



# Workplan 2016/17

## Background

**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:

**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**

CYCJ is primarily funded through a grant from the Scottish Government and this workplan details the work we will deliver funded by this grant. Information about other projects we will undertake in 2016/17 funded from other sources can be found on page 10.

**Themes** For 2016/17 our work will focus on the three themes identified in the youth justice strategy entitled, *Preventing Offending: Getting it Right for Children and Young People*. The workplan has been informed by the stakeholder research exercise we undertook in 2014/15 about practice needs. We have also consulted on the plan with the Youth Justice Improvement Board, the three implementation groups tasked with progressing actions in the strategy, the National Youth Justice Advisory Group, and with the Scottish Government Youth Justice team.

### **1. Advancing the Whole Systems Approach**

Our work to advance the Whole Systems Approach involves both developing and improving the approach and sustaining successes where these have been achieved. Our work under this theme focuses on key aspects of the Whole Systems Approach, particularly: Early and Effective Intervention, custody, secure and residential care (and alternatives), high risk, reintegration and transitions. Of course, this work is also fundamentally about improving outcomes for young people, but the route to achieving this is through the Whole Systems Approach.

### **2. Improving Life Chances**

This work focuses on working directly with practice colleagues to improve outcomes for young people; conducting research to support practitioners and policy-makers in their decision making about how to improve outcomes; and undertaking knowledge exchange activities to capture and share stories, examples and reflections about improving outcomes. Our work within this theme will particularly focus on improving core practice, responding to complexity, and improving outcomes for girls and young women.

### **3. Developing Capacity and Improvement**

Our work here includes providing training and development opportunities across the workforce, capturing good practice and contributing to the development of a performance framework for youth justice, and building greater awareness of offending and desistance patterns and trends.

### **Key deliverables this year include:**

- Support the three youth justice implementation groups to identify and deliver key improvements to practice.
- Run a minimum of two national professional development events; six local roadshows tailored to specific practice needs; and training on Core Skills, Asset, Safer Lives, SAVRY/START and AIM 2.
- Organise a two-day practice focused Youth Justice in Scotland conference.
- Revise and publish A Guide to Youth Justice in Scotland.
- Produce 11 info sheets, summarising key information for practice.
- Provide a practitioner advice service.
- Produce a range of practice resources, including a youth justice journey resource for young people and their families, case studies on international practice, and a profile of young people in custody and secure care.
- Publish research reports on issues of trauma, loss and bereavement, and high risk young people.
- Ensure effective communication through a monthly CYCJ e-bulletin, a regularly updated website and an active presence on social media.

## Workplan 2016/17

The table below specifies the projects and activities we will undertake in 2016/17. We report on these activities, progress and performance on a quarterly basis to the Scottish Government. Most of our activities make some contribution to all four of our outcomes specified above, but here the key outcomes for each activity are noted. As the three youth justice implementation groups are yet to agree their workplans, we have left capacity in our plan to respond to the work that may emerge from them.

Project plans will be produced for each significant piece of work and kept up to date as the work progresses. These plans will specify approach, remit, timescales and outcomes in greater depth, and will be available on request.

Each quarter we will report on progress against this agreed workplan to the Scottish Government and to the CYCJ Executive Governance Group. The reporting document will present the detail for each project and have a covering director's report highlighting key deliverables, outcomes, achievements and issues each quarter.

### Theme One: Advancing the Whole Systems Approach

Projects and Outputs	CYCJ lead & partners	Timescales & frequency	Outcomes
<b>WSA policy:</b> Work with the Scottish Government to re-write the WSA guidance and support WSA implementation group.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes 2 & 3
Maintain an up to date profile of <b>young people in secure care and custody</b> . This will be monitored through the publication of monthly average numbers in the CYCJ e-bulletin and trends followed up regularly on a multi-agency basis.	<b>Debbie Nolan</b>	Q1-Q4 At least quarterly	Outcomes 1 & 2
Explore the use of MRCs across offence and non-offence related case work and support practice in relation to <b>implementation of MRCs</b> based on issues identified through research relating to MRC implementation and effectiveness. Explore links with National Secure Care project re CHS issues.	<b>Stewart Simpson CHS</b>	Q4	Outcomes 2, 3 & 4
International case study on the work of the <b>New York Centre for Court Innovation</b> in relation to young people who offend; alternatives to custody; youth courts and direct intervention.	<b>Fiona Dyer</b>	Q1	Outcome: 2
International case study on the use of <b>restorative justice in harmful sexual behaviour cases</b> .	<b>Claire Lightowler</b>	Q3	Outcome 2
<b>Support DIVERT</b> taskforce in relation to SOC by facilitating community focus groups and contributing to a suite of guidance for professionals, families and young people.	<b>Fiona Dyer</b>	Q1-4	Outcome 2

