



Slough Exploitation and Youth Justice Service

Youth Justice Plan 2021/2022



approach to help children in Slough be

Safe, Secure and Successful



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Created by Slough YOT Young Person

Foreward

As chair of Slough Youth Justice Board, I am pleased to set out our strategic partnership plan for 2021/-2022. The Plan highlights our core achievements and challenges over the past year, as well as an opportunity to reflect on our performance and focus on how we can continuously improve the service.

I have been impressed by the commitment demonstrated by our Board members and the organisations they represent, sharing their valuable time, significant and varied expertise, information and ideas. This has promoted and sustained intra/inter-agency cooperation and collaboration towards the identification and protection of vulnerable children and young people, so we can protect them and the public from harm, and meet their complex range of needs.

In 2020, Slough Youth Justice Service celebrated 20 years of delivering services to children, young people and their families in Slough. Documented in the report are a number of the successes that have been achieved over the last year:

- Focus on developing a partnership response to preventing Youth Violence
- Earning a registration for Assessment and Qualification and Alliance and Youth Justice SEND Quality mark
- Supported TVP Drug diversion scheme
- Delivery of trauma informed interventions

I have also been really impressed and inspired by the commitment demonstrated by the service during this tumultuous year, which has required the partnership to respond and deliver services in an agile way. Maintaining our contact and undertaking interventions with children and their families, whether that be virtual, on the doorstep, in gardens and thankfully more latterly returning to children's homes and other venues, has continued to be the focus of our work.

We have recognised that this difficult year has had a profound effect on our children and young people, and you will notice from our performance data that during lock down there was a significant decrease in "visible" activity, but peaks of exploitation when the restrictions were lifted. This increase in exploitation and review of the reasons why older children have come into care has led us to develop the service into the Exploitation and Youth Justice Service. We were fortunate to be able to pump prime the service with some DFE funding and this service was launched on the 1 June. I look forward to seeing what a difference this will make to children's lives in Slough.

Finally, I would like to thank all of the staff across the partnership, who have tirelessly worked over the last year to keep children safe, and protect children and the public from harm. I look forward to seeing the positive impact of the Exploitation and Youth Justice Service over the coming year.

Carol Douch

Director of Operations

1. Introduction

1.1 The Crime and Disorder Act 1998 Section 40, sets out the need for local authorities to provide an annual youth justice plan. The legislation states how the youth offending partnership is responsible for producing the plan and outlines that the following should be included:

- How youth justice services in their area are to be provided and funded, and
- How the youth justice services will be composed, how it will operate and what functions it will carry out.

1.2 The plan will address the structure and governance of the service, resources and value for money, youth justice partnership arrangements and the potential risks to future delivery against youth justice outcome measures.

1.3 Slough's Youth Justice Plan will span the period of 2021 – 2022 and reference five strategic priorities which are:

- Preventing young people from offending
- Preventing young people from re-offending
- Placing Children at the Centre of everything we do
- Recognise and Respond to Serious Youth Violence and Exploitation
- Protecting the Public

1.4 It will be aligned to the business plans of both Slough Borough Council 2020 – 2025 and Slough Children First (formally Slough Children's Trust) 2020 - 2021, which is committed to improving services for the children of Slough, ensuring that they are safe, secure and successful. In order to achieve this, children and families must be placed at the centre of everything we do.

2. Governance, Leadership and Partnership arrangements

2.1 The Exploitation and Youth Justice Service (EYJS) forms part of the overall services to children, young people and families provided by Slough Children First. Following a transformation programme in September 2020, the Youth Offending Team (YOT) was amalgamated with Front Door services in the company under the leadership of the Head of Service for Referral and Assessment, resulting in the deletion of Head of Service (YOT) post. The same transformation programme enabled the parity of pay for the management structure and social workers in the team, and mainstreamed finance and performance functions.

2.2 The alignment with Children's Social Care supports the early identification of children and families with multiple, complex needs and provides opportunities for early targeted prevention intervention to divert those young people at risk of becoming involved with anti social behaviour and/or criminal activities.

- 2.3 In June 2021, the YOT changed its name to the Slough Exploitation and Youth Justice Service in recognition of the need for the implementation of a Contextual Safeguarding Team. The emphasis of work will specifically focus on children and young people who are at risk of harm outside of their family home. Early in the planning processes it was decided that the best location for this work to be delivered was to be co-located within the Youth Offending Team and to align resources to provide capacity and sustainability.



- 2.4 The EYJS service model is aligned to the original YOT model set out within the Crime and Disorder Act 1998 in that it delivers both preventative and statutory services. The youth justice function is now integrated with social care to provide support, guidance and intervention to children identified to be at risk of exploitation and or anti social and criminal behaviour. The benefits of which include, the YOT being less isolated from wider social services, easier referral points and earlier more streamlined identification for children in need, sharing good practice and performance and quality assurance across teams. With the closer integration of Early Help services which are due to transition into Slough Children First by July 2021, this is also benefitting young people known to the team.
- 2.5 The EYJS Management Board is co chaired between the Director of Operations for Slough Children First and the Local Police Area (LPA) Commander. Both chairs have a broad sense of service provision for Slough and inter / intra agency priorities, as are both well placed to drive partnership commitments to; reducing offending, re-offending, custody rates and improving the safety and well being of children and young people.
- 2.6 The EYJS Management Board consists of senior strategic representation from Social Care, Health, Police, Education, SEND, Probation, Community Safety and Magistrates. The Board is provided with quarterly information on performance against the

National Youth Justice Key Performance Indicators and budget information. This allows for scrutiny of the effectiveness of the EYJS and offers opportunities for contributions of partner agencies in so doing, ensuring accountability in the planning and delivery of key youth justice outcomes.

