Reimagining Secure Care

**Introduction**

CYCJ has advocated for a rights-respecting approach to children in conflict with the law, with this firmly embedded in all our work, including reports, research, events, and projects. Our workplan includes identifying examples of promising practice of the use of alternatives to deprivation of liberty (in Scotland and internationally), alongside learning from bail and remand research, and risk practice, to propose a best practice model and create credible alternatives. In CYCJ’s wider work around secure care, this rights-respecting approach is also embedded in our work with children who experience a deprivation of liberty as a result of care and protection needs.

CYCJ adopts a collaborative approach, working with partners and stakeholders to achieve better outcomes for children and young people. This allows us to be a trusted, critical friend who is able to influence national policy and practice through being a supportive and accessible partner to those with lived experience of the justice systems by modelling open and honest relationships. Aside from our participation and research, CYCJ seeks to facilitate the reimagining of novel and innovative ways to #KeepThePromise. ‘*Reimagining Secure Care’ as part of the ‘Reimagining Justice Service’* being one example.

[‘*Reimagining Justice’*](https://strath.sharepoint.com/sites/cycj/Practice%20Development/Forms/AllItems.aspx?id=%2Fsites%2Fcycj%2FPractice%20Development%2FService%20Design%2FReimagining%20Justice%20brochure%20final%2Epdf&viewid=3691f9c9%2D4d2e%2D4654%2Da6cc%2Dc4d3da71f389&parent=%2Fsites%2Fcycj%2FPractice%20Development%2FService%20Design) is a flexible approach, with organisations and participants encouraged to access it in a way that works best for their needs. It supports connectedness with The Promise across other policy and practice frameworks such as the [Secure Care Pathway and Standards](https://www.gov.scot/publications/secure-care-pathway-standards-scotland/), [Standards](https://www.gov.scot/publications/standards-those-working-children-conflict-law-2021/) for those working with children and young people in conflict with the law and associated guidance and frameworks such as [FRAME](https://www.gov.scot/publications/framework-risk-assessment-management-evaluation-guidance/) for children aged 12-17 years, [EEI](https://www.gov.scot/publications/early-effective-intervention-framework-core-elements/) Core Elements, Diversion and the developing refresh of GIRFEC. We also anticipate undertaking a Children’s Rights and Wellbeing Impact Assessment to assess how *‘Reimagining Justice’*, as a new measure, complies with UNCRC.

The [Independent Care Review](https://www.carereview.scot/) (2020) and the Scottish Ministers [Programme for Government](https://www.gov.scot/programme-for-government/) (2022) both state that there should be no under 18s held within a YOI and the timeframe for change means that this is set to be achieved by 2024. It is argued that no child should be in prison, but equally that development is needed to ensure that the ‘purpose, delivery and infrastructure’ that supports secure care is therapeutic, and trauma-informed (The Promise, 2020).

‘*Reimagining Secure Care*’ as part of the ‘R*eimagining Justice Service’* is designed to combine views, knowledge, and experiences of all stakeholders involved to create a comprehensive understanding of what will be effective, meaningful and sustainable for secure care services to meet the needs of all children and young people who are deprived of their liberty on welfare or justice grounds, from the Children’s Hearing System or through Courts. Using a model grounded in the [Scottish Approach to Service Design,](https://www.gov.scot/publications/the-scottish-approach-to-service-design/) ‘*Reimagining Secure Care’* will work with the four independent charitable secure care centres, the children living there, their families and carers, those who refer them, and other key partners to re-design secure care to meet all needs as highlighted by Whitelaw and Gibson (2022) through a four-phased process.

**Four-phased process**

**Phase 1 Discovery** (4-5 months) will help organisations to include the views of children, young people, and their families and carers from the beginning, alongside the workforce, to understand where developments and improvements could be most impactful and achievable. This phase of work is important to the development of relationships and creating a shared appreciation of the re-design processes and its iterative nature. The **discovery** phase also requires the creation of safe spaces to understand the needs of stakeholders as well as participants being able to share their views on the problems experienced, as it is critical to understand, rather than assume, what these problems are. It is recognised that due to the nature of secure care provision, this will involve a considerable amount of work as established ways of working are embedded; therefore change management experience will be a crucial part of the process. Due to CYCJ’s relationships with all four secure care centres and partners and their understanding of the complexities of these relationships, combined with knowledge and expertise of processes before, during and after secure care, and transformational change, this phase can be reduced to 3-4 months.

