



Slough Youth Offending Team

Youth Justice Plan 2018/ 2019

Plan Summary

In accordance with section 40 of the Crime and Disorder Act 1998, this plan describes the arrangements for the delivery and funding of Youth Justice Services in Slough, and how the Youth Offending team (YOT) will fulfil its statutory functions in relation to reducing youth crime and anti-social behaviour.

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A hands-on approach to help children in Slough be
..... Safe, Secure and Successful

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Created by Slough YOT Young Person

1. Introduction

- 1.1 This updated Youth Justice Plan is produced in compliance with the Crime and Disorder Act 1998, Section 40 which stipulates the following:

It shall be the duty of each Local Authority (LA), 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.

It should be noted that within Slough, children’s services are delivered by Slough Children’s Services Trust (SCST), as highlighted in the 2016-19 Youth Justice Plan.

- 1.2 The produced plan also incorporates guidance from the Youth Justice Board (YJB) and must be submitted to the YJB for England and Wales and published in accordance with the directions of the Secretary of State.
- 1.3 Within Slough, YOT Board membership was stable until April/May 2018 when retirement resulted in a change of membership of the Trust representative and a secondment led to a change of membership to the Chair of the Board. It was anticipated that the Trust representative would change with the start of a permanent Trust Chief Executive taking up post September 2018. At the time of writing, membership was as outlined in Appendix 1. All the new Board members have been/will be inducted by the YOT Head of Service so that they are clear about their roles and responsibilities as a member of the Board. These requirements are also on the top of the agenda for meetings, as a prompt.
- 1.4 During the last 12 months, the YOT Board has looked at/supported the youth justice agenda addressing a range of areas including recruitment of volunteers, children looked after, serious youth violence, identifying and managing risks, speech and language, custody and resettlement, YOT budget/finances, first time entrants, education, training and employment, partnership working particularly around education, early intervention, supporting the community, accommodation to enable staff when working with young people, national standards audit plan, the Lammy (2018) review on black and minority ethnic young people in the criminal justice system, evidencing good YOT practice, the increase in preventative referrals/work, performance, re-offending (particularly predicting and preventing offending), court closures and the impact on practice and young people and their families (hence contributing to the court consultation), seeking the development of the YOT database (which included looking at if it was fit for purpose), maintaining secondees, YOT Inspection changes etc.

- 1.5 Due to the restructuring (following profiling of the YOT and services required undertaken by an independent consultant 2016/17), this year saw the YOT involved in a range of recruitment, while remaining staff covered the vacancies. By January 2018, Slough YOT had recruited and inducted over 10 new staff members in various roles. Having supported these staff members through their probationary periods (a few still to be completed), Slough YOT now looks forward to these new staff developing their practice. A Team Away Day in May 2018, involving all the Team, provided a learning opportunity for staff (including a significant number of new staff) to learn more about each others' roles, to work closer and also to focus on how accountability supports outcomes for young people. The day was described by a new staff member as ***"one of the best days I have been to."*** Achievements over the year noted by staff at the Team Away Day included the bonding of new staff, development of more practice policies and procedures aiming for consistency, increased number of volunteers to support work, increased understanding of ChildView and improved recording, introduction of the Serious Youth Violence "Switch Programme" etc.
- 1.6 A Tombola run on the Team Engagement Day (May 2018) raised over £75. This was donated to Daisy's Dream, a charity that supports children through bereavement. The donation was in recognition of the number of children the YOT works with who have had a bereavement in life contributing to their behaviour, and the increase in violence resulting in serious injury witnessed by young people who may then suffer post traumatic trauma.
- 1.7 Building on working together with social care, Slough YOT has began a three month pilot (started May 2018) by jointly staffing the 'Front Door' and focusing on giving advice and guidance related to 'triaging' referrals made where safeguarding is a possibility. Work with the Leaving Care Team has continued and includes looking at a range of elements which include care and support of children looked after in custody.
- 1.8 During the coming year the YOT will focus on a range of priorities related to preventing offending behaviour and taking into account a range of plans, such as the Youth Justice Board (YJB) strategic plan 2018-21, Safer Slough Partnership (SSP) Plan, Police and Crime Commissioners (PCCs) Plan, Local Safeguarding Children's Board (LSCB) Plan and aims/objectives linked to various other partners and community groups. Relationships will also be maintained with a range of partners who support the criminal justice agenda such as the High Sheriff of Berkshire, Housing etc.

2. Update on Slough YOT's achievements and priorities during 2017/18

- 2.1 Having improved in 2016/17, there was a dip in performance in respect of Local and National indicators for 2017/18, as was anticipated and highlighted in last years plan. Only one of the three National Indicators were met and one of the Local Indicators. This is explored in greater depth within the body of the Youth Justice Plan. The performance for Slough YOT is split in respect of the National Indicators (re-offending, custody and first time entrants) and Local Indicators (accommodation, education, training and employment and black and minority ethnic children in the criminal justice system).
- 2.2 Slough YOT continued to deliver services in line with the YJB grant conditions for Effective Practice, the Junior Attendance Centre (JAC) etc. Where the JAC was concerned the programme has become more structured with young people attaining certificates/qualifications. In-house auditing has been re-established and needs to be built on especially in regards to looking at performance compared to recommendations from Government Inspections.
- 2.3 In October 2017, the Out of Court Disposal Scrutiny Panel looked at cases from Slough YOT and fed back that the ***“quality of decision making for youth cases was... superior.”*** Slough YOT also began to compare its work, and will continue to compare it work, with Out of Court Disposals recommendations from the thematic inspection in this area.
- 2.4 Slough YOT continues to work to its 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 Trust's vision to ensure children are Safe, Secure and Successful through systemic working. Feedback from a parent of a young person, which demonstrates that work with the YOT assists in understanding and changing behavior is as follows:

“I just wanted to say thank you for everything you've done for Zammie. I know it has been a bumpy ride but you always remained positive and been very fair with him even at times when he didn't deserve it. Thank you also for being there to answer my questions and for putting up with my many rants and moans. In a funny sort of way he will miss not coming to YOT. Zammie was made up with his birthday card. It was a lovely gesture.”

- 2.5 Achievements over the year included two students passing their placements and obtaining posts within the Trust, the partnership with Brunel University continuing with staff contributing to the recruitment of social work students, canvassing and receiving a significant increase of preventative referrals (ensuring that those in need are receiving robust and targeted interventions etc). A significant achievement was

obtaining the Special Education Needs and Disability (SEND) Quality Mark, which covers the Slough area, for work undertaken with young people who have a range of special needs.

- 2.6 In respect of priorities from 2017/18 the majority of these were completed bar the ones related to accommodation, initial assessments, education commentary on records, screening Youth Restorative Disposals (YRDs), having a young apprentice and supporting social care in respect of remand fostering. Where accommodation is concerned partners were consulted but no alternative rooms, other than those currently used were identified. However taking on board communication in May 2018 that there are plans to relocate Slough Borough Council (SBC) and the Trust, and thus by default the YOT, it is possible that accommodation will be resolved long-term.
- 2.7 Due to the partnership work (locally and across borders) which involves sharing of information, disruption, joint safeguarding and public protection initiatives etc, there continues to be no critical incidents.
- 2.8 Slough YOT seeks to ensure that the voice of the child is expressed in a variety of ways which in addition to the areas that are mentioned later include encouragement of young people to complete Slough Clinical Commissioning Group consultation, having their say in respect of the closure of Maidenhead Youth Court survey etc.
- 2.9 With a near complete complement of staff (see Appendix 2), Slough YOT has begun, and will continue, to improve practice. It will also continue to raise its profile, using a range of mediums and networking which includes utilising the website, attending and supporting partners at various events/forums e.g. Freshers' Fairs, conferences etc.

