



# Slough Youth Justice Plan 2024-25



[www.slough.gov.uk](http://www.slough.gov.uk)  
**Slough**  
Borough Council



**Berkshire Healthcare**  
NHS Foundation Trust



# Executive Summary

Welcome to Slough's annual Youth Justice Plan 24-25 which set out our yearly update of the Youth Justice Strategy 2023-2026 and details Slough Children First - Youth Justice Service's and the wider partnership's commitment, ambition, and approach to addressing the underlying needs of children at risk of and/or involved in the Criminal Justice System.

The plan follows the Youth Justice Board structure and guidance and sets out our vision to 'ensure children are at the center of all we do, know their identity and strengths, and are a part of the safe community.'

Whilst this is the service plan for the Youth Justice Service, SCF strives to work as one team, so this document should be read with the Slough Children First Business and Improvement plan, which can be available on request.

Our vision is that children in Slough are **"Happy, Safe & Loved, Thriving."**

The Company as an entity has delivered social care services for Slough Borough Council (SBC) since 2016/17 but its name and ownership changed in 2021 when it became Slough Children First (SCF) and wholly owned by SBC.

SCF works closely with SBC directorates, particularly the education service, sharing one Executive Director of Children's Services who is the Chief Executive of SCF, and a member of SBC's Corporate Leadership Team in the role of Executive Director of People (Children).

We will continue to strengthen the relationship between the Council and SCF. The Council, SCF and services for children with Special Educational Needs and Disabilities are in intervention and formally scrutinised by Commissioners from the the Department of Levelling Up Housing and Communities (DLUHC) and the Department of Education (DfE).

The DfE appointed Commissioner is Paul Moffat who chairs SCF's improvement Board and Simon Baker chairs SCF's Company Board both of whom have extensive experience in their own field.



## Foreword: Sue Butcher

Hello everyone, my name is Sue Butcher and I have the privilege of being the Chief Executive of Slough Children First, the company that delivers social care services on behalf of Slough Borough Council, the Director of Children's Services, and the Chair of the Youth Justice Management Board (YJMB).

I took up the role of chair a year ago and I am pleased with the pace at which the Youth Justice Management Board is developing and promoting a 'high support, high challenge' culture. I have enjoyed meeting with all the Board members individually and I am confident that they all know their roles and responsibilities. I am particularly impressed by the way we all now increasingly know our children; and together this year I am confident that we will be able to take the necessary steps to fully embrace the Child First approach.

The strategy will not change until 2026, but as a reminder we embrace three things:

- It is essential to respect our Children in Slough and see them as 'child first'
- To have a good multi-agency partnership working group **"It is the only way that we can achieve good outcomes for Children in Slough."**
- We respect and support parents trying to work and keep their children safe. We need to help parents to prevent their children becoming part of the Criminal Justice System and help them to continue to parent when their child is already involved in the Criminal Justice System.

Although SCF, the Council and services for Children with Special Educational Needs and Disabilities are subject to intervention by the Department for Levelling Up, Housing and Communities (DLUHC) and the Department of Education (DfE) we are committed and passionate about working with them to improve our services for our children.

We start from the premise that children involved in the criminal justice system are also vulnerable and potentially victims of all forms of exploitation. Therefore, we have significantly developed our approach to Contextual Safeguarding, integral to understanding and reducing the number of offences; first-time entrants and, particularly concerning incidents across our borough.

Because of our partnership working we know our children and their needs so well we are changing the way we understand and deliver services to adolescents in Slough. We are developing a new vulnerable adolescent service which includes the Youth Justice Service working alongside our exploitation team, and our edge of care team.



Children benefit from multi-agency co-location in the Youth Justice Service by multi-agency working with specialists from Child and Adolescent Mental Health Services (CAMHS), Health, and Speech and Language Therapy (SALT) who have supported staff in adopting a trauma-informed approach. This approach has supported Youth Justice workers in better understanding the 'Child First' approach and how children's experiences of complex trauma affect their behaviour leading to improved engagement and positive outcomes. In addition, a full-time parenting worker and education worker are now integrated members of the service.

This report also highlights the value of consistent support from the Youth Justice Service, including when children have turned 18 years old and are still subject to an order, or remand services.

The Youth Justice Service's prevention and diversion offer in the community and schools dovetails well with Slough's Multi-Agency Safeguarding Hub (MASH). Targeted outreach work provides an excellent wrap around service for our children all of which are designed to provide information, advice, and guidance to those who require some support and are recognised as effective, well-structured, and accessible. As a partnership we look forward to seeing even more children live free from crime away from the criminal justice system and we consider that this plan plays an important part in that approach.

Finally, we would like to thank everyone across the partnership, who has both challenged and supported the progress made over the last year. We look forward to seeing the continued positive development and increasing impact of the Youth Justice Management Board, and the service itself, particularly the Child First approach, continuing at pace over the coming year.

A handwritten signature in black ink, appearing to read 'Sue Butcher', with a stylized, cursive script.

**Sue Butcher**

**Chair of Youth Justice Management Board**

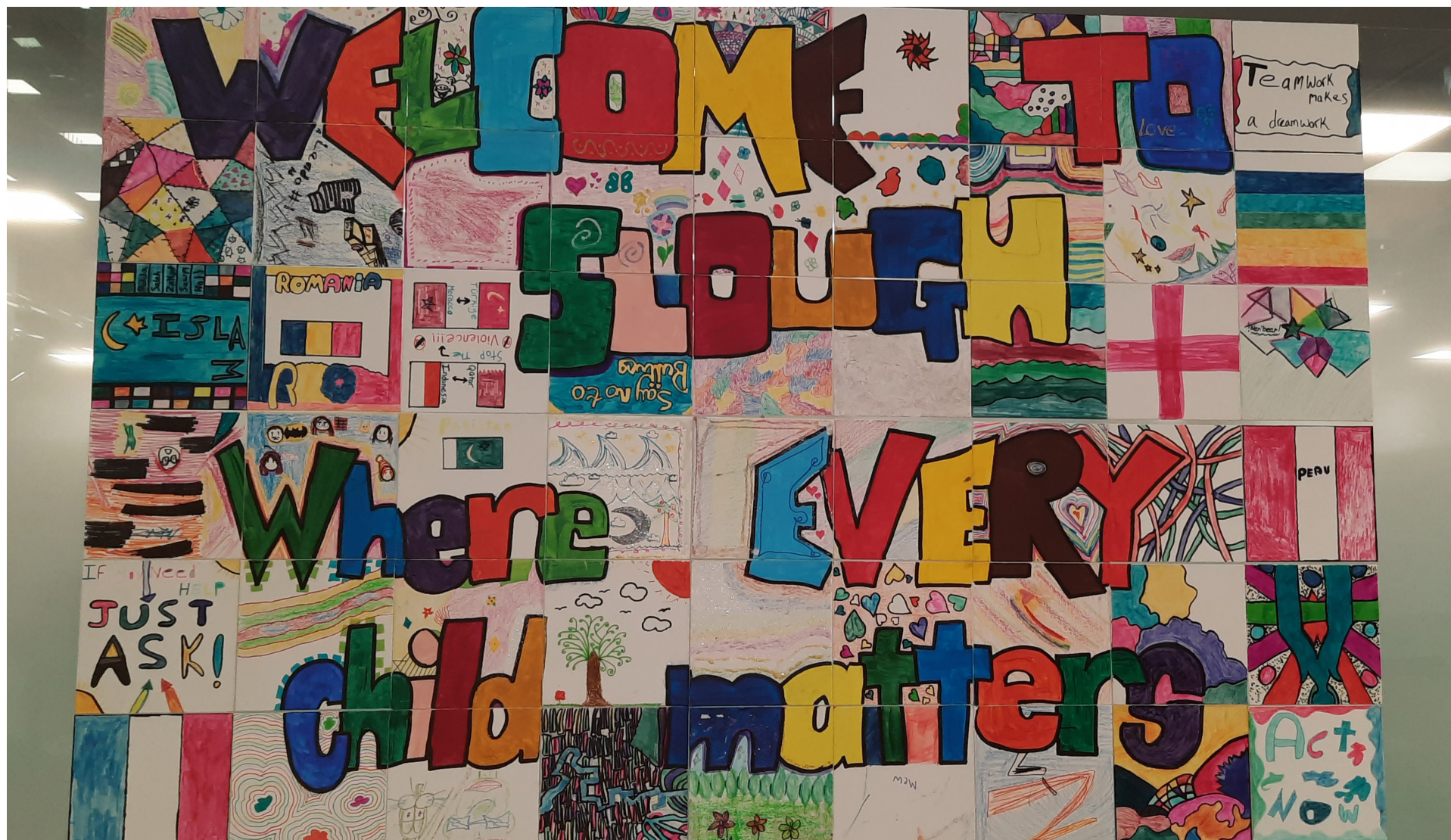
**Executive Director People: Children (DCS), Slough Borough Council & Chief Executive, Slough Children First**



# Contents

<b>Introduction, vision, and strategy.....</b>	<b>8</b>
<b>Local context.....</b>	<b>11</b>
<b>Local context — our children.....</b>	<b>17</b>
<b>Child First approach.....</b>	<b>27</b>
<b>Governance, leadership and partnership arrangements.....</b>	<b>29</b>
<b>Resources and services.....</b>	<b>31</b>
<b>Progress on previous plan.....</b>	<b>36</b>
<b>Performance and priorities.....</b>	<b>37</b>
<b>National standards.....</b>	<b>43</b>
<b>Challenges, risks and issues.....</b>	<b>46</b>
<b>Service improvement plan.....</b>	<b>47</b>
<b>Evidence based practice and innovation.....</b>	<b>51</b>
<b>Looking forward.....</b>	<b>52</b>

<b>Appendix 1 – KPI’s since 1 April 2023.....</b>	<b>53</b>
<b>Appendix 2 – Full board membership and attendance.....</b>	<b>54</b>
<b>Appendix 3 – Slough Safeguarding Partnership.....</b>	<b>55</b>
<b>Appendix 4 – Service structure chart.....</b>	<b>56</b>
<b>Appendix 5 – Common youth justice terms.....</b>	<b>57</b>
<b>Appendix 6 – Feedback from children and parents.....</b>	<b>66</b>





# Introduction, vision, and strategy

## Background

This Youth Justice Plan is a requirement of the Crime and Disorder Act 1998.

It is owned by the YJMB with the principal aim being to prevent offending behaviour by children.

The Act imposed a duty on each local authority together with its statutory partners, police, health, and probation, to ensure that adequate Youth Justice Services are available in their area. The overall aim is to:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Reduce the use of custody

The service delivers:

- A developing 'Child First' approach
- Assessment, delivery and Out of Court Decisions, disposals, and interventions
- Keeping children and other members of the community safe from harm
- The provision of restorative justice and reparative activities
- Building on children's strengths and improve their educational

attainment as well as training and employment opportunities for children

- Improving children's emotional and physical health
- Preparing children for adulthood and contribute to Slough community
- The management and delivery of community and custody sentences
- Assessing and delivery of desistance support to children at risk of entering the Youth Justice System
- Prepared for management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of the Court Team, Bail & Health Assessments, provision of Pre-Sentence Reports and Stand-down Reports)
- Parenting services and management of Parenting Orders

The legislation imposed a duty to complete and submit an annual Youth Justice Plan to set out how Youth Justice Services in their area are to be provided, funded, the leadership and governance arrangements, and as well as key information about the Service to ensure quality and effective Youth Justice Services.

From 1st April 2023 we are also expected to report on a new set Key Performance Indicators (Appendix 1).

SBC oversees the delivery of SCF Services through robust governance

arrangements including regular Strategic Commissioning Group meetings and closely scrutinising SCF's Business and Improvement Plan. Children are a priority for SBC as the Corporate Plan focuses on "Closing the healthy life expectancy gap by focusing on children."

This Corporate Plan shapes the work of SCF who work in partnership with SBC to deliver our top priorities for children by:

- Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)
- Improving outcomes for disadvantaged Children
- Tackling high rates of child obesity
- Increasing children's participation in decisions that affect them and in shaping the future of Slough

In developing our vision and thinking about our values we engaged the whole workforce here is what they said a new vision should represent:



SCF's vision is for Slough to be a place where children are:

**“Happy, Safe & Loved, Thriving”**

We do this through six strategic priorities:

1. Children and their families should be able to easily access **early help** and know where to go and who to speak to when they need it.
2. **Education and learning are vital to ensure that our children have the best start in life and are able to go on to rich and fulfilling lives though work.**
3. **Children in our care** will have a stable place to live and our care experienced young people can access their own affordable homes. These homes will be good value for money.
4. Children and their families will have effective support and care from a **stable workforce**. This will mean that children do not experience lots of changes of worker and they can develop a trusting relationship with someone who will help them and their family.
5. We will support our **children and young people to participate** and shape our services with us.
6. We can only deliver good services by **working in partnership** with colleagues across the Council and the borough. We believe that it is only together that we can make a difference. We value our relationship with community and voluntary sector partners who know their communities well.



## Local context

The Youth Justice Service (YJS) is part of SCF, and our values underpin how we work together in the company.

Our priorities in YJS align and complement our wider Children's Service improvement plan and ensure that we see 'Child first, offender second.' We want a local justice system which helps children to be the very best version of themselves, working with them and seeing them as part of the solution. We will create an individual approach for every child meaning we can respond to their diversity and work holistically through a whole system approach with the wider family.

We will identify barriers to desistance, including structural inequality whilst also recognising the need to protect the public and victims of crime.

Slough is a small unitary borough in the County of Berkshire bordering Greater London. Slough lies in the Thames Valley, 20 miles west of Central London and 19 miles north-east of Reading, at the intersection of the M4, M40 and M25 motorways and borders the county of Buckinghamshire.

Slough is considered the most dangerous major town in Berkshire, as well as the third most dangerous town overall, out of Berkshire's 107 towns, villages, and cities.

The overall crime rate in Slough in 2023 was 121 crimes per 1,000 people. Slough has a 41% higher, regional crime rate than the South East and 38% higher, national crime rate than England, Wales & NI. There are high levels of crime, of sexual and violent crime with 6,424 offences during 2023.

## Population



Slough has a population of 158,495 and has increased by over 13% over the last 10 years. Slough's population is one of the youngest in England with 29% of the population aged under 18, compared to 21% nationally.

While the proportion of working-aged adults in Slough is higher (63%) than England's (61%), the proportion of people aged 65 and over is significantly lower at only 10% of the population.

People aged 65 and over make up 18% of the population (Office for National Statistics 2023).

## Growth



The population in Slough increased by a greater percentage than the overall population of the South East (7.5%), and by a greater percentage than the overall population of England (up 6.6% since the 2021 Census).

In 2021, Slough was home to around 34.8 people per football pitch-sized piece of land, compared with 30.8 in 2011.

This area is the third-most densely populated local authority area across the South East (after Portsmouth and Southampton).