<b>New technologies:</b> Explore increase in recorded sexual offences and how sexting is recorded. Map the challenges for practitioners associated with new technologies and identify training needs and examples of existing good practice.	<b>Stewart Simpson</b> Barnardos/Halt Project/Ethel Quayle	Q2	Outcome 2
<b>Alternatives to secure care and custody:</b> Undertake a mapping exercise of alternatives to secure care and custody in Scotland, exploring resources and services available and defining alternatives for practice.	<b>Stewart Simpson</b>	Q2	Outcome 2
<b>Decision making by Chief Social Work Officers regarding Secure Care:</b> Examine the decision making processes and views, rationale and vision of CSWOs by use of interviews.	<b>Kristina Moodie</b> Alison Gough	Q2	Outcomes 1 & 4
<b>Timely and appropriate interventions:</b> Explore the appropriate use of diversion through case sampling across agencies including reasons for decision-making, awareness raising and sharing of good practice examples.	<b>Stewart Simpson</b>	Q4	Outcome 2
<b>EEI:</b> Scope the EEI/Named Person Service models nationally and update the EEI core elements paper to reflect best practice post implementation of part 4 & 5 of the CYP Act 2014.	<b>Stewart Simpson</b>	Q3 & 4	Outcome 2
<b>Community Planning:</b> Explore WSA implementation issues and interface with community planning partnerships.	<b>Stewart Simpson</b>	Q4	Outcome 3
<b>Minimum Age of Criminal Responsibility:</b> Support the recommendations of the MACR advisory group and any implications for practice.	<b>Claire Lightowler</b>	Q2- 4	Outcome 4

## Theme Two: Improving Life Chances

Projects and Outputs	CYCJ lead & partners	Timescales & frequency	Outcomes
<b>Loss and bereavement:</b> Research into impact of loss on young people and relationship to offending behaviour, using a broad definition of loss (i.e. loss of freedoms and loss of attachments due to being in custody; in care; family breakdown).	<b>Nina Vaswani</b>	Q4	Outcomes 1 & 2
<b>High risk young people:</b> Explore the data for the 100 young people referred to the IVY service and share learning about their (anonymised) profiles, risks and needs.	<b>Kristina Moodie</b>	Q1-4	Outcomes 1 & 2
<b>School inclusion:</b> Explore via the Improving Life Chances Implementation Group ongoing work in this area and promote professional understanding of exclusion; the social needs of young people at risk of exclusion; barriers to learning and inclusion in education; and research findings and the lived experience of the educational experiences of young people in the youth justice system.	<b>Debbie Nolan</b>	Q1-3	Outcomes 1, 2 & 3
Maintain a bank of trainers to ensure delivery of <b>gender specific programmes for girls</b> . Pursue accreditation for 'Improving Practice for Girls' programme with SQA. Train trainers in gender specific programme. Maintain links between trainers and CYCJ.	<b>Carole Dearie.</b> IRISS and SQA	Q1-Q4	Outcomes 3 & 4
Evaluate the effectiveness of <b>Under Pressure</b> Training programme.	CELCIS <b>Carole Dearie</b>	Q1-Q4	Outcome 2
<b>Pilot of the Strength and Resilience Monitoring Tool for Girls:</b> Identify reliability, validity and usability of current tool.	<b>Kristina Moodie</b> Up2Us	Q2	Outcomes 1 & 2
<b>Strengthening relationships and engagement:</b> Explore how the findings from 'Youth in justice: Young people explore what their role in improving youth justice should be' research can be implemented in practice.	<b>Debbie Nolan</b>	Q1-2	Outcome 2
<b>Victims and Community Confidence:</b> Identify and action as appropriate any unfinished business from the Victims and Community Confidence Group.	<b>Debbie Nolan</b>	Q1-2	Outcome 3
<b>Opportunities for all:</b> Support the work of the Opportunities for All Subgroup as part of the Improving Life Chances Implementation Group.	<b>Debbie Nolan</b>	Q1	Outcomes 2 & 3
<b>Health and wellbeing:</b> Support the Implementation Group in making a multi-agency contribution to the evidence base and champion young people's voices	<b>Debbie Nolan</b>	Q1-4	Outcomes 1, 2, 3

