoring for Men Support Group**

On Monday 16th September 2013 the Angus and Dundee mentoring support groups joined together to play against Police Scotland (Tayside) in an eleven a side football match. The game was a success with Police Scotland winning in a very competitive match. The boys from the Support Groups put in a lot of effort and took the defeat in the right spirit.

### **Street Soccer Scotland**

Members of the Angus Men's Support Group, along with Mentoring for Men clients from Dundee, represented TCA in Street Soccer Scotland's indoor football tournament held at Soccer World Dundee on the 16<sup>th</sup> October. With nine teams from all over Scotland entered in the tournament competition was fierce and while TCA's team did not win the tournament overall, they picked up some excellent results while displaying a good team ethic. Their efforts did not go unrecognised as the team deservedly picked up the Fair Play Trophy for playing all of their matches in the spirit of the game and displaying excellent sportsmanship.

### **Dundee Men's Support Group- Battlefield Live**

Due to the overall success of the Angus Men's support group, a similar project is in the process of being replicated in Dundee. Clients who have been involved with Mentoring for Men participated in the group's first activity at Battlefield Live in Dundee on the 18<sup>th</sup> November. Great fun was had by all the feedback from participants very positive and the group plan on meeting again in December.

### **Outcomes – What has changed as a result of this programme/project?**

- **Tell us about any changes (positive and negative) that you have noticed, explaining what these are and how you have recognised them.**
- **Consider your progress towards short-term and longer-term outcomes from this project**
- **Tell about the methods you used to gather evidence about these outcomes**
- **You may wish to include a few short case studies on a particular part of your work or about the people where you feel you have made a difference in their lives.**

Following assessment each mentee decides, with the support of their mentor, which issues are most important for them to work on during their time with the mentoring service. The options mirror the key performance indicators. The mentee is reviewed regularly by the mentor and progress is mapped on TCA assessment forms and entered into our database so we can accurately measure distance travelled. This assessment is a combination of the mentee's and mentors perception of the progress being made.

**85 out of 139 clients have been involved in reviews. Male – 39 Female – 46**

### **Women Only Mentoring Clients**

- **66%** of clients have made progress with reducing their involvement in criminal activity, **24%** maintained this progress and **10%** of clients report a deterioration.
- **65%** of clients have improved their accommodation/housing situation, **30%** have maintained this progress and **5%** of clients report a deterioration.
- **59%** Clients have reported having improved engagement with other services, **31%**

have maintained this engagement and **10%** have reported a deterioration in this area.

- **52%** clients have identified improvement in relation to their substance misuse behaviour, **17%** have maintained this progress and **31%** report a deterioration.
- **64%** Clients have identified improvement in relation to education, training or employability **32%** have maintained this progress and **4%** report a deterioration.
- **53%** of clients have identified having psychological and physical health improvement, **26%** feel they have maintained these improvements and **21%** of clients feel their health has deteriorated.
- **58%** Clients have reported having improved personal development and participation in activities that improve awareness, identity, quality of life and realisation of aspirations, **28%** have maintained this progress and **14%** report a deterioration.

#### **Mentoring for Men Clients**

- **79%** of clients have made progress with reducing their involvement in criminal activity, **9%** maintained this progress and **12%** of clients report a deterioration.
- **33%** of clients have improved their accommodation/housing situation, **57%** have maintained this progress and **10%** of clients report a deterioration.
- **36%** Clients have reported having improved engagement with other services and **64%** have maintained this engagement and **0%** have reported a deterioration in this area.
- **68%** clients have identified improvement in relation to their substance misuse behaviour, **24%** have maintained this progress and **8%** report a deterioration
- **61%** Clients have identified improvement in relation to education, training or employability **33%** have maintained this progress and **6%** report a deterioration.
- **50%** of clients have identified having psychological and physical health improvement, **41%** feel they have maintained these improvements and **9%** of clients feel their health has deteriorated.
- **60%** Clients have reported having improved personal development and participation in activities that improve awareness, identity, quality of life and realisation of aspirations, **30%** have maintained this progress and **10%** report a deterioration.

