



SLOUGH YOUTH JUSTICE PLAN

2016 – 2019



Created by Slough YOT Young Person

***Helping
Everyone
Live
Positively and keeping children Safe, Secure and Successful***

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1.0 Context

- 1.1 This updated Youth Justice Plan is produced in compliance with the Crime and Disorder Act 1989, Section 40 which stipulates the following:

It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a “youth justice plan”) setting out—

(a) how youth justice services in their area are to be provided and funded; and

(b) how the Youth Offending Team (YOT) or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

- 1.2 The plan also incorporates guidance from the Youth Justice Board (YJB) and must be submitted to the Youth Justice Board for England and Wales and published in accordance with the directions of the Secretary of State.

2.0 Update on Slough Youth Offending Team’s achievements and priorities over 2015 – 2016

- 2.1 In respect of priorities from 2015 – 2016, bar two, were completed. The priorities not completed related to participating in a Thames Valley practitioner’s event and increasing staffing. Due to a drop in throughput the staff increase was no longer applicable, and where the training was concerned changing priorities led to Thames Valley YOTs not perusing this.

- 2.2 On 1 June 2016 the YOT held an Engagement Day to meet its objectives of showcasing and raising awareness of services and resources within Slough (including Prevent) for young people at risk of offending or who had offended. There was a range of displays including the afore mentioned Prevent, Get Active, the Army, Girl Guides, National Citizens Services, Library, Services for Youth etc. One comment from a young person who had offended was **“Looked at the things that we can look for the future ... had a chat with the volunteers and helped us by looking at a back up jobs if we don’t succeed in what we are doing now”**. A parent who was concerned about her child wrote **“My child enjoyed it very much – also there are ... clubs which we did not know where around”**. Prevent stated **“Really useful event, in future I would utilise services for similar event. Also did networking, spoke to several people on issues of extremism”**. The Mayor of Slough wanted to support the event, even though he was only able to attend the tail end of it, and wrote **“I really enjoyed the tour ... the work and the contribution by the ... teams ... I wish that their hard work bears a lot of fruit and brings our**

youth to the highest standards". The Engagement Day raised over £60 for the local Shelter charity, chosen by one of the YOT's young people. Young people also participated in agreeing the leaflets for the event and assisting attendees on the day.

- 2.3** Slough YOT has continued to work in line with the Troubled Families/Family First agenda which involved supplying data while Family First went through some transitions. At the time of writing Family First had transferred from the Local Authority (LA) to Slough Children's Services Trust (SCST) so it anticipated that developing work between Family First and the YOT will take place from the summer of 2016.
- 2.4** Where the Performance Indicators were concerned these have remained similar to the 2015 output. Further commentary will be provided in the Evidence of Performance section. It should also be noted that the Youth Justice Board (YJB), in their July review of Slough YOT, indicated that no support was required from them in respect of performance.
- 2.5** In line with grant conditions effective practice, and specific programmes, such as the Junior Attendance Centre (JAC) etc. were focused on. The actions from the Short Quality Screening (SQS) action plan, and various other plans were processed to improve practice. In house audits also took place and a process to focus on cases in a more reflective and evidential manner was also developed. In respect of feedback from young people the Viewpoint e-survey (2015 – 2016) indicated that 7/8 (88%) young people felt that they needed and received help to stop offending, 13/13 (100%) young people were of the view that work with the YOT made them less likely to offend, 14/15 (93% young people were of the view that they were treated fairly by YOT staff and 15/15 (100%) young people felt that YOT services were good/very good.
- 2.6** Slough YOT had a Team Away Day May 2016 looking at achievements/developments and future work. In respect of the former areas these included embracing the new assessment tool, AssetPlus, albeit there being system issues, reducing re-offending, increasing the focus on vulnerability (learning from the Short Quality Screening – SQS), working with increased preventative cases (early intervention), being able to evidence making a difference in young people's lives, managing change while developing the team, good engaging young people and networking etc.
- 2.7** In May 2016 the Chair of the YOT Management Board changed and the Board is now chaired by the new Area Commander. In addition with Slough Borough Council children's services being out-sourced to the independent Trust (Limited Company) the YOT now comes under the umbrella of the Trust.

- 2.8** Over 2015, along with Maidenhead and Bracknell YOT, Slough YOT became part of the Child and Adolescent Mental Health Service (CAMHS) Transformation Group which brings together three East Berkshire Clinical Commissioning Groups (CCGs) and three Unitary Authorities to ensure that more children and young people have good mental health and grow up resilient. Slough YOT supports the Transformation plan which adopts a whole system approach designed to remove the tiers and barriers between services to ensure the right support at the right time.
- 2.9** Slough YOT continues to strive towards the vision of Helping Everyone Live Positively (HELP), working in a holistic manner, putting the child at the centre and encompassing the family. This dovetails into the Trusts vision to ensure children are Safe, Secure and Successful.
- 2.10** Over the year Slough YOT has established collaboration with Brunel University. This involves the YOT supporting lectures with various presentations, participating in recruitment days, facilitating student shadowing (related to readiness to Practice) and having interns.
- 2.11** Slough YOT supports Slough Borough Council's apprenticeship programme aimed at giving young people employment skills. This is done via presentations related to specific employment and relationship areas.
- 2.12** Slough YOT has not had any inspections in the last 12 months although it was subject to a Preventative Audit. This Audit was followed by an independent 'validation' by the YJB whose subsequent verbal and written feedback was that it was reassured to understand the processes followed in completing the audit, and also to learn of the action that Slough YOT and colleagues across Berkshire have taken since the audit to address any unnecessary delays in process. They commented ***"Your commitment to ensuring a meaningful process is without doubt."***

3.0 Slough YOT 2016/17 Priorities

- 3.1** It should be highlighted that although the following will be focused on some priorities may need to roll over into the second and third years due to their nature. In addition new priorities may need to be added in year(s) especially in relation to direction emanating from recommendations from Charlie Taylor's Report. Current identified priorities are:
1. Establish new way of working with young people following the YOT's move to a new location.
 2. Build on using various technologies to improve work with children, young people and their families.

