

Agenda Item	4.
Report No	CPB/13/21

Highland Community Justice Partnership Annual Return

Report on behalf of the Community Justice Partnership

Summary

The Board is asked to scrutinise and approve the attached return.

1. Background

- 1.1 Following the implementation of the Community Justice Scotland Act (2016), which delegated responsibility for the implementation of Community Justice to Community Planning Partnerships, we established the Highland Community Justice Partnership (CJP) in April 2016.

On behalf of the Highland Community Planning Board the CJP provides an annual return to Community Justice Scotland (CJS) on the attached template. Additionally, this year a public annual report shall also be produced, at the request of CJS, and shall be circulated later in the year.

The return provides a variety of information and pulls from the activity contained within the current Addendum to the CJP plan which runs until 2022 and is available [here](#).

The plan contains some ambitious activities which we believe demonstrate a genuine desire for collaboration and innovation.

Although some aspects of the Partnership's work were curtailed during the reporting period, in addition to the highlights outlined below they have also managed to recruit an Independent Chair.

2. Highlights

- 2.1 Achievement Report: The CJP produced an Achievement Report which covered the period of the Community Justice Plan from 2018-21. You can view the report at - [achievement report - community justice partnership plan 2018-21 website.pdf](http://highlandcpp.org.uk/achievement-report-community-justice-partnership-plan-2018-21-website.pdf) (highlandcpp.org.uk)
- 2.2 Community Integration Plan: During the latter part of 2020 much progress was made in relation to the implementation of the Community Integration Plan (CIP) as outlined in the CJ Plan. Due to the success of multi-agency working in Highland during the Emergency Early Release (EER) of prisoners



during the Covid-19 pandemic, the work around the CIP was reinvigorated. Agencies such as Scottish Prison Service, Criminal Justice Social Work, NHS Highland, Housing and the Third Sector are working together to pilot a process and pathway for those leaving prison and settling back into their communities. An evaluation of the pilot is being undertaken.

- 2.3 Custody Link Worker Project: The Custody Link Worker Project has become better established during the reporting year. There have been a higher number of referrals to the project than initially anticipated, and certainly in relation to those clients with complex needs.

The Link Workers work with individuals on a one-to-one basis to help them identify their individual issues which increase their risk of reoffending behaviour and work with them to identify their aspirations for change. The team also work with community-based resources, to which people are signposted, to support the development of those services and identify where there may be gaps in provision.

Mental health, drugs and alcohol are the main areas where people require assistance. This is followed closely by emotional support, criminal justice, and housing.

- 2.4 Café 1668: The CJP have an Action within their plan to establish a safe place within Inverness for those who are vulnerable and have perhaps offended. Café 1668 in Church St, Inverness was taken over by HTSI in November 2020 and is seen as a safe place for members of the community to get a meal or a hot drink and provides access to the food larder.

One of the aims of the Café is to reduce food waste and produce is provided by the supermarkets around Inverness.

A Link Worker is employed within the Café and provides support whilst signposting people to other services. There is a room with a dedicated computer and there is also access to a phone if needed.

The space is also being accessed by organisations as a meeting place.

3. Challenges

- 3.1 While the partnership continues to benefit from a core group of regular attendees, general participation and engagement across agencies and different departments is not as strong as the Partnership would like. This is primarily due to ever increasing workloads, expectations of organisations and Covid-19. This impacts on the ability of the CJP and the CJ Manager to understand the wider landscape of contributing actions and opportunities within Highland.

Raising awareness of community justice continues to present a challenge, given the nature of the work and how this is perceived by the public can be problematic.

The impact of Covid-19 is having a significant impact on the justice agenda. Community Justice Scotland have been working with the Scottish Government in relation to this and to look at the recovery process.





Community Justice Scotland
Ceartas Coimhearsnachd Alba

Community Justice Outcome Activity Across Scotland
Local Area Annual Return Template
2020-21

May 2021

1. Background

The introduction of the [Community Justice \(Scotland\) Act 2016](#) (the Act) triggered the formal implementation of the new model of Community Justice in Scotland. A number of key documents are associated with the Act including the [National Strategy](#), [Guidance for local partners in the new model for community justice](#), [Justice in Scotland: Vision & Priorities](#) and the [Framework for Outcomes, Performance and Improvement](#).

The Act places a duty on community justice statutory partners to produce a Community Justice Outcome Improvement Plan (CJOIP) which outlines key local needs and priorities and the plans and actions to address these against a backdrop of the documents noted above. Beyond this, the partners are also tasked with reporting, on an annual basis, the community justice outcomes and improvements in their area, again with reference to the associated strategy, guidance and framework documents and, when complete, submit those annual reports to Community Justice Scotland (CJS)¹.

CJS is committed to working in partnership with community justice partners and have designed the template and guidance to support local areas in reporting on their annual outcomes and improvements in a meaningful way that captures necessary data in an effective and efficient manner. It also supports areas in fulfilling their statutory obligations on annual reporting under section 23 and fulfils our requirement to consult on the preparation of an annual report on performance in relation to community justice outcomes under section 27(3).

CJS recognises that there are a set of circumstances at time of writing that make this process different from the three previous Annual Outcome Activity Returns; namely:

1. The Covid-19 pandemic which was present for the entirety of the 2020-21 reporting period and will continue to have implications for the work of community justice partners.
2. The review of the Outcomes Performance and Improvement Framework (OPIF) which is running concurrently with the Outcome Activity Returns process. Until the review of the OPIF has concluded CJS recognises a transitional template (such as this one) is likely to be required.

To allow for both of these, CJS surveyed community justice partnerships in April 2021 seeking views on the completion of the annual report template covering the

¹ Guidance for statutory partners on this annual reporting process – to which community justice partners must have regard - is available at paragraphs 6.38-6.42 of the “Guidance for local partners in the new model for community justice” (linked to above).



period 2020-21. The 2020-21 template takes into account the feedback from 17 completed surveys with the following changes:

1. The most substantial change is the focus on outcomes taking account of the indicators rather than asking partnerships to report on progress against each individual indicator.
2. We have created space for community justice partners to reflect on the collective achievement they are most proud of during the reporting period.
3. There is an opportunity to reflect the impact of the pandemic on community justice activity under each of the outcomes. There is a dedicated section to give partners the opportunity to reflect on the impact of the Covid-19 pandemic on the partnership.