**The information is drawn from the regular reviews for each mentee and demonstrate the extent to which these issues have been addressed during the preceding three months. Not all the clients related to ALL the outcomes. During the assessment the clients were able to**

**highlight the areas they wanted to work on, some outcome areas had more success rates than others. This is an area of learning for the project that there are a number of key outcomes that we must include for all clients.**

“Mentoring has helped me recognise the positive things in my life and I now realise that I need to think before I react to things”

#### **Case Study; 1**

On the 17<sup>th</sup> May I started a twelve week Peer Mentoring training at TCA with a group of other women who had made a similar journey to me. The information gave me a clear understanding about child protection and I now know why my son was taken from me. I thought I knew why but ,I had seen it as a personal attack on me as a parent. Now the knowledge around child protection helped me accept the grounds of why he was taken.

I’ve completed the training and now want to go on and get a qualification in Peer Mentoring, I’d never completed anything in my life before. I’d like to help others because coming to the group every week has made me stronger . I was the only one who successfully completed the training and I’ve been asked to help as a volunteer in the Women Only group.

All the support I’ve got and everything I have learnt from this course has helped me get on better with my family. I try to be more assertive and set boundaries especially with my sisters and I know how to negotiate better without becoming frustrated or angry. My goal is to have a career where I can help people make changes because I know it’s possible because of my own life experience. I know if I stayed angry nothing would change and I’d be in the same position. I feel like my life is just beginning.

**“Working with mentor offered me some good advice around learning from my mistakes and allowed me to increase my confidence overall”**

#### **Case Study: 2**

When I first met the mentor, I was struggling with a lot of things in my life but having her as a mentor helps me so much. She is helping me with current problems and I am even coming to terms and starting to sort out past problems.

I feel so much better having her help and knowing I have her takes a lot of worry away from everyday living. I know I won’t have her forever but I need her now. She is helping me become more independent so I can have a future to look forward to for once.

I am now in college for the first time, with her support. My personal relationships are a lot better, I have controlled my temper which has effectively made everything better.

Before working with the mentor I was stuck on a cycle of drugs and unhealthy living but now I have goals and I am looking forward to a different future. I am now reducing my methadone after nearly 2 years. I am a bit sceptical about new workers as I always seem to get one then they change. I am working with the mentor better than any other worker I have had, so I hope to keep her long enough for my life to get on an even path, which is

defiantly getting there.

“There is a lot of support working with the mentor. It helped me turn my life around. Have not committed another crime and don’t intend to. The only way is up. I would advise anyone to take this opportunity if needed”

### **Case study 3**

Client had a history of persistent offending since the age of 16 and his offences involved a level of violence. He had had seven periods of detention and was still only 22. Initially, I found him to be difficult to engage with and very de-motivated with no real direction or focus in life. However, at the end of the mentoring period he had completed his unpaid work order and had been given early discharge from probation. I met with him for the final time and he was looking forward to college. We completed a questionnaire and his comments were..

**“ I was on a downward spiral and felt I had no way out but now I’m feeling better in myself and more confident”.**

We are now 3 months further on and when I see him passing the office on his way to college it gives me a real feeling of job satisfaction.

“Talking to the mentor has been helpful so it’s been alright and it’s better than going to jail”

### **Challenges and changes**

- **What have been the key challenges and changes over the past 12 months?**

Working in partnership with partners has been challenging at times, however, this has improved immensely since setting up joint meeting with CJS Social Worker/ Support Worker, Mentor and Client. This helps clarify each other’s roles and identify areas we can support the client with.

Ensuring referral route is understood, followed and establishing mentoring as a visible and valid option across all parties.

Learning and adapting to partner agency operations.

Establishing solid, reliable network of contacts around Tayside, to allow varied, tailored, consistent support to clients.

