

# Workplan 2014/15

**Our vision** is a Scotland where all individuals and communities are safe and flourish; and where Scottish youth justice practice, policy and research is internationally renowned and respected.

To achieve this vision we work to advance four short-term **outcomes**:

1. There is a good understanding of what supports, and what are barriers to, children and young people being safe and flourishing
2. Youth justice practice and policy are informed by our best knowledge and evidence
3. Youth justice stakeholders work together to design, develop and implement improvements
4. Youth justice practitioners have the skills, confidence and support they need to best help children and young people

To make progress on these four outcomes our work focuses on three broad areas of work:

**Practice Development:** Working with practitioners and policy-makers to undertake, support and coordinate activities to improve

**Research:** Undertaking, supporting and coordinating research

**Knowledge exchange:** Sharing and disseminating knowledge

## **Activities**

CYJ undertakes 13 different activities designed to advance our four outcomes. Several of our activities support more than one outcome, but activities are listed below the outcome where the greatest contribution is anticipated. Our understanding about our contribution and impact will be further developed during 2014/15.

### **1. Stakeholders have a good understanding of what supports, and what are barriers to, young people being safe and flourishing**

- 1.1. Identify knowledge gaps
- 1.2. Conduct and support primary research to meet knowledge needs
- 1.3. Identify and synthesise research evidence
- 1.4. Support all youth justice stakeholders to share their knowledge and experience

### **2. Youth justice practice and policy are informed by our best knowledge and evidence**

- 2.1. Provide youth justice guidance, support and advice based on the best knowledge and evidence
- 2.2. Produce evidence-based resources and tools for practitioners and policy makers
- 2.3. Provide opportunities for youth justice stakeholders to discuss and reflect on knowledge & evidence
- 2.4. Improve awareness and accessibility of knowledge and evidence

### **3. Youth justice stakeholders work together to design, develop and implement improvements**

- 3.1. Develop and support collaborations to improve youth justice
- 3.2. Support stakeholders to identify, design and implement change where required
- 3.3. Build and maintain strong relationships across policy, practice, research and with young people and their families/carers

### **4. Youth justice practitioners have the skills, confidence and support they need to best help children and young people**

- 4.1. Provide and support excellent learning and skill development opportunities
- 4.2. Design and deliver interventions which help young people stay safe and flourish

## Workplan 2014/15

The table below specifies the projects we will undertake in 2014/15. It also sets out the performance indicators we will use to monitor our performance and the strategies we will adopt to maximise our success. We report on these activities, progress and performance on a quarterly basis to the Scottish Government, using this table as the basis for reporting.

Outcome	Activity type	Projects and Outputs	Timescales & frequency	Performance indicators & data for 2013/14
<p>(1)</p> <p><b>Stakeholders have a good understanding of what supports, and what are barriers to, young people being safe and flourishing</b></p>	<p><b>1.1 Identify knowledge gaps</b></p>	<p>Annual CYCJ stakeholder research</p> <p>Outputs: Report, briefing paper, analysis for EGG</p>	<p>Publish: Q1 &amp; Q4</p>	<p><b>No. respondents to stakeholder research:</b> 117 respondents (2013/14)</p> <p><b>Knowledge gaps identified:</b></p> <ul style="list-style-type: none"> <li>• mental health</li> <li>• early intervention</li> <li>• intervention skills</li> <li>• young people in custody</li> <li>• adult / youth justice interface and transitions</li> <li>• what works? evidence</li> <li>• sharing best practice</li> </ul> <p><b>Citations in policy, practice and research publications:</b> Allardyce &amp; Yates 'Assessing risk of victim crossover with children and young people who display harmful sexual behaviours' Cited in C.Barter (Child Abuse Review, Aug 2013)</p> <p><b>Perceptions of CYCJ research usefulness:</b> CYCJ seen as a trusted source of evidence, and impact on 'knowledge' rated as 68.3 out of 100 (Stakeholder research)</p> <p><b>No. downloads of research summaries and reports:</b> Google analytics not yet set up to track this information</p> <p><b>Research feedback:</b> "Very impressed with the Stage 1 (safer research) report" (GMap)</p> <p><b>Research impact on policy and practice:</b></p>
		<p>Quarterly team reflection and improvement sessions</p> <p>Output: quarterly action plan</p>	<p>Q1- 4</p>	
		<p>Research into young people's experience of risk management</p> <p>Outputs: Scope project and secure funding</p>	<p>1 per quarter</p>	
		<p>Research into young people's experience of risk management</p> <p>Outputs: Scope project and secure funding</p>	<p>Q1-4</p>	
	<p><b>1.2 Conduct and support primary research to meet knowledge needs</b></p>	<p>Polmont and Fife and Forth Valley transitions research: Exploring the pathways into prison and experiences of support</p> <p>Outputs: briefing papers, research reports, journal articles, slideshare, video, prezi</p>	<p>Q1- 4</p> <p>Publish: Q2-3</p>	
		<p>Experiences with Education among Young People in Custody</p> <p>Outputs: Briefing paper, research report, journal article, feedback to young people</p>	<p>Q 2-3</p> <p>Publish: Q 4</p>	
		<p>Safer Lives Research: 3 stage research project looking at implementation; experience; impact on practice and outcomes</p> <p>Outputs: Stage 1 report; Stage 2 report; resource bank; Stage 3</p>	<p>2014-16.</p> <p>Publish: Q1 (stage 1 report) Q2 (stage 2 report) 2016 (stage</p>	

