



Reimagining Justice with Children and Young People

Building Rights Respecting
Services Together



www.cycj.org.uk

Why?

There have been a significant number of recent changes in Scotland which will impact on children and young people, including a commitment to #KeepingThePromise and incorporation of the United Nations Convention of the Rights of the Child (UNCRC). The Promise, which is based on the voices of 5,500 children and adults with lived experience of Scotland's Care System, states what needs to change and why. Incorporation of the UNCRC into Scots law ensures children and their families are at the core of not just decisions about them, but designing how decisions are implemented and how the services they receive are delivered.

CYCJ recognises the significant changes that alignment with the outcomes of The Promise and developing a rights-respecting approach to children in conflict with the law will require. In addition to this, we are mindful of the feedback from our independent evaluation in 2019, which recommended CYCJ do more to support service managers, highlighting a lack of independent support to help services and local authorities reflect on their current service provision, design and deliver change. As a boundary-spanning organisation, CYCJ can offer this support based on our knowledge of policy, legislation and best practice across Scotland, the UK and further afield.

As a result, we have developed a new model, grounded in the 7 principles of the Scottish Approach to Service Design (SAtdSD), which is aimed at building rights-respecting services that put children and young people at the heart of reimagining justice.

What?

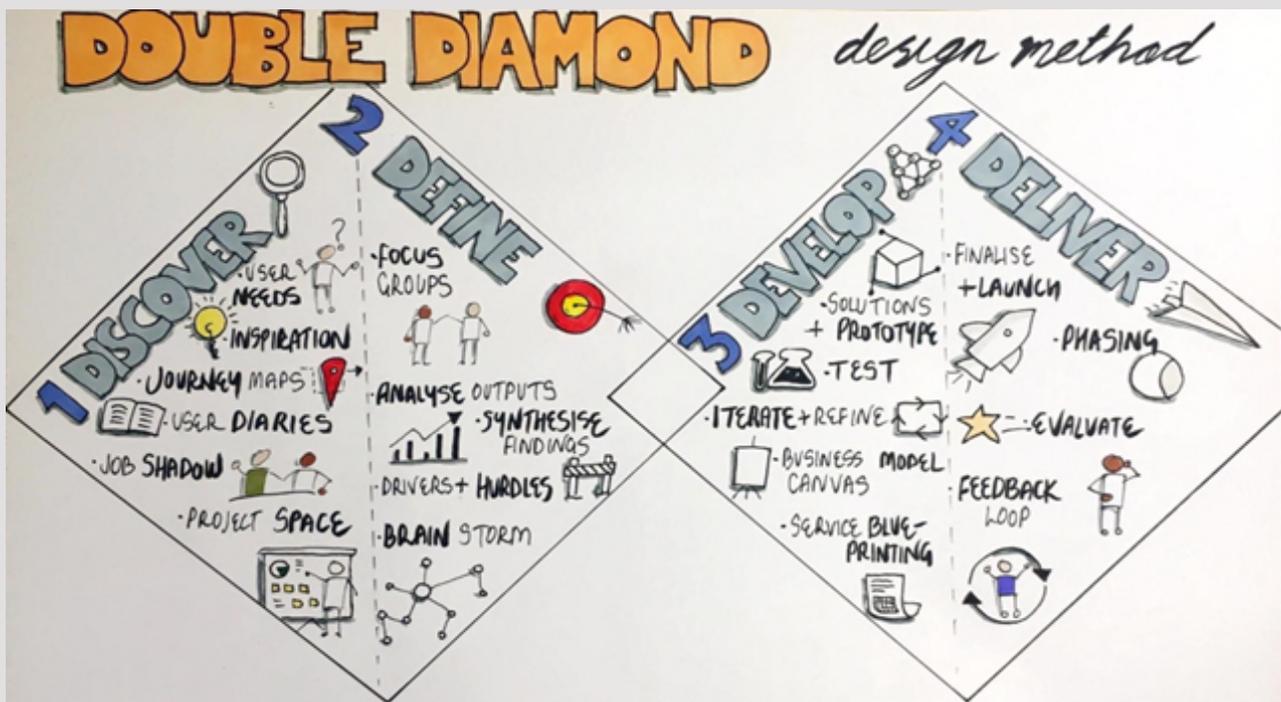
This approach reflects core components of the UNCRC, mirrors The Promise and provides an opportunity for reflection and evaluation at a time of significant change across policy, legislation, and practice. It will enable organisations to identify and align the needs of children and young people in conflict with the law with the organisations delivering services, to consider areas of development and ways to improve outcomes for all. Furthermore, this approach will support connectivity and collaboration across other policy and practice frameworks such as the Secure Care Pathways and Standards Scotland, Youth Justice Standards for those working with children in conflict with the law, and associated guidance and frameworks (including FRAME for 12-17 years, EEI Core Elements, National Guidance for Diversion and the developing refresh of GIRFEC).