This template includes a new section to allow community justice partners to reflect on how they have, or intend to, implement activity in response to recommendations in the 2019-20 Annual Outcome Activity Return.

CJS would like to extend thanks to those community justice partners that took the time to complete the template survey, spoke to us as part of the OPIF review process and to those that sense-checked the guidance points in the draft template.

2. Statement of Assurance and Data Usage

The information submitted to Community Justice Scotland using this template is for the primary purpose of fulfilling the requirement under s27 of the Community Justice (Scotland) Act 2016 for Community Justice Scotland to produce a report on performance in relation to community justice outcomes across Scotland.

In line with provisions in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR), CJS will use appropriate data to ensure that there is continuous reporting, development and progress towards the national outcomes. By providing data to CJS you are consenting to its use by CJS as indicated. Community Justice Partnerships should be aware that any information held by Community Justice Scotland is subject to statutory Freedom of Information obligations.



3. General principles of the template

The template is designed to capture a range of important data in a way that allows local partners to highlight key aspects of community justice activities, outcomes and improvements over the specified period without it being onerous or time and resource demanding. CJS has made some changes to the template this year (as outlined on pages 2-3) to account for the ongoing OPIF review process and the Covid-19 pandemic.

Most of the template is self-explanatory and, where this is the case, there is little guidance required. In the sections that require more direction for completion, the text (in blue) will outline what is expected in terms of reporting.

Template sections:

[Section 1 Community Justice Partnership / Group Details](#)

[Section 2 Template Sign-Off](#)

[Section 3 Governance Arrangements](#)

[Section 4 Progress from 2019-20 Recommendations](#) (new section for 2020-21)

[Section 5 Covid-19 Pandemic Impact](#) (new section for 2020-21)

[Section 6 Performance Reporting – National Outcomes](#)

[Section 7 Partnership Achievements](#)

[Section 8 Challenges](#) (unrelated to Covid-19 pandemic)

[Section 9 Additional Information](#)

It would be helpful if responses in each of the “evidence and data” boxes within section 6 of the template (“performance reporting”) is kept to a minimum by capturing the main points only. This allows for an efficient analysis by Community Justice Scotland on return. The use of bullet points in your answers is acceptable.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects Community Justice Scotland is unclear on it will be our responsibility to request clarification where necessary.

If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone’s life story) please **DO NOT** include any personal or sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as Community Justice Scotland does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.



This is the fourth iteration of the template and guidance. If you have any queries about completing the template then please email CJSImprovement@communityjustice.scot.



4. Template Completion

1. Community Justice Partnership / Group Details	
Community Justice Partnership / Group	Highland Community Justice partnership
Community Justice Partnership Group Chair	Currently Ross MacKillop, Independent Chair but chaired during the period of this Annual Report by Niall MacLennan, SFRS
Community Justice Partnership / Group Coordinator	Margaret McShane
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	March 2018

2. Template Sign-off	
<p>The content of this annual report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.</p>	
Signature of Community Justice Partnership / Group Chair:	Date:
.....	
.....	

3. Governance Arrangements	
<p>Please outline below your current governance structure for the community justice arrangements in your area. This section is the same as previous templates so if there have been no changes in this respect, copying and pasting from previous template submissions is acceptable.</p>	



The governance of the Community Justice Partnership in Highland is as follows –

The group meet quarterly, and it had been agreed by the Partnership that the meetings would be chaired until March 2021 by the Scottish Fire and Rescue Service. The group report to the Community Planning Partnership Co-ordinators Group for Highland which ultimately reports to the Community Planning Partnership.

The Community Justice Plans that have been produced for Highland have been signed off by the CPP.

4. Progress From 2019-20 Recommendations

To reduce the burden of reporting on progress from 2019-20 recommendations through an additional process please detail any work the partners have undertaken, or intend to undertake, in response to the following 2019-20 recommendations:

Recommendation for CJPs	Progress / Activity during 2020-21
<p>That community justice partners establish mechanisms to identify and engage collectively with local third sector and victims organisations.</p>	<p>The third sector continue to be represented at the CJP in Highland through HTSI (3 reps), representation from the wider third sector (2 reps) and VSS.</p> <p>The Community Justice Third Sector Forum has continued during this period also and there has been engagement from a range of third sector organisations including regular attendance from Rape And Sexual Abuse Service Highland RASASH</p> <p>The Community Justice Newsletter is cascaded to statutory and third sector organisations interested in community justice including RASASH, VSS and Women’s Aid organisations throughout Highland.</p>
<p>That community justice partners meet statutory requirements for strategic planning. This includes being able to evidence:</p>	<p>All the requirements outlined in a), b) and c) have been met.</p> <p>a) The CJP have produced a written SNA and this has been augmented by a Data Analysis of community justice in Highland which the CJP commissioned during 2020/21</p>



<ul style="list-style-type: none"> a) a range of strategic needs and strengths assessment (SNSA) activity b) a published and up-to-date Community Justice Outcome Improvement Plan (CJOIP) which includes a participation statement c) a published annual report assessing progress towards outcomes 	<ul style="list-style-type: none"> b) The CJP have produced an Addendum to the CJOIP which expired in March 2021. The CJOIP also included a participation statement. A copy of the Addendum can be found at - updated 2021-22 plan.pdf (highlandcpp.org.uk) c) The CJP have produced a published Annual Report for 2019/20 which sits on the community justice page of the CPP website. It can be viewed at - CJ Annual Report (highlandcpp.org.uk)
<p>Ensure community justice SNSA activity forms a crucial component of understanding the needs of the whole area population.</p>	<p>The CJP have produced a written SNA in 2020 and this has been supplemented by a Data Analysis of community justice in Highland which the CJP commissioned during 2020/21.</p>



5. Covid-19 Pandemic Impact

This is a new section for 2020-21. It should be used to reflect some of the a) challenges/negative implications and b) opportunities/positive implications from the Covid-19 pandemic on the community justice partnership / group. There is an opportunity to reflect impact on community justice activity in Section 6 under each of the national outcomes so this section is to capture any impact on the partnership over and above this.