		report	3 report)	<p>bereavement research findings are being implemented by Polmont</p> <p><b>Press coverage about research findings:</b> Bereavement paper received media coverage in The Herald (March 2014)</p> <p><b>Number and range of non-CYCJ publications:</b></p> <ul style="list-style-type: none"> <li>• Howard Journal - bereavement paper (March 2014)</li> <li>• SASO Journal - So, What are we doing about Girls (2013)</li> <li>• Child Abuse Review- risk of victim crossover and sexually harmful behaviours (Aug 2013)</li> </ul> <p><b>Perceptions of CYCJ research usefulness:</b> CYCJ seen as a trusted source of evidence, and impact on 'knowledge' rated as 68.3 out of 100</p> <p><b>No. and progress of research students:</b> PhD studentship on multi-agency working and EEI secured. In partnership with Monica Barry (Uni of Strathclyde) and SACRO. To start in 2015.</p>
		Multidimensional treatment foster care: process and implementation evaluation of partnership service development	Q1- 4. Publish: Q2 (initial findings) Yr 15/16 (report & paper)	
		Action research outputs for 2 stakeholder events; final research paper		
		Youth Advantage Outreach	Q1-3. Publish: Q3.	
		Outputs: formative and summative evaluation reports; presentation to Army		
		Evaluations of bereavement interventions (potentially Polmont: Seasons for Growth and others).	2014-2015 Publish: report	
		Outputs: Evaluation Report; conference presentation; journal article		
		Research into impact of loss on young people. Using a broad definition of loss (i.e. loss of freedoms and loss of attachments due to being in custody; in care; family breakdown	2014-2015 Publish: report	
		Outputs: Journal article; research report; conference presentation		
	<b>1.3 Identify and synthesise research evidence</b>	Bereavement research – dissemination and awareness raising	Q1	
		Outputs: factsheet; journal article; conference reports; young person's report		
		Outcomes of secure care: literature review and scoping	Q2-4	
		Outputs: briefing paper, literature review; scoping paper tbc		
		Youth level of service risk	Q2	

		assessment  Outputs: conference paper; discussion paper		
		Research on Girls and Young Women. Exact project focus to be determined  Outputs: briefing paper, research report, journal article, feedback to young people	Q4	
		Effective Practice Literature Review. This involves mapping findings from literature review against existing provision and resources  Outputs: Literature Review; mapping article; bank of practitioner resources	Publish: Q2	
		Children's hearing system and criminal justice literature audit paper  Outputs: Summary report	Q2	
		Youth Justice in Scotland - Where now and where next?:  Outputs: discussion paper, engagement event, video, slideshare/prezi	Q1-3 Publish: Q2	
		Scoping exercise on conducting research on support structures for young people in custody (over time)  Outputs: briefing paper; scoping paper	Q4	
		Scoping exercise on longitudinal study focused to EEI  Outputs: briefing paper	Q4	
		Scoping exercise on effective practice in youth justice research (general offending)	Q4	

