



Strategic Plan

April 2017 - March 2022

**the
junction**
young people, health & wellbeing

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Introduction

The Junction was established in December 2005. We developed out of a local piece of Action Research (Safe & Sorted – Not in Leith 2001). We work with young people between the ages of 12 and 21, who live or go to school in North Edinburgh. Based in Leith, the area has high indices of deprivation as based on the Scottish Index of Multiple Deprivation (SIMD). The Junction provides the following services for young people:

- One to One Service that provides both structured and ad-hoc individual support through accessing our drop in and walk in provisions.
- Counselling Service that provides appointments during the day and in the evenings
- Group Work Service; including action research projects, information/resource development, peer education and issue based group work
- Outreach Service; including street and schools outreach and outreach to youth/voluntary agencies and community groups

In 2016, The Junction had an average of twelve staff based in the service, supported by sessional and specialist professional staff and a number of volunteers. Last year saw the team have over 3000 engagements with young people.



PURPOSE

The Junction's Strategic Plan helps us to define our strategic direction and to make decisions about how to allocate resources to pursue this strategy, including our finances and people. It is a practical, live tool which will help to guide the organisation and to enable us and others to assess our progress. The Strategic Plan is supported by the following documents which provide operational level details:

- Annual Operational Workplan
- Financial Plan

OUR VISION AND MISSION

The Junction's Vision is for all young people to reach their full potential.

The Junction contributes to this vision through our Mission:

The Junction works with young people to support their health and wellbeing by helping them in exploring and making their life choices.

BELIEFS AND VALUES

We endeavour to ensure all our activities are based on our beliefs and values:

We believe

- In Social Justice/Inclusion/UN Convention on the Rights of the Child
- In taking a holistic approach to young people's health and Wellbeing
- Young people are contributors rather than consumers
- In supporting rather than stigmatising
- Young people are community assets and should be valued and respected
- Young people can be the experts in their own lives
- Services are there to serve people not the other way round
- In flexibility in response to issues
- Health and wellbeing is a fundamental factor to young people achieving their full potential
- In building on the strengths of young people
- In using and contributing to evidence of what works

We value

- Equality and Diversity
- Nurturing
- Integrity
- Community
- Creativity
- Transparency
- Consistency
- Collaboration
- Objectivity and Open-mindedness

Young People Accessing Junction Services

All the young people accessing our service are experiencing at least one of the following issues with 70% experiencing multiple issues.

30% Abuse (physical/emotional/sexual)

25% Alcohol and/or substance misuse by family members

40% Anxiety

40% Bullying

50% Depression

25% Diagnosed mental health

25% Familial mental health issues

35% Grief

40% Problems at school

50% Self-harm

25% Are young carers

25% Young people in care / leaving care

10% Sexual exploitation

20% - Gender identification

The majority of our referrals (60%) are self-referrals, reflecting young people's trust in our service. Equally, we have an excellent reputation in the community with parents, as well as statutory and voluntary partners, referring young people to us for help.

Alongside direct service delivery The Junction is committed to

- Supporting the Junction Youth Advisors, a group of young people who advise us on service provision and wider young people's issues.
- Evolving and sharing our *nested provision model* (see detailed model , page 12)
- Undertaking influencing work exploring the wider structural inequalities which impact on young people.

STRATEGIC AIMS

For the period of this Strategic Plan we have established five aims.

STRATEGIC AIM 1

Continue to offer an evolving range of integrated strengths-based, health and wellbeing services; accessible to all young people served by The Junction

STRATEGIC AIM 2

Build on stakeholder relationships and collaborate with partners to ensure good practice and quality services, towards realising our Vision.

STRATEGIC AIM 3

Ensure sufficient resources (capacity, skills and financial) and sustainable funding sources to support service delivery, our wider influencing role and the development and wellbeing of all contributors.

STRATEGIC AIM 4

Continue to evolve an operating model and organisational structure, and ensure robust governance arrangements to support The Junction.

STRATEGIC AIM 5

Affirm The Junction as a learning organisation, recognised for its ability to innovate and continuously evolve as it navigates challenging environments.



STRATEGIC AIM 1

Continue to offer an evolving range of integrated strengths-based, health and wellbeing services; accessible to all young people served by The Junction

What does this involve and owners?

- a) Annual assessment of existing services, gaps and uptake informed by "Voice Your Choice" and external intelligence. Led by Operations subgroup.
- b) Use influences from good practice findings to shape service offering. Led by Director.
- c) Consult and agree service offering. Led by Operations subgroup.