Area impacted	Challenges / Negatives	Positives / Opportunities
<p>Our community justice partnership</p>	<p>Delays with the second Small Change for Justice Event (Due March 2020) which has yet to take place.</p> <p>A lack of information around what was happening nationally at the outset of the pandemic was not helpful. Many local organisations understandably focussed on their own needs in relation to the issues the pandemic was causing.</p> <p>The Partnership have been unable to partake in face to face Development Sessions for the work around the CJ Plan 2022/25. This has impacted on the quality and quantity of discussions which we were able to capture.</p>	<p>Use of Teams has enabled the Partnership to keep connected throughout the period of the pandemic.</p>



6. Performance Reporting – National Outcomes

This section is designed to capture the evidence and data that has been used by your Partnership over the reporting period to assess progress against the national outcomes.

This year we are asking you to report on each outcome rather than against every indicator (as in previous years) but we ask that you report against the outcome **taking account** of the indicators. Please detail any specific impacts (positive and negative) the Covid-19 pandemic had on activity or progress under each of the outcomes.

We encourage you to **share life stories and practice examples** as part of your evidence and data – this enriches the final report and creates deeper understanding of community justice activity.

Please indicate where any particular factors have been a **hindrance in making progress** against a particular outcome.

NATIONAL OUTCOME ONE

Communities improve their understanding and participation in community justice

Where applicable have regard to the following indicators:

- Activities carried out to engage with ‘communities’ as well as other relevant constituencies
- Consultation with communities as part of community justice planning and service provision
- Participation in community justice, such as co-production and joint delivery
- Level of community awareness of / satisfaction with work undertaken as part of a CPO
- Evidence from questions to be used in local surveys / citizens’ panels and so on
- Perceptions of the local crime data

	Please describe the activity	Then describe the impact
Evidence and Data	<u>Community Justice Newsletter</u> – The CJP have continued to produce a newsletter during the	The <u>newsletter</u> has always been well received but this was especially true during the initial lockdown

	<p>reporting period with some of the content focussing on the impact of Covid 19.</p> <p><u>Social Media</u> – the twitter and facebook accounts for the CJP were utilised throughout the reporting period to inform people about relevant information and services related to community justice.</p> <p><u>Community Justice Third Sector Forum</u> – the Forum continued through the digital platform Teams over the reporting period.</p> <p>The <u>CJP Achievement Report</u> covers the period of the CJ Plan 2018-21. This has been circulated to interested parties and sits on the Community Justice page on the CPP website. It can be viewed at - achievement report - community justice partnership plan 2018-21 website.pdf (highlandcpp.org.uk)</p> <p><u>Café 1668</u> – HTSI and the CJP have taken over a café space within Inverness city centre. The Café is a safe place for those who are disadvantaged and in need. It provides hot food and drinks also providing a community food table. Through funding from CJSW a Link Worker has been employed to offer advice and assistance to those who require it.</p> <p><u>Development Circles</u> – were held by the CJP in Feb/Mar 2021 in relation to development of the CJ</p>	<p>period, letting people know which services were available and how they could be accessed.</p> <p><u>Social media</u> played a really important part in conveying information in relation to community justice especially in relation to services, funding etc.</p> <p><u>The Forum</u> has gone from strength to strength during the reporting period with increased attendance. Making use of the digital platform has allowed those from further afield to engage rather than travelling to a face-to-face meeting.</p> <p>The <u>Achievement Report</u> was well received and is a reminder of everything the CJP has done over the 3-year period.</p> <p>The <u>Café</u> is a positive addition to the work of the CJP and so far many people have benefitted from the service provided whether through food provision and/or advice and assistance. During the festive period, collaboration with Police Scotland and Operation Respect meant that those in need could be signposted to the service.</p> <p>The <u>Development Circles</u> have been invaluable in gathering information in relation to how the CJ Plan</p>
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	<p>Plan from 2022 onwards. These were held thematically with key partners from statutory and third sector organisations invited to attend.</p> <p><u>Level of Awareness/Satisfaction</u> Unpaid Work Beneficiaries satisfied with standard of work carried out: 2020/21 – 100%; 24 responses</p> <p>Unpaid Work Beneficiaries of the opinion the work was of benefit: 2020/21 – 100%; 24 responses</p>	<p>should develop with informative perspectives on the landscape of community justice from all those attending.</p> <p><u>Level of Awareness/Satisfaction</u> This shows how valued work undertaken as part of a CPO is. It shows it meets a need, is delivered to a high standard and sets CPOs in a very positive light in local communities across Highland. The lower number of responses is due to the severe interruption relating to suspension of unpaid work due to COVID-19 for large parts of the year.</p>
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Other information relevant to National Outcome One

The HTSI Awards Ceremony was held digitally in January 2021. This is an annual event and the third year that the Excellence in Community Justice Award has been presented. The winner of this award for 2020 was Apex Highland.

In his nomination, James Maybee said that Apex Highland’s “Can do spirit and solution focused approach is nothing short of inspirational” and that “everyone who walks through their door is treated as an equal, with respect and all have an opportunity to fulfil their potential”.



NATIONAL OUTCOME TWO

Partners plan and deliver services in a more strategic and collaborative way

Where applicable have regard to the following indicators:

- Services are planned for and delivered in a strategic and collaborative way
- Partners have leveraged resources for community justice
- Development of community justice workforce to work effectively across organisational/professional /geographical boundaries
- Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA

	Please describe the activity	Then describe the impact
Evidence and Data	<p>My Relationships group delivered to prisoners in HMP Inverness with relationship issues. This is facilitated with assistance from the PBSW and NHS staff. NHS and SW partners attend scheduled ICM case conferences and Risk Management Team meetings completing the relevant risk assessments.</p> <p><u>The Highland Community Integration Plan</u> pilot has been running since November 2020 and has seen around 10 individuals who have been identified as having a history of problematic substance use. Via the use of positive engagement, appropriate assessment and solid partnership working, clear and communicable integration plans have been formulated. This pilot is delivered in partnership with SPS, Highland Council Criminal Justice Social Work and NHS Highland with a number of third sector agencies providing community support and will be evaluated independently. Weekly multi agency CIP meetings are held to discuss current case load and a log of actions kept on record. (Case studies below)</p> <p>There are additional community justice officers being advertised to add additional support to the ongoing project. There are plans to discuss the additional resources required to move the project and partnership working forward.</p>	<p><u>The Highland CIP</u> has seen individuals set goals and establish positive working relationships with community providers prior to liberation and the plans agreed have transferred seamlessly between custody and community. This model seems to have had a positive impact with 3 previously problematic substance users transitioning to residential rehab.</p>