		Outputs: briefing paper		
	<b>1.4 Support all youth justice stakeholders to share their knowledge and experience</b>	Explore mechanisms for engagement with children and young people	Q1-2. Publish: Q2.	
		Outputs: report and others tbd		
		Maintain database of practice knowledge and skills to connect practitioners looking for support with appropriate peers	Q1-4	
		Output: Database practice knowledge & skills		
		Produce a practitioner case study series focused on community engagement and perceptions	Q1-4	
		Outputs: practitioner case studies (number tbd), summary report		
<b>(2)</b>  <b>Youth justice practice and policy are informed by our best knowledge and evidence</b>	2.1 Provide guidance, support and advice based on the best knowledge and evidence	Maintain an information, support and advice request service	Q1-4	<b>No. requests per quarter:</b> 80 (Q1), Over 100 (Q2 & Q3)  <b>Stakeholder feedback on practice support:</b> “excellent support, really invaluable” (social worker)  <b>Invitations to return to provide support (where appropriate):</b> No data collected  <b>Stakeholder feedback on resources:</b> “the fact sheets are an excellent resource” (police officer)  “love the factsheets, informative in one page” (social worker)  “very helpful for staff and students” (social work manager)  <b>No. resource views/downloads:</b> Google analytics not yet set up to track this information
		Undertake consultancy on a case specific or topic basis	Q1-4	
		Identify, support and promote best practice in EEI regarding the roles, responsibilities and provisions in the CYP Bill	Q1-4	
	2.2 Produce evidence-based resources and tools for practitioners and policy makers	Produce care and risk management e-learning materials	Q1-3	
		Outputs: tbc		
		Develop and produce e-learning material for EEI practitioners	Q2-4	
		Co-ordinate revision of Good Practice Guidance in relation to Movement Restriction Conditions (MRC)	Q1-2	
		Produce girls and young women multimedia learning resource and training to accompany the resource	Q1-3	
	Film materials; e-learning and traditional training resources for			

	frontline service providers and decision makers		<p><b>Website visitors (unique visitors):</b> 3,036 (Nov 13 – 21 Mar 14); 2,210 (Q4, 2013/14)</p> <p><b>Website page views:</b> 16,954 (Nov 13 – Mar 14); 12,255 (Q4, 2013/14)</p> <p><b>Links to CYCJ website from key stakeholder sites:</b> 85 referral sites, including Scottish Government, Edinburgh University SSKS, With Scotland, NSPCC, Scottish Prison Service, Knowledge NHS, Forensic Network, East Lothain Council, Scottish justice Matters, Restorative Justice Council, Care Inspectorate, Confederation of European Probation, Angus local authority, Stirling local authority, SCIE, IRISS, SACRO, SCCJR, Children's Hearings Scotland</p> <p><b>E-Bulletin open rate:</b> May (241), August (261), October (317), November (295), January (308), February (272)</p> <p><b>Number of mailing list members:</b> 1700</p> <p><b>Geographical spread of bulletin readers:</b> Readership in UK, USA, Chile, India, Australia, New Zealand, Scandinavia, Egypt and Ethiopia.</p> <p><b>Blog post visits:</b> 322 (as of 21 March 2014)</p> <p><b>No. comments on the blog:</b> 2 (as of 21 March 2014)</p> <p><b>No. guest blog contributions:</b> 0 (as of 21 March 2014)</p> <p><b>No. blog followers:</b> 1 (as of 21 March 2014)</p> <p><b>No. twitter followers:</b> 352 (as of 21 March 2014)</p>
	Update Practice Guidance and publish youth justice practice guidance report and accompanying on-line resources	Q1-2	
	Outputs: report (or series of mini booklets), online resource (tbd)		
	Produce a proforma for education professionals for assessing/reporting young people's SLC needs to EEI process	Q1-3	
	Produce 12 practice factsheets	Q1-4  One factsheet per month	
	Produce a circular for reintegration & transition practice	Q1	
	Reintegration and Transition Questionnaire	Q1-2	
	Outputs: Summary Report to Reintegration and Transitions Champions Group		
	Briefing paper on sub-judice work with young people	Q1-3	
	Effective practice practitioner resource: Explore the best approach and value of having a resource bank	Q4	
	Safer lives bank of resources for trainers	Q2	
	Produce an annual review of key resources	Publish Q4.	
2.3 Provide opportunities for youth justice stakeholders to discuss and reflect on knowledge and evidence	Media reporting and public perceptions: Event and research paper	Q1-2	
	Creation and maintenance of a Youth Justice Practitioners Group to share practice knowledge	Q2	
	Creation and maintenance of the youth justice first line managers	Q1-4	