- 2.7 The EYJS manager reports to the Slough Safeguarding Partnership, Safer Slough Partnership, Violence Taskforce and the Local Criminal Justice Group. Serious violence and exploitation have been focal points for both the Slough Safeguarding Partnership and Safer Slough Partnership over the past 12 months. The EYJS manager has contributed to the priorities of each board supporting the preventative focus for reducing such behaviours within the local community and diverting young people away from the Criminal Justice System. The Board is committed to an advancing plan that necessitates for innovative and solution focused leadership, ensuring that the priorities are timely and remain focused on issues of concern, actively seeking to achieve these goals through collaborative working and problem solving. The EYJS manager also sits as part of the Channel Panel and has participated in training which supports the Governments Prevent Strategy aimed at stopping people supporting or being drawn into terrorism who have vulnerabilities that can be exploited.
- 2.8 In terms of operational partnership arrangements, although not full time contributions, we are well resourced as a service. Health provision comes from the Health, CAMHS and Justice Team. A Mental Health Practitioner and Physical Health nurse are seconded to the service as well as oversight provided from a Clinical Psychologist. We also have a seconded Police Officer from Thames Valley Police (TVP), and a Speech and Language practitioner from Symbol UK.
- 2.9 We have unfortunately seen reduced cover from National Probation Service (NPS) as a result of the unavailability of probation officers. The Management Board has challenged this over the past 4 years with subsequent agreement given to recruit directly to the role. This however stopped in March 2021 as a result of funding, leaving no designated person in this role. The Board remained supportive of this function and again challenged the recovery plans for NPS and ongoing provision to the EYJS. The reduction in this specific support will have an impact on young people's readiness for transition to adult probation. We have equipped staff with training with regard to high risk management and MAPPA responsibilities in the interim. With the restructure of NPS/Community Rehabilitation Company (CRC) and the reduction in NPS personnel, this could further impact upon the future delivery of the service. The plan moving forward is for Thames Valley YOTs to rely upon a Single Point of Contact (SPOC) within the probation service to support with transitions. This will hopefully make the service provided more consistent across the Thames Valley region, with decisions to accept transfer cases completed within shorter timescales for the best interests of the young people.
- 2.10 We have strengthened the access and pathways to education for our young people, with the Virtual School taking responsibility for providing education support for all vulnerable young people on the edge of care with particular focus on children who are looked after. There are many benefits to this arrangement in that all children

open to Slough Children First have their educational and training needs prioritised, thus addressing some of the issues which make them more vulnerable.

- 2.11 During the coming year the EYJS will continue to focus on a range of priorities related to preventing offending behaviour of children and young people, taking into account a range of plans, such as the YJB strategic plan 2021-24, Safer Slough Partnership Plan, Police and Crime Commissioners (PCCs) Plan, Slough Safeguarding Partnership Plan as well as aims and objectives linked to various other partners and community groups. Relationships will also be maintained with a range of partners who support the criminal justice agenda such as, Housing and Liaison and Diversion.

3. Resources and Services

- 3.1 The EYJS is funded centrally and through the contributions of statutory partner agencies, in accordance with the Crime and Disorder Act 1998 with all funds being used to fulfil the delivery of youth justice services. Partners' contribution levels have remained more or less consistent to 2020/21 financial year.
- 3.2 Over the past 12 months, the social care element of Slough Children First as well as the YOT had seen an increase in the amount of referrals for young people at risk of exploitation, serious youth violence as well as harmful sexualised behaviour often using social media platforms. These experiences can have a huge impact on young people, damaging their mental health, education and future prospects. From a recent Ofsted inspection and wider analytic work within the EYJS a gap in intervention and support for young people around exploitation was identified. Additional funding from the Department of Education (DfE) was subsequently applied for and secured in order to address these areas. This additional funding is time limited and is specifically to be used for the early identification of exploitation and the delivery of intervention amongst young people in Slough.
- 3.3 The current (2021/22) budget for the EYJS is £1,025,908 this is including the recent DfE contribution to support the exploitation intervention delivery for Slough. Before the DfE contribution, the budget for 2021/22 was £833,603 which was fairly consistent to previous years.

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Total (£)
Slough Children First	340,212		340,212
Police Service		54,015	54,015
National Probation Service (NPS)			
Health Service		51,408	51,408
Police and Crime Commissioner (PCC)	99,128		99,128
YJB Good Practice Grant	288,840		288,840
Other – DfE	192,305		192,305
Total	920,485	105,423	1,025,908

Table 1: Partner contributions to the Exploitation and Youth Justice Service 2021/22

- 3.1 In Slough we will continue to use innovation to deliver effective outcomes for children and young people whilst continuing with the development and training with our staff team to ensure that they continue to feel confident to deliver the outcomes. The 2021/22 budget will continue to be spent in line with current grant conditions, with particular focus on achieving good performance in line with National and Local performance indicators and programmes meeting the specific risk and needs of young people. There will be a focus on continuing our preventative work via our Youth Inclusion Support Programmes for young people aged 10 -18 years in order to identify risk and need earlier and prevent offending episodes. There will also be continuation of the support offered to victims and our use of restorative justice principles and reparation repairing the harm to the local community.
- 3.2 Slough has long recognized the need for a sharper focus on contextual safeguarding which was also confirmed by Ofsted in October 2020 who stated ***“Front Door services responded to children missing and at risk of exploitation in a timely way as a result of a Child Exploitation Coordinator located in the service and the use of a revised tool which covers the 8 different elements of child exploitation. However, children and young people already open to the Trust were not receiving a good multi-agency response”***. With the fusing of both the YOT and social care to formulate the Exploitation and Youth Justice Service, there will be a multi agency approach to safeguarding children and young people at risk of extra familial harm, with a wrap around support offered to support young people at risk of harm and / or significant harm whilst also providing intervention and support to family members, siblings friends and associates.

- 3.3 As detailed above, NPS have withdrawn their financial contribution to the EYJS due to a lack of Probation Officers. Given the financial challenges that all agencies are experiencing, it is possible that during the lifetime of this plan, further financial cuts or reductions in payment in kind will take place. Hence the Management Board will work collaboratively to keep reductions to a minimum and to ensure that a contingency plan exists to maintain the expected standard of delivery.
- 3.4 Due to the impact of Covid – 19 in 2020, the EYJS were unable to recruit to a long standing vacancy of a specific serious youth violence worker. The PCC therefore acknowledged this and approved the carry over of 19% underspend into the new financial year, hence the increase. Over the past 3 years the EYJS have developed an intensive preventative Serious Youth Violence programme and intervention which has supported the reduction in SYV incidents and subsequent convictions within the local area. We have done this by intervening early by working in schools and with families in a preventative capacity. By strengthening the family relationships for a young person, we can increase their sense of belonging and improve their home life. More recently we have extended our working hours by the use of an outreach worker who is able to be available in unsociable hours including weekends offering a more flexible approach to engagement and support with young people.

4. Staffing

- 4.1 The staffing make up of the EYJS is detailed below within Table 2 and Table 3. Staffing within the EYJS is in line with the Crime and Disorder Act 1998 which continues to demonstrate a contribution to the year on year reduction of youth crime nationally. As mentioned above, the EYJS are contributed to on an operational level by key partners in a bid to support desistance from offending, build resilience and reduce overall offending episodes of children and young people.