## Diversity



Slough is one of the most ethnically diverse local authorities in England with 54% of the population coming from Black; Asian and Minority Ethnic (BAME) background (excluding white minorities).

A further 12% of the population were from a white non-British background. There are 170 languages spoken in Slough. (Census 2021)

In comparison, 19% of England's population were from ethnic minority groups (excluding white minorities) and 8% from a white non-British background. People from an Asian background make up 47% of Slough's total population and are the largest ethnic minority group.

## Health



Office of National Statistics (2022) reports Slough has a significantly higher prevalence of diabetes compared to the national rate, while recorded prevalence of cardiovascular diseases are significantly lower.

In 2020, 408 people in Slough died prematurely (aged under 75), with cancer and circulatory disease accounted for most premature deaths.

This was 43% of all deaths in Slough, compared to 31% of deaths in England. 5.7% of Slough mothers were smokers at the time of delivery in 2021/22. 4.4% of term babies born in Slough were a low birth weight (under 2,500g) in 2021.

## Health



Childhood obesity is measured through the National Childhood Measurement Program for children in primary school Reception and Year 6.

Slough's prevalence of obesity (45% of children in Year 6 are obese) continues to be worse than national figures and is the highest rate in the South East for the same cohort of children.

Mental Health estimated prevalence in children (2022), nationally, 18% of children aged 7 to 16 and 22% of those aged 17 to 24 are estimated to have a probable mental health disorder.

Suicide is a significant cause of death in young adults and can be an indicator of underlying rates of mental ill-health.

From 2018 to 2020 there were 32 suicides recorded for Slough residents at a rate of 9 per 100,000 population. The suicide rate in males is higher, both nationally and locally. In 2018-20 81% of suicides in Slough were male.

## Education



The school census in January 2023 showed that a total of 4,870 pupils (14.5% of all pupils) had identified additional needs. This included 3,567 pupils in Slough with identified SEN Support, and a further 1,303 having an Education, Health, and Care Plan maintained by the council.

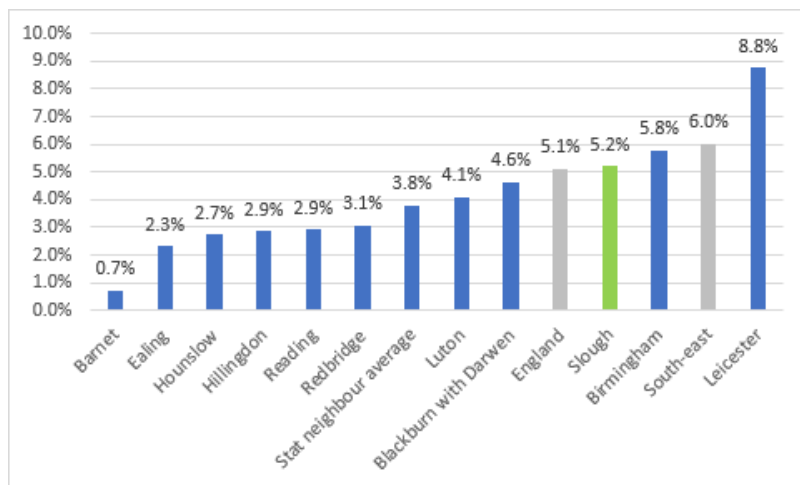
Slough's school readiness and attainment levels are generally better than England's for all pupils and those eligible for free school meals.

Attainment 8 scores (Key Stage 4) in Slough's state-funded schools continue to be significantly better than England's and 5th most deprived decile comparator group. The most recent National figures for Not in Education, Employment or Training (NEET) were released by the DfE in March 2024.

	Slough	South East	England
NEET	<b>4.5%</b>	<b>3.2%</b>	<b>3.4%</b>
Not known	<b>0.7%</b>	<b>2.8%</b>	<b>1.7%</b>
NEET + Not known	<b>5.2%</b>	<b>6.0%</b>	<b>5.1%</b>



## Statistical neighbours NEET



## Deprivation



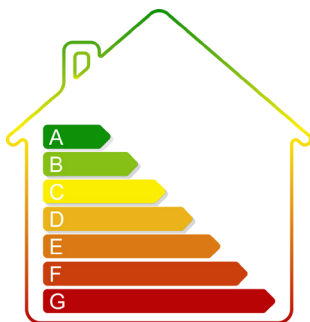
Slough's overall deprivation ranking sits within the 5th most deprived decile in England.

None of Slough's Super Output Areas (SOAs) are in the 10% most deprived in England, however 7 out of Slough's 80 SOAs fall within the 10%-20% most deprived neighborhoods nationally.

22.0% of Slough's under 16s lived in relative low-income families in 2020/21.

This is over 8,700 children and continues to increase. Britwell and Northborough, Central, Chalvey, Colnbrook with Poyle and Elliman wards are in the top 10%-20% of the most deprived neighborhoods nationally.

## Fuel poverty



A household is fuel poor if they are living in a property with an energy efficiency rating of B and D or below and are left with a residual income below the official poverty line once they have spent the required amount to heat their home.

Evidence shows that living in cold homes is associated with poor health outcomes and an increased risk of morbidity and mortality for all age groups (Office for Health Improvement and Disparities 2022) In 2020, 5,180 households in Slough were fuel poor.

# Housing



There are 55,300 residential properties in Slough, primarily made up of flats or maisonettes (35%) and terraced houses (34%).

The number of properties in Slough is projected to increase to 57,504 by 2030 and to 59,262 by 2040 (Office for National Statistics 2020).

All property types in Slough are more expensive than the England average and are also higher than the South East average for semidetached houses. The proportion of people who own their house in Slough is lower than in England and the South East region with a higher proportion of people renting, both social renting and private.

There is long standing research on the correlation between over-crowding and deprivation as contributory factors to family breakdown. This can also lead to an increased likelihood of some children entering the care system or requiring support and protection due to family stress and/or breakdown.

## The Slough Youth Justice Team Family Group



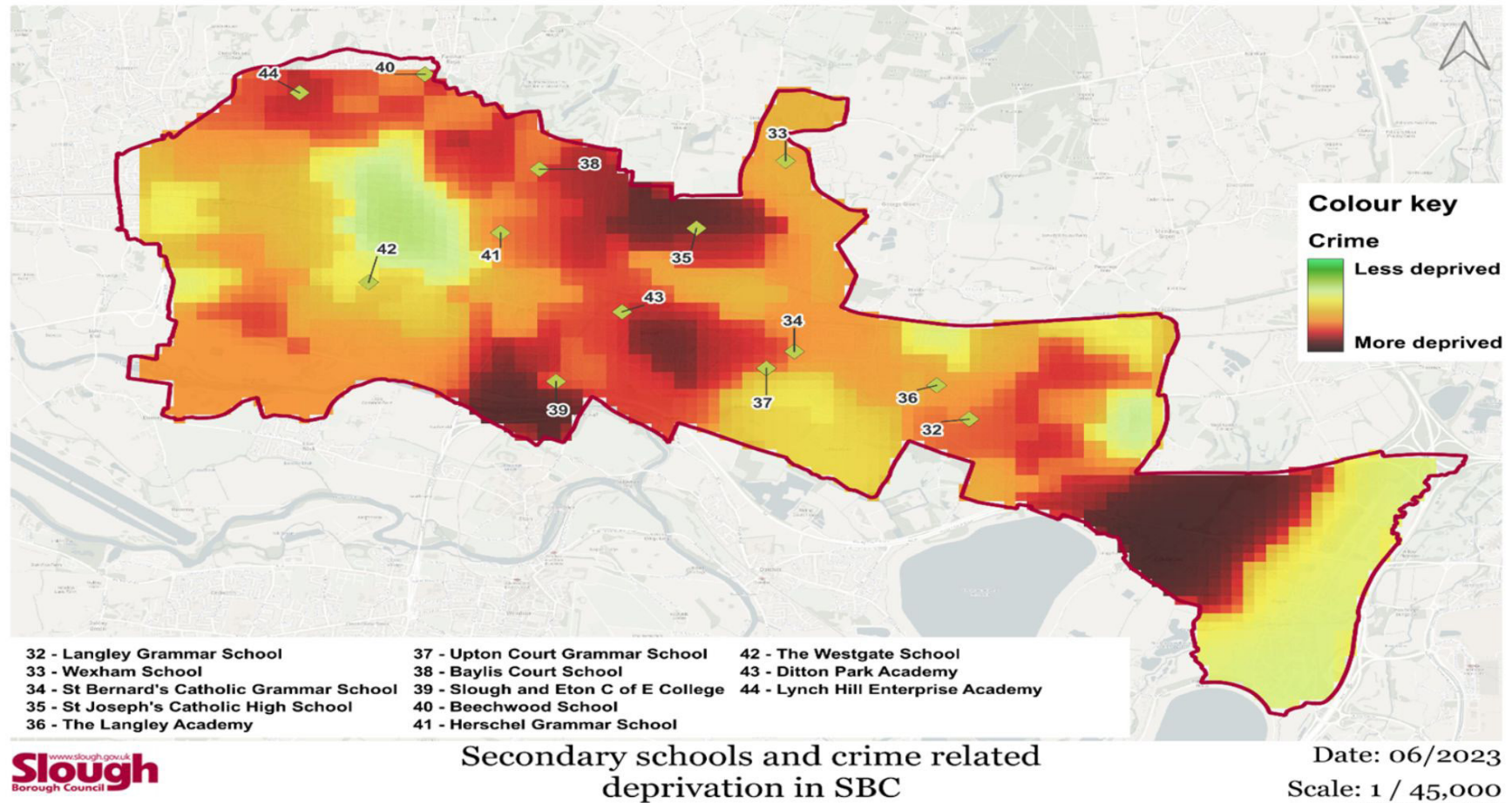
The Slough YJS Family Group is Hillingdon; Hounslow; Luton; Redbridge; Birmingham; Ealing; Leicester City; Reading; Coventry and Blackburn with Darwen.

## Youth justice region



Slough is situated within the Thames Valley Police, and South East Youth Justice region i.e., Reading; Berkshire; Bracknell Forest; Windsor & Maidenhead; Wokingham; Oxfordshire. These managers meet regularly to share practice to help improve the services.

## Heat map for areas of offending – Location and secondary school





## Local context – our children

When we talk about ‘children and young Ppeople,’ what do we mean?

The partnership recognises that all those under 18 years of age are legally defined as children. SCF also works with those aged 19 years old or up to 25 years old if they are care experienced or have Special Educational Needs or a Disability, sometimes referred to as ‘SEND’. We know that children prefer to be called young people rather than children. Therefore, this document contains references for both these terms.

Approximately 43,650 Children (aged under 18) live in Slough (Office for National Statistics 2022). This is 29% of Slough’s total population, which is the highest proportion in England.

Although fertility rates are decreasing both nationally and locally, Slough currently has the highest total fertility rate in England (Office for National Statistics 2021).



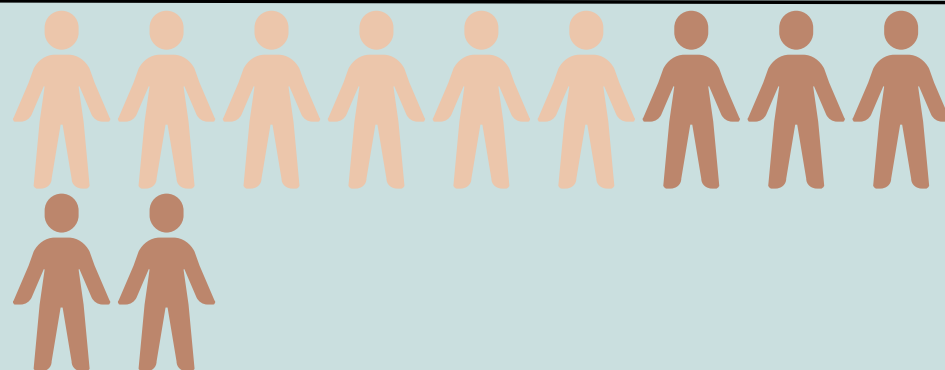
19.5% of Slough's under 16s lived in relatively low income families in 2019/20. This is over 7,700 children and continues to increase



31 March 2024:  
571 Children in Need (CIN) were open to SCF which is the lowest it has been in the last 12 months; this time last year there were 487 Children in Need. This equates to 149 per 10K, (this was 111 per 10K this time last year) and is higher than our statistical neighbours (102), the South East (95) and England (90)

195 children supported by a Child Protection Plan, which equates to 44.0 per 10K, (this was 59 per 10K this time last year) and has gone down from 249 same time last year again this month but is still higher than our statistical neighbours (37.8); the South East (42.9) and England (43.2)

203 children in care in the last 12 months, down from 252 children. The highest in the last 12 months was 253. This is 45.8 rate per 10K which is below the statistical neighbours (58.7) South East (57.0) and England average (71). This is due to the vision and focus on the edge of care, prevention, early support and help, working with families and thinking differently



Year 1: 2019/2020, 91 children (aged 10-17) were in the Youth Justice System in Slough, at a rate of 6.3 per 1,000 population

Year 4: 2022/2023, increased to 58 children (aged 10-17) in the Youth Justice system in Slough at a rate of 3.0 per 1,000 population

Year 2: 2020/2021, this decreased to 50 children (aged 10-17) in the Youth Justice System at a rate of 3.5 per 1,000 population (Covid Pandemic year)

Year 3: 2021/2022, this decreased to 39 children (aged 10-17) at a rate of 2.7 per 1,000

Review year: 2023/24, the number of children decreased to 33 children (aged 10-17) in the Youth Justice system in Slough at a rate of 1.7 per 1,000 population, which is influenced by the multi-agency working in Operation Cuba



In 2019/21, there were 24 children (aged 10-17) who were first time entrants to the YJS in Slough at a rate of 142.5 per 100,000 population

In 2021/22 this increased by 3 children to 19 children (aged 10-17) who were first time entrants to the YJS at a rate of 104.6 per 100,000 population

In 2022/23 this increased by 16 children (aged 10-17) who were first time entrants to the YJS in Slough at a rate of 179.9 per 100,000 population. this increased in March 2023 due to two groups of children becoming involved in hurting each other, and prompted an intensive multi-agency approach

In 2020/21 this decreased to 16 children (aged 10-17) in the YJS at a rate of 92 per 100,000 population (this was the Covid Pandemic year)

In 2023/24, the first quarter of this year was high number of first time entrants but overall during the year the number has decreased by 8 children to 27 (aged 10 to 17) who were first time entrants to the YJS in Slough at a rate 134.8 per 100,000 population



In 2020/21, there were 611 more children recorded in Slough at a rate of 43 per 1,000 population (6383-5772).