	<p>The overarching aim of the service is to provide a Through Care service to people leaving prison in a person-centred way by providing a holistic approach with a comprehensive care plan. The key objectives of the service are:-</p> <ol style="list-style-type: none"> i. Working in partnership with Housing, Apex, New Routes, NewStart, SPS, NHS Highland to promote desistance and improve choices and outcomes. ii. Improve family relationships through family inclusion. iii. Long term goals of preventing a return to custody; improving mental health; stabilising housing; improving employability and reducing addiction. iv. Working in line with the Community Justice Strategy and with Respect & Recovery Scotland's vision to improve health & reduce/prevent drug related deaths. <p>Case Studies:</p> <p>Client Mr A</p> <p><u>Background</u></p> <p>Mr A has had long standing issues with alcohol addiction which has led to offending behaviours such as serious assault and domestic violence. This has meant that Mr A has had several periods in custody over the years and has found it difficult to break the cycle.</p> <p>Mr A was liberated on Christmas Eve 2020 and was reunited with family and remained abstinent, throughout the festive period. Since, Mr A has had several lapses and relapses and has continued to be supported by the CIP team. Mr A has benefitted from a two-week Detoxification programme in New Craig's Hospital, organised by Social Work and an addictions Psychiatrist.</p> <p>Mr A has also been admitted to Beechwood house for a fortnight's rehabilitation programme and is on the waiting list for their fourteen-week programme. Unfortunately, Mr A's brother passed away whilst A was in Beechwood; they</p>	
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continued to support him, and Mr A stayed for an extra week to try to come to terms with the loss. Mr A was initially allocated a temporary furnished accommodation, but the property was unsuitable, due to steep stairs, very expensive heating systems and there were also issues with judgemental neighbours, who were abusing Mr A, without cause.

Housing Staff were contacted about these issues and quickly managed to get Mr A moved to a one bed ground floor flat in Invergordon and Mr A reports being much more content there. It has been a difficult time, with Mr A being released during Lockdown and boredom and frustration, plus the lack of his normal support groups has made it difficult for him to settle and remain abstinent. The high level of support through the CIP has helped Mr A to get through some very difficult times and he continues to work on his recovery.

Mr A has attended at the Smart meeting local to him and maintains contact with his AA friend. Mr A intends to attend at AA meetings when they start operating again.

Current circumstances

There have been three reviews for Mr A and the most recent Mr A was able to attend. This was an extremely positive review and Mr A presented really well and remains motivated despite his recent loss and lapses. Mr A believes the support of the CIP has helped him pull back from his lapses quicker than he has before. The fact he has managed through this with the lack of face-to-face contact during a pandemic has been extremely positive.

Client Mr B

Background

Mr B's offending history dates back to the age of sixteen (he is now aged 36), he has over sixty convictions. There does not appear to be any change in the frequency of offences and any significant gaps in his history appear to be as a result of custodial sentences. For example, there is a gap from 2013 until 2017; this appears to be linked to a custodial sentence and a period post release where he managed to



	<p>abstain from heroin for a short period of time. Offences range from crimes of dishonesty, motoring offences, public order, drug offences, breach of bail conditions, failing to appear in court and assaults. In relation to his past offences there appears to be a strong link to his use of illicit substances or alcohol.</p> <p><u>Current circumstances</u> Mr B was released from custody in December 2020 and made the decision to take advantage of the Scottish Government funded Prison to Rehab scheme. The client is expected to go from “door to door” to eradicate the potential for a lapse. Mr B researched the various rehabs signed up to the scheme and decided on the one he felt most appropriate. He has been there for 6 months and plans to be there for another 6 months. He has also signed up to the Community Integration Plan where he has continued to engage. Mr B has decided he no longer wishes to live in the local area as he feels this would compromise his recovery. Mr B will be supported to build his support network out with the rehab by the CIP and by those working with him in the residential rehab. Mr B is making excellent progress and although there are many challenges he is faced with as he progresses with his recovery, he is highly motivated to keep a positive outlook.</p> <p><u>Trauma Training</u> – A one-day Trauma Training event run by Epione was organised by the CJP for those from the partnership who wished to attend and their work colleagues.</p>	<p>The <u>Trauma Training</u> was a huge success with very positive feedback captured from approx. 20 attendees from statutory and third sector organisations, which also provided an opportunity to network. Many said in their feedback that as a result of the training their practice would be influenced by their learning</p>
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	<p><u>MAPPA</u> Since 2007, the Multi-Agency Public Protection Arrangements (MAPPA), a set of statutory arrangements of which the primary purpose is to maintain public protection and the reduction of serious harm, has operated effectively. The 4 Responsible Authorities in Highland are the local authority, Police Scotland, SPS and NHS. The 2020/21 Annual Report is not yet available; however, the 19/20 report showed there were 313 nominals subject to MAPPA (includes the island authorities) and 91 subject to supervision by JSW on CPOs and prison licences. Only 5 registered sex offenders were convicted of further offending and 11 reported for breaching their notification requirement.</p> <p>https://www.highland.gov.uk/downloads/file/23042/mappa_annual_report_2019_2020</p>	<p>at the event. Comments from the trainer reflected the strength of the CJP in Highland.</p> <p><u>MAPPA</u> Multi agency working is vital in this area of work in order that the public are protected, the risk of serious harm is reduced, and public confidence is maintained. These are very low figures and evidence that MAPPA is working well. During the pandemic MAPPA was unaffected. Nominals continued to be monitored and managed in accordance with the national MAPPA guidance (refer to Table 3 Key Performance Indicators above). Meetings moved to Microsoft Teams without any detrimental impact and all agencies reported this led to significant benefits in terms of efficiencies and use of time.</p>
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Other information relevant to National Outcome Two		

NATIONAL OUTCOME THREE

People have better access to the services that they require, including welfare, health and wellbeing, housing and employability

Where applicable have regard to the following indicators:

- Partners have identified and are overcoming structural barriers for people accessing services
- Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs
- Initiatives to facilitate access to services
- Speed of access to mental health services
- % of people released from a custodial sentence:
 - a) registered with a GP
 - b) have suitable accommodation
 - c) have had a benefits eligibility check



- Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending

	Please describe the activity	Then describe the impact																																																								
Evidence and Data	<p><u>Custody Link Project</u></p> <p>The Custody Link Project was delayed due to Covid-19, finally commencing properly in July 2020. The following gives details of the number of referrals to the project in the relevant timeframe -</p> <table border="1" data-bbox="521 794 1263 1294"> <thead> <tr> <th></th> <th colspan="3">Total</th> </tr> <tr> <th>Referrals by Month</th> <th>offered</th> <th>Accepted</th> <th>Declined</th> </tr> </thead> <tbody> <tr> <td>March (2020)</td> <td>5</td> <td>5</td> <td></td> </tr> <tr> <td>April (2020)</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>June (2020)</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>July (2020)</td> <td>59</td> <td>18</td> <td>41</td> </tr> <tr> <td>August (2020)</td> <td>72</td> <td>22</td> <td>50</td> </tr> <tr> <td>September (2020)</td> <td>45</td> <td>9</td> <td>36</td> </tr> <tr> <td>October (2020)</td> <td>32</td> <td>6</td> <td>26</td> </tr> <tr> <td>November (2020)</td> <td>31</td> <td>4</td> <td>27</td> </tr> <tr> <td>December (2020)</td> <td>46</td> <td>13</td> <td>33</td> </tr> <tr> <td>January (2021)</td> <td>16</td> <td>6</td> <td>10</td> </tr> <tr> <td>February (2021)</td> <td>26</td> <td>20</td> <td>6</td> </tr> <tr> <td>March (2021)</td> <td>37</td> <td>26</td> <td>11</td> </tr> </tbody> </table>		Total			Referrals by Month	offered	Accepted	Declined	March (2020)	5	5		April (2020)	1	1		June (2020)	1	1		July (2020)	59	18	41	August (2020)	72	22	50	September (2020)	45	9	36	October (2020)	32	6	26	November (2020)	31	4	27	December (2020)	46	13	33	January (2021)	16	6	10	February (2021)	26	20	6	March (2021)	37	26	11	<p>The <u>Custody Link Project</u> was delayed 3 months due to the outbreak of Covid-19. The project has also been impacted as all contact with clients is done remotely and not through the Custody Suite as anticipated at the outset of the project.</p>
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February (2021)	26	20	6																																																							
March (2021)	37	26	11																																																							



	<p>Case Study: <u>Background</u> Client has a history of post-natal depression and previous mental health breakdown and was using alcohol to cope.</p> <p><u>Link Worker Involvement</u> On first contact client was extremely upset. She explained that there had been an incident involving alcohol use whilst in charge of children and this led her ex-partner to take on temporary care of the children. During this incident her ex-partner threatened the client that he was going to a solicitor to gain full custody of the children, the client became distraught and threatened to self-harm, the ex-partner called the police and the client was detained for her own safety.</p> <p>The client recognised she needed help and the main concern was losing custody of their children, the client had agreed to ex-partner having temporary custody until she had worked on the issues.</p> <p>Throughout conversations it became clear that the client was being threatened and intimidated by her ex-partner who appeared to be very controlling and had made false allegations about the client to social work. The client felt that when dealing with social work her voice was not heard. The client was in unsecure accommodation and made redundant during our period of engagement.</p>	
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	<p>She identified main Barriers to regaining custody of children as:</p> <ul style="list-style-type: none">• Poor mental health• Alcohol use• Unstable Housing <p><u>Supported Actions</u></p> <p>The client contacted her GP and started medication to help with mental health and abstaining from alcohol.</p> <p>She was referred to Addictions Counselling Inverness and Advocacy Highland to help with dealing with social work.</p> <p>She was also signposted to Inverness Women's Aid and Shelter for advice on housing options.</p> <p>The majority of service provided for this client was emotional support coming up to court dates and supporting the client to remain motivated and hopeful whilst navigating social work and other services.</p> <p><u>Outcome</u></p> <p>Within 6 months the client secured permanent housing, has gained employment, and has had full custody granted to herself by the court.</p> <p>She reports that her mental health has improved, and she has abstained from alcohol use since being in custody. She has strengthened support networks available to the family and has become much healthier overall.</p>	
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	<p><u>Digital provision to be added</u>*****</p> <p><u>Café 1668</u> – HTSI and the CJP have taken over a café space within Inverness city centre. The Café is a safe place for those who are disadvantaged and in need. It provides hot food and drinks also providing a community food table. Through funding from CJSW a Link Worker has been employed to offer advice and assistance to those who require it.</p> <p><u>Virtual Visits</u> – HMP Inverness virtual visits from 4/7/20 - 31/3/21, 686 visits in total.</p> <p><u>Families Outside</u> supported the following over the time frame:</p> <ul style="list-style-type: none"> • 34 adults (majority female and a parent of someone in prison) • 13 children (4 Secondary, 7 Primary, 2 pre-school) • 4 professionals <p>Main issues for families requiring support were around:</p> <ul style="list-style-type: none"> • Visiting / Maintaining Contact • Own emotions / mental wellbeing / feeling listened to • Concerns for Prisoner (emotional, mental & physical wellbeing) • Information about Prison 	<p>The <u>Café</u> is a positive addition to the work of the CJP and so far many people have benefitted from the service provided whether through food provision and/or advice and assistance. During the festive period, collaboration with Police Scotland and Operation Respect meant that those in need could be signposted to the service.</p> <p><u>Virtual visits</u> were an important source of contact for families with loved ones in prison over the time frame.</p> <p><u>Families Outside</u> supported 3 families in Highland with digital devices / internet access and 2 via our Winter Hardship Fund for essential household items during the pandemic. Following quotes provided in acknowledgement: <i>‘Thanks to you for arranging a tablet for us, we are getting a video visit every week which is great so thanks again’</i> <i>‘I would appreciate anything its hard starting over.....got my boots they are lovely....pans and towels are (also) great’</i></p>
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	<ul style="list-style-type: none"> • Preparing for Release <p>A free online Training Webinar was developed and has been delivered on a monthly basis since July 2020.</p> <p><u>Data Sharing Agreement</u> - The Data Sharing Agreement - signed off in March 2020 between SPS and The Highland Council (as a member of the Community Justice Partnership) will allow a multi-agency approach to be taken to assist community reintegration following a period of custody.</p> <p>% of people released from a custodial sentence:</p> <ol style="list-style-type: none"> Registered with a GP – All individuals who are sentenced to 6 months or more have their GP registration transferred to HMP Inverness until their liberation. Registration/ownership reverts back to their own GP when liberated. Have suitable accommodation - There were 133 liberations between March 2020 to March 2021. 112 had suitable accommodation upon release which equates to 84.2%. Have had a benefits eligibility check Unable to collate this figure due to logistical issues 	<p><i>'I found it very informative and interesting and will allow me to understand more about impact imprisonment can have on children and signpost appropriately to families who require support due to family imprisonment'</i></p> <p>The benefits of the <u>Data Sharing Agreement</u> have been realised throughout 2020/21 especially in relation to the Emergency Early Release of prisoners. This continues to be utilised in relation to the Community Integration Plan in Highland.</p> <p>c) face to face meetings have been temporary suspended due to Covid 19 and are waiting for this</p>
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	<p><u>Interventions</u> Percentage of offenders surveyed, subject to supervision, who felt that supervision has helped them to reduce their offending behaviour: 2020/21 = 90% (89% previous year) Percentage of offenders surveyed, subject to supervision, who felt their drug/or alcohol issues had improved following supervision: 2020/21 = 100% (94%) Percentage of offenders surveyed, subject to supervision, who felt their mental health issues had improved following supervision 2020/21 = 100% (94%)</p>	<p>service to resume. Contact is by telephone to the Links Centre at the prison or via email.</p> <p>Several personnel changes with designated JCP Prison Work Coaches over the last year where Work Coaches were working from home have hampered the collation of exact figures around this.</p> <p><u>Interventions</u> The high percentage rate shows that interventions through supervision tailored to the person's needs have a positive effect.</p>
<p>Other information relevant to National Outcome Three</p>		