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/Trainees	Volunteers	Total
Permanent		1		2		8		2	3		12	28
Fixed-term				1		2				2		5
Vacant						5	1					6
Agency												0
Seconded Probation												0
Seconded Police						1						1
Seconded Health (Mental Health & Health)						2						2
Seconded Health (Speech & Language)						1						1
Total	0	1	0	3	0	18	1	2	3	2	12	43

Table 2: Number of staff within EYJS by contract type (June 2021)

Staff	Ethnicity				Total
	Asian	Black	Mixed	White	
Female	8	8	3	9	28
Male	1	3	0	5	9
Total	9	11	3	14	37

Table 3: Number of staff within EYJS by gender and ethnicity (June 2021)

- 4.2 The demographic of the workforce is comparable to the local population. The EYJS has a skilled, committed and enthusiastic staff group delivering a high standard of intervention for our children and young people. The principle of ‘child first’ is a fundamental approach to our work which was endorsed by the peer review conducted in March 2020 *‘All work is child focused and developmentally informed.’*
- 4.3 At the start of the 2020 / 21 financial year, the EYJS focused on increasing the number of volunteers it works with. Although quite a few were recruited, it is unfortunate that with the Covid – 19 pandemic we were not able to successfully

complete induction training programmes and provide effective shadowing opportunities to embed their learning. We have however continued to use our volunteers and support young people with Appropriate Adult (AA) services and virtually via Referral Order panels however we have not been able to expand our use of volunteers with group work and one to one intervention as we would have usually. Post Covid – 19 restrictions, we have proposed a recovery plan to reinstate face to face training and one to one and group work provision to include our volunteers, exposing them to the wider opportunities within the EYJS.

5. Update on achievements of the EYJS and priorities during 2020/21

- 5.1 The priorities outlined within the Youth Justice Plan 2019/20 were progressed as anticipated. It included, recognizing and celebrating 20 years of providing youth justice services to children and young people within Slough; developing a partnership response to youth violence; increasing information and guidance to the community on serious youth violence and exploitation; working holistically and systemically with children and families, balancing their wellbeing when criminally exploited; improving education, training and employment outcomes for children and young people open within the EYJS; monitoring and addressing as appropriate any increase of black and minority ethnic (BAME) young people within the Criminal Justice System.
- 5.2 The EYJS celebrated 20 years of operation in 2020. To mark this milestone, we asked two young people with an interest in art and design to design a logo which would be used for the year on all publications. Feedback from the young person who wanted to incorporate hands into the logo stated that the hands represented ***“the YOT holding us and giving helping hands”***.

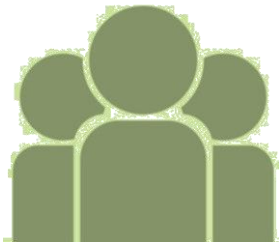


- 5.3 The EYJS became a registered Assessment & Qualification Alliance (AQA) centre in 2019. Whilst formal education was temporarily suspended for young people during 2020 as a result of the Covid – 19 pandemic, the EYJS continued to promote the development of skills amongst our young people. The AQA Unit Award Scheme was invaluable as it is an important pathway for young people to receive accreditation for their achievements, focusing specifically on individuals learning interest and needs. Due to the successful uptake amongst our young people, we plan to develop our group work programmes as AQA Awards, so young people can apply their learning to educational achievements.

- 5.4 The EYJS has also renewed and maintained our silver Youth Justice SEND Quality Mark for 2021. In the process of attaining this award, the EYJS has forged closer links with schools, Pupil Referral Units (PRU) and statutory services such as SEND Teams, as well as demonstrating sharing of effective practice across the networks in areas such as co-locating specialist provision and understanding the impact of complex needs including adverse childhood experiences (ACEs) on education opportunities.
- 5.5 To support the wellbeing of children and young people whilst balancing the protection needs of the public, the EYJS are working in partnership with Thames Valley Police (TVP) as part of a drug diversion pilot scheme. This scheme aims to support young people via educational intervention when arrested in relation to all drug possession offences. TVP's drug diversion scheme is a necessary component within TVP's drug strategy for prevention, reduce drug use amongst young people, reduce racial disparity within the Criminal Justice System and provide young people with credible education whilst preserving their future opportunities. The scheme empowers the EYJS worker to make trauma informed decisions about the child /young person in front of them. The overall aim is to divert young people away from the Criminal Justice System where possible.
- 5.6 To support the delivery of trauma informed intervention, utilising the Trauma Recovery Model (TRM) the EYJS introduced relationship case formulation meetings in order to have one central plan of intervention for the young person and family, in order to avoid duplication and reduce confusion. Young people with experience of care or custody are very likely to have experienced trauma. We understand that trauma affects people in different ways and by having a full understanding of what trauma is and how it can affect people we can avoid re-traumatising them and build the right skills for them to have positive outcomes. The formulation will form the basis of how work with the young person is approached and is an essential component of the process. Adverse Childhood Experiences (ACE's) will be captured and explored within intervention. Using the TRM within our practice will put the relationship building and therapeutic interaction first, mediating the impact of trauma and building upon our principle of Child First.
- 5.7 Covid-19 has unfortunately had a significant impact on the availability of community reparation projects and opportunities for direct reparation or restorative justice being undertaken. We implemented a remote reparation model to ensure that young people's statutory Court Orders were not inhibited by their restricted movement. Young people were able to continue to complete their allocated reparation hours through virtual means; the importance of completing reparation was reiterated to young people; young people were able to continue to adhere to government restrictions; remote sessions were conducted via video with variations in theme to avoid repetitiveness.
- 5.8 We maintained one out sourced reparation project during this period, which involved young people supporting a Special Needs Centre taking care of animals and providing general upkeep of the land for when the centre would to be re-opened to the public. During the last 12 months staff has shown innovation and creativity to reparation projects. Young people have been involved with making posters to raise awareness of Black Lives Matter; posters and thank you cards for the NHS (Nightingale Hospital)

and other key workers; posters highlighting the importance of Covid-19 restrictions and safety measures; and recipes to make an EYJS cook book along with other crafts projects. Some young people have also been involved in a pen pal scheme in Partnership with Active Slough with members of a local care home.