3. Slough YOT 2018/19 Priorities

3.1 Taking into account the work that has taken place in respect of criminal justice over 2017/18 by the YOT and partners, it is intended to build on this during 2018/19 by way of the following partnership approach:

1. Continue to be involved in the outcomes of the Strategic Framework Review – Partnership Work related to violence and vulnerability
2. Continue to be involved in the outcomes from the Safer Slough Partnership consultation in regards to serious youth violence and county lines
3. Support various local and national agendas by focusing on areas such as counter terrorism, trauma-informed practice
4. Continue to monitor and where necessary address disproportionate representation of children and young people from Black and Minority Ethnic (BAME) backgrounds in the youth justice system – starting with work in respect of the increase of Roma young people who are entering the criminal justice system and are also not in education, employment or training
5. Address transitions between services
6. Monitor safety in custody
7. Participate in the Haybrook parenting bid/project if the application is successful
8. Ensure systems are in place to support young people within the criminal justice system who are also children looked after
9. Undertake at least two self assessments linked to government inspections and a review around the YOTs preventative work
10. In recognition of the increase of young people remanded into the care of the Local Authority the YOT Board looks at use of the remand spend, and if it is excessive support a request for an increase of additional funding
11. Revitalise restorative justice practice and increase reparation placements building on/developing current reparation projects with the support of partners
12. Consider the court duty rota if the local youth court in Maidenhead is closed
13. Manage an increase of preventative referrals identifying new opportunities/resources, increasing group work and maintaining partnership working.

4. Evidence of Performance

4.1 Slough YOT reports on its performance in two ways. It reports to the YOT Management Board on a local level about current cohorts, using in-house data and sources. The other reporting is by explaining its position when compared with the other Thames Valley YOTs, Family Comparison YOTs, the South East, and also nationally. The data for this latter report (National Indicators) is produced and published by the YJB and is broken down looking at the following:

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

Indicators		Q1 2017/18 (Apr-Jun)	Q2 2017/18 (Jul-Sep)	Q3 2017/18 (Oct-Dec)	Q4 2017/18 (Jan-Mar)	End of Year performance 2017/18	End of year performance 2016/17	Local Targets 2017/18
1	Rate of proven re-offending by young offenders NOTE: This is a measure time-delayed by 18 months	33.3% (11 of 33)	36.8% (7 of 19)	30.0% (6 of 20)	30.0% (3 of 10)	32.9% (27 of 82)	25.8% (33 of 128)	25.8% or less
2	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	0.0% (0 of 19)	9.1% (2 of 22)	6.3% (1 of 16)	17% (3 of 18)	8% (6 of 75)	5.1% (4 of 79)	5.1% or less
3	First time entrants to the Youth Justice System aged 10–17	15 Entrants	13 Entrants	13 Entrants	17 Entrants	58 Entrants	63 Entrants	62 Entrants
4	Young offenders engagement in suitable education, employment or training at end of their Order	58.3% (7 of 12)	35.3% (6 of 17)	52.0% (13 of 25)	50% (9 of 18)	48.6% (35 of 72)	31.0% (22 of 71)	70% or more
5	Young offenders access to suitable accommodation	91.7% (11 of 12)	88.2% (15 of 17)	96.2% (25 of 26)	89.5% (17 of 19)	91.9% (68 of 74)	83.3% (70 of 84)	95% or more
6	Ethnic composition of offenders on Youth Justice System disposals	34.6% (9 of 26)	48.1% (13 of 27)	51.9% (14 of 27)	59.1% (26 of 44)	50.0% (62 of 124)	46.5% (53 of 114)	63% or less

Table 1: Summary of 2017/18 Performance Indicators

4.2 Table 1 highlights Slough YOT’s performance for 2017/18. It shows that Slough did not meet two out of six of the Local and National Performance Indicators. The most significant improvement from the previous year was in the number of young offenders accessing suitable accommodation, rising from 83.3% in 2016/17 to 91.9% in 2017/18.

4.3 Rate of proven re-offending by young offenders: Slough YOT’s end of year performance is 32%. In respect of re-offending since 2014, this has fluctuated, as indicated in the following chart 1 (in-house data). Although the risk of re-offending has risen slightly, it should be noted that the cohort is smaller – with the number of children re-offending falling from 33 in 2016/17 to only 27 in 2017/18 (in-house data). It is also important to note that positive performance is reflected when compared with national re-offending figures, which were 42.6% in 2014/15 and 42% in 2015/16 (census data only available up to this period).

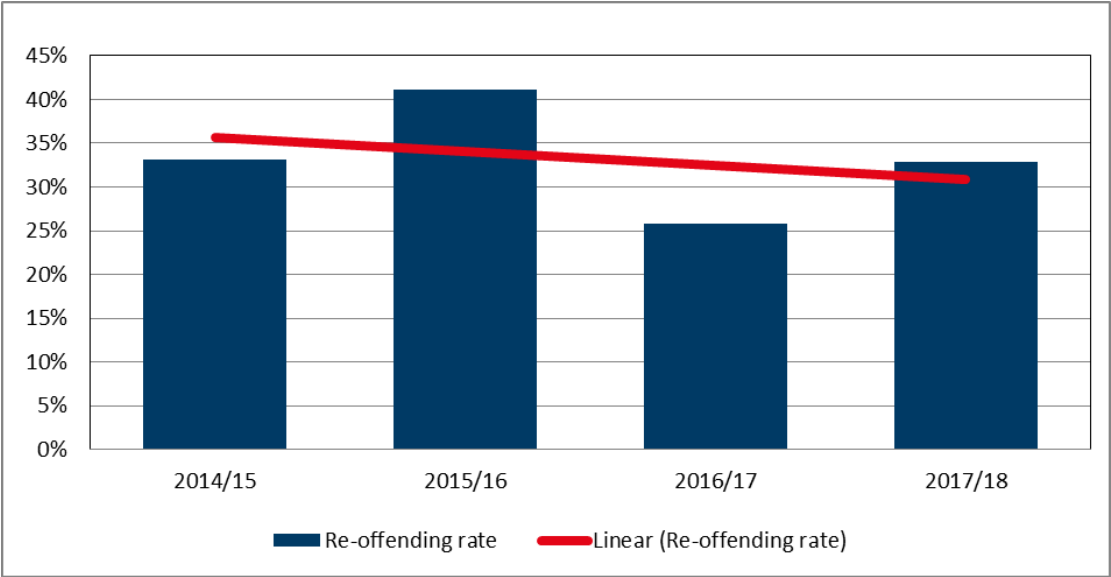
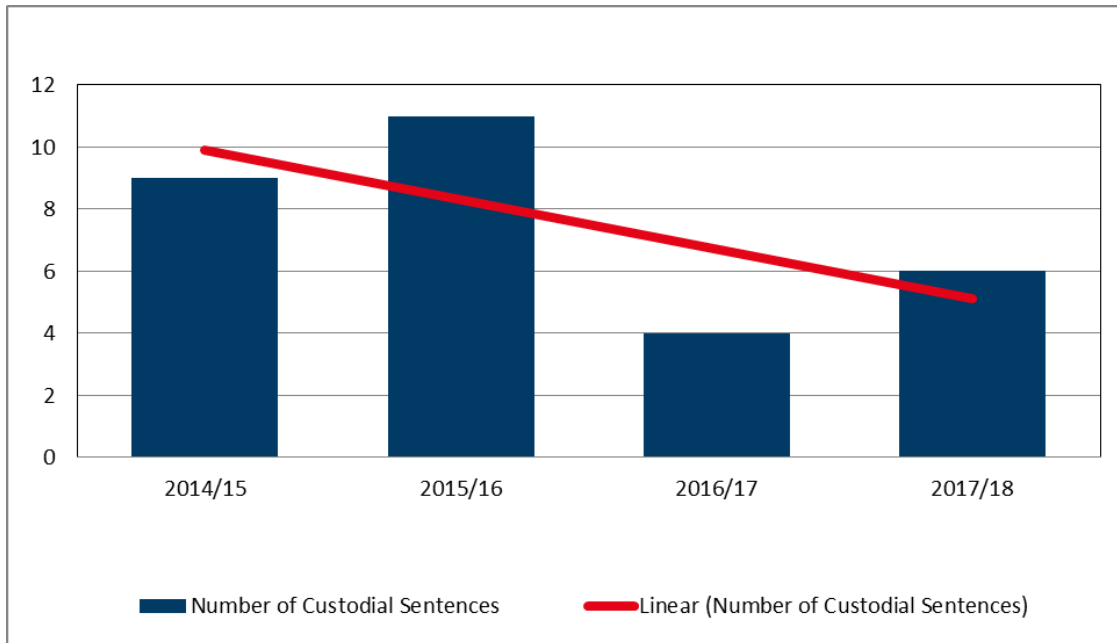