Slough's rates for both violent and violent sexual offences are significantly higher than England's

In 2023/24 most offences committed by young people is violence against the person 225 offences (34%), this is a reduction of 28 offences (11%) from the previous year

Public order offences had increased by 80% from the previous year to 65 from 36

In 2022/23 most offences committed by young people were violence against the person i.e there were 253 offences

Drug related offences have seen a year-on-year decrease over the last 3 years from 75 in 2021/22 to 57 in 2023/24



## **Profile of children in Slough 2023-24 open to YJS**

During this review period, Slough YJS worked with 113 children, of which one child received a custodial sentence, leading to trauma for the child, their family, and the service.

This child and their victim are the subjects of Slough Senior Partnership Rapid Review for learning to ascertain if we can prevent this type of experience again here in Slough.

We had one child receive a custodial sentence in 2022-2023 and as mentioned above, one child in this review year.

These children are linked because these children and their victims are known to each other. They were both adults at the time of sentencing, so we do not have any children in custody or are expecting to resettle home in 2024-2025.

## **Community resolutions**

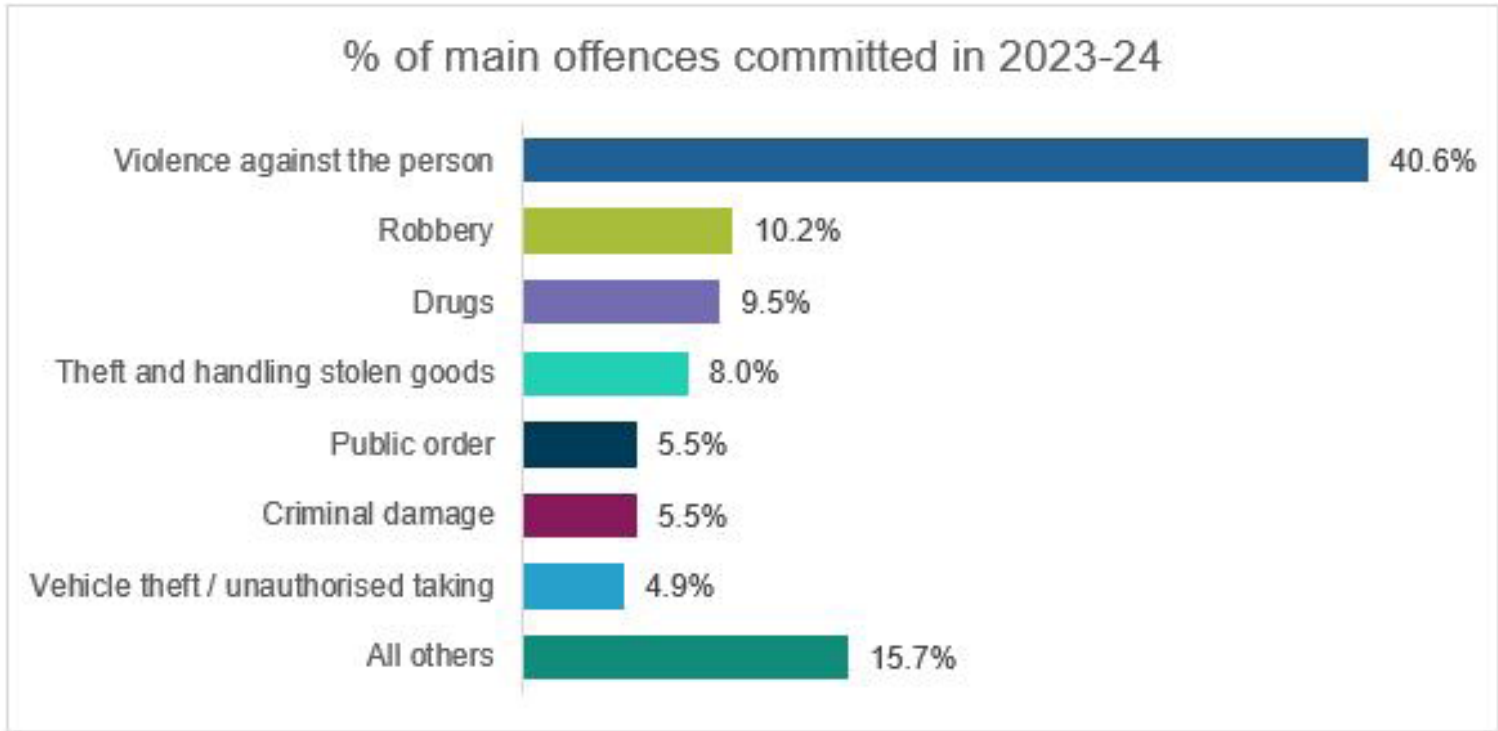
Following the Local Government Association's Peer Review in September 2023, SCF leaders decided to move the services for children not arrested to SCF's Targeted Early Help Service.

This affects the performance information and is why this table shows that we have worked with 260 children in Slough's Youth Justice Service.

### Offence type

This table shows the offence type by child in Slough.

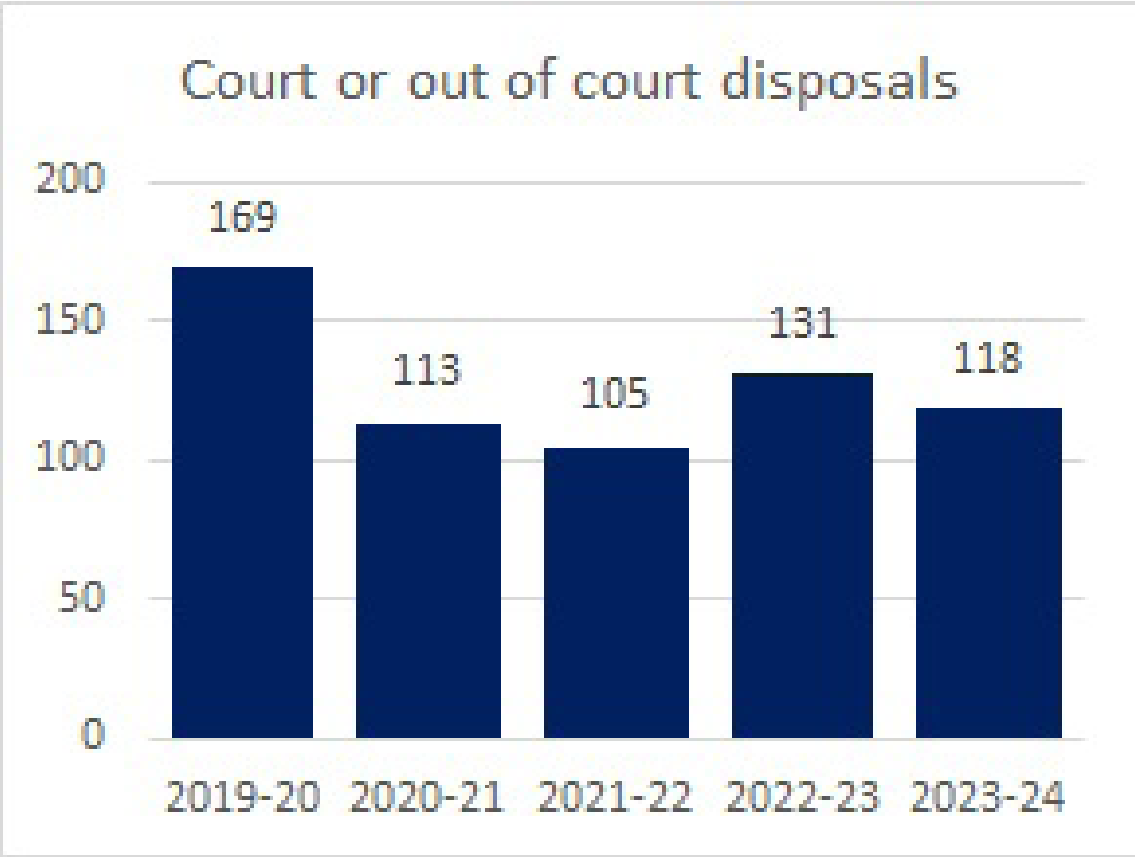
It shows, that in 2023-24, violence against the person at 40.6%, is still by far the most prevalent offence leading to either a substantive or informal outcome. However, after significant resources and multi-agency working, the number of violent offences has reduced by 11%.



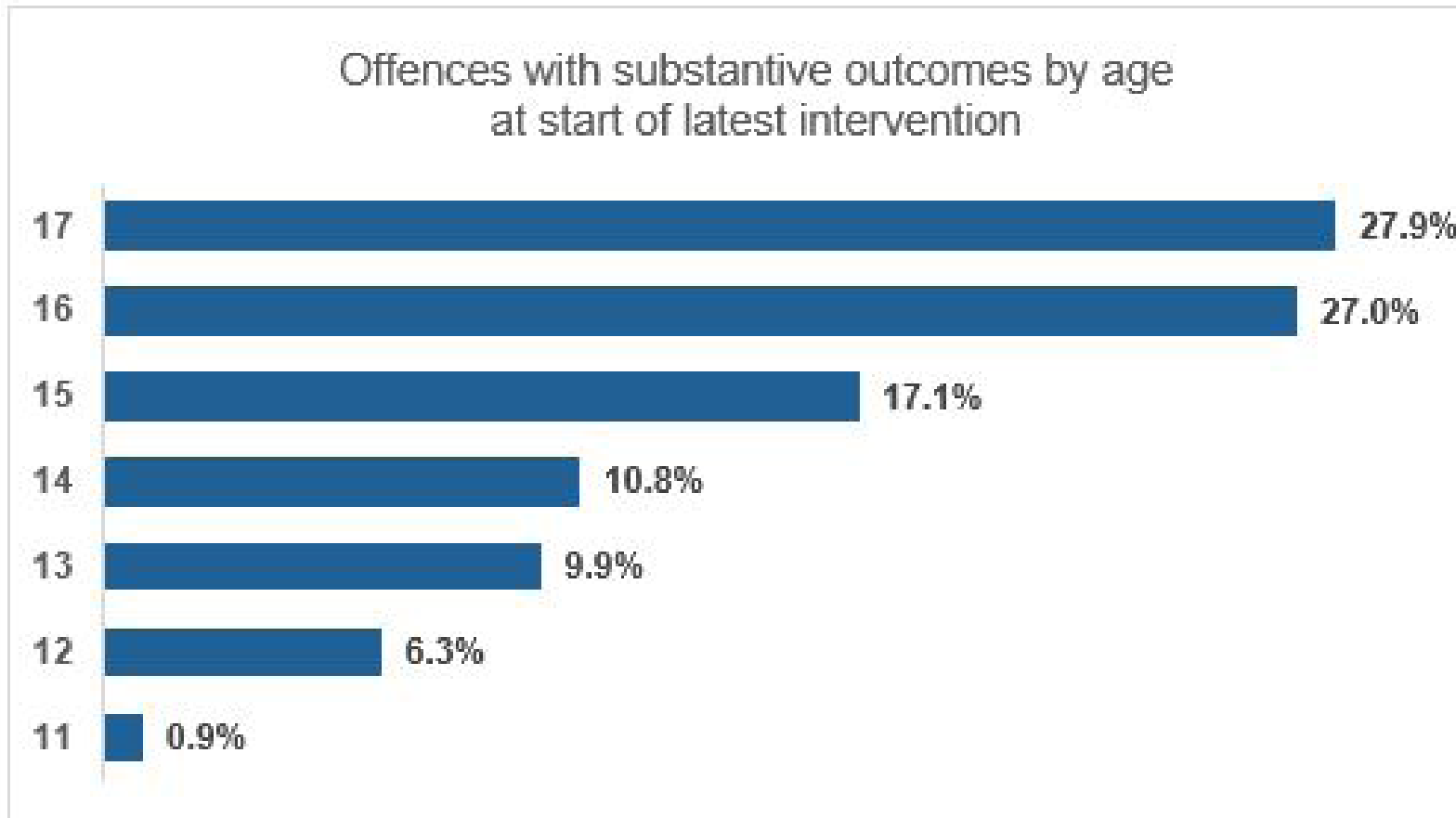


**Children committing crime**

This table shows that there has been a decrease in the number of children entering the youth justice system during this review period in the last year and is back to 2020-2021 level, which is still significantly reduced to the pre-pandemic figure of 166 children.



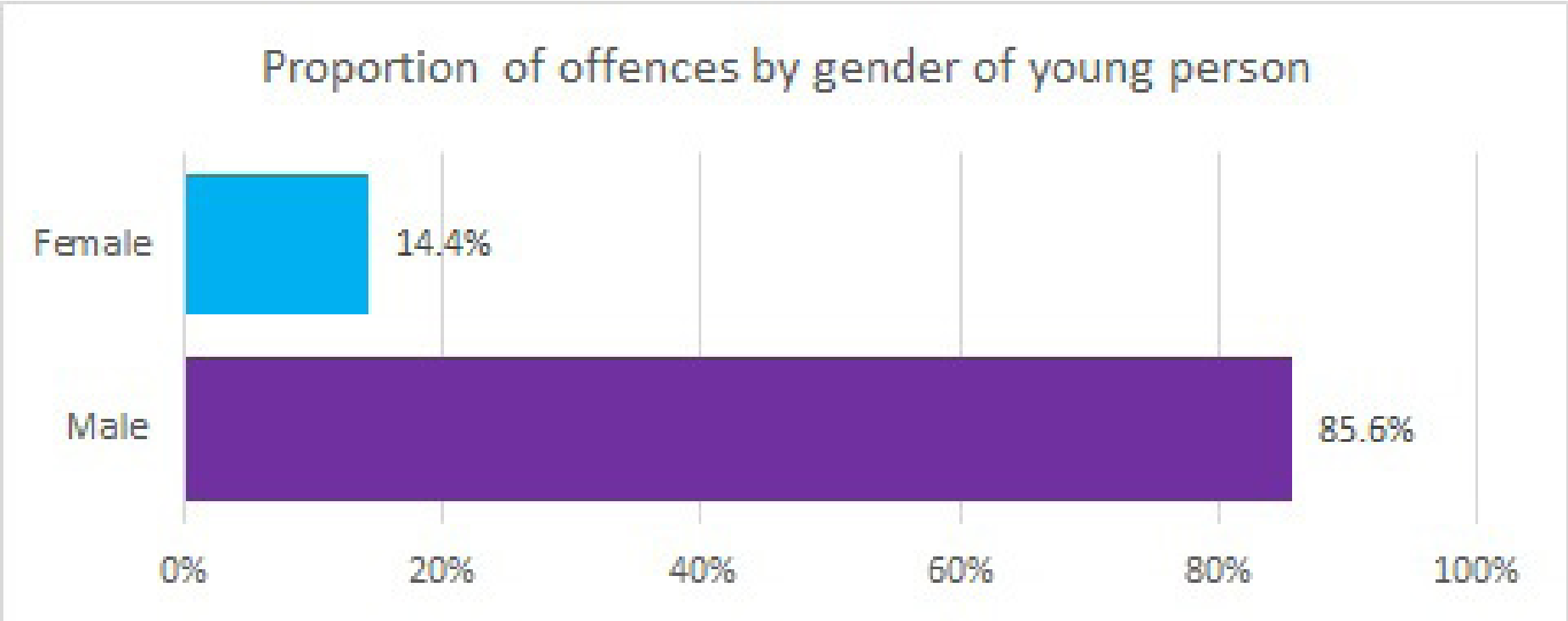
The age of our children being involved in the criminal justice system has increased this year from 14 to 15, 16 and 17 years old.