Response to the model:



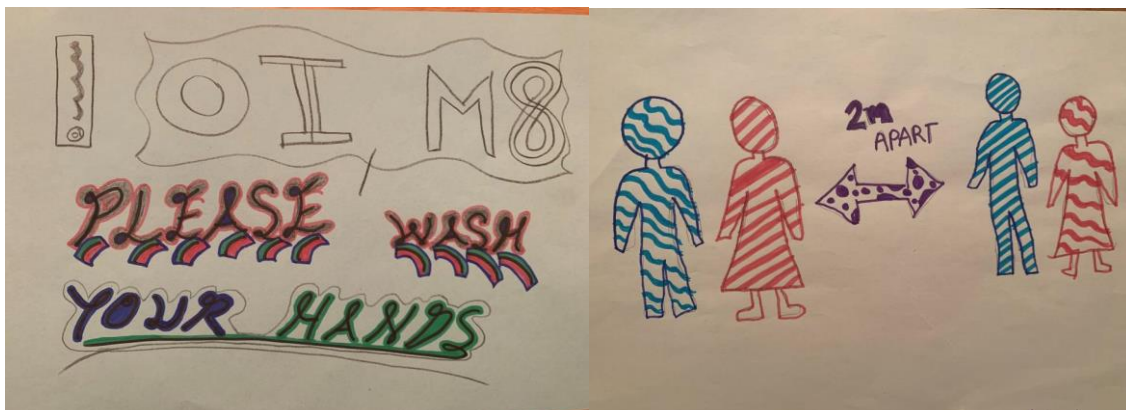
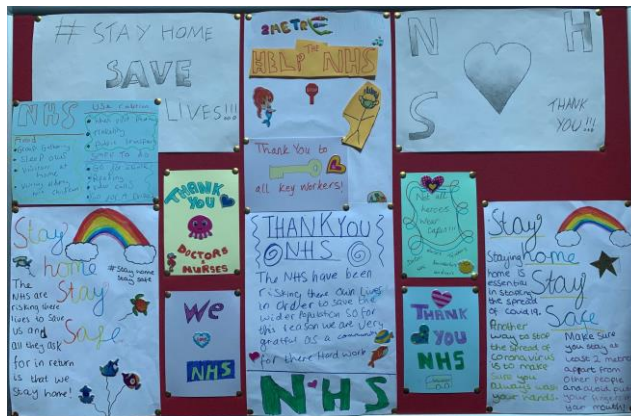
Young people engaged well and enjoyed the remote sessions, creating visually impressive work and engaging in discussions around the



EYJS staff, Senior Management and the Management Board has shown approval and recognition for the dynamic approach



Community members and wider partners have responded well to the work created



6. Performance Data and Overview for 2019 - 21

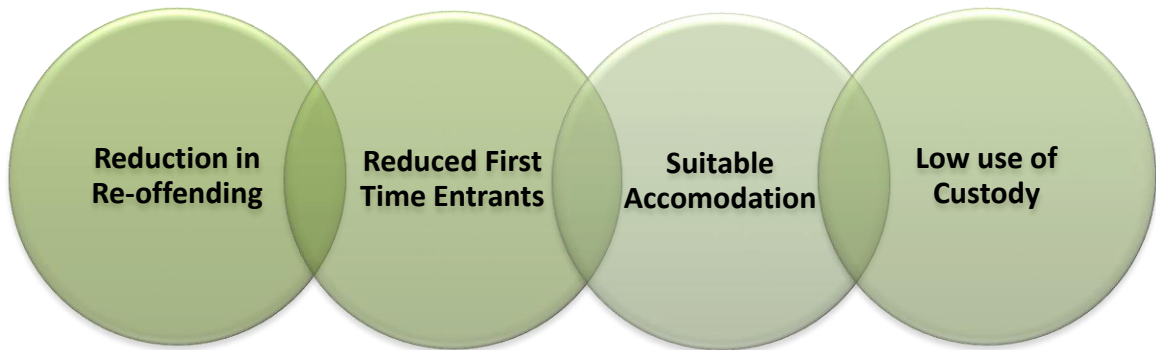
6.1 There are three national Indicators for the Youth Justice System which Slough EYJS reports on to both the Management Board and Youth Justice Board

- First Time Entrants (FTE) to the Police National Computer (PNC) rate per 100,000 of 10-17 age group population
- Use of custody rate per 1,000 of 10-17 age group population
- Re-offending rates after 12 months (focusing on approximately 18 months previous data)

INDICATORS		Q1 2020-21 (Apr-Jun)	Q2 2020-21 (Jul-Sep)	Q3 2020-21 (Oct-Dec)	Q4 2020-21 (Jan-Mar)	Year to Date performance 2020-21	End of Year performance 2019-20	Local targets 2020-21
National indicators								
1	Rate of proven re-offending by young offenders NOTE: This is a measure time-delayed by 18 months	48.1% (13 of 27)	23.8% (5 of 21)	33.3% (8 of 24)	30.0% (6 of 20)	34.8% (32 of 92)	36.8% (28 of 76)	25.8% or less
2	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	0.0% (0 of 3)	8.3% (1 of 12)	0.0% (0 of 10)	0.0% (0 of 5)	3.3% (1 of 30)	6.5% (5 of 77)	5.1% or less
3	First time entrants to the Youth Justice System aged 10–17	3 Entrants	11 Entrants	14 Entrants	4 Entrants	32 Entrants	53 Entrants	62 Entrants
4	Young offenders engagement in suitable education, employment or training at end of their Order	38.5% (5 of 13)	33.3% (4 of 12)	40.0% (4 of 10)	52.9% (9 of 17)	42.3% (22 of 52)	62.4% (53 of 85)	70% or more
5	Young offenders access to suitable accommodation	92.3% (12 of 13)	100.0% (13 of 13)	90.0% (9 of 10)	94.1% (16 of 17)	94.3% (50 of 53)	98.9% (87 of 88)	95% or more
6	Ethnic composition of offenders on Youth Justice System disposals	66.7% (4 of 6)	62.5% (10 of 16)	55.6% (10 of 18)	50.0% (5 of 10)	58.0% (29 of 50)	44.7% (46 of 103)	63% or less

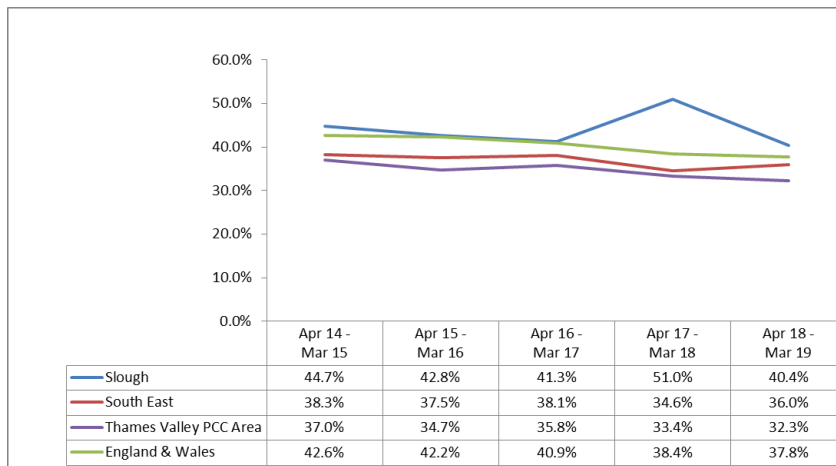
Table 4: Summary of 2020/ 21 Performance Indicators