Chart 1: Re-offending from 2014 - 2018

4.4 During 2017/18 there was an increase, from four to nine young people who were remanded in custody, either in a Secure Training Centre (STC), Young Offenders Institution (YOI) or a custody status programme. All of the remands were for serious offences such as robbery, rape, grievous bodily harm, possession of a weapon etc. Due to the increase Slough YOT Board requested a ‘deep dive’ exercise to consider if offences committed could have been predicted and prevented. While there were recognised opportunities for earlier intervention and partnership working with some of the cases analysed the overall conclusion was that the offending committed in the cases looked at could not have been predicted, hence prevented. In regards to time spent on remand, due to the serious nature of offending and trials etc, this increased from 14 days to 80 days.

4.5 People within the Youth Justice System receiving a conviction in court who are sentenced to custody: A total of six young people received custodial sentences for offences including grievous bodily harm with intent and attempted rape. This demonstrated that custody tended to be given for serious offences.

Chart 2:



Custodial Sentences from 2014 to 2018

4.6 Chart 2 and Chart 3 show that the linear trend of custodial sentences fell year on year, with a relatively small increase of two in 2017/18 from the previous year. Despite this slight increase in the number of custodial sentences received this year to six, it is still much lower than the previous five years (nine in 2014/15 and 11 in 2015/16.) This trend also coincided with the increase in the number of violence against the person, drugs and sexual offences in the last few years that in the main received custodial sentences. When compared with national figures, Slough YOT has been performing better at closing the gap since 2014. This is evidenced when noting that in 2014 Slough's custody rate was 0.96 while the national rate was 0.44, and by 2018 Slough's custody rate was 0.45 while the national rate was 0.41.

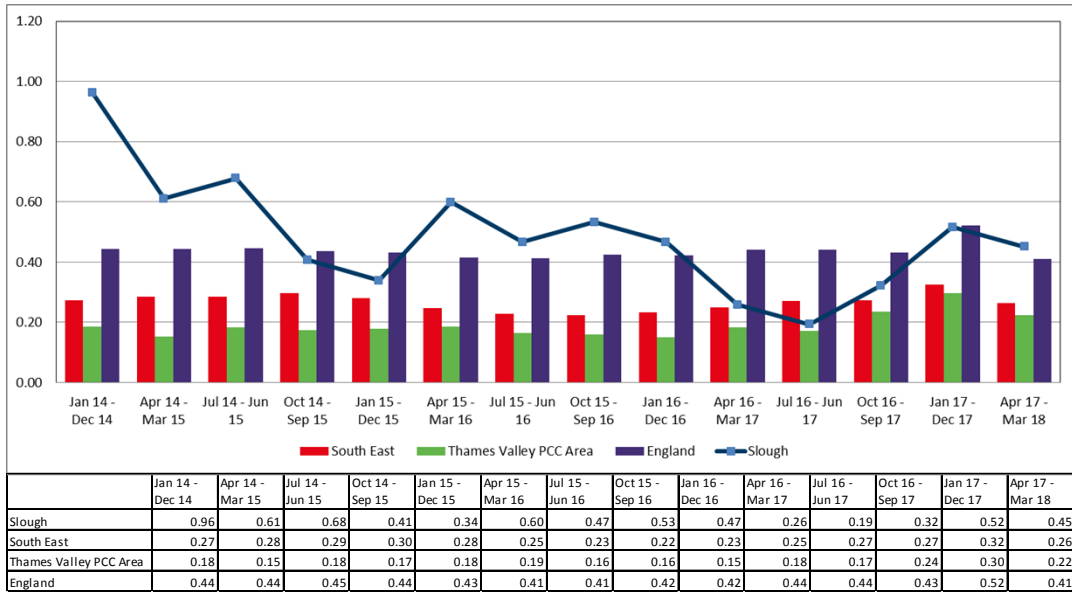


Chart 3: Custody Rate per 1,000 Young People from 2014 to 2018

4.7 First Time Entrants (FTEs) to the Youth Justice System aged 10-17: Chart 4 shows that since 2015, FTE figures have been on a steady decline and are at the lowest over the last three years and below the target of 62. In 2017/18, numbers fell to 58. The outreach work in schools resumed and continued to create awareness of the law and divert young people from committing offences thereby supporting this indicator.