3. Develop qualitative practice/work with Troubled Families/Families First in line with Her Magistrates Inspection of Probation (HMIP) report on Troubled Families from 2014 and Troubled Families now coming under the umbrella of the Trust.
4. Devise programmes to tackle Violence Against People (VAP), tackle theft and any other areas of offending that is identified as a developing area.
5. Continue to focus on addressing serious youth violence, protecting the public and safeguarding.
6. Ensure that young people and the community are able to identify the pathway to obtaining support for those at risk of offending and who have offended.
7. Comply with/facilitate the national mandate of having a Probation secondee.
8. Begin/progress review of youth justice services delivered by Slough YOT.
9. Change practices/processes in line with findings from the Ministry of Justice Taylor Review and any legislative changes – Anticipated to be a substantive piece of work with elements implemented over 2017/2018/2019.
10. Improve referrals for mental health – partnership working - supported with training and development for YOT staff in mental health
11. Increase the use of analysis to inform work linking more to wider initiatives such as Prevent and prevention.
12. Continue focus on prevention where first time entry is concerned, particularly in respect of young people at risk of becoming or affiliated to gangs. Link continued raising of knife crime to this and the need to reduce offending.
13. Attract better funding particularly around prevention/early intervention
14. Maintain stable staffing.
15. Monitor level of resource required in respect of Probation secondee and if necessary bid for additional resources for 2017 – 2018 if Slough YOT can evidence the need.
16. Continue to contribute to the reduction of crime and re-offending with partner agencies.
17. Consider how General Practitioner (GP) representation will benefit the work of preventing crime/YOT Management Board – Clinical Commissioning Group links.
18. Work with CACI in respect of improving database.

4.0 Evidence of Performance

Slough YOT reports on their performance in two ways. We report to the YOT Management Board on a local level about current cohorts using in-house data and sources and the other reporting is by explaining our position when compared with the other Thames Valley YOTs, South East, Family comparison YOTs and also nationally. The data for this second report is produced and published by the Youth Justice Board (YJB).

Table 1: Summary of 2015/2016 Performance measures

INDICATORS		Q1 2015/16 (Apr-June)	Q2 2015/16 (July-Sept)	Q3 2015/16 (Oct-Dec)	Q4 2015/16 (Jan-Mar)	End of year Performance 2015/16	Local Targets 2015/16	End of year Performance 2014/15
1	Rate of proven re-offending by young offenders	20% (6 of 30)	16.2% (6 of 37)	6.1% (2 of 33)	21% (4 of 19)	15% (18 of 119)	30%	33.1% (41 of 124)
2	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	9.4% (3 of 32)	0% (0 of 28)	5.3% (2 of 38)	18.8% (6 of 32)	8.5% (11 of 130)	No numerical target (Low is good)	8.3% (9 of 108)
3	First time entrants to the Youth Justice System aged 10–17	13 Entrants	22 Entrants	18 Entrants	15 Entrants	68 Entrants	62 Entrants	53 Entrants
4	Young offenders engagement in suitable education, employment or training at end of their Order	66.7% (6 of 9)	69.2% (9 of 13)	57% (8 of 14)	40% (6 of 15)	56.8% (29 of 51)	>60%	51.2% (43 of 84)
5	Young offenders access to suitable accommodation at the end of their Order (diagnostic)	91.7% (11 of 12)	100% (13 of 13)	100% (15 of 15)	100% (24 of 24)	98.4% (63 of 64)	95%	98.8% (85 of 86)
6	BME Breakdown of young people in the Youth Justice System (diagnostic)	53.15% (76 of 143)				53.15% (76 of 143)	63.3% Census	50.4% (62 of 123)

4.1 Table 1 highlights Slough YOTs performance for 2015 – 2016. It highlights that Slough YOT met 4 out of 6 local performance measures. Commentary on the measures are as follows:

Rate of proven re-offending by young offenders: Slough YOT's focus on both risk and positive factors has ensured that appropriate and timely actions have taken place to reduce re-offending. Maintaining close working relationships with partners and other professionals

involved in the young person's plans and interventions has meant that a holistic service was offered. Slough YOT's end of year performance is 15%. In respect of re-offending since 2011 this has fluctuated, as indicated in the following tables (in house data) with table 2 showing clearly that the direction of travel for re-offending has been going down since the end of 2015. This positive performance is also reflected when compared with national figures and is supported by staff continuing to address the risk factors of young people as well as other welfare and social care needs which in turn build on desistance/resilience and reduces re-offending.