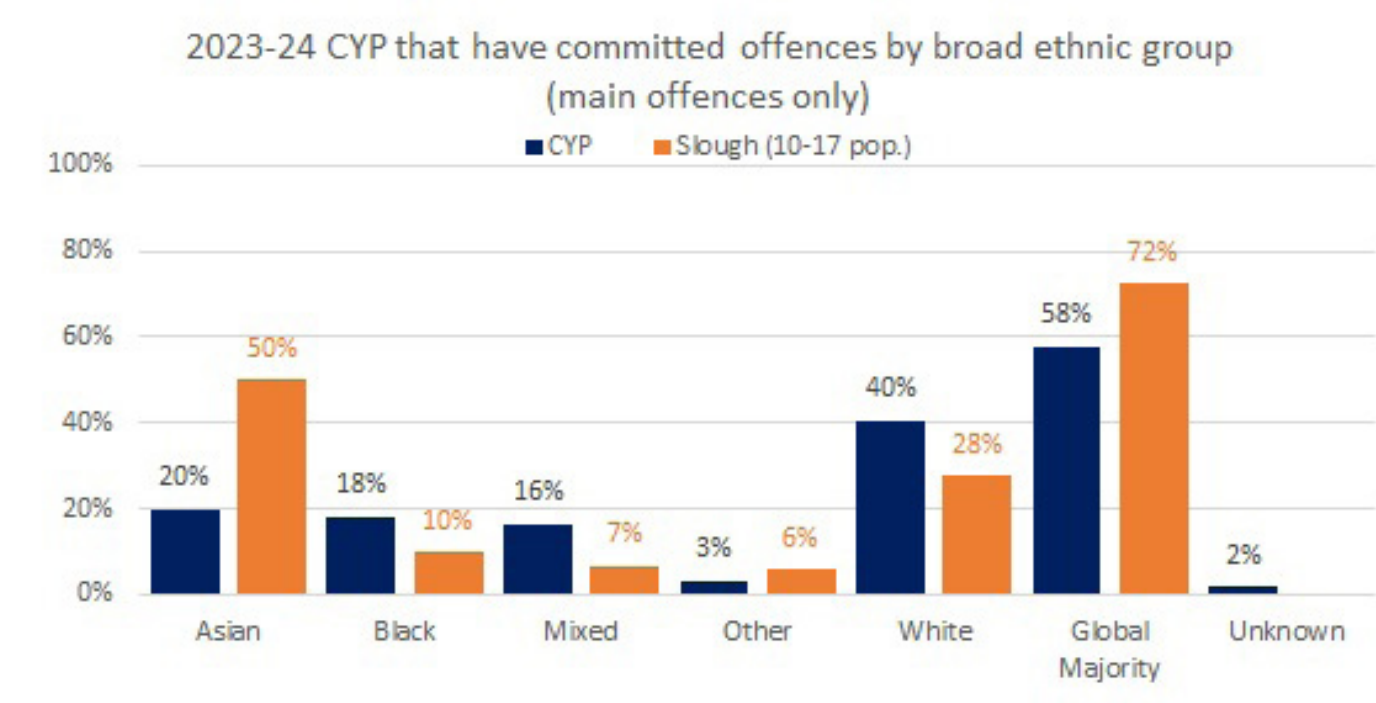
The percentages of our children involved in the criminal justice system is 85.6% boys and 14.4% girls.

We know that some of our partner Youth Justice Services have seen an increase in the number of girls becoming involved in the criminal justice system. We have not seen the increase here in Slough, but we have been involved in the research events to try and predict and be prepared when and if this changes.

We know every one of our young people who have experienced being arrested and charged with an offence, and we are working closely with our partners to map incidents, locations, and peer relationships to try and prevent or predict so that we can offer a diversion from their trajectory.



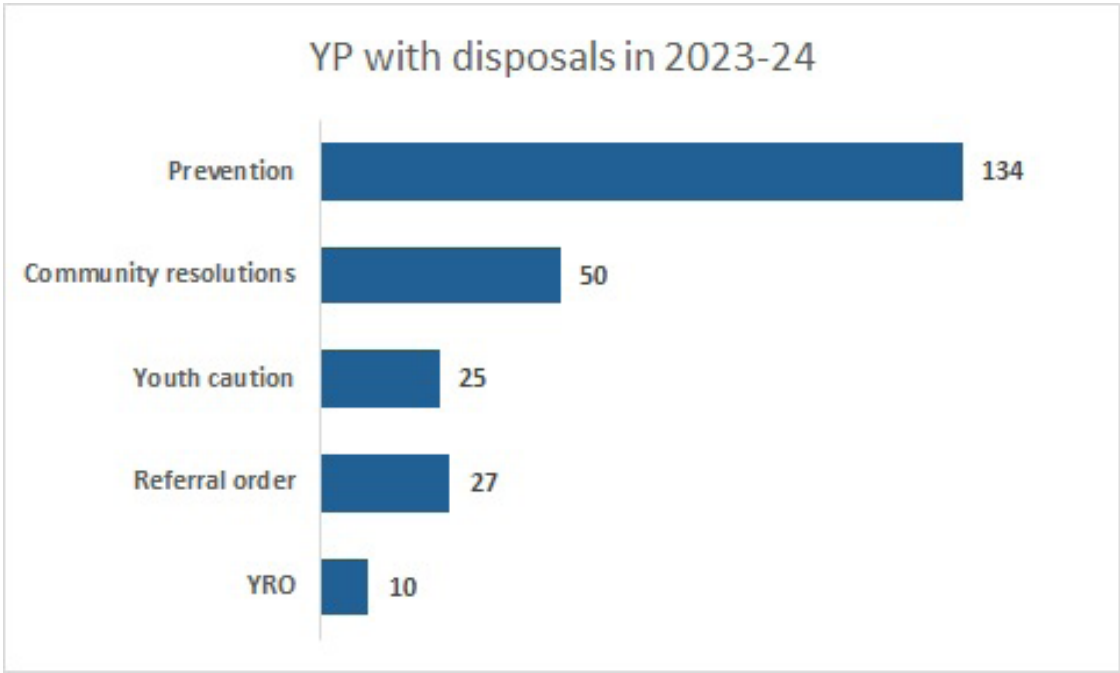
As a board and YJS, we have analysed the ethnic background of our children and this is to ascertain whether the local youth justice system is proportionate and unbiased and we are convinced that there are some close communities in Slough, who do not trust our services and protect themselves and their children.



# Disposals

Following our Local Government Association (LGA) Peer Review and a performance and management information review, leaders of SCF made the decision to move the delivery and recording of children receiving a preventative service into Targeted Early Help.

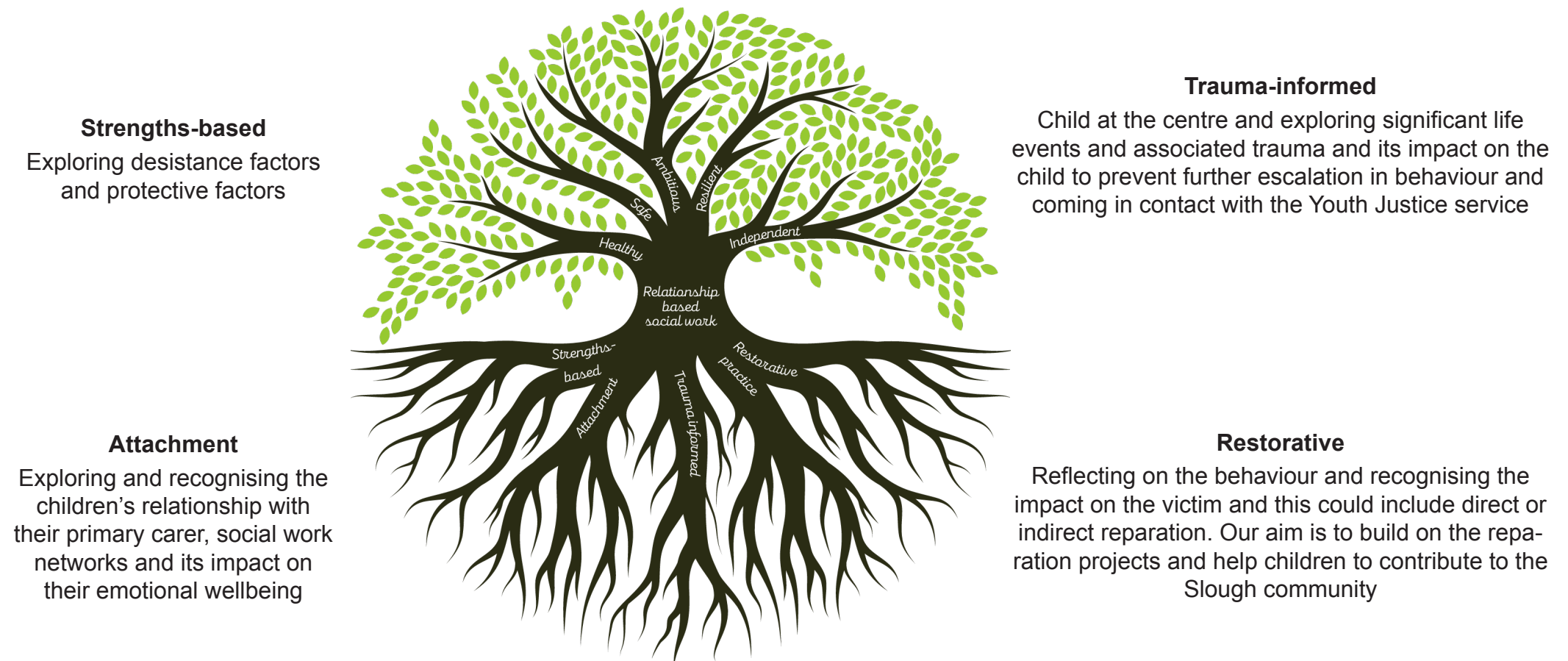
Therefore, this data shows a reduction of children receiving a preventative service by YJS. This means that children are receiving an improved preventative service, but not from the Youth Justice Service. The YJS continues to offer preventative work after a child has been arrested and using the Turnaround Programme.





# Child First approach

After extensive engagement with the team and the Board, we have adopted the Child First approach as it compliments, supports and challenges the Slough Approach which is a relationships-based model with key strands:



Slough's YJS works with children to elicit their views and to hear their voices. This is done by gaining their views and experience in the following ways:

- Right at the onset of the referral it is our focus to ensure that the voice of the child is captured in all assessments, interventions and decision making panels
- Diversity and unconscious bias is always at the front of our minds and children's assessments; plans and planning should be individual to their needs and empower change;
- Individual work undertaken with children seeks to ensure they fully understand the reasons for intervention and have their views and ideas taken seriously;
- The Me-Booklet and child self-assessment help children to express how they feel about their home life, education, emotional and physical health;
- The team's Speech and Language Therapist completes assessments so that each child's communication needs can be understood and responded to;
- We complete an evaluation at the end of their order or prevention programme to understand their experience of the service received;
- Children also make spontaneous comments about the quality of the service's work with them. These comments are recorded and collated to give a wider, less structured perspective on the service's work.



# Governance, leadership and partnership arrangements

## Governance and leadership

Since coming into post in January 2023, the Director of Children's Services (DCS)/Chief Executive of SCF, Sue Butcher has implemented a "One Service" way of working between all colleagues across Children's Services whether they are in the Council or within Slough Children First.

This locates the two services together strategically through the Strategic Leadership Team (SLT) and brings the services together, for example, in a weekly Director-led briefing session for all staff. There is a change in culture to enable ever closer working together for all teams, services, and partner colleagues and a visible coordinated SLT which gives confidence in our improvement journey. Slough Children First and Slough Borough Council are showing they cannot improve services in isolation.

## Partnership arrangements

- **Safe in Slough Executive Group** is the safeguarding partnership and the arrangements have been reviewed by the independent scrutineer and lead so that they link up better together to improve services. This group provides leadership and direction to the partnership, sets priorities and accountability.
- **Safe in Slough Partnership Board** is made up of operational leadership from relevant agencies, this group provides strategic overview of safeguarding and community safety arrangements. It reviews all the business of the safeguarding subgroups and the Community Safety Partnership to ensure that there is a direct line of sight from the front line to operational leaders and raises emerging issues for the attention of the Executive Group. While providing a strategic overview of arrangements, this also presents an opportunity to think differently and more creatively about the best use of operational leaders' time. Putting our residents at the centre, the governance solution can be facilitated by these arrangements. Slough's YJS provides performance reports to this partnership board.
- **Safer Slough Partnership (Community Safety Partnership)**. This strong partnership has provided significant resources towards reducing children being involved in violence. There is an established reporting and challenge of the performance of both the YJS and the Safer Slough Partnership, for example, both are active partners of both boards, and meet consistently between boards.

## Youth Justice Management Board

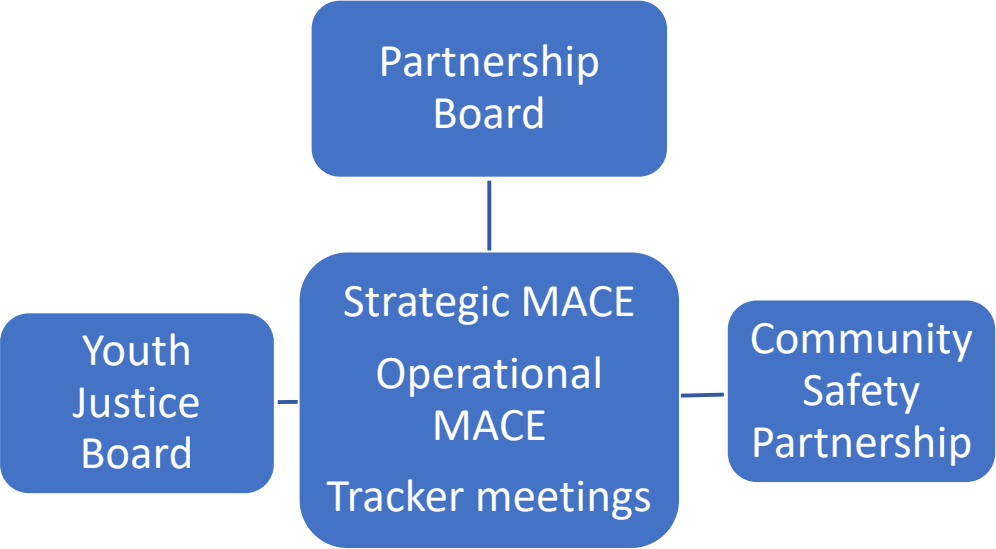
We have established a clear partnership between the YJMB, the new strategic Multi-Agency Child Exploitation (MACE) Board and the Community Safety Partnership, who all understand and oversee the statutory requirements for our YJMB and its services.