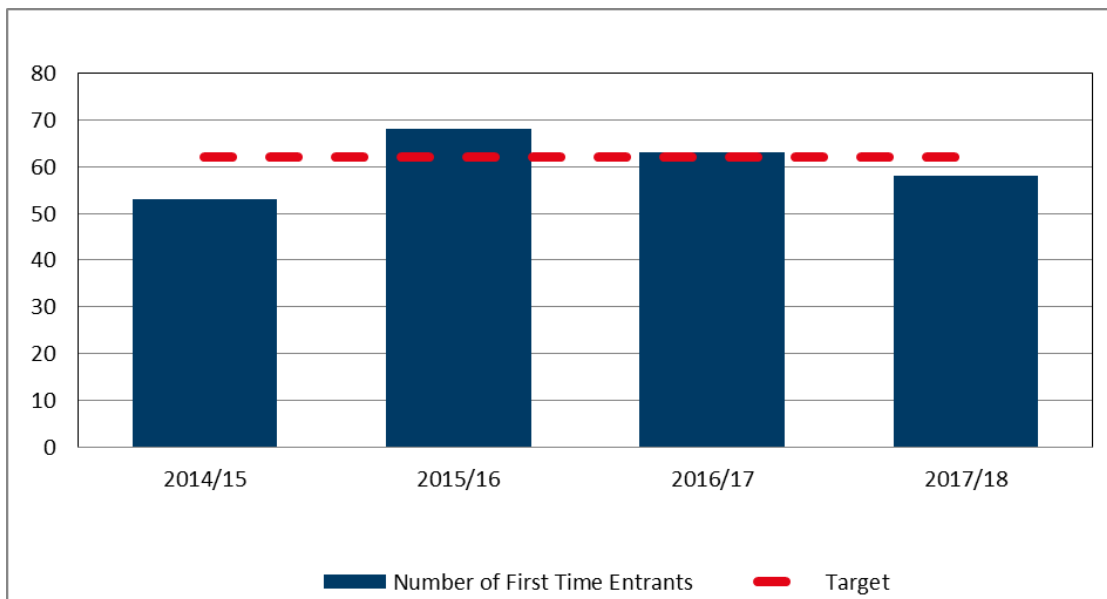


Chart 4: First Time Entrants from 2014 to 2018

4.8 Chart 5 represents the rate of First Time Entrants as per 100,000. This has remained relatively close to London statistics since 2014 with the gap gradually closing and nearly matching Slough figures towards the end of 2017.

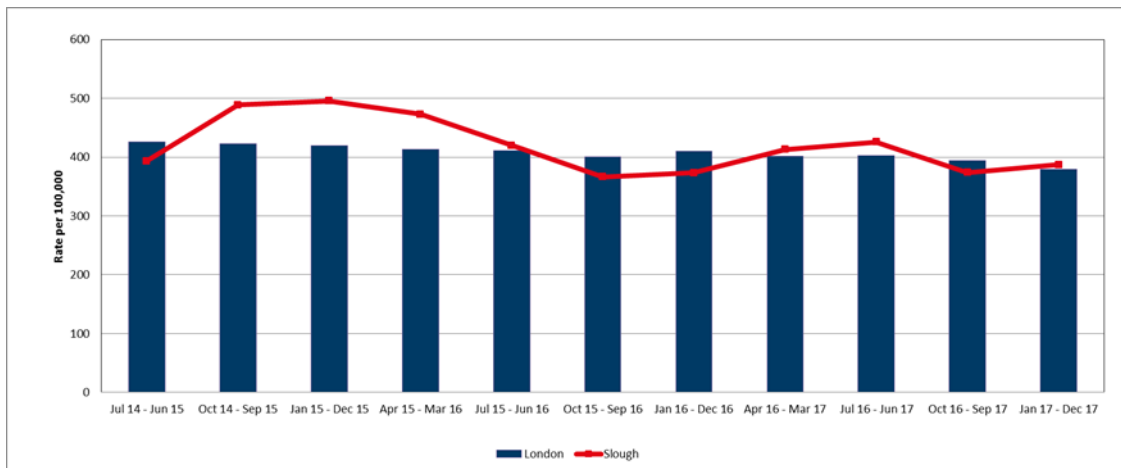


Chart 5: First Time Entrants rate per 100, 000

- 4.9 Summary of 2017/18 Performance against YJB National Indicators: Slough’s FTE rate of 387 per 100,000 of 10-17 age group population (January 17 to December 17) was above the national and YOT comparison groups; however there has been improvement from last years rate of 420. Regarding re-offending rates (July 15 to June 16), Slough’s binary rate of 47.8% was slightly above the national average of 42%, but still below the London average of 47.9%. In respect of the use of custody rate per 1,000 of 10-17 age group population (April 17 to March 18), Slough YOT’s custody rate of 0.45 was marginally higher than national statistics, which was 0.41.
- 4.10 Local/diagnostic performance indicators: As previously mentioned, this relates to young peoples’ engagement in suitable education, employment or training, BAME within the criminal justice system, and accommodation status of young people the YOT works with. Slough YOT has been actively addressing and tackling the issue of young people who are Not in Education, Employment or Training (NEET) over the year with some visible success.
- 4.11 Slough YOT is an active member of the LSCB Education Subgroup which has helped to support improvement in this area, and also attends the Pupils Educationally at Risk (PEAR) panel on a monthly basis to focus on children at risk and/or those who are not receiving the education they should. Slough YOT has built an enhanced working relationship with the local Pupil Referral Unit (PRU), Haybrook, and attending the PRU weekly to support the more complex needs of young people. Slough YOT has also been successful in re-establishing working relations with Services for Youth by attending bi-monthly meetings, increasing referrals to Services for Youth during the interventions with young people. To support transitions and ensure continuity, exit strategies are utilised. These also include referrals to Autism Berkshire (for those diagnosed with autism where support is needed for young people and parents), encouragement to make contact with the online counselling resource supporting well-being referrals to KOOTH, Daisy’s Dream etc.
- 4.12 Via the Virtual school, access for young people to numeracy and literacy support that help improve their skills is still set up. Work to enable Children Looked After (CLA) and Care Leavers (CLs) takes place via a range of ways, including the YOT being part

of the Education, Employment and Training (EET) Strategy Delivery Group which is a SBC and SCST collaboration.

- 4.13 Despite a range of partnership activities, development in this area continues to be slow. However, Slough YOT Management Board members and various partners continue to seek to support young people attaining either education, employment, or training. Examples of this includes the education representative taking young people Not in Education, Employment or Training (NEET) to the Fair Access Panel on behalf of the YOT, the Virtual School offering access to additional numeracy and literacy classes etc.
- 4.14 There has been recognition in the number of young people in the local PRU/Haybrook who would benefit from parental support to attain the education achievement, staying in education etc. Along with Haybrook, partners, and parents, the YOT is thus part of an Innovation Fund bid (April 2018) which, if successful, will focus on enabling parents to support young people at the unit to successfully move into EET.
- 4.15 During the year, Slough YOT has also worked with partners around the Children Looked After and Children Leaving Care story, related to EET. Although the majority of this cohort have been in custody, joint work has looked at how they are supported, and where there is a requirement for additional support, how this is identified and facilitated. Such work has resulted in an increase in visits to young people in custody from relevant partners (e.g. social care), Education Health Care Plans (EHCPs) checked and monitored etc. For the few young people being released, transitional meetings with Probation take place so that not just EET needs, but also accommodation needs, are addressed. This work is supported by the involvement Slough YOT has with Slough's Education, Employment and Training Strategy (2017-20) for Children Looked After and Care Leavers.
- 4.16 The proportion of young offenders who are BAME increased during 2017/18, from 46% of offenders to 50%, which is still below the target of 63% (2011 CENSUS). At the time of writing, there were no concerns related to disproportionality, as highlighted in Lammy's review (September 2017) looking at the treatment of, and outcomes for, BAME individuals within the criminal justice system. Although no concerns from the Lammy Review were apparent, what has been noted since March 2018 is an increase in Roma young people coming into the criminal justice system who are not in EET. Partnership work has thus begun, and will continue, to address this matter.
- 4.17 During 2017/18, violence against the person and theft have been the most common offences with a noticeable drop in motoring offences - which had been one of the top three frequently committed offences the previous year. The third top offence now is drug offences followed by sexual offences. Drug offences have continued to increase and targeted work is still being carried out alongside these young people with groups and universal sessions implemented this year. For those who receive custodial sentences, case managers ensure that resettlement into the community is seamless via attendance at review meetings within custodial institutions and partnership working with relevant agencies which includes Probation etc.