Year	Re-offending rate
2011-12	22.9%
2012-13	15.49%
2013-14	21%
2014-15	33.1%
2015-16	15%

Table 2: Reoffending from 2011-2016

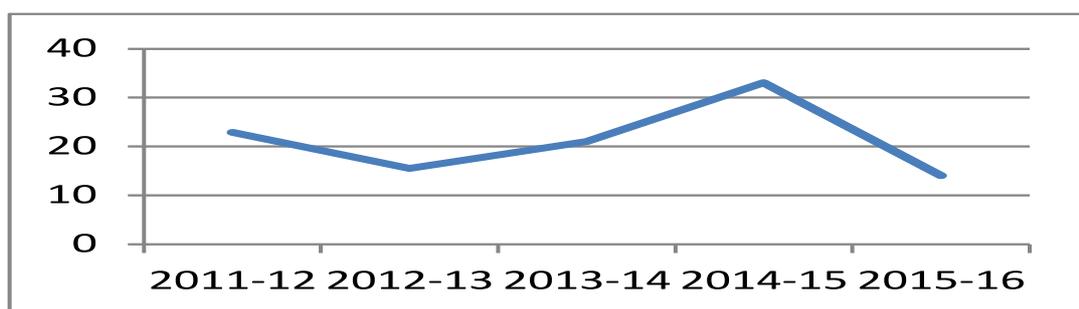


Chart 1: Reoffending from 2011 - 2016

People within the Youth Justice System receiving a conviction in court who are sentenced to custody: A total of 11 young people received custodial sentences for offences which include: Theft, Possession of a Bladed Article and Attempted Murder and Robbery. With regards to secure remands, there were 5 young people who were remanded for over 3 months due to the seriousness of their offences and they are included among those that received custodial sentences.

First time entrants to the Youth Justice System aged 10–17: Slough YOT missed its target by 4 new entrants and this has been attributed to the unexplained peak of FTEs last summer. Outreach work in schools has resumed as this creates awareness of the law and also diverts young people from committing offences. Slough YOT have since witnessed a gradual fall quarter by quarter and numbers are returning to normal figures.

Young offenders' engagement in suitable education, employment or training: For the second year in a row Slough YOT has not achieved its target (against this diagnostic/local target) even though its performance is better this year than it was last year. Further analysis showed that young people above statutory school age that were not established in their ETE in the autumn term either left their placements earlier this year or were removed from their college roll. Slough YOT's final status for the year was 56.8% which is 5.6% improvement on 2015/16 figure of 51.2%.

Local/Diagnostic performance measures: Two local performance measures are now being reported by exception at YOT Management Board if there is significant change, namely: Suitable accommodation and BME in the youth justice system. The reason for this is that they have been the same for a few years now and have achieved the targets set.

Summary of 2015/2016 Performance against Indicators

Table 1b below shows evidence that the trend seen and reported on locally is on par with the latest data published by the YJB that is retrieved from PNC.

First Time Entrants (FTE) PNC rate per 100,000 of 10-17 population (Oct 14 - Sept 15)

Slough's FTE rate of 486 was a better performance than the national average rate of 376 but not as good as our YOT comparison group with a rate of 460, South East of 324 or Thames Valley of 295.

Reoffending rates after 12 months binary rate (Apr 13 - Mar 14)

Slough's binary rate of 35.9% was a better performance than the national average of 37.9%. We also performed better than the South East (36.8%) and our YOT comparison group (37.9%). We did not perform as well as Thames Valley (34.4%).

Use of custody rate per 1,000 of 10-17 population (Jan 15 - Dec 15)

Slough's custody rate of 0.34 was a significant improvement on the year before with a reduction of 0.61 – the most improvement across board. We performed better than the national average rate of 0.40 and our YOT comparison group rate of 0.54. We did not perform as well as South East rate of 0.25 or Thames Valley rate of 0.17.

Table 1b: Summary of 2015/2016 Performance against Indicators

	Slough	South East	Thames Valley	YOT comparison group selected	England
Indicators	YOT	Region	PCC area		
FTE PNC rate per 100,000 of 10-17 population <i>**Good performance is typified by a negative percentage</i>					
Oct 14 - Sep 15	486	324	295	460	376
Oct 13 - Sep 14	412	392	348	520	426
percent change from selected baseline	18.0%	-17.5%	-15.4%	-11.5%	-11.8%
Use of custody rate per 1,000 of 10-17 population <i>**Good performance is typified by a low rate</i>					
Jan 15 - Dec 15	0.34	0.25	0.17	0.54	0.40
Jan 14 - Dec 14	0.95	0.27	0.18	0.58	0.44
change from selected baseline	-0.61	-0.02	-0.02	-0.04	-0.04
Reoffending rates after 12 months					
Reoffences per reoffender Apr 13 - Mar 14 cohort (latest period)	2.80	3.05	2.56	2.99	3.13
Reoffences per reoffender Apr 12 - Mar 13 cohort	2.77	2.98	2.86	2.87	2.99
change from selected baseline	1.2%	2.4%	-10.3%	4.3%	4.7%
frequency rate - Apr 13 - Mar 14 cohort (latest period)	1.01	1.12	0.88	1.14	1.19
frequency rate - Apr 12 - Mar 13 cohort	1.03	1.03	0.93	1.12	1.08
change from selected baseline	-2.4%	8.5%	-5.7%	1.3%	10.2%
binary rate - Apr 13 - Mar 14 cohort (latest period)	35.9%	36.8%	34.4%	37.9%	37.9%
binary rate - Apr 12 - Mar 13 cohort	37.3%	34.7%	32.7%	39.1%	36.0%
percentage point change from selected baseline	-1.3%	2.1%	1.7%	-1.1%	1.9%

4.2 Slough YOT's new assessment tool, AssetPlus was installed in March 2016 and with this introduction of a more robust assessment tool, Slough YOT aim to improve outcomes for young people through a more holistic approach. Slough YOT are thus currently using AssetPlus to improve its working practice and ensure that National Standards are kept.