6.1 **Achievements in 2020 / 21**

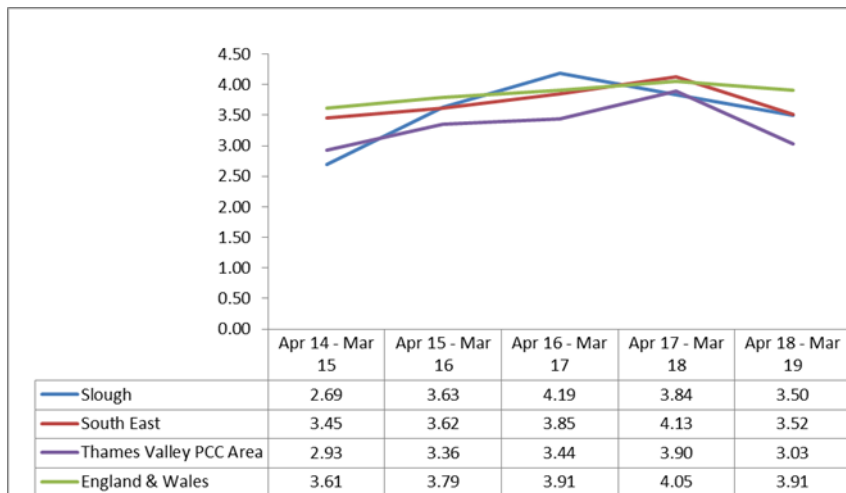


6.2 Table 4 highlights the EYJS performance for 2020 /21. It shows that Slough saw a reduction in re-offending figures; stability amongst young people residing within suitable accommodation; low custodial figures as well as a significant reduction in first time entrants into the Criminal Justice system.

Re - Offending



6.3 Latest national data from the Youth Justice Board and Ministry of Justice, for re-offending highlights that the EYJS binary rate of reoffending for the latest period of April 2018 – Mar 2019 was 40.4%, an 11% reduction from the equivalent cohort in 2017. This is just under 3% above the national average of 37.8% and 8% above the Thames Valley average of 32.3%.



6.3 The rate of re-offences per offender has also seen a reduction compared to the equivalent period the previous year. The frequency rate for Slough was 3.50 compared to 3.52 in the South East and 3.89 in England. Apart from April 2017 where we saw a spike in re-offending figures due to a low number of young people committing a high proportion of re-offences, our re-offending data has stayed almost in line with South East and National figures.

6.4 As part of the EYJS Outcomes Performance Framework, we have implemented the use of a live tracker as part of the service practice and development, in order to identify early problematic cases. This also has the benefit of providing the Management Board with up to date feedback on outcomes versus live cohorts. The live tracker enables us to identify those young people most likely to commit further offence but also assists with us identifying pathways to reduce offending such as preventive support via our YISP programme.

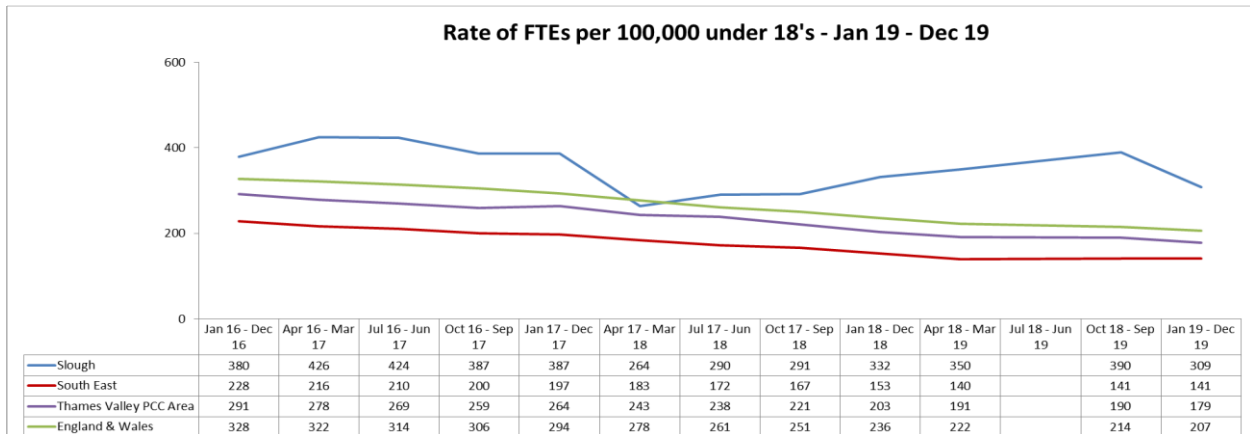
Use of Custody



6.5 Slough has remained consistent with regard to our low custodial figures. We do believe that custody should be the ultimate last option for any young person. Although we have experienced a few initial remands over the years, a custodial sentence as a final

outcome is often not followed with, instead a direct alternative proposed and agreed with. When custody has been used as a sentencing option, this has been reserved for the most serious and prolific offenders. Our year to date data for 2018 saw our highest number of custodial sentences with 7 recorded for the period which is a rate of 0.45 per 1,000 of 10 – 17 year old population. This has dropped significantly with only 1 custodial sentence recorded for the year which equates to a rate of 0.06 per 1,000 of 10 – 17 year olds.