During this review year, the Chair of the YJMB has ensured that the highest level of decision maker possible in each partner agency is a member of the Board.

She has met with board members individually, to help them understand their role and more importantly championed and changed the induction programme to meet their needs.

As expected, the Board meets quarterly, but during this review year there have been four additional workshops, the last one in March 2024. The Board have agreed these workshops have been useful and will now be arranged on a six-monthly basis in addition to the Youth Justice Management Board meetings.

Full Board membership can be found in Appendix 2.





# Resources and services

In this review period, the following table shows the resources available to our children.

## Financial resources

Agency	Staffing costs (£)	Payments in kind revenue (£)	Other delegated funds (£)	Total (£)
Slough Borough Council	433,316	0	0	433,316
Thames Valley Police	0	54,015	0	54,015
National Probation Service	0	24,000	0	24,000
Berkshire Health Service	0	51,408	0	51,408

Grants	Staffing costs (£)	Payments in kind revenue (£)	Other delegated funds (£)	Total (£)
YJB Practice Grant	340,114	0	0	340,114
Police and Crime Commissioner – Community Safety Grant	78,520 Reduced to £40,000 in 2024	0	0	40,000
Homicide Prevention Fund (ACT-Now)	100,000	0	0	100,000
Total	817,430	0	0	817,430

## **YJS staffing resources**

There is a permanent Head of Service, who reports to the Director of Operations, employed by Slough Children First, who reports directly to the Chief Executive of SCF/ Director of Children's Services.

A full structure of the YJS and staff details can be found in Appendix 4.

## **Workforce demographics**

### **Youth Justice Team**

- 1 Operations Manager (social work qualified)
- 1 Assistant Team Manager (social work qualified)
- 5 Case Managers (all degree level qualifications)
- Victim Liaison Worker (Vacancy, part-time)
- 1 Restorative Justice Worker (Vacancy, part-time)
- 2 Youth Justice Practitioners
- 1 Day Officer in charge (part-time)
- 1 Parenting Worker
- 1 Information Officer (part-time)
- 1 Administration Officer

## **Seconded posts to the YJS**

SALT Worker (2 days per week)

CAMHS (3 days per week)

Health Worker (2 days per week)

1 FTE Police Officer post (2 people)

1 Education, Training & Employment Practitioner

There is a virtual relationship with Probation and Turning Point (Substance Misuse Team)

This service comprises 21 Posts with 19 people employed in the YJS; 14 full-time and permanent and 5 part-time staff who are also permanent. There are 14 female staff and five male. There are currently two part-time vacancies. The workers in YJS are proud of their teamwork and the diversity within the team that reflects the population of Slough.

The training strategy has been reviewed, training plan and appraisals have been completed. Training is being commissioned to meet the needs of the team and partner colleagues.

Changes in legislation, guidance and research are shared with staff as regularly as available and stored in a shared library online.

YJS workers are encouraged to take control of their own learning and development to ensure they are on top of current legislation and guidance.

Managers and practitioners attend a practice forum once a month to

discuss themes around key areas of development and case work, they report these forums to be informative and helpful.

YJS workers can consult with specialist partners, for example, CAMHS supporting a complex case and trauma-informed work. This gives staff an opportunity to share skills, knowledge and learning across organisations. YJS Workers have monthly supervision and management oversight (more frequently where risks change).

The extended Senior Management Team meets monthly where key themes of improvement work across the Company are discussed and managers are trained. As part of these sessions managers are provided with support and guidance to help them disseminate the training to their teams and partner organisations. This ensures a consistent approach and message with managers taking control of practice development in their area.

## **Assessments**

If it is assessed that the child's needs are better met by the YJS, the YJS practitioners will become more involved in the assessment process.

The YJS team were using an assessment tool called 'Identify' for assessments but by 2025, this will be replaced by the new Prevention Assessment Tool.

All referrals into the service begin their journey with a holistic assessment which informs the sequenced intervention plan, focusing on desistance and diversion.

During the assessment period, YJS workers consult with their partner colleagues within the team i.e. including CAMHS; health worker; SALT and their identified schools with a view to them becoming involved in any subsequent plans, and planning. We have purchased 12 educational psychologist assessments for individual children.

## **Level of risk identified: Triage, advice and guidance**

All children who have been arrested, identified at risk of offending behaviour or serious youth violence are referred to the Multi-Agency Safeguarding Hub (MASH) which is also known as the Front Door.

At this point, their multi-agency referral is triaged to ascertain the best pathway to services that are appropriate and proportionate to the referral. If children are identified that they meet the criteria for the Turnaround Programme, they are triaged by the duty worker in the YJS on the same day of receipt and parents and children are contacted to help them understand the support available and gain their support.

Slough have been involved in a pilot called ACT-Now which is a quick response service for children arrested for knife crime.

The custody Sargent will contact the team who will go to support the child within 90 minutes of the call. The service offered is home visit within 48 hours, an assessment and a programme of work to deter them from further offending.

## **Summer programme**

YJS design, produce and implement school holiday and summer programmes for all children known to the service. This year the summer theme is already planned to be fun and informative for our children.

## **Violence in Slough**

The prevention of Serious Youth Violence has been a high strategic priority for SBC and the partnership.

There has been significant partnership working both at a strategic and operational level which has helped keep high risk children safe, or safer. The partnership and operational work this review period has reinforced the need for services to be delivered differently. It is exciting that the YJS and the Child First Approach are integral to this change.

## **Joint decision-making panel**

Here in Slough, our joint decision-making / out of court decision-making panel, has been in place since November 2023. We are pleased to be working with our multi-agency colleagues to understand the influence of the Gravity Matrix and Outcome 22.

## **Restorative justice and engaging victims of youth crime**

The full-time Restorative Justice, Victim Liaison and Volunteer Co-ordinator left in January 2024 and the post has been re-designed to be two part-time posts. We have yet to recruit permanent people to these posts.

Restorative Justice is embedded within the work done by the team which is not always easily identifiable through data. YJS can also support the Restorative Justice ethos by using Child First language and explain what each element of a panel means, for example we used SALT staff to design the panel contract to explain what elements mean, such as offending behaviour (breaking the law) and consequential thinking (this means thinking about how my behaviour or actions affects others, or what might happen next).

## **Turnaround Programme**

The Turnaround Programme in Slough has improved our offer to parents as we have been able to employ a full-time parenting worker who



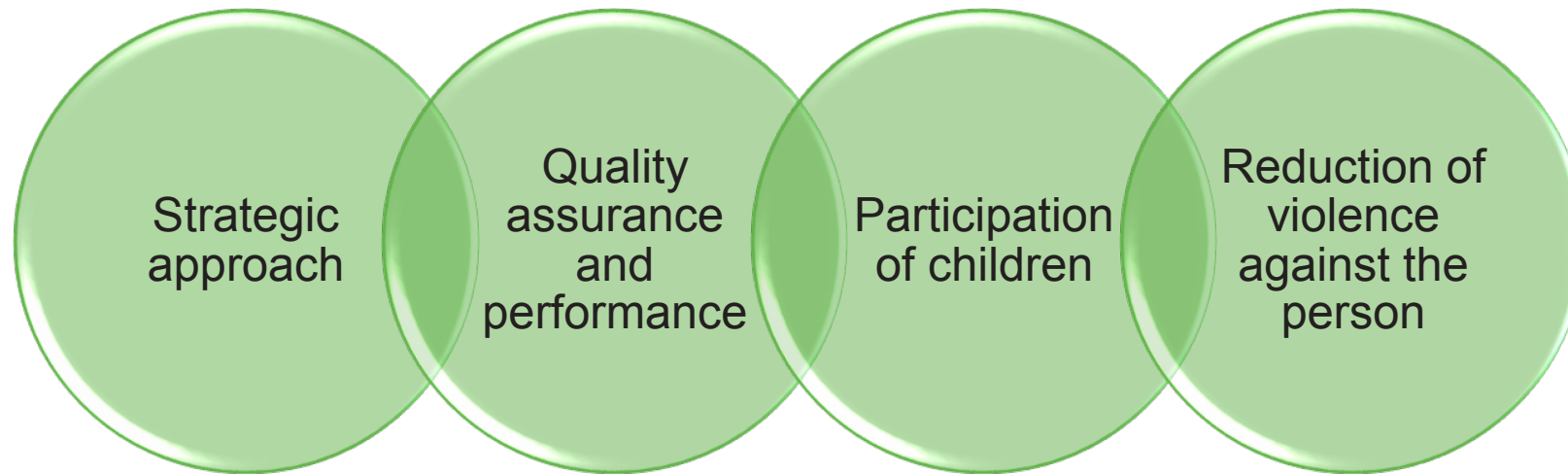
provides a flexible and sometimes intensive support for either parent.

They have a holistic approach by working with other children of the family, where the assessment identifies appropriate or necessary support.



## Progress on previous plan

The Slough Youth Justice Plan 2023-2024 contained a broad action plan that addressed the following:



# Performance and priorities

## Key Achievements this year

Nationally measured targets

The YJMB publish quarterly performance data for Youth Justice Services, compiled nationally, in relation to the following three performance indicators for Youth Justice Services:

- The rate of first-time entrants to the criminal justice system
- The rate of reoffending by children in the criminal justice system
- The use of custodial sentences

## First Time Entrants (FTE)

***“A first time entrant to the Criminal Justice System is an offender residing in England and Wales at the time of the offence, who has been recorded on the Police National Computer (PNC) by an English or Welsh police force as having received their first sentence or youth caution.” (YJB Guide to youth justice statistics)***

FTEs are measured per 100,000 (10-17 year olds) so we can compare Slough nationally, and with Slough YJS family.

The latest annual data from the YJMB is currently only published for 2022-23, it won't be until the next data release probably August/September 2024 that we will see the official 2022-23 data.

Locally in 2022-2023 we know there were 27 children who were first time entrants to the Youth Justice Service in Slough, a decrease in the number of first-time entrants in Slough last year.

Table A shows rate of first time entrants in Slough for the previous 3 years i.e., 1 April 2019 – until 31 March 2022

Table A

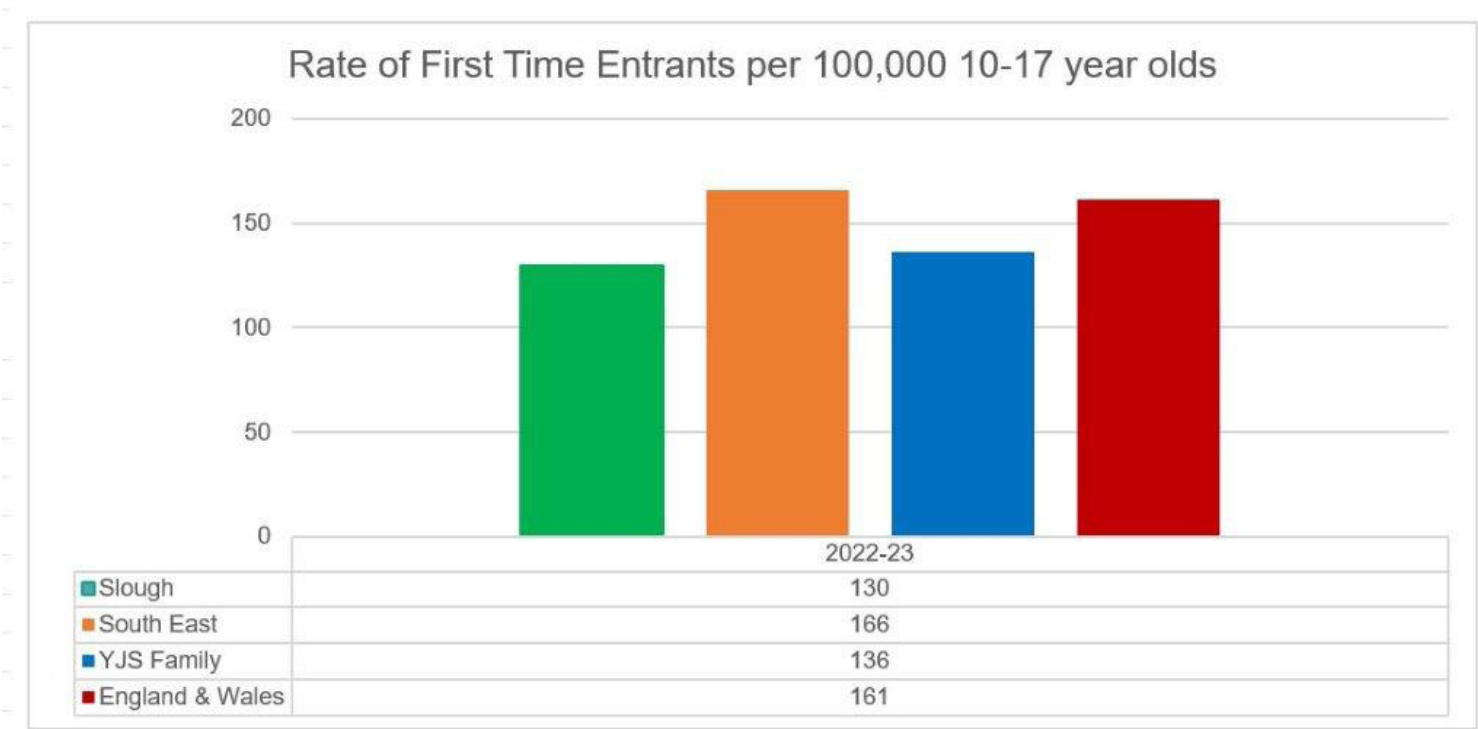
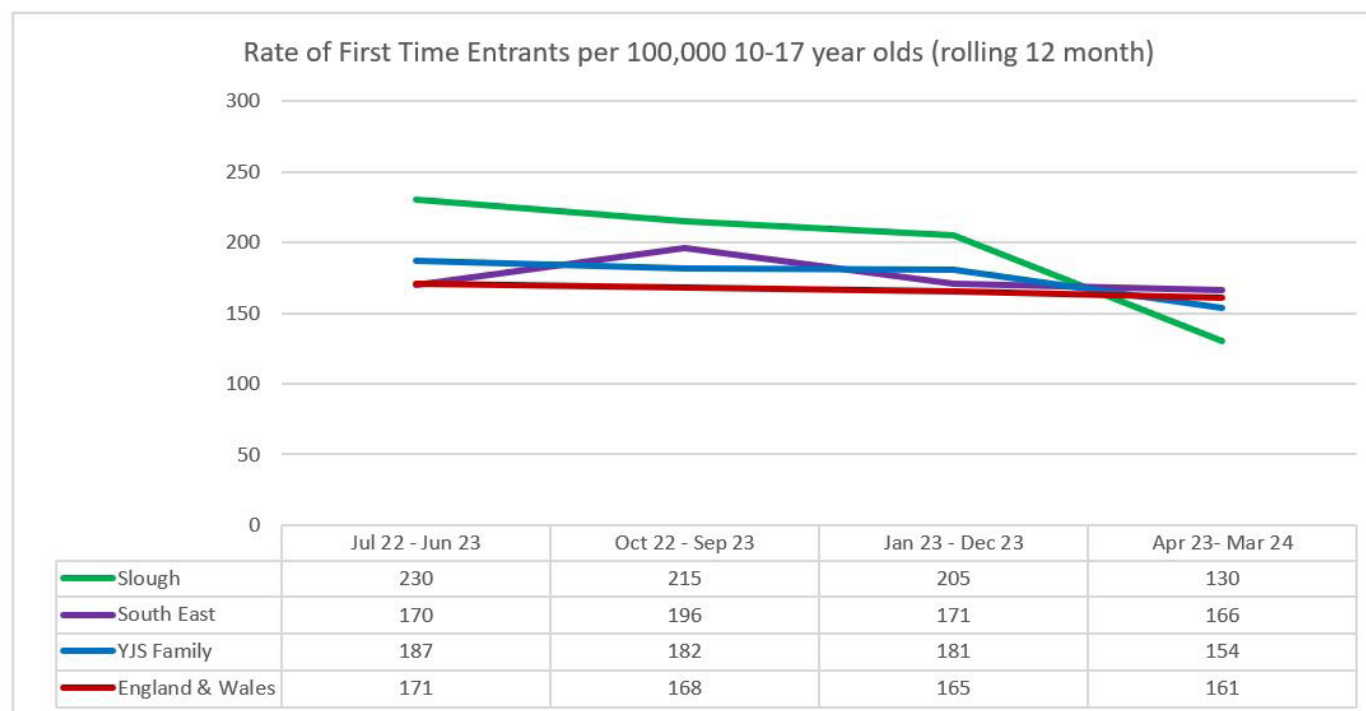