4.3 Violence against the person and Theft continue to be the most common offences with a noticeable drop in robbery offences which has been out of the top 3 frequently committed offences for the last 2 years

(replaced with criminal damage then motoring). Targeted work is done with young people with regards to their motoring offences to ensure that they understand the consequences of their actions to themselves and others. The crime of robbery usually attracts a custody sentence and it is believed that this message has begun to filter through the community and will lead to further reduction of violent offences, along with continued targeted partnership work particularly with the Police and Schools. For those who receive custodial sentences, case managers ensure that resettlement into the community is seamless via attendance at review meetings within custodial regimes and partnership working with relevant agencies which includes Probation, housing, etc.

5.0 Safeguarding

- 5.1** In respect of safeguarding Slough YOT has always prided itself on its performance in this area, however the feedback from the SQS in May 2015 clearly demonstrated that this was not evidenced or demonstrated. Hence following the completion of an SQS action plan Slough YOT continues to focus on strategies to demonstrate and evidence the safeguarding work staff undertake. In addition the YOT is part of the Local Children's Safeguarding Board (LSCB), Child Sexual Exploitation (CSE) Groups; discuss safeguarding within internal YOT meetings etc. Work with partners, young people and their families, in respect of safeguarding, is clearly evident within attendance at the CSE meetings, Strategy meetings, professional meetings etc. Intelligence from the Police is also used to safeguard as required as is working closely with courts in respect of utilising curfews. All staff have also undertaken safeguarding training (in respect of both adults and children) and CSE training.
- 5.2** In respect of the LSCB Slough YOT contributed and worked in line with the 2015 -2016 Business Plan, Theme 2 Issues of Particular Public Concern and CSE which is part of Theme 3 Developing the capacity of partners via appropriate safeguarding training. Building on the work of the YOT over 2015 planned priorities for the next 3 years will support the LSCB Business plan for 2016 – 2017 particularly in the areas of CSE/Missing, radicalisation, awareness around safeguarding tools and processes, sharing information, joint working, the voice of the child, cyber technology, gangs, multi-agency training etc.
- 5.3** The YOT are participating partners in the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC), considering CSE and Missing information regarding young people who may be at risk. Safeguarding is a prime consideration in all YOT meetings and individual supervision sessions. The introduction and increased use of AssetPlus will aid all YOT staff in identifying and dealing with any safeguarding issues. All YOT staff are aware of how any safeguarding issues can be escalated. The YOT has contributed to both the strategic and operational Multi-Agency Safeguarding Hub (MASH)

consultation and implementation over the last 12 months with a go live date in September 2016.

- 5.4** Slough YOT seeks to ensure young people are safeguarded whilst in custody by sharing information. Notification from the YJB in July 2016 in respect of this aim is as follows: ***“Upon reviewing the performance of YOTs for the duration of the previous 6 months, Slough YOT have been identified as one of the top performing YOTs in submitting documents in a timely manner when placing young people into custody. This has supported the YJB Placement Service and the custodial establishment in effectively managing the safety of young people entering custody”.***

6.0 Managing risk of harm

- 6.1** Over the year victim input has remained constant in respect of mediation. This has been supported with the development of a template to ensure that victims are contact on a more regular input so that they have increased choice in being involved in any intervention related to the young person who offended against them. Where practice is concerned there has been an increased area in documenting how risk, thereby protecting the public, has been evidenced on young peoples’ data bases.
- 6.2** In order to protect the public Slough YOT also works closely with partners such as the Police, members of the Community Safety Partnership (CSP), Schools etc. Where the Police are concerned regular attendance at Tasking meetings supports this agenda. Slough YOT also contributed to Slough Borough Council’s (SBC) 5 year plan, supporting themes to enable children to be healthy, resilient and have positive life chances.
- 6.3** The YOT continues to be instrumental in managing risk by attending the Serious Youth Violence Forum (SYVF), working in partnership with a range of agencies ensuring that information is shared in order to reduce the risk to the victim and increase public protection. The YOT offers a number of robust preventative interventions to those at risk of becoming involved in gang related activities.
- 6.4** Over the last twelve months the YOT has been involved in the consultation process with partners who have obtained Anti-Social Behaviour Injunctions providing positive support to young people in order for them to be able to desist from further acts of anti-social behaviour in the community.
- 6.5** The introduction of AssetPlus provides an even greater demand on the collation of information to assist the assessment of risk the young person potentially poses to the community as well as themselves. Family finances is a new addition with educational performance and the views of the parents and the young person becoming central in the

assessment and no longer somewhat of an addition as this was previously. The AssetPlus fosters multi-agency, and intra-agency working with a joined up approach toward provision of service. This also permits the case manager to ensure the agencies involved are using their professional role as well as best fit intervention to monitor, manage and ultimately lower the potential of any further risks of harm. An example of this was when a case manager worked closely with Thames Valley Police to monitor and manage the individual, whilst seeking the assistance of the education department to promote better life chances that could impact the chances of further re-offending.