First Time Entrants (FTE)



- 6.6 Unfortunately at time of writing this report, there were no up to date national figures to support 2020/ 21 FTE cohort. When this data is made available it will be appended to this report.
- 6.7 Our FTE figures have fluctuated over the past few years. In 2019, Slough recorded 52 FTE, a 7% reduction from the previous year, at a rate of 309 per 100,000, compared to 141 per 100,00 for the South East and 208 per 100,00 for England. It is estimated that this reduction will continue to be seen within 2020/21 year. The reduction in these numbers has been contributed to the number of preventative disposals and interventions offered in partnership with Thames Valley Police. The creation of pre decision assessment process using AssetPlus has also contributed to a holistic overview before decisions are made and plans of intervention being offered. Our aim is to continue to see a reduction in these figures for Slough and promote the opportunity of diversion away from the Criminal Justice System.
- 6.8 The EYJS undertook a local demographic analysis of cases between 2019 – 2020 to identify individual characteristics of young people to understand specific trends with regard to types of offences and criminogenic factors. 49% of the FTE for that specific period were convicted of Violence against the person offences, with the predominant offence being Assault by Beating usually towards a family member or peer.
- 6.9 The EYJS have continued to deliver a preventative Serious Youth Violence programme which has supported the reduction in SYV incidents and FTE. We have done this by intervening early by working in schools and with families in a preventative capacity. Our Serious Youth Violence approach understands that by strengthening the family relationships for a young person can increase their sense of belonging and improve their

home life. We have increased young peoples awareness by offering them interventions focussed on building their interpersonal, emotional and behavioural skills as well as increase their self awareness to be able to avoid risky behaviours and situations. Our Serious Youth Violence practitioners created bespoke group work programmes namely 'Plan B' and 'ELKA' to address these areas. More recently we have extended our working ours by the use of an outreach worker who is able to be available for young people in unsociable hours offering a more flexible approach to engagement and support with young people.

- 6.10 Before the Covid – 19 pandemic, we combined both group work programmes with First Aid education delivered by St Johns Ambulance which offered young people not only the theoretical understanding of why they behave in the way in which they do but also practical skills to keep them safe. It is hoped to reinstate this combined programme once restrictions have been lifted.

Education

- 6.11 As you can see from Table 4, our Education, Training and Employment (ETE) figures have not been favourable this year with only 42% of young people coming to the end of their intervention, being involved in some form of ETE. The EYJS faced a number of challenges over the past 12 months, namely trying to recruit to a full time ETE worker during a national pandemic, as well as sourcing suitable ETE opportunities for young people in a time when the country 'shut down'. A full time ETE worker was appointed in April 2021 with rigorous work now being undertaken to support open cases in achieving ETE attainment.

7. Responding to the Covid – 19 pandemic and Recovery

Review of Recovery Plan 2020, Challenges and Lessons Learned

- 7.1 The impact of the Covid – 19 pandemic has placed unprecedented challenges nationally. The financial implications of supporting children, young people and their families through the pandemic has placed increased financial pressures upon the local authority which may adversely affect the funding and delivery of services in time to come.
- 7.2 The Covid – 19 pandemic presented a range of challenges for the Slough EYJS. The EYJS provides a critical public service supporting young people on the periphery of anti social / offending behaviour as well as supervising young people who have been sentenced by the court. We saw a reduction in arrests and prosecutions, with courts operating a reduced schedule, prioritising high risk cases via video link.
- 7.3 Slough EYJS responded early to the needs of young people, prioritising and balancing those children in greatest need with the needs and safety of the workforce. Risk assessments were reviewed for all open cases and plans of intervention subsequently adapted to meet their needs during this time. Young people and parents/carers were understanding of our approach and appreciated our transparent way of working. Multi-agency risk management processes, including risk and vulnerability panels and Missing

and Child Exploitation (MACE) meetings, have continued throughout this period to ensure that the EYJS could continue to identify new and emerging risks.

One parent commented “***..My son has just been sentenced, I was worried that Covid would delay him completing his order. I am grateful that you will continue to see him....***”.

- 7.4 Staff, were supported to work from home on a rotational basis, with additional equipment provided where necessary. The building remained operational due to the nature of our role, with social distancing and sanitization measures put in place for those staff that remained present in the office environment. Staff adapted well to the new remote digital way of working, using platforms such as Bluejeans and Microsoft (MS) Teams all of which were not platforms/resources staff were familiar with or utilised. A problem arose however with partner agencies not being able to access our commonly used platform of Bluejeans. This impacted on meetings being held virtually face to face and often had to be held via telephone conference instead. MS Teams is the desired platform to move to although Slough Borough Council are in the midst of migrating relevant platforms to O365, there is still a significant programme of work to be undertaken.
- 7.5 What became almost immediately transparent was the lack of availability of digital equipment for young people within their homes; this includes the use of smart mobile phones as well as computers /laptops. We had to include an ‘Access to technology’ assessment within an induction checklist to ensure that young people would be able to receive a service from us. We utilized wider government support offered to children and young people to support them with technology. As part of a national roll out by the Department of Education, laptops were provided to students in year 10 who received school meals; were care leavers or received support from a social worker. We made applications to the Virtual School who coordinated this provision to ensure that any young person open to our service that met this criteria were provided with a computer to support them.
- 7.6 Group work was unfortunately suspended, however EYJS staff showed how creative and innovative they could be, by developing virtual one to one sessions as well as unique reparation activities to be completed. In recognition of the reparation work completed, we received a thank you card from the Children’s Ward of the Frimley Trust Hospital. The EYJS building currently remains closed to members of the public. Now that restrictions are slowly being lifted, face to face one to one intervention has resumed, however this has impacted on staff with regards to the additional travelling requirements required.
- 7.7 Usual case management guidelines were reviewed in line with the newly imposed Covid restrictions. Upon transfer to a new local authority, host YOTs would only agree to make virtual contact with the young people. In reference to the Covid – 19 Thematic Review 2020, the EYJS reviewed this and felt it not in the best interests of our young people. To maintain consistency in a very unsettling period we maintained weekly virtual contact and monthly face to face for those young people considered a higher risk. This was

7.8 Young people and families open to the EYJS were also supported via the Covid Winter Grant. We used this fund to contribute to those households with low income during this very difficult period with the provision of food vouchers, support with utilities and clothing. We have supported 25 young people to date with this assistance. The young people and families have been truly grateful for this support during this time and have sent written thanks to us as a team.

Ongoing Challenge

- Possible increase in case load due to backlog and influx of new cases into the EYJS
- Accessing MS Teams which is the favourable digital platform and most compatible with partner agencies
- Suitability of venues to reinstate group work programmes
- Staff capacity – in maintaining oversight of Slough children placed out of area.