Table B shows the data for a rolling 12 monthly data provided for the end of each quarter.

This gives an indication that the rate of first time entrants in Slough has increased from the end of Q2 (September) from 12 to 13, however, locally, the numbers are small. Q2 was the highest with 5 children being FTE's. In Q3 this reduced to 4 children and in Q4, to 3 children.

**Table B**



## Reoffending by children in the Criminal Justice System

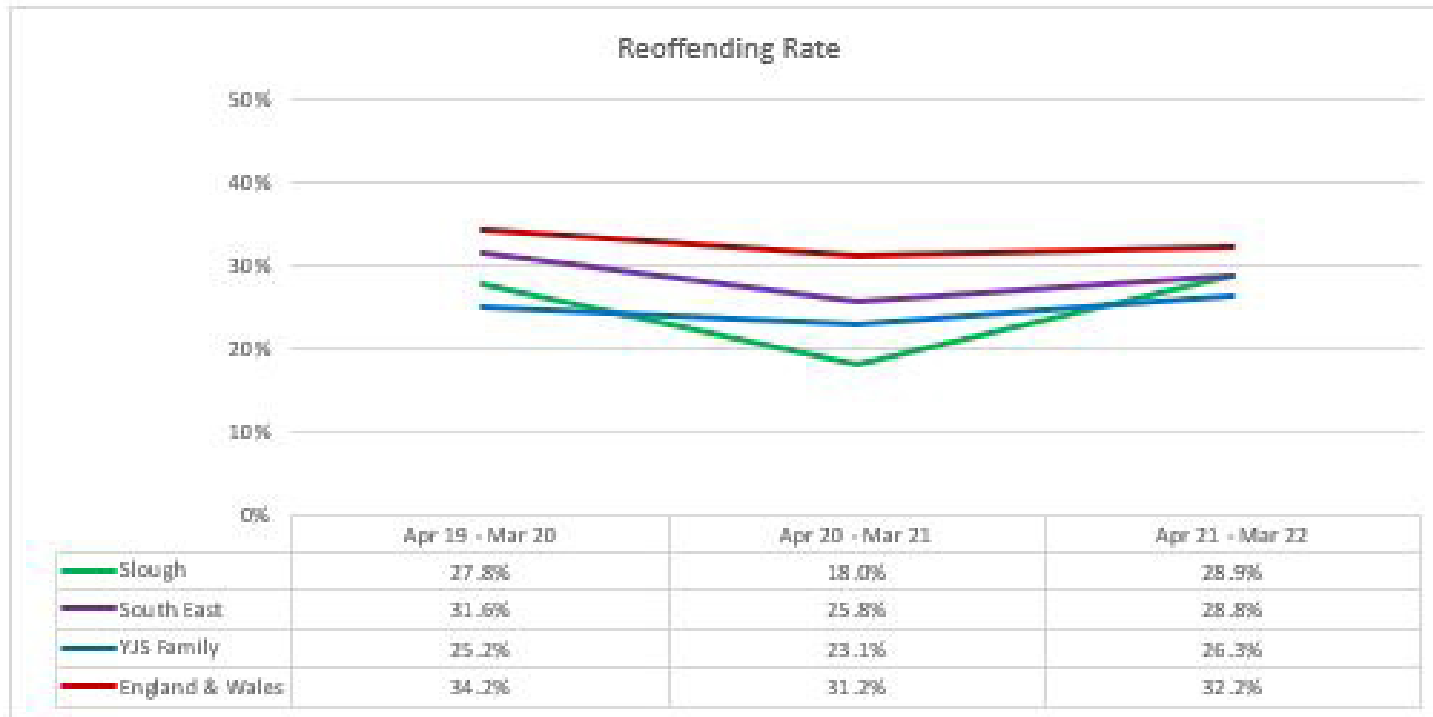
Reoffending refers to those children who received substantive outcomes (cautions, conditional cautions or convictions) and reoffend after 12 months.

Re-offending is an 18 month time delayed measure that looks at proven re-offending in that the offender has gone to court and been found guilty of the offence. There are two national key measures around re-offending:

- **Re-offending rate (proportion of re-offenders in the offending cohort)**

Table C shows the official reoffending rate in Slough has decreased significantly over the last 4 years. Local information shows that reoffending fluctuated in 2022 -23, but we still expect the official statistics will show that Slough's reoffending rate is better than England and YJS Family.

**Table C**



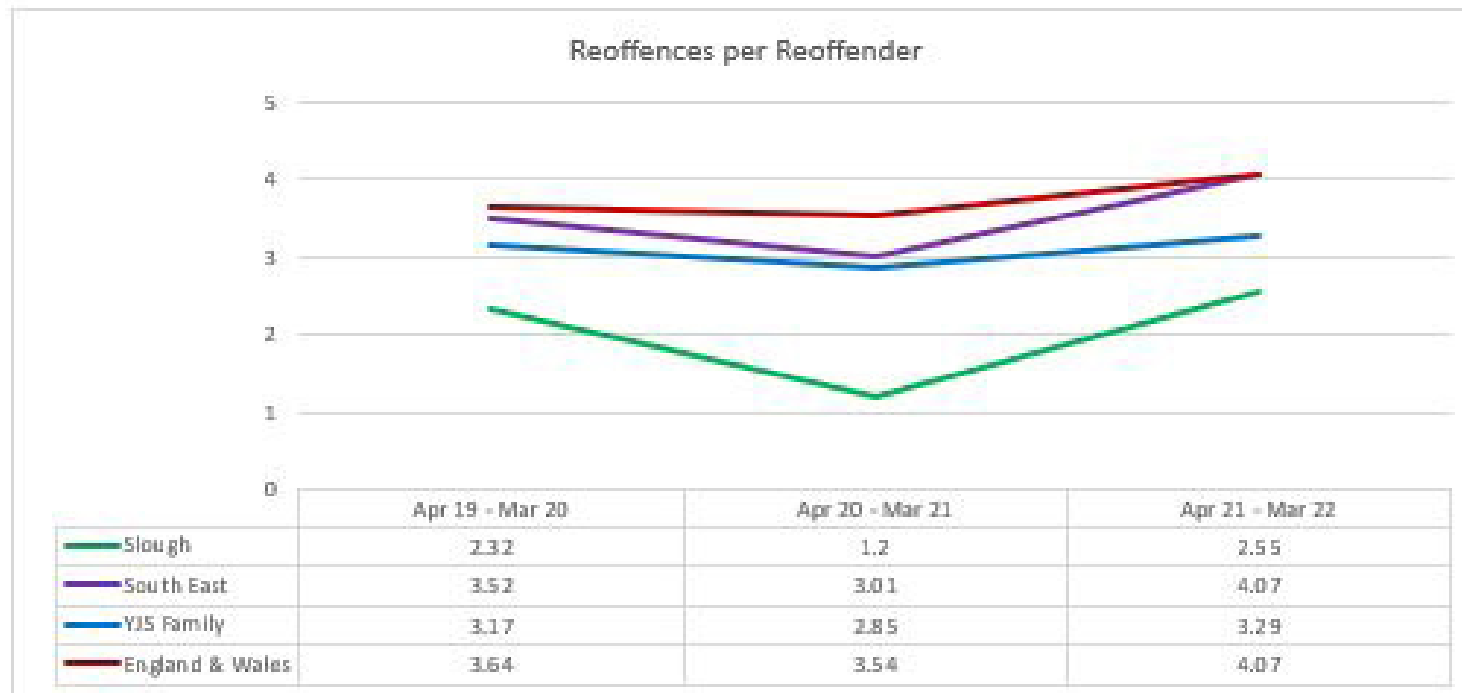


- **Re-offences per re-offender (the average number of re-offences that each re-offender committed)**

Table D shows a downward trajectory indicating that the proportion of re-offenders is decreasing, although this seems to be the national and regional picture too.

What is interesting, is that the average number of re-offences by re-offender has significantly reduced in Slough compared to comparator groups. This means that re-offenders are committing fewer re-offences locally than in other places.

**Table D**

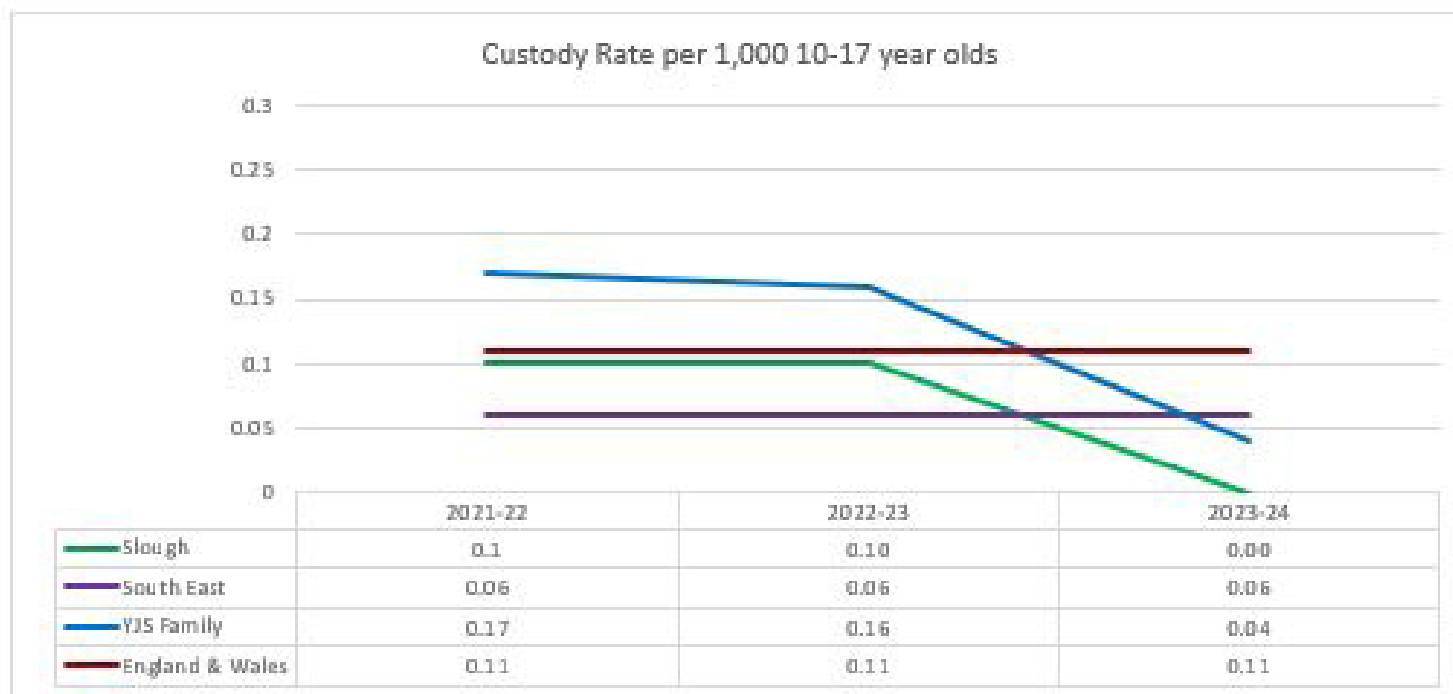


- **The use of custodial sentences**

Table E shows the rate of custodial sentences has remained relatively stable over the last 3 years.

In the last two financial years there were two custodial sentences granted each year, whilst in 2022-23 there was only one child.

**Table E**



# National standards

Slough's YJS was subject to a Local Authority Peer Review in September 2023 and our audits tell us the following:

## Leadership and Management

- Senior leaders recognise the need for a cultural shift to support the service to become more modern in outlook and practice;
- Knowledgeable, passionate, multi-disciplinary, motivated staff able to strongly articulate the extensive work undertaken with young people;
- Historically overlooked and isolated service now being brought into the mainstream;
- The board is re-setting partnership working arrangements;
- New YJB terms of reference, and a revised and enthusiastic membership, provide a solid foundation on which to build;
- Partners and staff welcome new strategic leadership and report that they feel listened to and the culture is beginning to change;
- Staff report an improvement in the visibility of senior leaders, access, and open communication;
- Well-resourced team with manageable caseloads that should enable high-quality work.

## Innovative practice

- Evidence of good practice that is innovative and leading to personalised interventions e.g. reparation projects, AQA units, Act Now;
- Youth Justice Service will be in an adolescents service to work alongside children who are being exploited and not safe in their communities and children on the edge of care;
- We are an established AQA centre, being able to offer our children the opportunity to have their achievements formally recognised with a certificate.