		group		<b>No. twitter retweets and engagement:</b> 140 retweets and 50 mentions (March 2014)
	2.4 Improve awareness and accessibility of knowledge and evidence	Maintain effective dissemination of CYCJ material.	Q1-4	<b>No. LinkedIn group members:</b> 3 (as of 21 March 2014)
		Outputs: website, raising youth justice blog, Twitter, podcast series, CYCJ bulletin, press engagement		<b>No. Flickr followers :</b> 0 (as of 21 March 2014)
		Events: Present and share resources at national and international conferences and events	Q1-4	<b>No. press stories and mentions:</b> 3 press stories and 4 media mentions. Stories: chair of EGG appointed, new director starts, bereavement research findings (as of 21 March 2014)
		Produce children and young people Scottish Justice Matters issue	Q1-3. Publish Q3.	
		Monthly CYCJ bulletin: Updating on our activity and useful resources.	Q1-4 1 per month	<b>No podcast listens:</b> 70 unique listens to IRISS FM broadcast on risk.
		Support relevant knowledge hubs and brokers (SSKS, learning exchange collection, SCCJR, NES, IDOX, SPICe etc)	Q1-4	
<b>(3)</b>  <b>Youth justice stakeholders work together to design, develop and implement improvements</b>	3.1 Develop and support collaborations ventures to improve youth justice	Champions groups: Facilitate and support activity led by the four champions groups	Q1-4	<b>Stakeholder support and engagement</b> 79 people completed RJ questionnaires (as of March 21, 2014)
		NYJAG executive group: Facilitate and support activity led by the group	Q1-4	<b>Quality of associate engagement:</b> Stuart Allardyce (Barnardos) has agreed to be our first CYCJ associate and continue his contribution to the IVY project
		Restorative Justice Forum: Support the work and share learning beyond forum members	Q1-4	<b>Interest in the associate scheme:</b> N/A
		Examine the links between young people who are looked after and accommodated entering into the criminal justice system	Q1-2	<b>Feedback from associates:</b> N/A
		Develop a multi-systemic approach to meet the mental health needs of vulnerable girls and young women who have experienced trauma	Q1-3	<b>No. partnership projects developed with associates and strategic partners</b> PhD project to be conducted in partnership with Monica Barry (University of Strathclyde-CLCJ) and SACRO
		Support the Children's Letter of Rights working group	Q1-2	Away days planned with Celcis, SCCJR (Scottish Centre for Youth and Criminal Justice) to explore potential partnership
	3.2 Support	Develop an assessment tool for	Q4	



	stakeholders to identify, design and implement changes where required	girls Outputs: research briefing, assessment tool		projects
		Early and Effective Intervention – minimum standards: support, develop and implement Outputs: fact sheet, briefing paper, practice seminar	Q2-4	
	3.3 Build and maintain strong relationships across policy, practice, research and with young people and their families/carers	Develop improved links with the Care Inspectorate to inform best practice in relation to inspection regime for youth justice and vulnerable/high risk groups	Q1-4	
		Develop stakeholder engagement strategy and an associate member scheme Output: strategy report, associate membership scheme, maintain mailing list	Q1-4	
<b>(4) Youth justice practitioners have the skills, confidence and support they need to best help children and young people</b>	4.1 Provide and support excellent learning and development opportunities	Annual youth justice practice conference	Q2	<b>Number of training/event attendees:</b> <ul style="list-style-type: none"> <li>77 people attended managing high risk network event on risk formulation</li> <li>180 practitioners completed Core Skills training (as of Dec 13)</li> <li>180 attendees for the National Youth Justice Conference (full capacity and over subscribed)</li> <li>11 individuals graduated from the systemic family work training</li> </ul> <b>Feedback on training and events :</b> <p>“A motivation to try something new and think outside the box” (MHR Core Skills)</p> <p>"Good interactive exercises helped give a balance to theoretical presentations" (MHR Core Skills)</p> <p>"I think this should be mandatory training for local authority staff" (MHR Core Skills)</p>
		Run three one-day conferences on topics agreed at NYJAG: Sexual exploitation; research & self-evaluation; historical nature of offending within families	Q1-4 3 conferences	
		National Training Programme: Develop programme and run training. Outputs: Training Programme report, develop and run training on following topics: <i>Systemic Family Work</i> <i>Aim2</i> <i>Safer Lives</i> <i>Core Skills/2</i> <i>EEl</i>	Q1-4 9 training sessions	
		Deliver 9 regional Network events:	Q 1-4 9 regional	