NATIONAL OUTCOME FOUR

Effective interventions are delivered to prevent and reduce the risk of further offending

Where applicable have regard to the following indicators:

- Use of 'other activities requirements' in CPOs
- Effective risk management for public protection
- Quality of CPOs and DTTOs
- Reduced use of custodial sentences and remand:
 - a) Balance between community sentences relative to short custodial sentences under one year
 - b) Proportion of people appearing from custody who are remanded
- The delivery of interventions targeted at problem drug and alcohol use [NHS Local Delivery Plan (LDP) Standard]
- Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)
- Number of short-term sentences under one year

	Please describe the activity	Then describe the impact
Evidence and Data	<p><u>Other Activity</u> - A range of 'other activity' was delivered, including acupuncture, Decider Skills, attendance at SMART groups, Tenancy & Citizenship course, referrals to community mental health teams, adult learning programmes, employability related education and training, English lessons, literacy, attendance at a father's group.</p> <p>Due to the pandemic, there was a significant increase in the use of</p>	<p><u>Other Activity</u> - Individuals learn new skills and knowledge, develop confidence and overcome mental barriers.</p> <p>Street Cones involved 24 x 2-hour workshops using Film/Theatre writing and also performance techniques to develop a script on a particular theme. The script, One Call Away, was delivered using Microsoft Teams by individuals on community payback in Highland on 29 May. This was a powerful event clearly demonstrating the commitment of participants and increased levels of confidence. A link to the event is here: https://www.youtube.com/watch?v=ddf0dblrFvk</p> <p>The Wise Group online modules cover mental health, physical health, pro-social networks, improved employment and improved financial inclusion. This leads to improved outcomes in knowledge & self-awareness, life skills, employability awareness and pro-social attitudes.</p>