## **Standard 1: O OCD**

- A joint decision-making panel started in November 2023 with a draft term of reference until the Thames Valley Guidance was agreed and launched and is being discussed in regional meetings and Slough Youth Justice Management Board;
- Strong strategic relationships between TVP and new council leaders – openness to strengthening strategic and operational work relating to C&YP e.g., Operation Cuba and Act Now;
- Practitioners report strong working relationships between most partner agencies;
- Promising Early Help partnership strategy led with enthusiasm and energy with engagement of partners across the borough;
- Effective relationships being developed with a high-performing school community.

## **Standard 2: At court**

- Positive feedback from the court indicates magistrates have confidence in the practitioners' recommendations and pre-sentence reports;
- Knowledgeable and enthusiastic performance staff who are working with the service to improve the value of information from a low base.

### **Standard 3: In the community (court disposals)**

- Strong support from partner agencies including CAMHS, SALT, voluntary sector (developing), Virtual School, and TVP within the service;
- SALT and CAMHS services provide a range of good practice interventions that support assessments and practice – it would be the envy of many local authorities;
- Staff work with schools and colleges to maximise opportunities for good educational outcomes, including those from the YJS;
- Targeted support from the Virtual School, which is making a difference.

### **Standard 4: In secure settings**

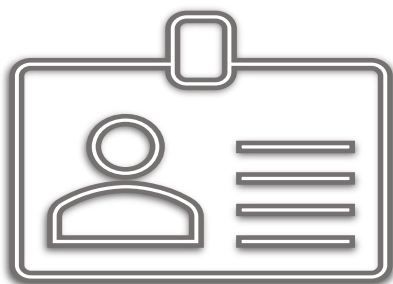
- Even though we do not have any children in Slough to resettle we have a Case Manager who is the lead for resettlement. An audit was completed in January 2024, which highlighted that the Resettlement Policy needs to be reviewed in line with child first and a practice run of the policy to be completed in 2024-2025.

### **Standard 5: On transition and resettlement**

- Since the LGA review, we have focused on our relationship with the identified Senior Probation Officer. We have agreed to stay involved with children during their orders post 18 years old to maintain relationships. In Q4 we jointly identified children from Slough who are now in probation services, which is a low number.

# Challenges, risks and issues

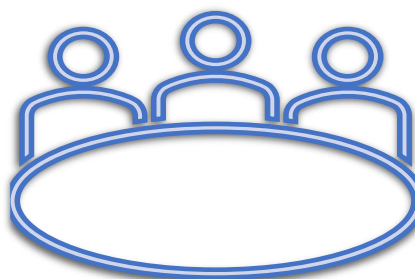
Like other Youth Justice Services, Slough's YJS operates in a context of system challenges and resource pressures. Achievement of the service's priorities in 2024/25 could be affected by several risks and issues, including:



## Probation

Reduced cover from the National Probation Service (NPS) due to the unavailability of probation officers.

The board has recognised this risk and written to the National Probation Service.



## Staff structure

Current staff structure leads to duplication of work and confusion on roles and responsibilities. We have had informal conversations with key stakeholders that has influenced a proposal to Senior Leadership Team to redesign our services to children and their families.

The LGA suggested that there were too many workers involved with one child so we changed the way we worked which means the YJS is clearer on when they or another service provides early help.



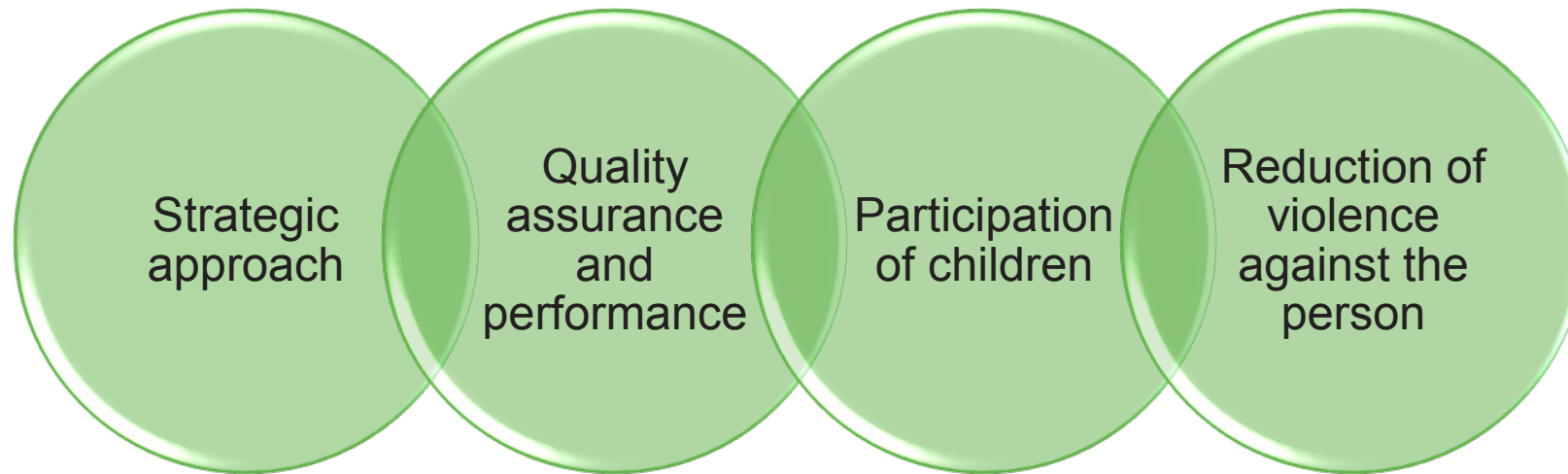
## Culture

We have been ambitious to change the culture in the YJS so that they expect to be challenged and understand performance management information, particularly around outcome-based measures and impact on children and young people.



# Service improvement plan

The Slough Youth Justice Plan 2024-2025 is still:



## Strategic approach

### Board development

In 2021, the YJMB provided updated guidance on YJS governance and leadership.

- The chair of the board has met the board has met members individually to help them understand the role of the board and their role as a member;
- There have been board workshops on performance management and expectations of HMIP, and the Child First approach;
- Reviewed and update the board induction pack;
- Further develop our data maturity model to incorporate opportunities including health and Thames Valley Police (TVP);
- Separated the Strategic Exploitation Board from the Youth Justice Management Board.

### Quality Assurance

- **LGA Peer Review:** September 2023;
- Practice observations: Out of court joint decision-making panel; show and tell sessions;
- **Self-assessment** – At court – September 2023;
- **Regional dip** sample test of Outcome 22 – Very small sample in Slough;
- **Tracking** of education outcomes;
- **Dip samples of asset+** requires improvement;
- **Peer audits** monthly.

**Participation of children**

A Multi-agency Participation Strategy has been completed.

This will include this cohort of young people and will be helpful to help us to collate the strategic voice for children and young people in Slough, whilst preventing them being asked their opinion and not knowing if this has been heard or acted upon.

**Reduction in serious youth violence**

- The Strategic Needs Assessment for serious violence was completed in January 2024. Using Public Health methodology, this is a multi-agency approach lead by the Strategic Partnership Boards.
- This has led to further development of policies; practices and procedures and review the staffing and resources to meet the needs identified in the Strategic Needs Assessment.

First time entrants – prevention			
Outcome sought	Action	Who	When
Reduce the number of young people entering the criminal justice system unnecessary by delivering prevention work	Agree the pathway and create performance data to reflect the work that is currently being under reported	This will be joint with targeted early help and within the implementation of the Early Help Strategy	Completed
Children supported immediately they are arrested	Evaluate Act-Now	Thames Valley Police	Completed

### Reducing reoffending by improving assessment, planning interventions and supervision

Outcome sought	Action	Who	When
Quality Assure that YJS Practice is continually developing and improving	Review and benchmark practice against published research and thematic inspection findings	SCF	Quarterly reporting
Ensure Young Inspectors; actions are completed so that assessment and feedback is inclusive	Task and finish group to review assessment tools used by YJS	SCF/YJS	Completed

### Education, training and employment

Outcome sought	Action	Who	When
All children in equal education	To understand proportionality. Overlay education performance data with children open to EJYS	Head of Service for YJS and Virtual School	Completed
Children with SEN or disabilities have a service that respects their experiences	Focus on children who are also disabled and should have EHCP or Ed Psychological Assessment	Head of Service and YJS	Completed

### Health

Outcome sought	Action	Who	When
Understand the effectiveness of the drug diversion scheme and relationship with Turning Point	Evaluation of effectiveness of working relationship with Turning Point	Head of Service for EJYS and CAMHS Worker	September 2024
Embed 'The Slough Approach' that includes trauma-informed practice	Ensure everyone trained and confident in the model	Team Manager and CAMHS Worker	September 2024

In addition to the actions outlined in the Youth Justice Plan, there will be emphasis on the electronic recording system to be able to report to the proposed Key Performance Indicators (KPI's) – (Appendix 1): <https://www.gov.uk/government/publications/youth-justice-service-governance-and-leadership/youth-justice-service-governance-and-leadership>

# Evidence based practice and innovation

The YJB defines evidence-based practice as “integration of the best available and accessible evidence with professional expertise, in the context of working with children in contact with the youth justice system.”

Its purpose is to promote effective practices and achieve positive outcomes for children. This includes systems, ways of working or specific interventions based on the best available research, are child-focused and developmentally informed.

Slough Youth Justice and Targeted Early Help Services are integral to an innovative service formally evaluated as an innovative intervention and now extended to the Thames Valley area.



## Looking forward

As evaluated, and identified in our vision we want all children who live in Slough to be **“Happy, Safe & Loved, Thriving”**.

Youth Justice Service is integral to this vision, and we will strive to ensure our assessments, plans and interventions are individualised to our child’s needs, considering their lived experiences, trauma’s, identity, and things that make them unique.

We are committed to improving the experience of all our children in Slough including those on the cusp of or entering the Youth Justice System. It is obvious that we must focus on children who are already vulnerable because they do not think, feel, or have the same abilities as all children in society.

We will have to identify and focus our relationships with children identified with additional learning needs, or disabilities and understand if the education outcomes. We want to ensure our children and parents are treated with respect in our local youth justice system, and in the efficiency and quality of our partnership work.

We need children and their families to help us change our culture and the way we allocate the services available to them.





# Appendix 1 – KPI's since 1 April 2023

Below are national KPIs that are being introduced by the YJB, however, there remain data quality issues with the collection and there is a period of data quality assurance currently ongoing.

The YJB have advised that the data is not used by YJMBs for performance management or decision making. Slough YJMB is sighted on the measures and this had led to some further discussion around data.

- Suitable accommodation: % of children in the community and being released from custody with suitable accommodation arrangements;
- Suitable education, training, and employment (ETE): % of children in the community and being released from custody with a suitable ETE arrangement; and % of children who have an identified SEND need and of that % are receiving support;
- Access to mental healthcare: % of children in the community and being released from custody with an identified need for a mental health intervention; and of that % mental health interventions delivered;
- Out of court disposals (OOCs): % of children who are subject to an OOC and of that % who engage with YJS support /complete the requirement;
- Management board attendance: monitoring senior partner representation at management boards;
- Wider services: % children who are currently on either an Early Help (EH) plan; a Child Protection (CP) plan, or classified as Child in need (CiN) or a Child Looked After (CLA);
- Remand: concordance rate between YJS recommendation and decision at Magistrates court;
- Serious youth violence: rates of SYV in an area;
- Racial disparity: rate of children classified as White, Black, Asian, Mixed, Other in the local authority population data compared against rates of children on the YJS caseload.

## Appendix 2 – Full board membership and attendance

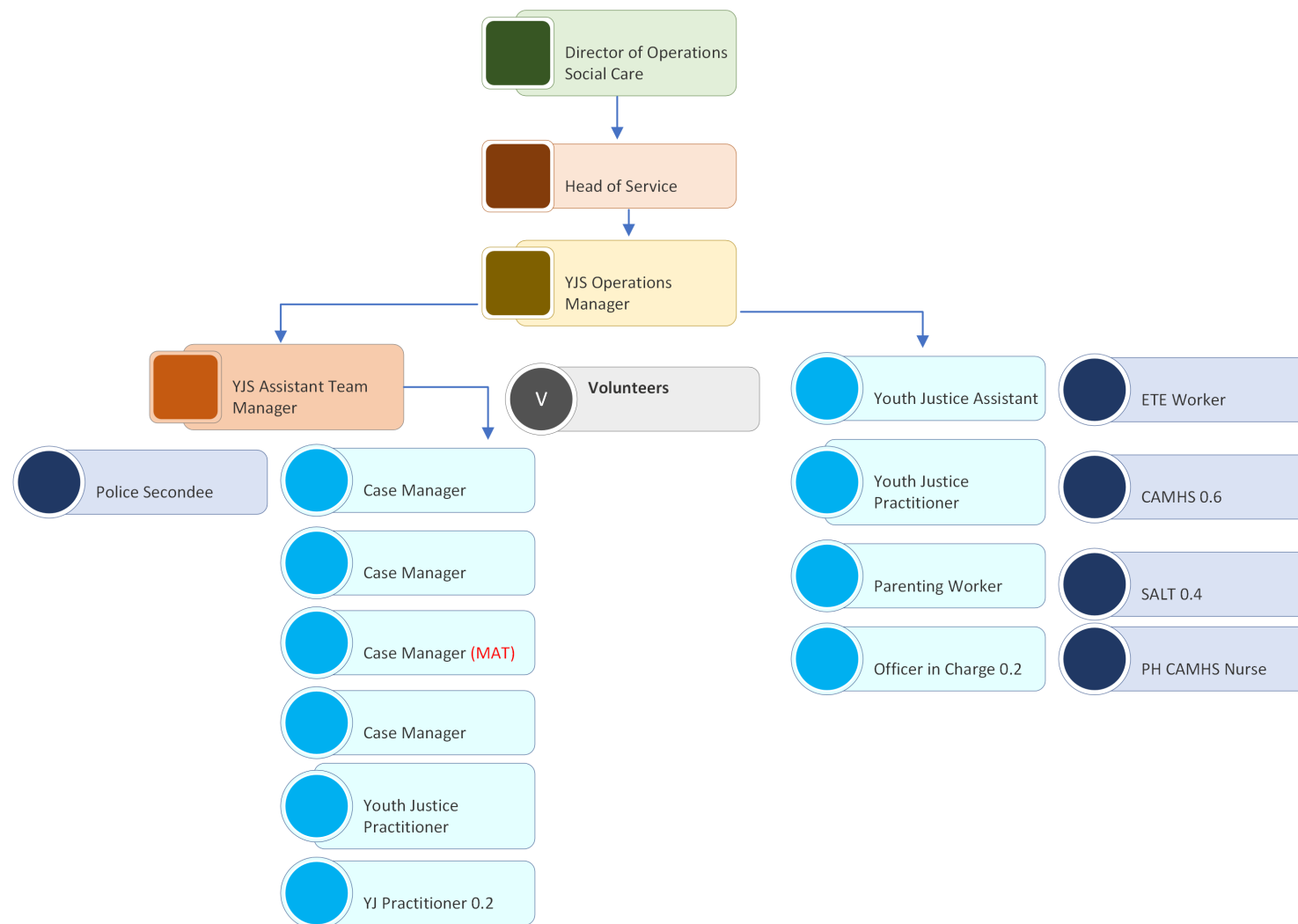
As identified in our vision we want all children who live in Slough to be **“Happy, Safe & Loved, Thriving”**.