5. Safeguarding

- 5.1 With the increase of young people involved in the movement of drugs the LSCB has incorporated the YOT into the new thresholds. In addition, over the year, a range of safeguarding discussions at the LSCB, which Slough YOT is a member of, have taken place. In addition the YOT contributed to the Business Plan and priorities related to internet safety, Child Sexual Exploitation (CSE) etc. Slough YOT also contributes to the safeguarding agenda by being part of groups related to CSE and also contributing to the CSE audit of cases.
- 5.2 With the increase in serious youth violence the requests for attendance at child protection meetings has increased, as has requests for attendance at partnership meetings to tackle serious youth violence to prevent it becoming the norm. The sharing of information, in line with legislation, is also used to support this agenda. All staff continue to be up to date in respect of safeguarding and CSE training.
- 5.3 Discussions on safeguarding continue to take place within a range of meetings within the YOT and safeguarding remains a standard agenda item at Team Meetings, Senior Management Meetings, supervision and appraisal sessions with staff. All YOT staff are aware of how any safeguarding issues can be escalated and the YOT has contributed to the recent revised Thresholds process, as previously mentioned.
- 5.4 During 2017/18, Slough YOT, along with other Berkshire YOTs, maintained a strong relationship with the courts, attending biannual court user meetings and also contributing to the court's annual general meeting by delivering presentations. Unfortunately the former forum had to end due to a reduction in court resources, however, it is planned to maintain open communications and maintain positive working with the court on the agenda by utilising established methods of work etc. In anticipation of the closure of the local youth court, Slough YOT (following consultation which Slough YOT and YOT Board partners contributed to highlighting the detriment of such action for Slough families) has in partnership with the majority of Berkshire YOTs trialled a joint week day court duty system, similar to the weekend shared rota which has now been established for several years. In respect of providing a service to the courts, the following comment from one of the Judges, evidences that this occurs: ***“Helpful reports with reasonable proposals given the statutory obligation of the YOT to find credible alternatives to custody for children and young people.”***
- 5.5 In June, Cyber Prevent training was commissioned and delivered by Thames Valley Police. This was joint training (involving the YOT and partners from the Channel Panel – Health, Probation, Community Safety, Services for Youth, and Social Care) focusing on young people who could be drifting into cyber crime or at risk from their online cyber dependent activity. The team also undertook trauma training (which focused on development, attachment, emotional and mental health etc) in youth justice to support this area of work. Due to the integral part special educational needs plays and speech and language, the speech and language worker delivered training around identifying and supporting hidden communication needs for staff. The seconded

CAMHS worker was also utilised to support safeguarding, raise mental health awareness with staff, undertake joint assessments and also facilitate young people transitioning to community mental health adult services.

- 5.6 Attendance at the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) continues along with use of the CSE indicator tool when making referrals. Similarly the sharing of information with the Multi-Agency Safeguarding Hub (MASH) in order to identify the correct services and who needs to be involved with individuals etc. in order to safeguard. Partnership working in these areas has enabled timely, relevant and appropriate responses/work by the right individuals/services. In addition Slough YOT is involved in a pilot working relationship with social care which involves working with 'First Contact' by supporting social workers with new referrals and assessments, triaging and identifying safeguarding/preventative pathways as well as when safeguarding thresholds are met.
- 5.7 At the time of writing there continued to be no identified safeguarding issues in respect of young people in custody where Slough YOT was concerned, and staff continued to discuss secure accommodation with the few people within, and exiting, custody. However, what has and continues to be noticeable within Slough is the increase of children and young people, from a younger age, involved in moving drugs and thus offending/knife related crime. While acknowledging the offending aspect of this behaviour the partnership within Slough YOT and also Slough locality recognise, and seek to address, the safeguarding aspect. Hence Slough YOT has been involved in planning a range of projects to occupy children and young people, particularly during holiday periods, and working closely with families to protect their child.

6. Managing the risk of harm

6.1 Within Slough, as highlighted in the safeguarding section, there has been recognition of the overlap between safeguarding/vulnerability and violence. While acknowledging the current lack of an overarching policy to address this Slough YOT and partners work collaboratively on this issue in a consistent manner. Examples of such include:

- Participating in the Thames Valley Police/Police Crime Commissioner strategic framework review into violence and vulnerability. Part of this was advocating an overarching strategy and also a toolkit that all partners could utilise
- Participating in the Safer Slough Partnership consultation to revisit the gangs/serious youth violence situation within Slough identifying need and advocating if possible a mentoring scheme and ways of exiting 'county lines' for those seeking to escape from risky and unsafe situations they find themselves in. This builds on the previous years work within Slough around this area, including the Slough Locality Review (2017) which sought to understand and look at the links between serious group offending, local 'drug markets' and vulnerable individuals
- Sharing good practice and 'in-house' tool kits such as a safety plan to use with young people
- Expanding the weapons awareness programme incorporating additional schools along with Slough and Eton, such as Wexham School (delivered to over 1,000 individuals) etc. This programme is supported with substance awareness sessions and workshops which are evaluated on an on-going basis with feedback from 87 out of 89 (98%) pupils in January 2018 rating the workshop they experienced as "ok," "good" and "great." Comments also included "***That was better than I expected... I actually learnt something.***" (CC17)
- Newly developed serious youth violence workshops which raise awareness of peer groups and gangs, county lines, social media, medical implications (delivered by Wexham Park Hospital) etc. The aim is that with education, support and guidance, children and young people will avoid serious offending

6.2 Slough YOT holds a Risk Management Panel which is multi-agency and focuses on young people at risk of harm, and safety and wellbeing (particularly Children Looked After). Risk levels considered stem from the YOT AssetPlus (assessment tool) where young people are coming out at a medium or high level where risk of harm and/or re-offending is concerned. At this panel, colleagues check that plans are robust enough and suggest elements that can support the young people and their families. Cases where custody is a potential are also considered and, more recently, cases where a Criminal Behaviour Order (CBO) is desired, along with cases where young people are believed to be involved in 'county lines' (moving drugs) have been on the agenda. To support the objectives of practice development within Slough YOT, elements of the signs of safety model supports risk management at this Panel.

6.3 Victim work decreased over the year, for a range of reasons, however, the worker continued to support victims of crime. The need for young people to repair the harm

caused by their offending by completing both direct and indirect reparation remained unchanged. Indirect reparation was centred on the allotment project and sessions at local community centres/Aik Saath. Britwell Library and community centre were also used. An internal evaluation, however, indicated that reparation placements would benefit from being developed further. With the retirement of the victims lead, victims work will also need to be focused on during the coming year. Prior to their departure, work had begun in respect of ensuring that all victims were contacted and interventions undertaken if requested.