on the health and wellbeing needs of young people at risk of, or involved in offending behaviour, and highlighting the different gender needs.			
Supporting the implementation, monitoring and evaluation of the <b>Scottish Care Leavers Covenant</b> , particularly in respect of the youth/criminal justice areas of the Agenda for Change.	<b>Debbie Nolan.</b> CELCIS	Q1-4	Outcomes 2, 3, 4
<b>SPS partners meeting:</b> Chair the meeting to support improved transitions; practice at key points of transitions and reintegration; and networking and information flow across agencies re: new developments.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes 2, 3, 4
<b>SPS curriculum for staff working with young people in custody:</b> Support the development and delivery of the SPS curriculum.	<b>Debbie Nolan.</b> SPS	Q1-4	Outcomes 1, 2, 3, 4
<b>Reintegration and Transitions:</b> Sharing, monitoring and linking to developments in areas known influence successful reintegration and given the importance of holistic support, namely in; housing, education and training, employment/positive destinations, benefits, family contact, health and wellbeing, and consistency of relationships.	<b>Debbie Nolan</b>	Q1-4	Outcomes 2 & 4
<b>Throughcare supports:</b> Explore the necessity of research into young people's experiences of throughcare support while in custody and inclusion in throughcare processes.	<b>Debbie Nolan</b>	Q1-3	Outcomes 1 & 2
<b>Statistical data:</b> Explore what information is currently available on young people in custody and how this information can be supplemented through methods of tracking young people's journeys prior to entering custody and on release.	<b>Debbie Nolan</b>	Q1-4	Outcomes 2 & 3
Complete an annual update of <b>Youth and Criminal Justice in Scotland: the young person's journey.</b>	<b>Debbie Nolan.</b> IRISS	Q4	Outcomes 3 & 4
Explore with young people the value of co-producing a resource based on the <b>Youth and Criminal Justice in Scotland: the young person's journey</b> which more fully meets the needs of young people and their families.	<b>Debbie Nolan.</b> IRISS	Q4	Outcomes 3 & 4
Work with inclusion Scotland to explore accessibility barriers and issues within the youth justice system and the implications for young disabled people (e.g. in secure care/custody) and identify any areas where joint working may be beneficial. Subject to what we discover, we will pursue funding to follow up key issues identified that merit further investigation.	<b>Kristina Moodie</b> Inclusion Scotland	Q2-4	Outcomes 3 & 4

### Theme 3: Developing Capacity and Improvement

Projects and Outputs	CY CJ lead & partners	Timescales & frequency	Outcomes
Look at existing systems across the disciplines that will facilitate the dissemination of information on the <b>2014 Act</b> .	<b>Carole Dearie</b>	Q1-Q4	Outcomes 1 & 4
Develop an approach that will support <b>training the trainers</b> programmes that will ensure sustainability of a bank of trainers to meet demand.	<b>Carole Dearie</b>	Q1-Q4	Outcome 4
Develop a proforma that will form the basis of a scoping study to determine gaps and needs in the workforce.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes 4
Develop a self evaluation tool that will measure key areas of good practice and areas for improvement within services. This will be distributed to stakeholders and will draw on existing self evaluation tools that measure effectiveness of services i.e. HGIOS and Care Inspectorate	<b>Carole Dearie</b>	Q1-Q4	Outcomes 1,2 and 3
Undertake an initial scoping study that will inform a larger study on workforce qualifications and pathway routes.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes 2 and 4
Run two (as a minimum) <b>national professional development events</b> on complex needs.	<b>Fiona Dyer</b>	Q1-Q4 Two events minimum	Outcomes: 1, 2, 3 & 4
<b>Practitioner support service:</b> Provide a practitioner support and information service.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes: 2 & 4
<b>Consultation and bespoke work with localities and organisations:</b> Undertake consultancy and bespoke work with individual organisations to progress good practice on specific issues.	<b>Fiona Dyer</b>	Q1-Q4	Outcomes 1, 2, 3 & 4
<b>Roadshows:</b> Liaise with local authorities to plan, collate and present materials, and deliver local roadshows (at least six) in specific geographical areas tailored to local priorities/need. To include core skills training.	<b>Stewart Simpson</b>	At least six per year based on local needs.	Outcomes 1, 2, 3 & 4