	<p>different forms of OA, including commissioning services:</p> <ul style="list-style-type: none"> • Street Cones – a group of TV/Film professionals and people with lived experience of the justice system. The focus is using the power of fictional stories to help people achieve positive outcomes in their lives. • The Wise Group Re:Connect – this is a series of online modules delivered by trained facilitators delivering a series of two-hour sessions covering 5 prosocial themes. • The issuing of workbooks/learning packs – these are delivered to individuals who complete and return them and are accredited a set number of hours. For example, to enhance knowledge and reflection, whilst also encouraging positive plans for the future, addressing relationships and drug & alcohol awareness. 	<ul style="list-style-type: none"> • “The reporting throughout is very beneficial. I receive a notification when a client fails to attend a session, and this means I can follow up straightaway if necessary. There’s also a comprehensive weekly report which details all the info I need to update CareFirst” (Case Manager, Highland Council). • “I learned how diet affects our mental health. What I’ll change? To eat better lol!” (CPO client). <p>Workbooks and learning packs are checked by Community Payback Officers to ensure they have been completed properly and to ensure the individual has evidenced learning through completion of the exercises.</p>
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	<p><u>Risk Management</u> In addition to MAPPA as described above, the Multi Agency Risk Assessment Conference (MARAC) and Multi Agency Tasking & Coordination (MATAC) processes are well established for protecting vulnerable women and targeting perpetrators of domestic abuse respectively.</p> <p>Police Scotland and Justice Social Work are trained to use the accredited sex offender risk assessment tools, Risk Matrix 2000 and Stable & Acute. This underpins risk management within MAPPA regarding Category 1 nominals. JSW are also trained in domestic abuse accredited risk assessment tools, i.e. SARA v3, which underpins the management of domestic abuse perpetrators.</p> <p>Where a CJSWR is requested by a court, all individuals are assessed using a screening version of LS/CMI (and the aforementioned tools where appropriate) with the full version being applied post-sentence, be this a custodial (if a long-term prisoner) or community</p>	<p><u>Risk Management</u> The impact is increasing the safety and protection of communities and individuals in Highland using an evidence base to effectively deploy resources efficiently.</p>
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	<p>order. Where the Risk of Serious Harm component of LS/CMI is triggered this provides an additional level of detail regarding risk management. Other tools are also used where necessary, such as HCR-20, or commissioning specific forensic psychological assessments. All of this contributes to risk management plans (RMP) for Category 1 and 3 nominals and individuals convicted of other offence types.</p> <p><u>Quality Assurance</u> JSW has a well-established quarterly and annual performance and quality assurance framework that brings together statistics, quality assurance case file audits, exit questionnaires from individuals, feedback from individuals participating in interventions delivered by partner agencies, e.g. Action for Children’s offending awareness programme (OAP) and Preventing Abusive in Relationships programme (PAR).</p> <p>This allows for some benchmarking within Highland between JSW teams. Highland also links into a</p>	<p><u>Quality Assurance</u> The impact is evident from exit questionnaires, for example, and the following comments from individuals are typical:</p> <p>“Unpaid work leader xxx was always happy and positive, also can give good advice and always listens to my issues.”</p> <p>“Glad I was able to help less fortunate people and hand helpful skills to others.”</p> <p>“Found satisfaction putting something into helping local community.”</p> <p>“I’m truly thankful for it. I’ve changed for the better at the worst point in my life and I’m so thankful to my supervisors for helping me through it.”</p> <p>“The year passed quick, I enjoyed the supervision meetings I am now on SMART training to help others with drugs/alcohol problems.”</p> <p>“My 2 years supervision with xxxx has helped me understand different difficult situations and made me think more, no emotions now as I have my two kids full time and I have 2 full time jobs. No further offending and going from strength to strength.”</p>
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	<p>performance framework with the 6 other local authorities in the north which allows benchmarking across these authorities.</p> <p>Key performance indicators:</p> <ul style="list-style-type: none"> • 100% (100% 2019/20) - % CPO unpaid work beneficiaries where the service was judged to be of benefit. • 100% (100%) - % of Level 2 MAPPA cases reviewed no less than once every 12 weeks. • 100% (100%) - % of Level 3 MAPPA cases reviewed no less than once every 12 weeks. • 39%* (66%) – unpaid work placements started within 7 days. • 42%* (69%) – individuals on supervision interviewed by the case manager within 5 working days. • 93% (93%) – criminal justice social work reports submitted on time. 	<p>From beneficiaries:</p> <p>“We would love to welcome the team back - well supervised and professional, hopefully enjoyable work for the clients giving directly back to the community.”</p> <p>“Those doing community service that we had working at our home were all very polite, helpful and pleasant. They also had great respect for the person in charge.”</p> <p>“I have had work carried out on a number of occasions now and it has always been done to a good standard and well supervised. I would have no reservations having further work carried out when required.”</p> <p>The impact for CPOs is as described above in exit questionnaires.</p> <p>The 2020/21 CPO Annual Report is not yet available; the most recent report for 2019/20 is at: https://www.highland.gov.uk/downloads/file/23737/annual_report_2019_2020</p>
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	<p>*The reduction in performance is due to the impact of the pandemic.</p> <p>There were 255 CPOs made in 2020/21 compared to 579, 608 & 608 in the 3 preceding years.</p> <p>There were 9 (21 in 2019/20) alcohol and 4 (11) drug treatment requirements made as part of a CPO, again impacted by the pandemic; there were 18 (19) DTTOs.</p> <p>Number of Diversion Cases – 70 (75 in 2019/20) Number of New CPOs – 255 (579) Number of New DTTOs – 18 (19) Number of New RLOs – n/k (32) Number of new bail supervision cases 19/20 – 1 (2)</p> <p><u>Short term sentences under 1 year, custodial figures for 2020/21 not yet available but figures for 2019/20:</u></p>	<p>The pandemic has had a significant impact on sentencing due to long periods of inactivity of SCTS and reduced capacity.</p> <p>The sustaining of DTTO numbers is noteworthy as there has seemingly been no impact due to the pandemic. The CJSW Drug and Alcohol Intervention Team provide interventions to individuals with drink and/or drug use; similarly, the multi-agency DTTO team comprising social workers, CPN(A)s and paraprofessionals offer treatment and interventions for individuals on an order. The pilot of DTTO2s funded by the Highland ADP accounts for some of the impact but this reflects the high quality of the team and the ongoing proactive work with courts to promote the service.</p> <p>Whilst the drop in CPO numbers was predictable, and the sustaining of diversion (COPFS were able to continue marking cases), the increase in DTTOs wasn't and likely to be an outlier and to buck the national trend.</p> <p><u>Short term sentences under 1 year</u> - This latest figure shows a decrease in the number of short-term sentences from the previous year 2018/19 which was 284. This figure for 2019/20 will not have been affected by the pandemic</p>
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	<table> <tr> <td>Up to 3 months</td> <td>59</td> </tr> <tr> <td>Over 3 months to 6 months</td> <td>106</td> </tr> <tr> <td>Over 6 months to 12 months</td> <td>29</td> </tr> <tr> <td>Total</td> <td>194</td> </tr> </table>	Up to 3 months	59	Over 3 months to 6 months	106	Over 6 months to 12 months	29	Total	194	<p>very much as this did not come into effect until towards the end of March 2020. Clearly the figure for 2020/21 will be greater affected.</p>
Up to 3 months	59									
Over 3 months to 6 months	106									
Over 6 months to 12 months	29									
Total	194									
<p>Other information relevant to National Outcome Four</p>										
<p></p>										



NATIONAL OUTCOME FIVE

Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed

Have regard to the following indicator:

- Individuals have made progress against the outcome

	Please describe the activity	Then describe the impact
Evidence and Data	<u>Fireskills Courses</u> - SFRS planned diversionary activities using Fireskills courses and Youth Volunteer Scheme have not been able to run over reporting year due to covid-19. The aims of these activities to develop 'four capacities' of: successful learners, confident individuals, effective contributors and responsible citizens. Fireskills also includes employability credentials. First Highland Youth Volunteer Scheme was due to start in Wick, an area that is identified as requiring additional mental health and diversionary support, this also had to be put on hold just prior to starting.	<u>Fireskills Courses</u> - 4 x Fireskills did not go ahead over the reporting period so potentially 40 young people, generally selected on a diversionary basis have not had this opportunity. Delays in assisting those requiring diversionary support potentially means lost opportunities to intervene.

Other information relevant to National Outcome FiveCase Study, Apex New Routes:

Luke is an older client whom in recent years has struggled heavily with addictive behaviours. This was a central factor in leading to him being in prison. When I met him, he did not have long left of his sentence and although glad, was also very anxious about going out into the world with all the changes and new restrictions which Covid-19 has caused. To add to this, he also suffers health problems which made him vulnerable and put him at greater risk should he contract it.

He required help with housing, finances, mental and physical health, and addictive behaviours. Through working alongside partner organisations who were also working with Luke, we were able to secure a temporary furnished flat upon his release. I had a food



parcel dropped off to him to ensure he had food to get started, I also ensured he had received a liberation pack including a mobile phone with which he was able to phone and organise his benefits as well as register with the doctors. Having this phone is of great benefit as it has meant that I as well as the other key workers can keep in contact with him and ensure he is ok. It also means he was able to take part in the New Routes Re-connect counselling service for 8 weeks which was a benefit to his Mental Health.

