

Secure care national project Project plan

Project Manager: Alison Gough, secure care national adviser

Project Sponsor: Claire Lightowler, Director CYCJ

Governance and reporting

Alison is employed by Strathclyde University, and will report to Claire as Director of CYCJ. The SG will oversee the project work via the CYCJ EGG (Executive Governance Group) accountability arrangements and Alison will also attend, and provide update reports to, the national secure care steering group.

Alison will produce a quarterly project progress report for the secure care steering group.

Start Date	Completion Date
3 August 2015	31 March 2017

Background

SG initially explored the possibility of funding a practice development adviser for secure care with the secure care national steering group in 2014. However, following visits by SG colleagues to secure care services in early 2015, SG developed a remit for "The Secure Care National Strategic and Transitions Advisory Function". This fixed term project has a set of objectives established in the grant award letter. The project aims to build from the review of secure care in Scotland which saw the publication of the Securing Our Future Initiative (SOFI) reports in 2009.

Project Outcomes

The Scottish Government's vision is for " a socially just Scotland with excellent social services delivered by a skilled and valued workforce which works with others to empower, support and protect people, with a focus on prevention, early intervention and enablement." (Social Services in Scotland, a Shared Vision and Strategy, Social Work Services Strategic Forum March 2015)

This project aims to explore the strategic, governance and operational structures of secure care services for children and young people in Scotland and to make recommendations for future sustainability and improvements within this context and the priorities set out in the national youth justice strategy 2015 to 2020. (Preventing Offending; Getting it right for children and young people, Scottish Government, June 2015)

Project vision:

For those children and young people in Scotland for whom placement in secure care is necessary to keep them and/or their communities safe, they experience secure, nurturing high quality care, where their needs and rights are recognised, understood and met and there is a positive impact on their immediate and longer term safety and wellbeing.

Outcomes:

1. There is a shared vision for and understanding of what is meant by high quality secure care and that this may be the best option to keep some children and young people and/or their communities safe.
2. There is a clear strategy in place nationally and locally across Scotland ensuring access to the right kind and timing of needs led support and intervention focused on prevention, early intervention and enablement. Young people are diverted from secure care and custody wherever this is appropriate and possible.
3. There are clear pathways for children and young people in secure care, ensuring effective transition support and experiences before, during and after their placement in secure care.
4. Young people in secure care, including those with mental and emotional health problems, receive the appropriate universal and specialist health services wherever they may be placed and there is continuum of care.
5. There is a national sustainability programme in place, including a fair system for capital projects in relation to the secure care "estate", enabling Scottish Government, secure care providers, local authorities, Scotland Excel and other responsible partners to effectively maintain, develop and improve quality across the physical environments.
6. Wherever secure care services are delivered, staff are highly skilled and trained and are valued and well supported to effectively care for young people who have experienced significant trauma and loss.

To achieve these outcomes, Alison will:

- a) Take an independent, analytical, practice focused and strategic review with sector leads and other partners to
 - review current trends, achievements and risks
 - make recommendations to partners about future configuration of the secure estate
- b) Engage fully with all stakeholders concerned with the secure estate in scoping and assessing strategic options for key partners involved with commissioning, providing and purchasing secure care services.
- c) Ensure every element of the work is cognisant of - and aligned with - the Children and Young People (Scotland) Act 2014, through effective communication, information sharing and collaborative work with other national work streams including:
 - Early and effective intervention (EEI)
 - Early years collaborative
 - Getting it Right for Every Child (GIRFEC)
 - Children's Hearings Improvement Partnership (CHIP)
 - The Youth Justice Improvement Board

There are key deliverables linked to each of the outcomes.

Each of the key deliverables has a detailed set of activities and tasks within the project work plan. Progress will be mapped and monitored through CYCJ supervision and accountability arrangements.

Outcome 1

There is a shared vision for and understanding of what is meant by high quality secure care and that this may be the best option to keep some children and young people and/or their communities safe.