How?

Taking direction from your aims and objectives and what you want to achieve, we will share and use a range of tools and methods following the SAtdSD and the Double Diamond Method with you. In applying these tools and methods, we will support you to understand and define the problem from all perspectives before working together to create ideas and potential solutions that can be tested and evolved to establish the most effective, sustainable changes to meet your aims and objectives, within your organisational context and capacity.

This approach focusses on putting those who receive services at the heart of service, and not simply identifying what needs to change and then presenting the changes made. It seeks to ensure services are designed to meet children's needs, as opposed to fitting children's needs into services. The views and knowledge of those who deliver services are also critical to informing the development and design process. Combining the views, opinions, knowledge and experiences of everyone involved will provide a holistic understanding of what will be effective, meaningful and sustainable for all.

The Double Diamond Method and Appreciative Inquiry



Using the double diamond method, we are proposing a three-phase process of service design and evaluation:

Phase 1 (Discover and Define) is available free of charge. It will involve initial discussions, information gathering across those who receive services as well as from those within your organisation at various levels and from partners. This will be undertaken through questionnaires, workshops and other methods tailored to meet your needs.

Initial discussion will help us to understand what you want to achieve and who needs to be involved.

CY CJ will work with an organisational lead (senior decision maker in your organisation who is in a position to support change) and an organisational-based workshop facilitator to design workshops/information gathering for your organisation/partnership.

CY CJ's Participation team will support you to engage with children and young people and their families to seek their views about what matters to them, what has been effective, what they would like to see change and how their feedback will be used and included throughout.

Following the workshops and information gathering CY CJ will offer a consultation workshop with you and a core team you identify, to share emerging themes, explore the similarities and/or differences of perspectives, consider gaps, refine, and define the problem.



We will also consider how to align:

- The findings with good service design in youth justice, based on rights, The Promise, standards and research evidence
- Interpretation of the needs and emerging themes
- Your objectives

This will help us to understand what you want to focus on for the greatest potential to achieve and improve: do we need to build a new service together or build on what you are already doing?

CYCJ will make notes on a 'good design template', summarising what a well-designed approach may look like based on your aims, objectives and context which can then be kept as a record/used to outline areas of achievement and improvement.

From the discovery and define workshops CYCJ will provide a brief record reflecting the potential actions, to aid your thinking and build evidence for what you might do next and how to include service users.

Discussion can take place to consider whether you wish to proceed to Phase 2 and/or Phase 3.

Phase 2 (Develop and Deliver) will be a costed service provided by CYCJ, which will involve creating your service design brief, based on Phase 1 information and identified priorities that details the timescales and planning steps.

Using the findings from Phase 1, CYCJ will support you to generate a range of ideas to be planned and tested on a small scale then refined based on user feedback. The most effective ideas from user feedback will have a period of evaluation and validation being incrementally scaled up before progressing to the deliver phase. A change mentor will be allocated from CYCJ to support you and if helpful, facilitate reflective meetings with all those closely involved in the change process at a frequency appropriate for your change process.

CYCJ's Participation team can also provide ongoing support and advice to aid your continuous engagement with children, young people and their families, who are receiving/potentially receiving your services. In addition, it can also bring the views of children and young people with justice experience from a national context where it may be helpful.

This is an intensive part of the service design process requiring close collaboration between CYCJ and the improvement team/meeting attendees from your organisation. to progress and test ideas and evaluate the most effective solution to achieve the identified objectives and aims.

Once a new approach has been identified for implementation, CYCJ will support you to do final testing, and in launching the new processes/service, ensuring integration of feedback loops to aid evaluation. CYCJ will also support staff development required to assist with implementing and understanding change.

At the concluding improvement session, CYCJ will explore with you a final analysis of learning from the project and provide a brief final report.

CYCJ has skills and connections to support communication work about the project throughout the process, and to support dissemination of learning at the end of the project.



Phase 3 (Evaluation) is costed and provided by the CYCJ research team. This will be a full or part service evaluation over a 1-3 year period. The focus and scale of this evaluation will be led by you and could include one or more of the following:

- Documenting and describing the implementation and delivery of the service
- Understanding the experience of the service by gathering feedback from service users and staff
- Assessing the effectiveness of the service by analysing routinely collected service data or other data gathering to identify impact and outcomes
- Other evaluation activity as agreed

A final evaluation report will then be produced.

How do I find out more?

Visit www.cycj.org.uk/reimaginingjustice

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#ReimaginingJustice