Within Phase 1, we will work collaboratively with children, young people, their families and carers, staff and management from the four secure care centres, their boards and partner agencies to undertake an initial scoping exercise to gain an understanding of what all parties want from secure care. To do this we will:

* Gather information from co-produced questionnaires from children/young people/families and carers/staff/management/boards and partners to develop bespoke consultation workshops to ascertain what children and families want and need, and what those supporting them believe they want and need.
* Following on from report by Whitelaw and Gibson (2022), look at more detailed case studies of children in secure care and YOI

**Phase 2 Define** (4-5 months)

During the **define** phase we will meet with all four secure care centres, their boards, partners and children and young people, their families and carers to:

* Ascertain what has been identified as the most important areas to develop/prioritise within each of the different secure care centres and collectively in relation to secure care provision in Scotland
* Co-facilitate workshops, focus groups, and feedback sessions with children, young people, families and carers, secure care staff and management/their boards and other partner organisations including Chief Social Work Officers, to gain insight of what is working, areas to improve/change, and gaps in services available.
* We will work collaboratively with the four secure care centres, individually and collectively, to define the areas of secure care that they want to keep and areas to change/develop
* We will work with partners including The Promise Scotland, Scottish Government, Chief Social Work Officers, Care Inspectorate, Scotland Excel, Education Scotland and other partners to define their priorities for secure care in Scotland.
* We will work collaboratively with children and their families and carers to define their priorities for secure care in Scotland
* We will work collaboratively with secure care centres to identify the resources they will develop or are developing to facilitate change

**Phase 3 Develop** (6 months)

The **Develop** phase will bring together a visual blueprint for what secure care could and should look like in Scotland, incorporating changes they can make to meet the needs of all children. This will include areas and developments that can be adapted and those that are likely to require additional time and investment. These will be sense checked with participants and refined, adapted, or discarded in response to feedback to ensure proposed changes meet the needs and address the problems identified through the discovery and define phases.

**Phase 4 Deliver**

The final phase of ‘*Reimagining Secure Care’* will be to **deliver** a redesigned secure care provision to meet the needs of all children and stakeholders, with no children remaining in YOIs, meeting the requirements of The Promise and a rights-upholding approach to justice for children in Scotland.

***Learning and Reflection***

CYCJ created *‘Reimagining Justice with Children and Young People’* in 2021 and co-produced a suite of resources with children and young people, undertaking a mapping of work in line with the UNCRC, GIRFEC and The Promise. After the staff team were trained in service design, we commenced a Test of Change with a large local authority in December 2021 using our suite of resources. In July 2022 we provided the local authority with a brief report and analysis following information from their local systems, strategic work, youth justice data, focus groups with practitioners and children, and a workshop with managers.

We learned that **Phase 1 and 2 (Discovery and Define)** are particularly important as this is where relationships are established and maintained. It is difficult to put a timescale to these phases as organisations will have different requirements and service design needs depending on resources, priorities, and locations. Regarding service design, we learned that whilst senior managers understood the importance of participation and the value of children, young people, and their families’ views on youth justice services, these essential views had not been considered for involvement at the beginning of the process - unlike staff and other relevant partners. In our brief report it was suggested that the voices and views of those who receive services need to be gathered prior to moving on to **Phase 3 and 4 (Develop and Deliver), continually throughout the process.** We also assessed that having a designer involved in the work would create a more visual output to help to reimagine how services could look.

**Staffing**

To undertake ‘R*eimagining Secure Care*’ CYCJ needs to retain a member of ‘R*eimagining Justice'* whose secondment ends in early December. This person would lead the service with support of two additional practice development advisors who have experience in service design and secure care.

A participation advisor would also need to be employed to support this work and all focus groups with children, young people and families/carers.

As we reflected, from our test of change, we would also want to partner with a specialist design agency to support delivery of the work in Phases 2 and 3. We have a partnership agreement in place with the research and design charity - [Dartington Service Design Lab to collaborate on initiatives th](https://www.dartington.org.uk/)at require system and service design expertise.

Fiona Dyer

Director

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