Luke managed very well to start with but, the second lockdown brought a lot of isolation for him and he relapsed with his addictive behaviour and has struggled greatly since then. Another organisation was able to source a laptop with free data which we set up to allow for video calling. This not only enabled him to attend recovery meetings online, but to also have more contact and support with friends and family which he really needs. I was also able to setup and show him how to get the radio on it which he was incredibly happy about as he feels like he has been staring at the walls with no idea what has been going on in the world. Luke has a long way to go for recovery, but he is so grateful to have the help of Apex New Routes and other organisations to help him feel like he is not alone in the world.



NATIONAL OUTCOME SIX

People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities

Have regard to the following indicator:

- Individuals have made progress against the outcome

	Please describe the activity	Then describe the impact
Evidence and Data	Please see case study below.	

Other information relevant to National Outcome Six

Case Study, Apex SMART Recovery:

Around 2015, "it" (my addictive behaviour) got bad. I couldn't really pinpoint one thing. I fell into a depression and felt worthless. My relationship with my dad has not been good since being a young kid, due to his drinking and an abusive home life. I had found myself homeless when I was young. Between all that, and the breakdown of my personal relationship, life was hard! I started using cannabis and alcohol at first, but then cocaine came into it for a while. Later, Valium and other sedatives were addictions too. I was always open minded about drugs - I did a bit of everything if that chance was there, but alcohol and Valium in the end became my main addictions. I knew I needed to change.

I was referred to Apex in September 2020 during my 14-week residential Project at Beechwood House, to take part in SMART recovery groups, and was allocated Carlie as my Personal Development Mentor. It wasn't easy. I sadly lost my sister suddenly during this time, and that was a massive trigger to start using again. It looked like I was going to be homeless again after leaving Beechwood. I didn't want to go to Cale House, and I spoke to Carlie about my concerns. Carlie said she thought I should consider it a safety net, because I would be tested daily to ensure I was maintaining my recovery. One thing I did know, was that I couldn't face going back into a B&B, as this was not a therapeutic environment for my recovery.



Carlie spoke to housing, and together, we came up with a plan. I was involved in a pilot project (the first person in the Highland Council region), where, if I went to Cale House and if I engaged with Apex and complied with all tasks that were given to me, that I would be housed sooner than I initially expected - we were talking months instead of years. I completed the SQA employability award - and then lockdown happened! I have continued to attend SMART twice a week since leaving Beechwood and have explored other avenues to help with my recovery. I am glad to say I have been in recovery from addiction for over 7 months now and have just received the offer of a permanent tenancy of my own - a brand new build - somewhere to call "home". Naturally, I had an urge to celebrate - so instead, I used a SMART tool and took myself for a walk - one of my new hobbies since giving up my addictive behaviours.

SMART is a great group with even greater facilitating. It is so welcoming and friendly and provides helpful tools to go over and cover. They help you in different situations that you may struggle with in recovery. 10/10 - would recommend.



NATIONAL OUTCOME SEVEN

Individuals' resilience and capacity for change and self-management are enhanced

Have regard to the following indicator:

- Individuals have made progress against the outcome

	Please describe the activity	Then describe the impact
Evidence and Data	Please see case study below.	

Other information relevant to National Outcome SevenCase Study, Apex Shine:

Julie had issues around addiction, offending, mental, physical health, and was a prolific shoplifter. She had been a previous client with Apex and Shine but rarely engaged after her liberations. Our first meeting was her liberation day when she explained she had 3 DTTO appointments per week along with other appointments which we agreed to support her in attending. We had a clear out of our own wardrobes and donated our clothes to Julie as she had little to wear - this small act completely blew Julie away; she was over the moon and could not thank us enough. Julie put herself forward for the Apex Outdoor Project where she enjoyed meeting up with likeminded people, loved tidying the gardens and litter clearing the beaches. She found it challenging, rewarding and was good for her physically, mentally, and emotionally.

Contact was made every day, and at every opportunity we applied for craft packs, books, clothes, food from other services and delivered them to her to keep her occupied and to make sure she felt supported. Julie was encouraged to try to use her bus pass for shorter journeys for appointments nearer her home, this helped her own independence and build on her confidence. Due to Julie's prescription 'controlled substance' she had to travel to the next village 10 miles away and pick them up 3 times a week and her anxiety became unbearable as she was in contact with people on the bus and waiting hours for buses to arrive due to limited service. She was also spending time outside the chemists where on each occasion had been offered substances from people she knew. We worked out a plan along with her CPN to arrange to get her prescription delivered to her home address.



Julie attended all her appointments over the months that we worked with her, was feeling very positive and had suggested that she would like help in the future after her time with Shine came to an end. We explained that we would transfer her over to Apex STEPS program and continue supporting her throughout her recovery and appointments. Julie attended SMART recovery groups at the Inverness Justice Centre and was a brilliant peer support to others in the group.

She started raising money by walking each day for Moray Firth Radio Cash for Kids and has already raised a considerable amount. Her hard work and perseverance paid off and she has successfully completed her "DTTO order" with flying colours and received a letter today with comments from the Sheriff which also praises her on her achievement. Loyalty, friendship, respect, and trust were found by both her and her mentor over the last 18 months and we will continue to work with Julie as long as she needs.

Julie messaged her mentor to say - "Had to share with few people you being one could never have done it without you xx never thought I'd EVER get a letter like this off a judge has blew me away and a blubbering proud wreck lol thanks for everything xx" " I think I will frame it though never in my wildest dreams did I think a judge would say that and this whole journey started with you picking me up at Grampian 18 month ago xx 🥺 just like to say you'll never know how much it means to me what you guys have all done for me but I think you'd know xx tell everyone hi 🙌 send my love and thanks have a great day xx"



7. Partnership Achievement

Collation of information for AZETs review required high level of partner support. This has resulted in a comprehensive Health Check Report in relation to community justice for Highland and the formation of the KPI Dashboard.

Work with Sheriff Principal to have greater buy-in and have a Sheriff appointed a CJP representative.

Establishment of link with VRU that has been used to establish an initiative in Caithness & Sutherland.

Recruitment of an Independent Chair for the CJP during very challenging times.

8. Challenges

Highland CJ partners were selected 4 years ago. Changes in landscape of CJ, not just as result of COVID have resulted in varying degrees of activity by partners, often as a result of changing priorities, organisation changes etc. Managing the delivery and expectation of all group members is challenging for the chair and the group leads.

9. Additional Information