		Deliver events on themes agreed by NYJAG, including: Risk & Need / YJ practitioners (6), working with trauma (3)	network events	94% of core skills training attendees either agreed or strongly agreed that they were engaged throughout the events and would recommend similar courses to their colleagues
		Deliver input for social work lectures and seminars	Q1-4	
		Practitioner seminar series: EEI (Diversion, Minimum standards, named person and CYP Bill provisions)  Outputs: 4 seminars, practitioner feedback, fact sheets	Q2-4	100% of Trauma Informed Treatment for Young People training delegates either agreed or strongly agreed that the event was relevant to, and increased their understanding of, issues important to their work
		Paper to explore the appetite for and usefulness of an MSc in youth and criminal justice or equivalent  Output: paper with recommendations	Q1	All participants either Strongly Agreed (81.25%) or Agreed (18.75%) the national conference was helpful to their work  "once again another fantastic event. Each time I attend I take something positive from it and on this occasion multiple times (national conference)"
		Explore the potential of webinars, MOOCs and e-learning opportunities  Output: paper with recommendations	Q2	"Found the conference very stimulating and timely" (Keynote Speaker from RJ Conference)
		Systemic practice and family interventions course evaluation: To explore impact and inform course development  Outputs: summative evaluation report	Q1-2. Publish: Q2.	"Your speech was extremely well received by staff and young offenders" (letter of thanks from Governor of Polmont on bereavement input at Staff Conference)  <b>Impact of training/event contributions on policy, practice, attitudes and behaviours:</b>
		Support mentors working with people in custody	Q1-4	96% of core skills training attendees either agreed or strongly agreed that they would be able to apply what they had learned in their daily practice
		Organise a knowledge exchange lunchtime seminar series: To develop knowledge exchange and mobilisation skills and understanding.	Q1-4 1 seminar per quarter	92% of attendees as the trauma informed treatment training either agreed or strongly agreed that the event provided practical assistance which they could use in their daily practice  <b>Locations of network events and training:</b>

				<p>Inverness, Ayr, Aberdeen, Glasgow, Edinburgh, Dumfries, Dundee and Perth</p> <p><b>Conference papers delivered at non-CYCJ events:</b></p> <ul style="list-style-type: none"> <li>• Polmont Staff Conference - bereavement research (Feb 14)</li> <li>• Social Services Expo - IVY &amp; Polmont transitions (Mar 14)</li> <li>• Howard League - Polmont transitions (Mar 14)</li> </ul>
	<p><b>4.2 Design and deliver interventions which help young people stay safe and flourish</b></p>	<p>High risk mental health clinic – IVY.</p> <p>Outputs: advice and direct interventions and assessment, produce briefing papers, book chapters, articles and conference papers to promote the service and report on outcomes/learning</p>	<p>Q1-4</p>	<p><b>Number of IVY referrals:</b> 32 (as of 2 March 2014)</p> <p><b>Number of IVY referrals accepted:</b> 26 (as of 2 March 2014)</p> <p><b>Feedback from IVY participants:</b> 7 formal feedback forms; 3 spontaneous email feedback comments (as of 2 March 2014)</p> <p>“I have now received input for two different cases and have found this support incredibly valuable, and helpful in relation to ways forward with complex case work. This group offers a very supportive environment, where extensive experience is shared from a multi disciplinary team with practitioners. This not only assists with the support of young people, but offers a realist way forward” (social work manager)</p>