7.0 Structure and governance

- 7.1** In October 2015 along with a range of other departments Slough YOT was transferred to the Slough Children's Services Trust (SCST). Slough Children's Services Trust is a new, independent not-for-profit company providing social care and support services to children, young people and families. The Trust was established by the Department for Education after two Ofsted inspections of Slough Borough Council (SBC) judged their children's services provision 'inadequate'. Ofsted's findings were later confirmed by a further independent management review in June 2014.
- 7.2** Local partners, particularly statutory partners, hold the YOT to account in respect of its practice by looking at and monitoring performance, particularly via the YOT Management Board. Hence over the year the Board has had presentations on mental health provision, ethnicity, Troubled Families, First Time Entrants, Girls in the Criminal Justice System, Prevention etc. The Board has also overseen the YOT processing of priorities from the Youth Justice Plan, actions stemming from reports such as the Prevention Audit, Probation Transition Arrangements etc. In both these areas the need for dedicated staff in regards to improving practice was noted and acted on, with the health post being re-instated to 1 full time equivalent (fte) staff member and the Probation Service making a commitment to physically second a Probation Officer.
- 7.3** Each YOT Management Board meeting has a report on finances which takes into account the grant conditions. Were there any concerns in respect of not meeting the conditions this would be highlighted in the report and appropriate discussions would take place, seeking a resolution. For example non receipt of placement information was discussed and systems put in place within the YOT and Youth Justice Placement Team to ensure sharing of information, and a compromise was agreed in respect of the Youth to Adult portal (related to transferring young people to Probation) which had technical problems on both the side of the YJB and Local Authority (LA).

- 7.4 One of the standard agenda items for Slough YOT Management Board meetings is performance. This ensures a focus on monitoring performance and jointly tackling performance dips/concerns, such as an increase in First Time Entrants (FTE). Where FTE's the Board set up a Task and Finish group to identify issues and consider what needed to be done and by whom (singularly or collaboratively). This piece of work is on-going. Over the year other areas considered by the Board included Black and Minority Ethnic increases and decreases within the YOT cohort, synergies/joint working with other Thames Valley YOTs, supporting and working with various agendas etc such as the Multi Agency Support Hub (MASH), Troubled Families, Prevention, Violent Youth Crime etc.
- 7.5 March 2016 the Management took part in a self assessment looking at the Role of the YOT Management Board. This was led by the YJB and covered the strategic role of the Board, expectations of the board, opportunities/advantages for board members/partners, current national strategic challenges current national operational challenges (e.g. the YOT acquiring a Probation secondee), and what the Board viewed as priorities such as securing the right accommodation to continue to deliver effective youth justice services. The Board also considered various national reports, such as Probation Transition Arrangements, with partners jointly looking at recommendations, where applicable devising, agreeing and processing action plans that result in improved practice/service delivery.
- 7.6 The Chair at the time was of the view that ***"...the board should still be used to raise issues that have not been suitably dealt with during day to day business... I urge continued informed debate at the board meetings"***.
- 7.7 Slough YOT is part of Slough's Safer Slough Partnership (SSP), attending regular meetings. During these meeting the performance of the YOT is reported on, youth crime analysed and where required support given or joint work undertaken to address raises in youth crime or issues that can lead to an increase in youth crime (particularly Violent Youth Crime).
- 8.0 Workforce Development**
- 8.1 Staff turnover within Slough YOT continues to be low with a few vacancies resulting from limited funding. Regular supervision and appraisals are still viewed as important to support practice and this is monitored and developed via audits and developmental feedback. Staff also have access, and are encouraged to attend Practice forums, Risk Panels, Team Meetings, etc. and have informal multi-professional discussions. In cases of crisis 'in the minute' work shops are developed so that issues can be shared and common ways forward can be agreed and followed (e.g. increased youth activity that can result in violence if co-ordinated joint work is not undertaken).

- 8.2** Over the year, to support practice, training has been undertaken in safeguarding, child protection, AssetPlus, Appraisals, various management courses, systemic working, Early Help Assessments, Female Genital Mutilation, CSE, Domestic Abuse, Data Protection etc. Due to the fact that AssetPlus training and roll out took place early 2016, as previously mentioned, it is not envisaged that further training resources will be required in this area, although it is possible that monies will be used for refresher training. Where AssetPlus is concerned it should also be noted that within Slough YOT, and nationally, there are a lot of technical problems which adversely impact on service, e.g. not being able to send documents using the specified portal to custodial institutions, that need to be resolved by CACI who provide the database. The YJB are aware of this.
- 8.3** All staff, bar those recruited in the last few months (which include part time Assistant Project Workers) have had restorative justice training. Staff have also attended Trust Information and Service Days, the latter focusing on values and behaviours to support growing services.
- 8.4** Staffing continues to be in line with the Crime and Disorder Act 1998 which has been shown to contribute to the reduction of youth crime over the years. Hence statutory partners contribute to YOTs by seconding staff. The staffing make-up for Slough YOT is outlined in Table 2. As planned Slough YOT also recruited a Social Worker over 2015 to support working with Social Care, particularly with the local care home, Troubled Families agenda, and MASH. This relationship is developing with joint training as well as joint working.

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	Total
Permanent		1	1	1	4	5		3			15
Fixed-term				1	5	1					7
Vacant						2			3		5
Secondee Probation											0
Secondee Police				1							1
Secondee Health (Mental health)						1					1
Total	0	1	1	3	9	9	0	3	3	0	29

Table 3: Number of staff at YOT by contract type - July 2016

	GENDER	ETHNICITY			
STAFF	MALE (11)	2 ASIAN	2 BLACK	0 MIXED	7 WHITE
	FEMALE (16)	3 ASIAN	5 BLACK	0 MIXED	8 WHITE
	VACANCIES (2)				
TOTAL	27 + 2 = 29	5	7	0	15

Table 4: Number of staff at YOT by gender and ethnicity type - July 2016

8.5 Slough YOT receives funding from the YJB in respect of the JAC. The Youth Justice grant for JAC is used to support the statutory aim of the youth justice system to prevent offending and reoffending by children and young people. The four JAC staff are included in the table above.