Key deliverables

1. Produce an interim paper based on debate and discussion with a range of stakeholders setting out a Vision for Getting it Right for Children and Young People in Secure Care for consideration by the secure care national steering group (June 2016)
2. Make clear and informed recommendations in the final report relating to any legislative, regulatory or statutory guidance revisions which are required to realise and sustain the vision (March 2017)

Outcome 2

There is a clear strategy in place nationally and locally across Scotland ensuring access to the right kind and timing of needs led support and services focused on prevention, early intervention and enablement. Young people are diverted from secure care and custody wherever this is appropriate and possible.

Key deliverables

1. Produce a paper for the secure care national steering group identifying and exploring the quality, availability and range of alternatives to secure accommodation in children and young people's services across Scotland for consideration alongside the project's draft recommendations (December 2016)
2. Produce clear recommendations in the final report which can inform guidance for decision makers in relation to alternatives to secure care (March 2017)

Outcome 3

There are clear pathways for children and young people in secure care, ensuring effective transition support and experiences before, during and after their placement in secure care.

Key deliverables

1. Alongside secure care providers and SG colleagues, complete and report to the national steering on the review of current placement and transition mechanisms and the transition experiences of children and young people coming into, moving within and moving on from secure care (April 2016)
2. In collaboration with secure care providers and SG, produce a position statement on best practice in relation to admission processes and practice, transfers and transitions between secure care facilities and moving on from secure care (August 2016)
3. Make clear and informed recommendations in final report in relation to transition mechanisms, specifically within the terms of the national contract framework (March 2017)

Outcome 4

Young people in secure care, including those with mental and emotional health problems, receive the appropriate universal and specialist health services wherever they may be placed and there is continuum of care.

Key Deliverables

1. Provide an interim report on mental health needs and secure care to the secure care steering group with recommendations to be considered for the final report (June 2016)
2. Make clear and informed recommendations in the final report as to how the health needs, and specifically the mental health needs of the most vulnerable young people can be better met - including recommendations on the delivery model and fit with the national secure care contract framework (March 2017)

Outcome 5

There is a national sustainability programme in place, including a fair system for capital projects in relation to the secure care "estate", enabling Scottish Government, secure care providers, local authorities, Scotland Excel and other partners to effectively maintain, develop and improve quality across the physical environments.

Key deliverables

1. Set out clear and informed medium/longer term options for the sustained operation of the secure care "estate" for the Scottish Government, secure care providers, local authorities and their representative bodies, to consider (June 2016) including options in relation to:
 - 'nationalisation' and other alternative models for ensuring sustainability
 - geographical spread and availability of secure care provision
 - changes to law, regulation or statutory guidance to realise the future vision
 - governance arrangements for the current provision
2. Deliver clear and informed medium/longer term options and recommendations for the sustained operation of the secure estate in the final report, setting out a vision and draft national strategy for the Scottish Government, secure care providers, local authorities and their representative bodies, to consider (March 2017) including:
 - A strategy outline for Secure Care ; Getting it Right for Children and Young People
 - 'nationalisation' and other alternative models for ensuring sustainability
 - geographical spread and availability of secure care provision
 - changes to law, regulation or statutory guidance to realise the future vision
 - governance arrangements for secure care services

Outcome 6

Wherever secure care services are delivered, staff are highly skilled and trained and are valued and well supported to effectively care for young people who have experienced significant trauma and loss.

Key Deliverables

1. Make clear and well informed recommendations in final report in relation to workforce planning, quality assurance, staff training, staff support and succession planning and sustainability, (March 2017) including recommendations in relation to:
 - The qualification framework, CPD and SSSC expectations and standards
 - Staff recruitment processes and standards around best practice and the involvement of young people with secure care/care experience
2. Set out clear and well informed options in the interim report (June 2016) and recommendations in the final report (March 2017) regarding best practice standards in relation to working with children and young people who have experienced trauma and loss, including:
 - A national practice development resource for the secure care workforce
 - A national resource concerned with the welfare and wellbeing of staff working in secure care
 - A SG funded practitioners network across the secure estate