Key Grey box = previous person in role		Q1	Q2	Q3	Workshop 1	Q4	Workshop 2
Agency	Role	18/4/23	2/8/23	1/11/23	1/2/24	7/2/23	
Slough Children First	Chief Executive Chair (April 2023)	x	x	x	n/a	x	n/a
Slough Children First	Director of Operations	x			n/a	x	x
Thames Valley Police	Slough Local Area Commander	x	x	x	x	x	
Berkshire CAMHS	CAMHS Service Manager	x	x	x		x	
Integrated Care Board Health (Commissioning) (also for SALT)	Childrens Transformation Manager	x	x	x	x		x
Thames Valley National Probation Service	Senior Probation Officer			x	x	x	
Slough Borough Council	Interim Associate Director, Education & Inclusion	x	x	x		x	x
Community Safety Regulatory Services Team	Group Manager	x	x	x	x	x	
Community Safety Partnership (SBC)	Manager Community Safety, Housing Regulation and Enforcement	x	x	x	x	x	x
Slough West Indian People's Enterprise	Director SWIPE and Chair of Slough VCS	x	x	x		x	
Haybrook College Education	Deputy Head & Safeguarding Lead	x	x	x	x	x	x
Langley Academy	Head Teacher	x	x	x	x	x	x
Slough Children First	Youth Justice Service: Operation Manager	x		x	x	x	x
Slough Children First	Guests included Head of Service MASH; Assessment & Intervention & Targeted Early Help – Youth Justice Team members	x	x	x	n/a	x	
Slough Children First	Head of Virtual School	x		x		x	
Housing – Slough Borough Council	Neighbouring Manager			x			
Slough Children First	Lead Performance Officer	x	x	x		x	x
Thames Valley Police	DCI – Criminal Justice	x	x	x		x	x
Youth Justice Board for England and Wales	Practice and Innovation Manager	x		x	n/a	x	n/a

## Appendix 3 – Slough Safeguarding Partnership



# Appendix 4 – Service structure chart



## Appendix 5 – Common youth Justice terms

Term	Definition
ABC	Acceptable Behaviour Contract: a voluntary agreement between a child (10-17 years inclusive) and the local authority/police where the child agrees not to be involved in certain anti-social acts
ACE	Adverse childhood experiences: potentially traumatic events that can have negative, lasting effects on health and wellbeing
AD(H)D	Attention Deficit (Hyperactivity) Disorder is a behavioural disorder that includes symptoms such as inattentiveness, hyperactivity, and impulsiveness
AIM3	Assessment, Intervention and Moving on: an assessment framework and procedures to assist professionals in working with children who have committed a sexual assault or harmful sexual behaviour
ASB	Anti Social Behaviour
ASD	Autism Spectrum Disorder: used to describe a range of development disorders that affect communication and behaviour
AssetPlus	Assessment and planning framework tool developed by the Youth Justice Board for work with children who have offended, or are at risk of offending, that reflects current research and understanding of what works with children tool to be used for children who have been involved in offending behaviour
BSS	Bail Support and Supervision: aimed at children who are at risk of re-mand to custody or local authority accommodations. It provides an opportunity to stay in the community, in a programme tailed to manage risk and the safety of the children, and to avoid further offending
CAMHS	Child and Adolescent Mental Health Services
CAWN	Child Abduction Warning Notice: a tool used by the police to prevent contact by adults with children whom they place at risk of criminal or sexual exploitation

<b>Term</b>	<b>Definition</b>
CBO	Criminal behaviour order: this is available on conviction for any criminal offence in a criminal court. CBO's include prohibitions to stop anti-social behaviour
CCE	Child Criminal Exploitation: when a child or young person is encouraged, forced, or manipulated to take part in criminal activity for something in return, for example presents, drugs, alcohol, or emotional attention
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. Even if they may have reached 16, may be living independently, is in further education a member of the armed forces, or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child first	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, developmentally informed, strength based, promote participation, and encourage diversion
CIC or CLA	Child in Care or Child Looked After: a child who has been in the care of the local authority for more than 24 hours is known as a Child in Care, a Looked After Child or Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Contextual safeguarding	An approach to safeguarding that considers a child's experience of harm outside the home- for example, with peers, in schools and in the neighbourhood
County lines	The illegal movement of drugs around the UK, often involving the exploitation of children or vulnerable adults to hold and move the drugs
Court disposals	A sentence imposed by the court. Examples of youth court disposals are referral orders, young rehabilitation orders and detention and training orders



<b>Term</b>	<b>Definition</b>
CP	Child Protection: children assessed by the local authority as being at risk of serious harm are given support through a structured process, including a multi-agency child protection plan, to manage and reduce the risks to their safety and wellbeing
CR	Community Resolution: used in low level, often first-time, offences. They involve an informal agreement, including the victim's views, about how the offence should be resolved. Community resolution is a generic term in practice, many different local terms are used to mean the same thing
CSC	Children Social Care Services: In Slough this is delivered through Slough Children First, a company that is wholly-owned by Slough Borough Council
CSE	Child Sexual Exploitation: a type of child abuse, occurring when a child or young person is encouraged, forced, or manipulated to take part in sexual activity for something in return, for example presents, drugs, alcohol, or emotional attention
Desistance	The act of offending or other antisocial behaviour
DTO	Detention and training order: a custodial sentence for a child. The length is specified by the court, and the child is placed in either a secure children's home, secure training centre or young offender institution. The detention and training order will have both custodial and community elements, when the child or young person will be released on a Notice of Supervision
EH	Early Help: targeted support provided through Slough Children First to help children and their families address emerging issues, and help prevent their escalation to 'at risk'
EHCP	Education, Health and Care Plan: a plan outlining the education, health, and social care needs of a child with special educational needs and or a disability – Can be up until 25 years old

<b>Term</b>	<b>Definition</b>
EHE	Electively Home Educated: children who are formally recorded as being educated at home and do not attend school
Enforcement	Measures taken by the YJS in response to a child's failure to comply with the actions specified as part of a community sentence or license. Enforcement can be punitive or motivational
EOTAS	Education Other Than At School: includes all forms of education that take place as an alternative to mainstream education provision
ETE	Education, training, or employment
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a 'Child First' approach
Front Door	The first point of contact for those concerned about the welfare of a child. In Slough, Slough Children First should be contacted. They respond to safeguarding queries and referrals, deciding if and how to investigate and intervene to keep a child safe
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
FTE	Full-Time Equivalent
HMIP	Her Majesty Inspectorate of Probation: An independent arm-length body who inspects Youth Justice Services and Probation Services
HSB	Harmful Sexual Behaviour: developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult and / or to the children, themselves
IRO	Independent Reviewing Officer: IRO's protect children's interests through the care planning process. They chair and quality assure the care planning and review process for each child in care and will make sure a child's wishes and feelings are given full consideration and that agreed actions are completed

<b>Term</b>	<b>Definition</b>
ISS	Intensive Supervision and Surveillance: a rigorous alternative to custody for the most active repeat young offenders and children who commit the most serious crimes
IT	Information Technology: the use of systems, particularly computers and telecommunications equipment, to store, retrieve and share information
IYSS	Integrated Youth Support Services: Slough's YJS is part of a wider team that include other support services for young people including youth service, health, ETE, and substance misuse services
JAC	Junior Attendance Centre: children can be ordered by the court to attend for a specific number of hours within a specified period to participate in interventions to support their desistance and enhance their wellbeing
LCT or CLT	Leaving Care Team / Care Leavers' Team
MACE	Multi-agency child exploitation: the framework that describes arrangement for responding to children who are vulnerable to exploitation, including child sexual exploitation, missing from home, criminal exploitation, modern slavery, and trafficking
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison, and other agencies work together locally to manage offenders who pose the high risk of harm to others. Level 1 is single agency management where the risk posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management
MARAC	Multi-Agency Risk Assessment Conference: A conference are set up in each police area to consider the safety needs of victims of domestic abuse where the risk is assessed as serious. Normally a single event, although a victim can be referred for discussion after a new incident
MASH	Multi-Agency Safeguarding Hub; these act as the first point of contact for new safeguarding concerns or enquiries.

<b>Term</b>	<b>Definition</b>
	They usually include representatives from the local authority (adult and children social care services), police, probation, health, and other bodies
MFH	Missing From Home
MST	Multi-Systemic Therapy; an intensive, home based intervention, providing a whole family approach to understand and reducing a child's offending and anti-social behaviour
NEET	Not in Education, Employment, or Training.
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
ODD	Oppositional Defiance Disorder: a form of conduct disorder with children displaying an established pattern of argumentative and defiant behaviour towards adults responsible for their care
OOCD	Out of Court Disposals: the resolution of a normally low level offence, where it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution
Over-represented children	Appearing in higher numbers than the local or national average
PACE	The Police and Criminal Evidence Act (1984): Sets out the powers of the police in England and Wales and codes of practice for them
Personalised	An approach where services are tailored to the needs of individuals, giving people as much choice and control as possible over the support they receive. We use this term to include diversity factors
PNC	Police national computer: the information management system used by the police across the UK to facilitate investigations and share information
Protected characteristics	Defined in the Equality Act (2010) as: age, disability, gender reassignment, race, religion or belief, sexual orientation, marriage and civil partnership, and pregnancy and maternity. A motion was approved in Slough in August 2023, for 'care leavers' to be a protected characteristic.

<b>Term</b>	<b>Definition</b>
PRU	Pupil Referral Unity: this provides education (and heightened support) to children unable to attend mainstream education provision
Referral Order	A community sentence imposed by the criminal court, underpinned by the principles of restoration, reparation, and reintegration. Given where the child pleads guilt to an imprisonable offence
Reoffending rate	Defined by the ministry of Justice as the percentage of individual given a caution or court conviction within one year of an offence or during a further six month period to allow time for cases to progress through the courts as indicated by data on the PNC
RoH	Risk of Harm
RoSH	<p>Risk of Serious Harm: the term used in AssetPlus. All cases are classified as presenting a low, medium, high, or very high risk of serious harm to others.</p> <p>HMI probation uses this term when referring to the classification system but uses the broader term “risk of harm” when referring to the analysis which should take place to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/severity of the event. The term Risk of Serious Harm only incorporates serious impact, whereas using risk of harm enables necessary attention to be given to the children whose behaviour is likely to have a lower impact and or is less harmful</p>
RTLA	Remanded to the local authority: local authorities have a duty to approve or find appropriate accommodation for children remanded by the criminal court (this can be before conviction or sentence) to local authority accommodation
Safeguarding	Safeguarding is the process of protecting a child or adult’s health and welfare and ensuring that their overall welfare needs are met

<b>Term</b>	<b>Definition</b>
Safety and wellbeing	AssetPlus replaced the assessment of vulnerability with a holistic outlook on a child's safety and wellbeing concerns. It is defined as those outcomes where the young person safety and well-being may be compromised through their own behaviour, personal circumstances or because of acts /omissions of others (AssetPlus guidance, 2016)
SALN	Speech and language needs
SALT	Speech and Language Therapy
SCF	Slough Children First
SCH	Secure Children's Home: a small local authority unit that provides a secure and supportive environment for children between 10-14 years, detained for welfare reasons or by order of the criminal court
Section 17	Of the Children Act (1989) provision for local authorities to promote and safeguard the welfare of children and promote the upbringing of children by their families
Section 20	Of the Children Act (1989) a local authority must provide accommodation for a child living in its area who is lost or abandoned, for whom no one has parenting responsibility or where those caring for them are unable to provide suitable accommodation. Section 20 applies where there is voluntary agreement between the child's carers, the local author and where possible, the child to find alternative provision
Section 47	Of the Children Act (1989) when a local authority receives information indicating that a child in its area is suffering or likely to suffer significant harm, it has a duty to investigate if action is needed to promote or safeguard their welfare
STC	Secure Training Centre: this accommodation provides a controlled living environment for children between 10-18 years old who have been detained on remand or who have been sentenced to custody by the criminal court

<b>Term</b>	<b>Definition</b>
TAF/C	Team Around the Family/Child: a multi-disciplinary team of practitioners working in an integrated way to support the wellbeing of a child or children in the family
Trauma informed practice	An approach to working with children that recognizes the impact of trauma and their lived experience (see definition for ACE above) and provides a tailored, specialist response that builds on their strengths and avoids reinforcing the trauma
Vicarious trauma	The term used to explain how staff can be affected when they engaged empathetically with survivors of traumatic incidents
YC	Youth Caution: a caution accepted by the child following admission to an offence where it is not considered to be in the public interest to prosecute the offender
YCC	Youth Conditional Caution: as for a youth caution, but with conditions attached that the child is required to copy with for up to three months from delivery. Non-compliance may result in the child being prosecuted for the original offence
YJB	Youth Justice Board: a government board responsible for monitoring and advising ministers on the effectiveness of the youth justice system. The YJB provides grants and guidance to the YJS.
YOI	Youth Offender Institution: Custodial setting for individuals aged 15-21, detained on remand or sentenced to custody by the criminal court
YJS/YOS	Youth Justice Team is the term used in the Crime and Disorder Act 1998 to describe a multi- agency team that aims to reduce youth offending. YJSs are known locally by many titles such as youth justice services (YJS), Youth Offending Service (YOS) and other generic titles that may illustrate their wider role in the local area delivering services for children. (See YJS above for Slough Children First)



Term	Definition
YJS/YOS Management Board	The YJS management Board holds the YJS to account to ensure it achieves the primary aim of preventing offending by children. It is known locally as Slough Youth Justice Management Board
YRO	Youth Rehabilitation Order: a community sentence imposed by the criminal court, which may include one or more requirements (e.g. supervision or an activity requirement)

## Appendix 6 – Feedback from children and parents

"You really made a difference during a very difficult time for the family. XXX's communication skills have improved, especially after we encouraged him to engage in positive activities."

"I have a good relationship with my YJS worker, and it has helped me think about making the right choices."

Another young person appreciated the exceptional support received from YJS workers, mentioning their willingness to go above and beyond and help

Another young person expressed a preference for working exclusively with their YJS worker

Several children acknowledged the impact of their involvement in the programme, realising that their actions not only affect themselves but also their family, friends, and others connected to them.

"More than happy with what you have done – you guys are doing a brilliant job."  
(Parent)

"I feel my YJS worker really cares about me, and that's why I work with them."

"My worker is the first person I feel that I can trust and has been there for me when I need them."