Working to overcome barriers and knowledge gaps relating to mentoring service.

### **Learning for the future**

- **What will you do differently in the next 6 months as a result of these challenges and changes?**
- **Is there anything else that you have learned over the past 6 months?**

- **Tell us about any particular approaches, tools or techniques that have/have not worked well or indeed have worked better than expected**

Meaningful involvement of service users has been central to the development of our mentoring programmes. TCA will continue to build on this, using a co-production model. Service user feedback is sought formally at reviews and informally through ongoing engagement.

Across the Agency we have established a Women's Only Mentoring Group using a 'recovery' model. This enabled the organic development of a Peer Mentoring programme, supporting the women to develop their own outcomes framework, bid into local funding sources, engage in educational programmes and build employability skills.

Since the success of the Peer Mentoring training pilot TCA will be rolling out Peer mentoring to Women Only, Mentoring for Men across Tayside.

All TCA mentors attend quarterly meetings to discuss current good practise, developments and to identify gaps or potential developments.

TCA continue to have monthly partnership meetings to tweak and fine tune service delivery. Based on recognised good practise TCA are developing a mentors handbook to cover all aspects of mentoring delivery. This will sit with the Adult Service and Children's Service Guidance documents

### **Expectations**

- **How has your experience compared with your expectations?**

The 12 month figures are encouraging; in terms of engagement, outcomes and referrals. The partners have embraced the process and the clear referral routes and lines of communication have made the increase in capacity relatively seamless.

The Challenge lies in building on this progress and broadening the experiences for those referred to the mentoring service. TCA will also endeavour to focus on the main outcome areas identified by the referrers and the client and ascertain that the mentors are recording all relevant outcome areas.

### **Selected Feedback from Referrers**

- 1. During the Mentoring what were your thoughts on the contact/communication from TCA?**

"I have received quick and informative information from the mentors. Emails have been forwarded soon after contact and regular telephone conversations have been made where appropriate to discuss the needs/risks of the young person."

"I have always been able to get in touch with TCA Mentor and updates re: clients have been provided weekly via email and / or telephone"

"I would like you to pass on this compliment to the TCA mentoring service. Never have I or a service user (to my knowledge) had such a prompt response from a service. Not only was I informed that contact has been made, but also an appointment and I was informed of a basic plan of what work would be undertaken at this initial appointment. So not only is the service prompt (all this was done the day the referral was made) but the communication was extremely good"

## **2. What did you really like about TCA Mentoring?**

"The client would have really struggled without the help of the mentor. You have done a lot more than expected"

"The mentoring work has given the clients the opportunity to receive hands on support which the Office based Social Worker is unable to provide. The work is done in the community with the client and there would appear to be a great deal of flexibility in the worker's approach whereby new methods of intervention are tried out."

"It has helped alleviate a stressful home situation by introducing structured positive activities. So far there have been additional benefits which perhaps were unforeseen, including the service user feeling more confident and committing to another activity with his older brother."

## **3. What do you think we could improve on?**

"would need more time to think about this but you must be doing a good job if I can't think of anything!"

"I would prefer to have more face to face/telephone contact with the mentor to discuss issues as they happen."

"The service seems to be working pretty well, I can't think of any improvements off hand."

"It would be great to be able to increase numbers as we do have to be selective on whom we refer due to capacity, which means this service is maybe not considered as much as what it could be, and we refer onto other agencies"

## **General Feedback**

The Mentoring service is progressing well with interesting developments starting to recruit peer mentors. TCA organised an event for the local providers of service in Tayside at a manager and practitioner level. This was attended by TCA, Circle, Apex and Barnardos on 3<sup>rd</sup> December 2013 and help clarify our respective roles and how the practitioners could link together. This was a very productive meeting with a few key actions to be progressed. The next stage will be to arrange a follow up meeting and thereafter meet with the three local authority CJSW Teams<sup>1</sup>.