- 6.4 Partnership working with agencies such as the Police, members of the Community Safety Partnership (CSP), Probation, and Schools etc. continues with a specific focus being on protecting the public. While all partnerships are of equal importance it is worth highlighting the intense training programme undertaken with East Berkshire College (aka Langley College, now known as Windsor Forest College Group) around drugs and weapons. This programme is linked to the work Slough YOT has been undertaking around serious youth violence and is linked to county lines. To support work in this area, various partnership training has taken place with consultants specialised in this area and Slough YOT producing a safety plan tool and sharing it with the YJB so that other YOTs can use it, similar to Slough YOT using it with young people and their parents who feel vulnerable and at risk.
- 6.5 Slough YOT is part of the Serious Youth Violence Forum (SYVF) meetings which focuses on young people involved in 'gangs'. Over the year, despite a range of partnership activities and a range of successful Police operations the level of serious youth violence, particularly violence involving weapons, has increased. This has been for a range of reasons, some contradictory, highlighted by a recent survey by Slough Youth Parliament. This 'Make your Mark' consultation highlighted that young people carried knives in order to offend and also in order to protect themselves from others. Attendance at the SYVF has ensured that preventative referrals, linked to serious youth violence, are targeted and identify those most at risk of being involved in crime or anti social behaviour in the locality. Slough YOT has completed Weapons Awareness training with college staff enabling them to recognise signs of serious youth violence and giving them the ability/knowledge to signpost individuals for safeguarding/targeted support.
- 6.6 The increase in youth violence has led to not only solutions being sought in the forums previously mentioned but also at the Organised Crime Group (OCG), set up in 2017, which in partnership focuses on young people at risk of becoming involved in organised serious crime. Meetings also take place regionally and nationally with the development of this agenda with everyone seeking to not just protect the public, but also safeguard, not just working together but also responding to the needs of children and young people, and their families, offering solutions where possible.
- 6.7 In recognition that offending linked to serious youth violence is not have a short term solution the YOT and its partners are committed to medium/long-term joint working, and learning from areas who have found solutions for this type of offending. Meetings with Thames Valley Headquarters, the YJB, and the Ministry of Justice (MOJ) etc have also taken place, to consider how various agencies can contribute to

stopping offending in this area, and will be on-going. Linked to serious youth violence the use of CBOs are being looked at as a solution to reduce offending. This is in line with guidance from the YJB and an agreed procedure (which underlines fairness and equality while promoting credible and realistic prohibitions and conditions to enable young people to avoid committing anti-social acts). The courts have also taken on board training linked to making CBOs. At the time of writing there are discussions around applications for CBOs which may result in them increasing over 2018/19.

- 6.8 In support of the Prevent Duty Guidance the Head of Service attends and works in line with the Prevent meetings/strategy which includes sitting on the Channel Panel. At the time of writing no young people on the YOT caseload had been convicted of an extremism related offence.

7. Structure and governance

- 7.1 Towards the end of the financial year, the Chair of the YOT Management Board was offered a secondment promotion at Thames Valley Police Headquarters. Hence, since April 2018, there has been a new Chair. Similar to the substantive YOT Management Board Chair this interim Chair is also the Local Police Area Commander. The only other change of the membership is in regards to the Chief Executive of the Trust who retired May 2018. Just prior to that her deputy sat on the Board and in June 2018 the interim Chief Executive attended. It is anticipated that when the permanent SCST Chief Executive comes into post in September 2018, she will be a regular attendee. Membership of the Management Board is indicated within Appendix 1.
- 7.2 The YOT Management Board fulfils its duties in line with the Crime and Disorder Act requirements, performance, completion of national standard audits etc. Topics covered on the Board agenda continues to not only enable the Board to hold the YOT to account, in respect of its practice, but also to challenge each others partnerships and agree how partners can together support the agenda of youth crime, overcoming barriers to effective multi-agency working and also making an effective contribution to delivering against key youth justice outcomes. The Board has a structured agenda which assisted it in doing business. It also looks at joint work/support for those at risk of offending.
- 7.3 Areas considered by the Board since June 2017 include a Speech and Language Therapy (SALT) presentation highlighting how the current SALT resource is used within the YOT, performance, finance/resourcing (always mindful of grant conditions), performance indicators, good practice/successes, resettlement etc. In respect of SALT it was noted in the preventative in-house evaluation in June 2018 that “**...continued referrals to the speech and language therapist had been effective and assisted in educational progress at school.**” Education has been a standing item on the agenda due to the Board’s recognition that it is a challenging area.
- 7.4 Slough YOT is part of the SSP, attending regular meetings and contributing to solutions related to crime within the community. The focus over the year has continued to deal with violence, building on the local assessment of gangs that took place in February 2017 which the YOT contributed to, submitting a report focusing primarily on serious youth violence. This work comes under the partnership priorities theme of Protecting People, encompassing young people and gang violence, modern slavery and criminal exploitation and child sexual and criminal exploitation. Work with the SSP overlaps that of the Local Safeguarding Children’s Board, Local Criminal Justice Board (LCJB) etc.
- 7.5 Slough YOT continues to seek to ensure that its work complements the work of partners wherever possible. This involves attendance at a range of meetings, under the umbrella of the Thames Valley Local Criminal Justice Board (TVLCJB). The purpose and vision is to reduce crime, harm and risk by increasing the efficiency, effectiveness and credibility of the Criminal Justice System, particularly by diverting children and young people from the criminal justice system. Slough YOT continues to work to

targets identified in plans such as Slough Borough's Council's plan that has a priority that all children and young people will have the best start in life and opportunities to give them positive lives. Slough YOT's Youth Justice Plan also dovetails into the Slough Wellbeing Strategy, 2016-20, the priority of which is to protect vulnerable children.

- 7.6 Work with Brunel University goes from strength to strength and Slough YOT has had two students over the year graduate as a result of undertaking a placement at the YOT. Reflecting on the work over the last five years with not just Brunel University but also other higher educational establishments such as Royal Holloway University, Slough YOT is pleased that at least seven of the students supported have gone on to work within Slough Social Care, mainly in the children's sector, and of those at least two have acquired management status.