8. Challenges and Risk to Future Delivery 2021/22

Challenge	Desired Outcome	Current Action being taken	What needs to be done?
<p>Contextual Safeguarding - A Safeguarding Practice Review (SPR) was concluded in March 2021 following the death of a young person as a result of knife crime. The SPR highlighted the need for a defined pathway and strategy to tackle youth violence and knife crime.</p>	<ul style="list-style-type: none"> • Exploited young people are identified earlier and provided support to reduce these risks. • Appropriate disruption tactics are utilized to support those young people already experiencing exploitation. • Exploited young people are not criminalised unnecessarily if their offences are directly linked to exploitation 	<ul style="list-style-type: none"> • Creation of new Exploitation and Youth Justice Service • Child Exploitation (CE) Training delivered to all EYJS staff • Weekly CE Tracker Meetings taking place in partnership with EYJS, Early Help, Police, Health and Education. • School workshops being delivered to address knife crime awareness and online safety • Police intelligence used to strengthen risk assessment. 	<ul style="list-style-type: none"> • Further understanding of county lines and how this affects young people within the area. • CE assessment tool to be used for all young people • Training to partners on the use of National Referral Mechanism (NRM) and benefits for young people. • Training on wider exploitation disruption methods to EYJS staff.
<p>Enhanced Case Management (ECM)- ECM is an approach to trauma informed practice which helps to understand and explain a child's behaviour. Imbedding the Child First principle we acknowledge that children who offend often do so as a direct result of complex problems, which requires multi agency support.</p>	<ul style="list-style-type: none"> • Case formulation meetings with the CAMHS worker or Health and Justice psychologist to be held for the most complex cases 	<ul style="list-style-type: none"> • Adverse Childhood Experience (ACE) questionnaires are included within initial assessments • EYJS staff refer complex cases to CAMHS worker for consultation and case formulation. 	<ul style="list-style-type: none"> • Review of trauma related training from the Health and Justice Team to all staff

Challenge	Desired Outcome	Current Action being taken	What needs to be done?
<p>Number of young people who are NEET - The EYJS recognises the strong link between School Exclusion and NEET and anti- social and offending behaviour</p>	<ul style="list-style-type: none"> • Greater employment and education opportunities available for young people • New Staff will receive training on Speech and Language issues and their links to SEND utilizing the SEND Bubble. 	<ul style="list-style-type: none"> • EYJS staff to refer to the ETE worker for case consultation and intervention 	<ul style="list-style-type: none"> • Source wider partnerships with local businesses to provide employment or Training opportunities to young people
<p>Youth participation</p>	<ul style="list-style-type: none"> • Strengthen young people participation with EYJS services • Young people views to be gathered regarding service improvement 	<ul style="list-style-type: none"> • Continue to gather mid way and end of intervention feedback from young people and use to analyse effectiveness of intervention 	
<p>Case Load Increase – Over the past 12 months we have seen an increase in preventative referrals and complexity. It is envisaged that as courts return to business as usual there will be an increase in statutory referrals.</p>	<ul style="list-style-type: none"> • Staff to have capacity to manage increase in workload • Young people are referred into the EYJS for preventative support at the earliest opportunity • Intervention tailored to their individual need as opposed to sticking to scaled approach methodology as outlined within National Standards for Children in youth justice 2019. • More young people to received drug education, through the drug diversion scheme for possession offences 	<ul style="list-style-type: none"> • EYJS monitor all youth release under investigations to track charge and prosecution • Shorter more focused assessment created to support drug diversion cases to support high level of throughput • On a case by case basis, three way meetings with Host YOTs to support face to face intervention delivery. 	<ul style="list-style-type: none"> • Work with referrers to recognise the early indicators of future involvement in the Criminal Justice system

9. Priorities for 2021/22

YJB Business Plan Priorities	<p align="center">YJB Vision: A Child First Youth Justice System</p> <p align="center">Be an exemplary public sector organisation and employer / Effectively deliver our unique statutory function / Drive system Improvement</p>				
2021/22 EYJS Plan Priorities	<p align="center">1. Prevent young people from offending</p>	<p align="center">2. Prevent young people from re-offending</p>	<p align="center">3. Children at the centre of everything we do</p>	<p align="center">4. Recognise and Respond to Serious Youth Violence</p>	<p align="center">5. Protecting the Public</p>
	<ul style="list-style-type: none"> • Quality of assessments • Young people and parent/carer Self Assessments • SMART, clear and directive plans • Outreach Work • School preventative programme/ workshops 	<ul style="list-style-type: none"> • SALT assessments to be completed on all young people • Live re-offending tracker to predict trends and patterns • Restorative Justice in schools 	<ul style="list-style-type: none"> • Hearing and acting on the views of children, young people and families • Participation • Child’s voice across their intervention 	<ul style="list-style-type: none"> • Weekly Child Exploitation tracker Meetings with direct links to strategic MACE panel • Training to wider partners • Increase the use and quality of safety plans • Management oversight 	<ul style="list-style-type: none"> • Completion of ACE questionnaires to support trauma informed practice and intervention • Robust and holistic risk assessments • SPOC for high risk and transfer cases • Restorative Justice opportunities with victims
<p align="center">Governance and Accountability</p> <p align="center">Sponsor: Management Board</p> <p align="center">Lead: Jennifer Cail</p>					

Strategic Priority 1 – To prevent young people from offending

The Crime and Disorder Act 1998 s 37 (1) states that it shall be the principle aim of the youth justice system to prevent offending by children and young persons.

Slough EYJS understands that the best way to reduce levels of youth crime is to intervene early to prevent offences occurring in the first place. Working Together to Safeguard Children 2018, outlines that providing early help is more effective in promoting the welfare of children than reacting later. Slough's Multi Agency Early Help Strategy 2019 – 21, Priority 5, highlights that as local authority we will provide services that react quickly and flexibly to meet the need of families, investing in the initial point of contact to ensure we provide families with the right support at the right time.

To achieve this we will:

- Ensure young people are effectively engaged in multi agency early help systems
- Ensure that all assessments are of a consistently good standard, with a 'child first' focus. Taking into account the needs, wishes and feelings of young people as well as providing a robust analysis of needs, risks and protective factors to support intervention.
- Continue to promote a range of workshops and one to one sessions, aimed at offering young people a variety of activities, which promote their involvement in positive lifestyles.
- As part of our Serious Youth Violence initiative, continue to deliver school based preventative programmes
- Increase our analysis work regarding understanding crime trends, reoffending, feedback from service users, effective interventions and use this data to inform future service delivery by ourselves and by our partners
- Consolidate the use of the Community Resolution for Drug possession offences and consider expanding its application to other offence types

What success will mean:

- The rate of first time entrants to the criminal justice system continues to decline
- Effective early help services mean that fewer young people will require a more intensive response from the statutory youth justice system, care and child protection systems or other specialist services.
- Improved behaviour of those students identified as at greatest likelihood of offending and fewer fixed term exclusions being reported.