9.0 Child and young people voice

9.1 The voice of the child is important as previously mentioned and Slough YOT seeks to ensure that this is taken into account in a variety of ways, interwoven in the day to day work of the YOT. These include putting comments from children and young people on their records, being an advocate for them in respect of seeking benefits, educational places, jobs, etc., when seeking to disclose abuse (in various forms), consulting them in respect of YOT leaflets and the Engagement Day etc. Evaluations are also an essential tool in listening to and involving children and young people as it enables the YOT to ascertain the impact involvement and interventions are having and it facilitates relationships which are important in working with young people and their families.

10.0 Resources and Value for Money

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Slough's Children Services Trust	571,810		28,000	599,810
Police Service	42,016			42,016
National Probation Service	8,959			8,959
Health Service	41,107		7,521	48,628
Police and Crime Commissioner	91,021			91,021
YJB Good Practice Grant	235,000		2,781	237,781
JAC	18,100		5,782	23,882
Total	1,008,013		44,084	1,052,097

Table 5: Partner contributions to the youth offending partnership consolidated/pooled budget 2016/17

10.1 The YJB Youth Justice Grant started 2015/2016 financial year at £293,148 and then in-year cuts reduced this to £262,146. The 2016/2017 funding figure of £237,781 was a significant loss of funding. However lower funding level targets were achieved by reducing the YOT staffing complement by 2 project worker posts.

10.2 In respect of Probation funding this will end in September 2016 as a result of Probation nationally having to comply with the Crime and Disorder Act 1989 and second a member of staff. Based on the Probation formula for ascertaining resources Slough YOT is only entitled to 0.5fte secondee. Over the year this level of resource will be monitored, with a bid for additional resources for 2017/2018 if Slough YOT can evidence the need.

- 10.3** Overall the budget has increased this financial year, even despite cuts from the YJB Youth Justice Grant. The increase is due to new monies for JAC, which is now run in house by Slough YOT. In addition Slough YOT received increased partnership funding from Slough Children's Services Trust and outstanding monies from the Police and Crime Commissioners via Slough Borough Council (SBC).
- 10.4** Slough YOT use an in-house evaluation form to gain feedback from young people, to aid in the delivery of service by always looking at improving practice. During the course of financial year 2015/2016 all (100%) young people who completed the in-house evaluation rated Slough YOT's overall service as either 'outstanding' or 'good'.
- 10.5** Young people wrote "The best thing about coming to the YOT was the friendly workforce", "YOT worker helped me find different ways to cope with my anger ", "I found them helpful and I am never going to get into trouble with the police again. This incident has shown me that I need to lay low, work hard at school and hang with good friends, if I want a good future".
- 10.6** Where staffing is concerned the YOT complement is illustrated in Table 2. Slough YOT also has an Education, Training and Employment Worker who unfortunately left in July 2016. However it is anticipated that the vacant post will be recruited to.
- 10.7** The YOT continues to be a multi-agency team comprising of secondees from the Police and Health Services, social workers and specialist practitioners. In respect of a seconded Probation Officer, following national intervention the Probation Service is now committed to providing a worker. Unfortunately at the time of writing no Probation Officers had volunteered to be placed in Slough YOT so 'next steps' are being addressed with Probation.
- 10.8** Slough YOT has a small complement of volunteers to support its work with young people. The volunteers cover Panels, Appropriate Adult work and escorting of young people to activities. Slough YOT has also trained up one volunteer to take the lead in Literacy assessment and teaching work with young people (i.e. Rapid English).

VOLUNTEERS	GENDER		ETHNICITY			
			ASIAN	BLACK	MIXED	WHITE
	FEMALE	19	7	3	3	6
	MALE	5	2	0	0	3
TOTAL		24	9	3	3	9

Table 6: Number of volunteers at YOT by gender and ethnicity type - July 2016

10.9 With the National Driver looking at how YOTs deliver youth justice services, and falling throughput, now is the opportune time to review how Slough YOT is delivering criminal justice services and if there is a more effective and cost-effective way to do this. Hence a review is scheduled to begin in July 2016 which will produce considerations for the YOT Management Board to consider in deciding the way forward. It is acknowledged that this review will also need to dovetail with the Taylor report due out approximately September 2016 and any new youth justice legislations.

11.0 Partnership Arrangements

11.1 The YOT has partnership arrangements with the National Probation Service, Health Services, Thames Valley Police, Courts, Services for Youth, Social Care etc. These partnerships are working well. In respect of Probation, irrespective of any national formal partnership arrangements, the working relationship with the Slough Probation office is extremely good. This has been especially important in the last twelve months as there has been an increase of young people being transferred. Slough YOT has the benefit of a qualified Health CAMHS nurse working permanently within the YOT. This does not mean that Slough YOT receives any preferential treatment but it does mean that any underlying mental health conditions can better be initially identified and assessed. The working relationship with the Thames Valley Police is good. This has been especially important when dealing with serious violent offences, potential gang related issues and when organisations are considering civil court action in respect of young people and their families. This relationship is enhanced by the YOT Police Officer's work.

11.2 The YOT also works with a number of voluntary agencies including the Youth Engagement Service, Aik Saath etc. who assist the YOT with a number of Reparation hours. During interventions and as exit strategies referrals are made to organisations such as Breakaway (focused on violent youth crime/gang violence), Services for Youth (constructive activities within the community), Fire Service (fire setters programmes) and we have also undertaken training with SAFE with the view to making referrals of young people who are victims of crime.