8. Workforce development

- 8.1 A consequence of the independent 2016 profiling of risk and need of Slough YOT was that it had a restructure in May 2017 which resulted in the loss of some staff and recruitment of new staff. With the reduction in statutory work nationally and the profiling of the work of the YOT/needs, a new staffing structure was agreed and implemented began May 2017 with the majority of changes and new staff starting between the months of July 2017 and January 2018. Probation and induction periods for the various staff should be completed by the end of February 2019 (due to recruitment challenges). In respect of the new structure there are two vacant roles to recruit to at the time of writing.
- 8.2 Training continues to be used to improve practice within the YOT in a professional as well as personal manner. With the major restructuring that took place, and amount of new staff, an investment has been made to develop staff. This is supported via appraisals (focusing on preventing offending, safeguarding/risk to the public and diversity), supervisions, Team meetings, partnership working and partner liaisons. Hence during 2017/18 training took place in respect of exploitation and violence, General, Data Protection, Regulations (GDPR), Modern Slavery, AssetPlus, induction for new starters, trauma training (particularly to assist working with those involved in serious youth violence), gangs/county lines training (which partners were invited to), East Berkshire against violence etc. Slough YOT continues to be part of the London YOT training consortium which equips staff in respect of specialist criminal behaviour training which includes training linked to working with sex offenders – Desistance/Good Lives/Pathways and Planning, Quality Assurance – Effective Management Oversight, Unconscious bias, managing risk, Assessment Intervention Moving on (AIM) for young people who commit sexual offences etc. All staff can also access training from the Youth Justice Interactive Learning Space (YJILS) and Community Care Inform.
- 8.3 Following a needs analysis the YOT training strategy has been updated to cover 2018-20 and ensure that not only can staff in their first years at the YOT continue to develop but so too can those who have worked with the YOT for several years. The strategy aims to support consistency of practice as well as equip staff in regards to knowledge and skills linked to effective practice and performance in an area that is multi professional/multi-agency as well as forever changing.
- 8.4 In addition to receiving training staff within the YOT, Slough YOT also delivered training to colleagues, partners and young people. These included weapons awareness, substance misuse, what the YOT does etc. Young people attending the Junior Attendance Centre (JAC) have undertaken first aid training and received level 1 passes, as well as acquiring Assessment and Qualifications Alliance (AQAs) in various areas of competencies e.g. 6 young people received budgeting AQAs.
- 8.5 Concerns in respect of the YOT's recording system/database - AssetPlus/ChildView - has reduced due to ongoing work with the providers CACI and the YOT gaining two workers who are more familiar and skilled in working their way around the database

and supporting staff. Additional AssetPlus team training, undertaken by CACI, has also helped along with the re-establishing of an admin morning. Practice is also developed via attendance at monthly Practice forums, Risk Panels, Team Meetings, informal multi-professional discussions, reflective conversations and challenging conversations.

- 8.6 Staffing is in line with the Crime and Disorder Act 1998 which continues to demonstrate a contribution to the year on year reduction of youth crime nationally. In regards to statutory partner contributions via secondments this occurs with Health and the Police. Unfortunately Probation has advised a current inability to second due to staffing pressures. They thus currently fund 0.5 agency staff as their contribution and have agreed that the YOT can recruit a 0.5 worker to cover this vacancy. Specialists continue to be part of the team make-up to ensure that a holistic service is provided.
- 8.7 The staffing make-up for Slough YOT is outlined in Table 2 with Table 3 highlighting ethnicity and gender background and incorporating volunteers. During the year focus of work remained on the increased number of preventative cases being referred. However as of May/June 2018 a gradual increase in statutory cases can again be seen, related it is believed, to young people who were released under investigation now being processed. In addition, linked to the 'county lines' (where young people chose to or are coerced to move drugs around the country) there is an increase in young people coming into the criminal justice system for more serious crimes.

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	3	5	4	1	3	5		23
Fixed-term					3						3
Vacant					2	2					4
Seconded Probation											0
Seconded Police				1							1
Seconded Health (Mental Health)						1					1
Seconded Health (Speech & Language)					1						1
Total	0	1	1	4	11	7	1	3	5		33

Table 2: Number of staff at YOT by contract type (June 2018)

Staff	Ethnicity				Vacancy	Total
	Asian	Black	Mixed	White		
Female	4	4	2	6		16
Male	11	7	4	17		39
Vacancies					4	4
Total	15	11	6	23	4	59

Table 3: Number of staff at YOT by gender and ethnicity type (June 2018)

9. Children and young peoples' voice

9.1 The voice of the child and young person is integral to the work of the YOT to show progress, and impact is monitored not just within records but also programmes undertaken. In respect of this, evaluations are produced on a quarterly basis and staff are encouraged to seek feed back from young people, in order to assess impact and also identify good practice, practice that needs developing or changes in interventions. Feedback over the year has included:

Serious Youth Violence programme – ***“I never heard of debt bondage but some of my friends have definitely been sucked into that, I’d never accept nothing now,”*** and the programme helped me ***“understand more about crime, how I can stay out of trouble and keep safe”*** and plan for the future.

JAC – ***“I think the support is very good and educational and useful.”***

Drugs and Weapons Awareness – ***“Needed to be longer,” “very credible and knowledgeable,”*** and ***“would be good to include college procedures and how this relates to Langley College.”***

Offending work – ***“I need to think before I act because every action has a consequence,”*** liked the ***“positivity and enthusiasm of my worker to help me”***; ***“they were all very supportive ... they made me understand that my offence was very bad and made me reflect on my decisions due to the outcome.”***

9.2 The voice of the child was supported via attendance events such as Poetry in the Park, hosted by partners Empoword/Aik Saath which gave young people the opportunity to highlight issues important to them and their lives. With Empoword the regular Host is the Youth Ambassador who sits on Slough YOT Management Board.

9.3 Although it is not always articulated in writing it is important to note that via the holistic way Slough YOT staff work carers/parents also communicate their views on the work staff undertake with their child, how to work together, how their child can be helped etc. Examples of these communications are as follows:

- **TW – ‘More settled in himself with his behaviour and attitudes towards people in authority, got himself back into mainstream school, grateful for all the help from the YOT’**
- **RD – ‘The overall support offered by the YOT parenting worker was excellent and the service offered was outstanding’**
- **SF - Parenting sessions have “helped a lot” and “made a big difference with our son and how we parent him.”**

9.4 During the year Slough YOT has consolidated the work around special educational needs where young people are concerned, with the result that Slough Area Partnership was awarded a Quality Mark in acknowledgement of its joint working,

process and practice to secure better outcomes for young people with special educational needs in the youth justice system. In the awarding of this Quality Mark it was noted that **“Weaknesses in systems and process have been systematically addressed through joint action planning and change implantation programmes.”** In regards to seeking to ensure that resources meet the needs of young people and are understandable the SALT worker has not only supported the team with on-going training but also changed/produced specific young people friendly resources and been involved in strategies to increase the number of young people that are seen and therefore supported.

- 9.5 In conjunction with Bracknell Forest and the Royal Borough of Windsor and Maidenhead YOTs, and via the National Health Service (NHS) East Berkshire, Slough YOT has managed to retain provision of the afore-mentioned speech, language and communication therapy resource one day per week. Specifically, in addition to what was previously highlighted this worker assesses young people’s speech, language and communication needs providing direct targeted intervention and also up-skills the YOT staff in respect of recognising and supporting speech, language and communication needs (SLCN). Development needs in respect of this resource is linked to increasing the number of young people seen, so that support is more in line with the findings of the research that 42% of service users have speech, language and communication needs. Work in this area is linked to the Children and Adolescent Mental Health Service (CAMHS) Transformation Plan in East Berkshire, East Berkshire SEND Service development and the Prison Reform Report ‘In Care out of Trouble’.
- 9.6 Being part of the Autism Community Engagement Network enables the YOT to ensure that the voice of the child is heard by ensuring special educational needs and disabilities are met. Support for this agenda also occurs via the Liaison and Diversion programme which supports young people coming onto the criminal justice pathway by ensuring that they have the right services which have positive impacts that result in outcomes to prevent offending. The programme works by assessing needs, identifying partners to support the needs and where necessary fast tracking the provision of these services. The process is carried out in conjunction with the YOT. The foundation for working with children and young people in the criminal justice field is communication and the following comment from a young person highlights that this is the case at Slough YOT – **“Workers listen to me”**.