Strategic Priority 2 – To prevent young people from re-offending

The Crime and Disorder Act 1998 section 5 states that it the responsibility of the local authority to have a strategy in place to reduce offending and anti-social behaviour.

Breaking the cycle of offending can help young people significantly improve their life chances and make our local communities safer. Collaborative approaches to preventing offending and re-offending in children (CAPRICORN) 2019, set out a framework to support the prevention of offending and re-offending of children and young people by looking at primary and secondary causes of offending. Children and young people within the criminal justice system often experience adverse health, educational, environmental and socioeconomic factors that can increase their risk of reoffending behaviour

To achieve this we will:

- The Speech and Language Therapist is integral to our wider work. All young people referred to the EYJS will receive a specialist speech and language assessment to inform intervention
- Continue to use our live re-offending tracker in order to assists with identifying pathways to reduce offending such as preventive support via our YISP programme or
- Strengthening desistence opportunities through education, training and employment and other means of promoting self-esteem and future opportunities
- Use data from a range of sources to measure local activity as it relates to crime, violence, health inequalities, school exclusions and access to preventative services to understand the causal and secondary factors that influence re-offending
- Promote and support delivery of Restorative Justice approaches within schools
- Extend links between reparation, Unpaid Work and positive activities that enhance children’s strengths and their education opportunities

What success will mean:

- Young people involved in offending behaviour are supported to re-engage, re-integrate or attend school or work provision
- Staff will develop in confidence and feel equipped to recognise and disrupt structural and organizational systems that create disadvantage and actively promote social inclusion of marginalized groups in communities
- Young people can build positive relationships of trust with professionals who are equipped to support them to strengthen their life skills
- Restorative justice approaches will be widely understood and employed

Strategic Priority 3 – Placing Children at the Centre of everything we do

This strategic priority is aligned with Slough Children First Business Plan 2020 – 21 that children will remain at the centre of everything we do as well as demonstrates our commitment to see children within the criminal justice system as ‘children first and offenders second’.

Participation and engagement is one of the Children’s Commissioner’s core values, ensuring that we use children’s views and experiences to inform and influence what we do. The EYJS values youth participation and is committed to finding ways for our children, young people and their families to influence the decisions that impact on their lives and make a genuine contribution to the development of improved services. The EYJS wants to create a range of opportunities for children, young people and families to have their voice heard.

To achieve this we will:

- Develop trusted relationships with young people to empower them and engage them in their assessments, plans and outcomes
- Ensure that young people’s views, wishes, experiences and aspirations are captured from their self assessments and embedded within their assessments and intervention plans
- Promote opportunities for youth involvement within Management Board, recruitment and other forums

What success will mean:

- Young people are seen as partners and agents of change for their communities
- Better targeting of resources
- More effective services and outcomes for children, young people and families
- Children and young people will feel valued, respected and listened to

Strategic Priority 4 – Recognise and respond to Serious Youth Violence and Exploitation

The Home Office (2018) highlighted that tackling child criminal exploitation needs to be a core part of the whole system approach to preventing youth offending, violence and re-offending.

The Youth Justice Board for England and Wales Strategic Plan 2019-2022 includes Serious Youth Violence and County Lines as one of their priorities. As outlined earlier within the report our local data for Slough indicates that children and young people are more likely to be involved in criminal exploitation and at a greater risk of becoming a victim and/or perpetrator of serious youth violence.

To achieve this we will:

- Strengthen our partnership with the Police and National Crime Agency
- Continue to chair weekly child exploitation meetings as well as attend monthly MACE panels to track and monitor the needs and risk of young people open to the EYJS
- Deliver training to ensure all staff and partners understand the signs, risks and vulnerability factors relating to exploitation
- Represent EYJS in community events and initiatives to tackle Serious Youth Violence and County lines
- Strengthen Management Oversight of initial assessments of risk and need, paying particular attention to the completion of child exploitation assessment tools as well as ACE feedback.
- Focus on effective safety plans

What success will mean:

- Reduction in young people being referred to EYJS for concerns of extra familial harm
- Improved partnership working with regard to identifying and intervening with children and young people at risk

Strategic Priority 5 – Protecting the Public

The HMIP within the thematic report *Work of Youth Offending Teams to Protect the public, 2018* outlined that Youth Offending Teams should ensure that the design and delivery of services takes account of the impact of trauma on young people, with local practice guidance and resources available to respond to social media related offending which is often a catalyst for some violent offending episodes.

To achieve this we will:

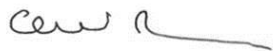
- Complete ACE questionnaires and subsequent case formulations on young people to identify early trauma which can impact on future behaviour
- Continue to produce holistic well balanced Pre Sentence Reports that clearly set out how risk will be managed within the community
- Complete robust assessments of Risk of Serious Harm (ROSH) and Safety and Wellbeing
- Ensure victims are provided with opportunities to engage in restorative justice approaches and their voice heard with regard to concerns of future harm
- Continue to hold Risk Management Panels to look at the risk management plan for a young person to ensure it is holistic and robust enough to reduce the assessed risk.
- Identify a single point of contact within the EYJS to oversee transfers of statutory orders to probation

What success will mean:

- Victims will be considered and risks are managed
- Transfer to Probation Services will be timely and in consideration of the impact of the transition on the young person
- Good quality reports will be provided to the courts, providing clear information about the young persons history and risk, with clear rationale for proposal
- Trauma informed practice will be adopted in all cases in order to improve life chances for the most complex young people

10. Approval and Sign Off

Carol Douch	Assistant Director of Slough Children First	Co - Chair of Management Board
Gavin Wong	Local Police Area Commander	Co - Chair of Management Board
Jennifer Cail	EYJS Manager	Slough Children First
Fanny Jacob	Head of Service, MASH and Referral and Assessment	Slough Children First
Garry Tallet	Group Manager, Community Safety, Housing Regulation and Enforcement	Slough Borough Council
Caroline MacGowan	Senior Probation Officer	National Probation Service
Penny Wood	Deputy Chair Berkshire Youth Panel	Berkshire Magistrates
Ian Johnson	Deputy Head	Haybrook College
Alison Lusuardi	Headteacher	The Langley Academy
Jim Holmes	Detective Inspector, Youth Justice Manager	Thames Valley Police
Kim Jones	Interim Head of Children and Young People's Mental Health Services	Berkshire Health Foundation Trust
Johnny Kyriacou	Associate Director of Education and Inclusion	Slough Borough Council



Chair of Board: _____

Carol Douch



EYJS Manager: _____

Jennifer Cail

11. Appendix A - EYJS Structure Chart