11.2 The Head of Service has been part of the Prevent strategy since its inception in Slough and continues to sit on the Channel panel and is part of the Prevent agenda which operates in line with the Prevent Duty Guidance. In 2015 the individual with the lead for Prevent within the YOT undertook a training programme which allowed her to assist in joint training of partners in respect of Prevent. The YOT lead also ensures that Prevent stays on the agenda where staff and practice is concerned (all staff undertaking training) and has been the centre point of contact in respect of the few Prevent referrals, related to support, that the YOT has made over 2015.

At the time of writing no young people on the YOT caseload had been accused or convicted of extremism related offence. In June 2016 Slough YOT held an engagement day to raise the awareness of Prevent among partners and with the local community, particularly parents.

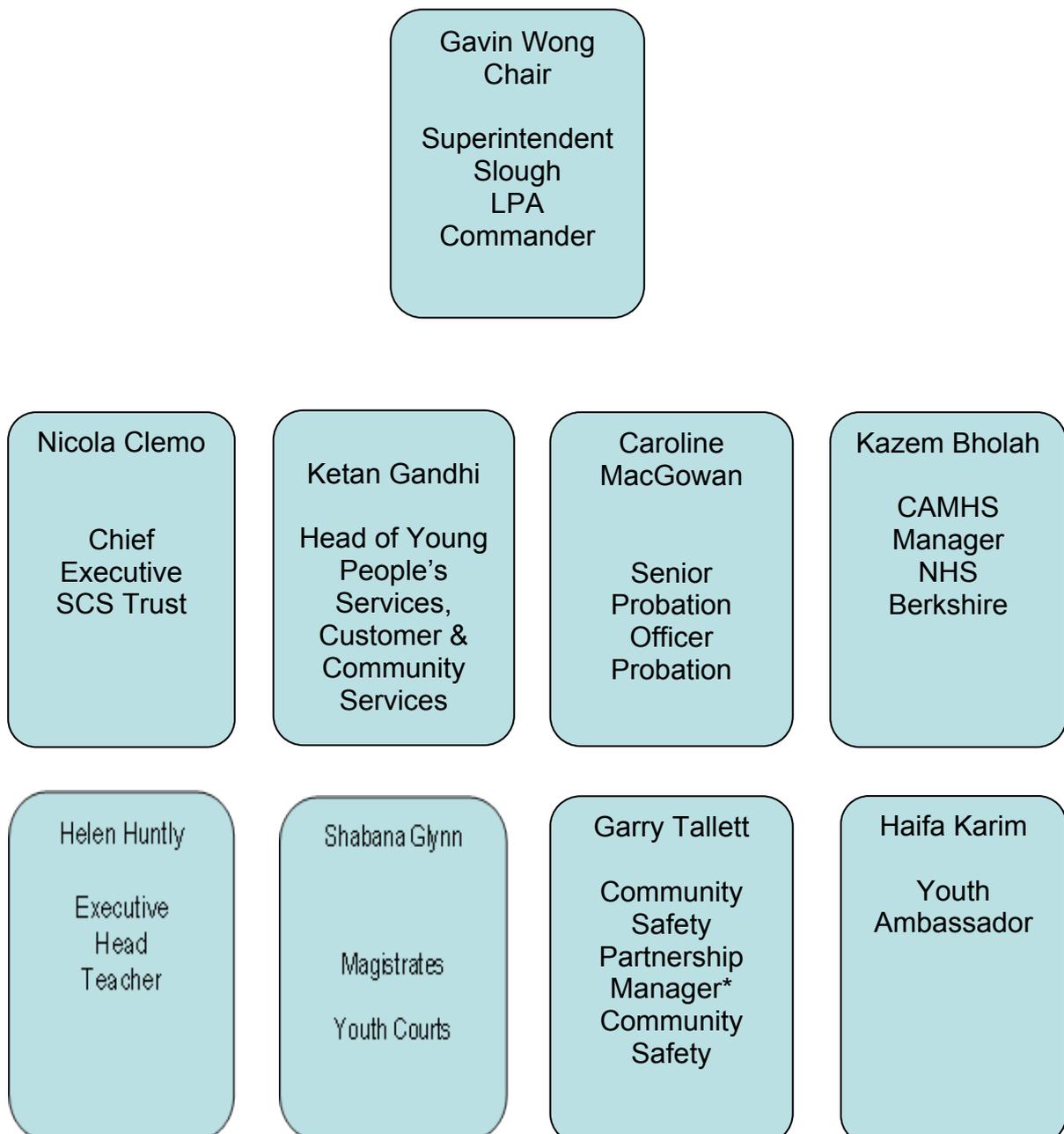
- 11.3** In 2014-15, there were 6 young people who were on Remand with 1 young person staying 140 days. In 2015-16, we had 13 young people on Remand with 5 young people staying an average of 341 days due to the nature of their offence. They all received custodial sentences for their crimes. At the time of writing, covering the financial year 2016 – 2017, there were no new cases of young people on Remand.
- 11.4** Over the year there has been no serious incidents, mainly due to the partnership work which involves sharing of information and disruption. This has involved joint working not just locally but also across borders.
- 12.0 Risks to future delivery against the youth justice outcome measures**
- 12.1** Criminal Justice, especially in its partnership format, is facing constant change and despite the positive outcomes, particularly in regards to national reduction in crime there are risks to maintaining success. In respect of Slough YOT these are outlined as follows:
1. Financial cuts: This can hinder required recruitment if it continues at the rate of the last two years.
 2. Accommodation: With no dedicated rooms young people may report less and work will not be able to be undertaken in the way it currently does.
 3. Taylor Report: This will have recommendations that lead to the dilution of youth justices and no capacity to deal with current or an increase of youth offending and thus achieve required outcomes.
 4. Internal YOT Review (previously mentioned): Ensuring the outcome supports youth justice outcome measures.