How will we achieve this?

- Timetabled Voice Your Choice and formal feedback from group work, street outreach, Junction Youth Advisors (JYA) and other stakeholders.
- Informal feedback mechanisms
- Recognised good practice measures-Healthy Respect, NHS Impact assessment, LGBT Chartermark

How will we track progress?

- Agree measures and baseline
- Achievement and sustainment of good practice measures-Healthy Respect, NHS Impact Assessment, LGBT Chartermark



STRATEGIC AIM 2

Build on stakeholder relationships and collaborate with partners to ensure good practice and quality services, towards realising our Vision.

What does this involve and owners?

- a) Ensure feedback and evaluation collated annually, or as relationship requires, to inform b) Led by Operations subgroup.
- b) Annual review of stakeholder matrix and agree follow up actions. Led by Director, Staff team
- c) Consider current methods of engagement and communication and identify how these could be enhanced. Led by Staff team.

How will we achieve this?

- Clear evaluation criteria
- Maintain live stakeholder matrix
- Review current methods
- Deepen understanding of varying needs of different audiences
- Set aspirations and secure adequate resources to realise these
- Agree criteria for Partnership working and consider formal Partnership agreements

How will we track progress?

- Progress reports
- Annual formal review of Stakeholder Matrix
- Baseline then review



STRATEGIC AIM 3

Ensure sufficient resources (capacity, skills and financial) and sustainable funding sources to support service delivery, our wider influencing role and the development and wellbeing of all contributors.

What does this involve and owners?

- a) Ongoing review and management of budgeting and funding led by Finance subgroup
- b) Co-creation of resourcing and funding strategy, led by Evolution subgroup
- c) Annual review of resourcing and funding strategy. Led by Evolution subgroup
- d) Annual review of Junction infrastructure (building /IT / phones / website etc) to ensure these are, and remain, fit for purpose to support the Junction, led by Operations subgroup

How will we achieve this?

- Develop resourcing and funding strategy
- Create review timeline

How will we track progress?

- Quantify future aspirations and current baseline
- Monitor resource budget allocation in relation to actual spend

STRATEGIC AIM 4

Continue to evolve an operating model, organisational structure and ensure robust governance arrangements to support The Junction's development and service delivery.

What does this involve and owners?

- a) Current operating model and organisational structure reviewed annually and jointly by Operations and Peoples subgroup, with recommendations
- b) Review and implement recommendations to Articles of Association(Board/staff nominated) then review these annually alongside review of Vision and Mission.
- c) Board Skills Audit review and update annually, alongside Board Development Plans led by Peoples subgroup
- d) Evolution subgroup to take overview of potential changes needed to reflect strategic direction & delegate to other subgroups as appropriate

How will we achieve this?

- Timetabled reviews
- Align with budget cycle
- Ensure adequate resource
- Utilise learning from CCAT work and Peer Works

How will we track progress?

- Set clear targets for each and review annually



STRATEGIC AIM 5

Affirm The Junction as a learning organisation, recognised for its ability to innovate and continuously evolve as it navigates challenging environments.

What does this involve and owners?

- a) Identify the key features of a Learning Organisation. Led by Director
- b) Translate findings from a) to share internally and externally. Led by Director
- c) Annual review of Junctions progress towards achieving key features. Led by Director

How will we achieve this?

- Establish a subgroup to identify features of learning organisation
- Capture and share our model more widely
- Create further learning opportunities for young people, volunteers, workers and Board

How will we track progress?

- Agree definition of a learning organisation as a baseline
- Annual review and reflection

HOW THE JUNCTION CONTRIBUTES TO LOCAL AND NATIONAL STRATEGIES

Our work comes against a background of renewed local, national and international focus on the importance of working with children during their adolescence as well as their early years:

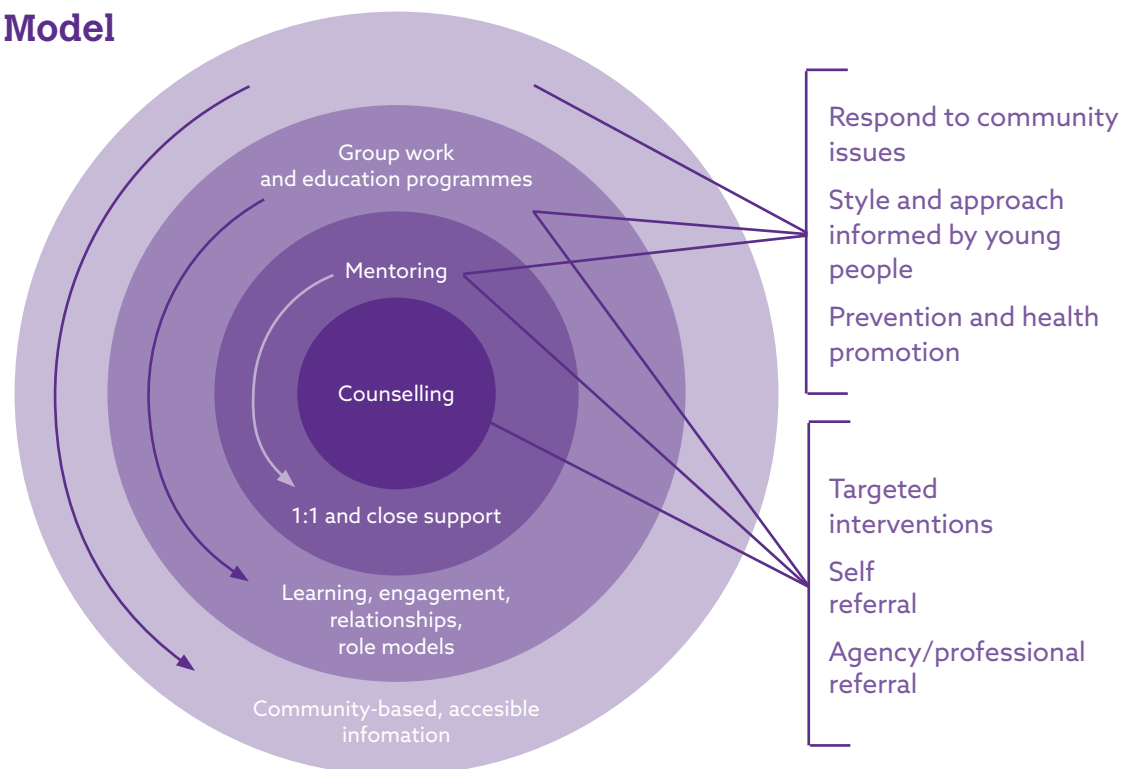
"Behaviour patterns that are established during this process [adolescence], such as drug use or non-use and sexual risk taking or protection, can have long-lasting positive and negative effects on future health and well-being."

(World Health Organisation).

"...there is another window of opportunity in terms of influencing the architecture of the brain during adolescence."

(Tam Baillie, Scotland's Commissioner for Children and Young people).

Nested Provision Model



The Junction's services are specifically designed to positively influence young people at risk using an assets based approach during this key transition and follow best practice as laid out in Getting It Right For Every Child (GIRFEC) and Curriculum for Excellence. A recent external evaluation by NHS Lothian found that:

"The National Outcome which specifies that 'Our young people are successful learners, confident individuals, effective contributors and responsible citizens' is particularly relevant to the work of the Junction. Many of its services are designed with the precise purpose of increasing young peoples' confidence and ability to make positive choices and decisions, which will enhance their own lives and their capacity to contribute effectively to the wider community."

And

"The Junction's approach, which is based on a belief in the potential of young people and communities and unlocking these through specific actions and services, is consistent with dominant national policy ideas in Scotland today."

Based on our current success with our *nested provision model* we are well placed to share the model more widely and consider how it could be scaled out to other communities.

The Junction – Subgroups

Vision/Terms of Reference

PRINCIPLES

Subgroups comprise of at least one of the following: board member, senior management team member and staff member. Collaboration is key. There is no lead, just differing roles and reporting. This approach is consistent with a peer-based approach but does not replace the responsibility of the management team or staff to deliver in accordance with the Strategic Plan, or undermine the role of the board in governing the organisation

BACKGROUND

Subgroups create an opportunity for board, management group and staff team members to work together in support of key aspects of running The Junction. They enable knowledge, skill and experience to be pooled to generate ideas, make proposals and tackle issues. The Board benefits through having deeper engagement and understanding about The Junction through staff. Management and staff benefit through having a support mechanism and escalation path when decision points or issues arise.

REVIEW

The group will formally review the relevance and value of its work on an annual basis and report to the Board, the Management Group, and the Staff Team. Terms of reference will be reviewed annually as well.

FREQUENCY OF MEETING

Subgroups will meet, as a minimum, twice per annum. Additional meetings will be scheduled as required to deliver the work plan and as agreed by the Subgroup members. The Sub Group will agree their meeting dates following agreement of the annual schedule of Board Meetings and Development Days



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