<b>Youth justice practice guide:</b> Update and add in new sections as required.	<b>Claire Lightowler</b>	Publish: Jan 2017	Outcomes 1, 2 & 4
<b>Information sheets:</b> two page summaries of key youth justice issues. This year we will include sheets covering key information/agencies on areas of effective throughcare (eg housing, benefits etc).	<b>Fiona Dyer</b>	11 per year. One per month, except December.	Outcomes 1, 2 & 4
Run specific <b>training and refresher sessions</b> on the following topics: <ul style="list-style-type: none"> <li>• CARM (with RMA)</li> <li>• Asset</li> <li>• AIM 2</li> <li>• Safer Lives</li> <li>• Improving practice for girls</li> <li>• Getting it Right for Girls (With CELCIS)</li> <li>• Under pressure – zero tolerance for girls(with Zero Tolerance)</li> <li>• SAVRY (with IVY)</li> <li>• START (with IVY)</li> </ul>	<b>Stewart Simpson</b>	Q1-Q4  No. sessions to be based on demand.	Outcomes 1, 2, 3 & 4
Explore the need for a <b>risk assessment/management users group</b> .	<b>Fiona Dyer &amp; IVY</b>	Q1-4	Outcome 1-4
<b>Lectures:</b> Undertake lectures across Scottish Universities to support the future social work workforce.	<b>Stewart Simpson</b>	Q1-4	Outcome 4
Contribute to and support the work of the <b>Youth Justice Improvement Board</b> , the <b>Children’s Hearing Improvement Partnership</b> , <b>Justice Leaders Network</b> , and the three <b>Youth Justice implementation groups</b> , with one dedicated member of staff as the contact point and project manager for each group.	<b>Claire Lightowler</b>	Q1-Q4	Outcome 3
Strengthen <b>CYCJ’s engagement</b> with community justice and wider justice stakeholders.	<b>Claire Lightowler</b>	Q1-Q4	Outcome 3



Deliver a <b>National Youth Justice conference</b> .	<b>Fiona Dyer</b>	Q1	Outcomes 1, 2 & 4
Maintain and improve <b>dissemination</b> of CYCJ material. Outputs: CYCJ website, Raising Youth Justice bBog, Twitter, podcast series, CYCJ monthly e-bulletin, press engagement, and events.	<b>Claire Francis/ Charlotte Bozic</b>	Q1-Q4	Outcomes 1 & 2
<b>Stakeholder research exercise:</b> Autumn 2016.	<b>Kristina Moodie</b>	Feed in to workplan - Q3; Report – Q4	Outcome 2
<b>Youth Justice Performance Management Framework:</b> Contribute to the development of a draft framework by the developing capacity group for consideration by the YJIB.	<b>Fiona Dyer</b>	Q3	Outcome 2
<b>Youth Justice Data Report:</b> To support the development of a youth justice performance management framework a report will be produced on youth justice data available or collected in Scotland, gaps and opportunities, exploring other examples of performance management frameworks and approaches.	<b>Kristina Moodie</b>	Q2	Outcome 2
<b>Practice Strategy:</b> Work with the implementation group to produce a practice development strategy.	<b>Fiona Dyer</b>	Q4	Outcome 4
<b>Associates:</b> Maintain an active CYCJ Associates Scheme to ensure active engagement in youth justice issues across the sector.	<b>Fiona Dyer</b>	Q1-4	Outcome 2
<b>NYJAG:</b> Provide support and help to promote the work of NYJAG.	<b>Fiona Dyer</b>	Q1-4	Outcome 3
<b>Coproduction:</b> Share the learning from a range of externally funded work about co-production and justice.	<b>Claire Lightowler Beth Weaver</b>	Q2-4	Outcome 3
Explore opportunities to improve the contribution of those with <b>lived experience</b> to CYCJ and to the youth justice sector more generally.	<b>Claire Lightowler</b>	Q1-Q4	Outcome 3

## Projects funded from other sources

In addition to the CYCJ grant we are funded to deliver two projects by the Scottish Government. The activities of both projects have not been included in this workplan but are available via the links below:

1. [IVY \(Interventions for Vulnerable Youth\)](#)
2. [National Secure care project](#)

We have also received funding from other sources to deliver the following projects in 2016/17.

1. Co-production and women's community justice in Glasgow (funded by Glasgow City Council). Beth Weaver and Claire Lightowler
2. Women's Centres and Co-Production (funded by the Robertson Trust). Beth Weaver and Claire Lightowler
3. Exploring the nature and experience of loss among young people with offending behaviours who are in care (funded by the Carnegie Trust). Nina Vaswani and Elaine Vallance
4. Improving youth and criminal justice sharing of good practice (The Butler Trust). Claire Lightowler and Fiona Dyer
5. Our Lives with Others (Robertson Trust). Nina Vaswani and Sally Paul
6. User Engagement Project (Community Justice Ayrshire). Beth Weaver, Claire Lightowler and Kristina Moodie