Glossary

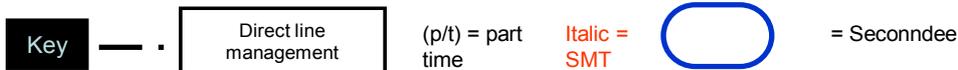
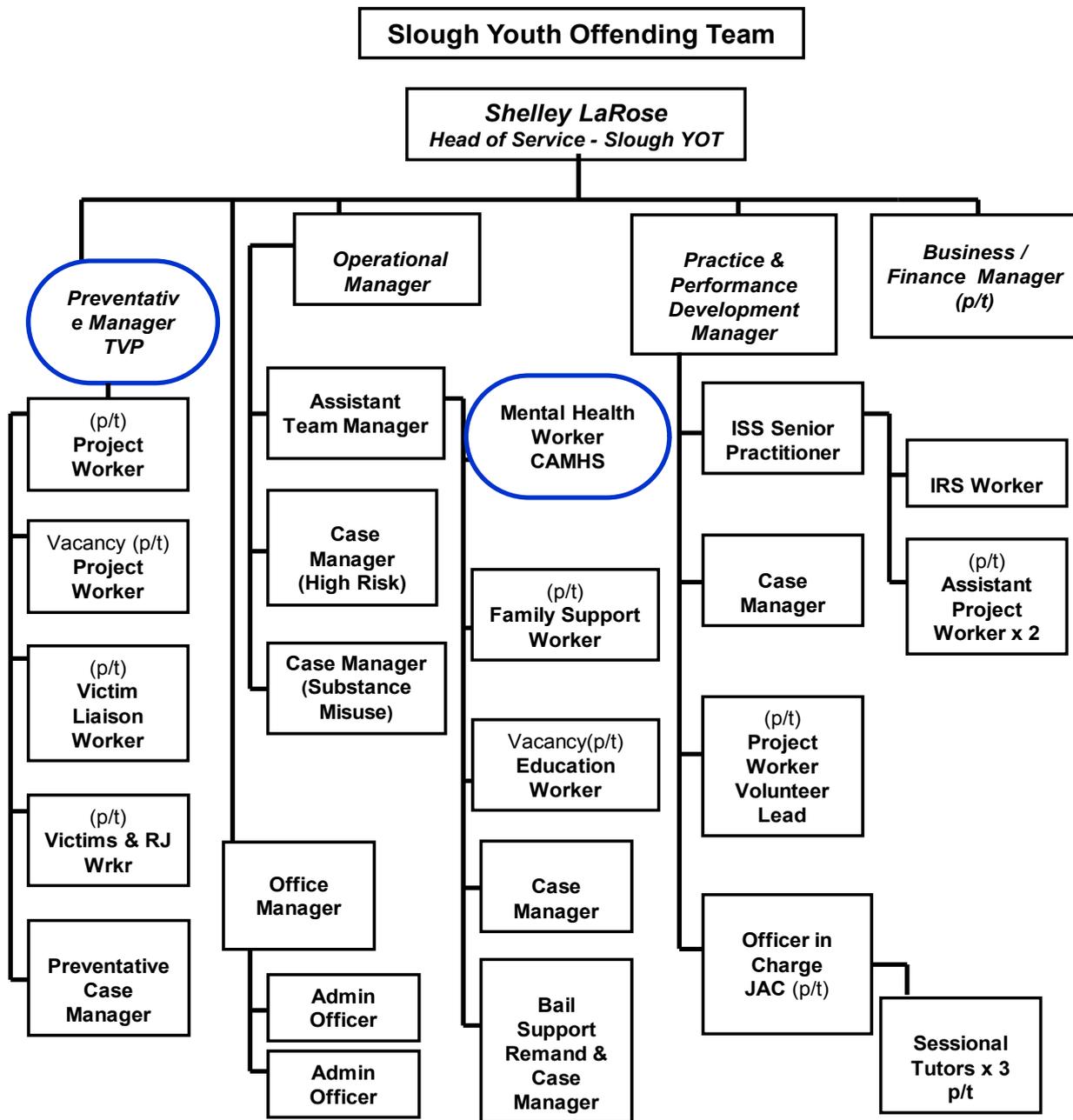
BME	Black and Minority Ethnicity
CACI	OT Database IT system provider (of ChildView)
CAMHS	Children and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
ETE	Education, Training and Employment
FTE	First Time Entrants
HELP	Helping Everyone Live Positively
HMIP	HM Inspectorate of Probation
JAC	Junior Attendance Centre
LA	Local Authority
LSCB	Local Safeguarding Children’s Board
MASH	Multi Agency Safeguarding Hub
NOMS	National Offender Management Services
PCC	Police and Crime Commissioner
SBC	Slough Borough Council
SCST	Slough Children’s Services Trust
SEMRAC	Sexual Exploitation and Missing Risk Assessment Conference
SSP	Safer Slough Partnership
SYVF	Serious Youth Violence Forum
SQS	Short Quality Screening
TVP	Thames Valley Police
VAP	Violence against People
YJB	Youth Justice Board
YOT	Youth Offending Team

Appendix 1:

YOT MANAGEMENT BOARD



Appendix 2:



Slough Youth Offending Team, Ground Floor East, St Martins Place, 51 Bath Road. Slough, SL1 3UF