10. Resources and value for money

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Slough’s Children Services Trust	527,191		49,500	576,691
Police Service	52,632			52,632
National Probation Service	9,138		5,000	14,138
Health Service	51,408			51,408
Police and Crime Commissioner	72,022		18,090	90,112
YJB Good Practice Grant	225,214		37,495	262,709
Total	937,605		110,085	1,047,690

Table 4: Partner contributions to the youth offending partnership consolidated/pooled budget 2018/19

- 10.1 Following the restructuring, recruiting and then training of new staff (in excess of 10), for most of 2017/18 Slough YOT focused on confirming these individuals in post, coaching them and beginning to embed practice, while “still growing” the new staff. This will continue over 2018/19.
- 10.2 The YJB funding level 2018/19 (Table 4) continues at the same amount totalling £262,709 which includes funding for Junior Attendance Centre of £23,977 which ensures that the JAC programme is run in line with the Operational Procedures. It is anticipated that 2018/19 grant monies will be spent in line with current grant conditions, particularly focusing on the three national indicators, three local indicators, or programmes identified to support all the indicators and the current needs of young people. It will also be utilised to support work around the areas of prevention, victims, Restorative Justice (RJ)/reparation, substance misuse, serious youth violence, volunteers etc, thereby focusing on the intended purpose of ‘delivery of youth justice services’. The bulk of this is around prevention hence Slough YOT will continue to run Youth Inclusion Support Programmes (YISPs) for young people between 10 years and 18 years, ensure that workers build positive working relationships with other professionals and also sustain future referrals via demonstrating continued confidence in positive outcomes that can be achieved from the programmes provided. Hence, there will be a focus on the increased referrals that come from partners such as Social Care, the Police, and Schools etc. The in house evaluation will be used to gain feed back from clients, to enable the YOT to improve practice/ service delivery, supporting the journey of the child through the

criminal justice system, at the same time highlighting positive outcomes in respect of programmes delivered.

- 10.3 In respect of the JAC funding, as stated this is used in line with the JAC Operational Procedures. Over 2017/18 a dedicated worker was recruited and the focus was on recruiting dedicated staffing, devising a more robust programme and building on the educational element of JAC. It is anticipated that over 2018/19 these developments will be embedded to the point that the programme can be promoted more to the courts/and other YOTs.
- 10.4 Slough YOT had a Probation secondee for just under a year. The current situation is that within Thames Valley the National Probation Service have stopped providing secondees hence it has been agreed that Slough YOT will revert to the position pre October 2016 and use funding from Probation to recruit a professionally qualified worker who can work closely with the Probation Service. At the time of writing, the CAHMS secondee had taken up the secondee role in the West of Berkshire (remaining with YOTs thus continuing to utilise the knowledge and skills learnt at Slough, particularly around working with those who sexually offend). Hence the recruitment process with Health has begun for a replacement. The Police have maintained their secondment and Education and Children Services provide funding as has been the case for several years and is a national situation.
- 10.5 Funding from the Police and Crime Commissioners via SBC is constant. Work related to the PCC (which focuses on vulnerability, prevention and early intervention, reducing offending and serious organised crime and terrorism) is in line with the Police and Crime Plan for the Thames Valley 2017-21, focusing on Prevention and Early Intervention, Reducing re-offending and serious organised crime and terrorism. In respect of these priorities, Slough YOT has recently begun a serious youth violence programme, to supplement the work it already does with young people. While it is early days in respect of this programme it is stimulating awareness leading to comments such as ***“Some elders say its easy money but the jail sentences for it are much bigger than I thought”*** (BB 18).
- 10.6 Over the year Slough YOT focused on increasing the number of volunteers it worked with and has seen an increase from seven to 26 (Table 5), amassing over 720 hours over the last 12 months. There is a more robust ongoing training programme to encourage volunteers to remain with the YOT following training and volunteers are encouraged to participate in a range of arenas with young people via regular communications, volunteer events/supervision and newsletters.

Volunteers	Ethnicity				Total
	Asian	Black	Mixed	White	
Female	7	2	3	7	19
Male	4	1	1	1	7
Total	11	3	4	8	26

Table 5: Number of volunteers at YOT by gender and ethnicity type (June 2018)

10.7 In recognition of the fact that one of the volunteers has worked with Slough YOT for over 10 years she was nominated for a Butlers Award in June 2018. Comments from volunteers in respect of their work with the YOT include:

"I find it an extremely positive experience which allows me to give back to the community."

"The training is a valuable learning experience, along with the shadowing of staff."

"It helped improved practice in respect of restorative justice."

11. 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. In respect of working with the Courts Slough YOT supported the Magistrates' Court Mock Trial Competition (March 2018), and by default young people from Slough who want to contribute positively to the community.
- 11.2 In early 2018 Slough YOT supported the social care element of the Trust by being involved in a pilot (20:20) looking at reducing the number of young people being referred to social care who should have been dealt with/referred to other agencies within the Early Help partnership. In recognition of the fact that young people who have offended and been subject to care do not automatically avail themselves of the local offer for care leavers Slough YOT has worked with social care advocating services on behalf of these young people and, in June 2018, identified how the YOT can contribute to the 'local offer' for care leavers. Slough YOT have also started an identification programme which will entail the tracking down of those young people who should have been entitled to the local offer and ensuring that they are aware of this fact and how to access entitlement.
- 11.3 In addition to receiving training staff within Slough YOT continue to deliver training to colleagues and partners. These included weapons awareness and substance misuse, particularly to schools and colleges, and coordinating partner training such as the cyber training, and gangs training.
- 11.4 In respect of partnership working these continue to remain fairly strong, with the relationship with Social Care growing with the increase of young people involved in serious youth violence. Partnership working also continues with Haybrook with the weekly attendance of meeting young people on site and engaging them/amending timetables to support greater engagement etc, commissioning activities that young people can be referred to such as The Arts Excite (photography and film) project, Aik Saath (focusing on community cohesion), Virtual School (advocates high aspirations for those looked after but not in school) etc. In respect of Haybrook PRU Slough YOT also contributed to their Pitstop Project thereby contributing to an overall rating of 'good' from Ofsted (March 2018) who commented "**Leaders and managers use productive partnerships with local external agencies very effectively to engage and support learners.**"
- 11.5 Strong working relations with the Head of the Virtual School have been sustained over the year with the YOT Head of Service continuing to be a governor, and a process for joint working agreed, communicated and worked to. This process includes ensuring that young people convicted or remanded to custody continue to receive a service from Slough around their educational needs and any assessed and identified special educational needs.
- 11.6 Slough YOT is part of Youth Engagement Slough (YES) Consortium which encourages healthy lifestyles for children and young people and fosters community safety and

cohesion, supports early help and contributes to the NEET and youth voice agenda. Connected to the work with YES the YOT works closely with Aik Saath (which support the YOT with a number of reparation hours with several young people) and has encouraged young people to volunteer for the YOT. Referrals are also made to Aik Saath and YES as exit strategies to support progress of young people when they end their intervention with the YOT. Daisy's Dream (therapeutic support for bereavements), Youth Talk (therapeutic support), Services for Young People, Autism Berkshire, social care etc are among the agencies young people are referred to as part of their exit strategies, along with the afore mentioned two.

- 11.7 Mentioned previously, in March 2018, the YOT ran an Engagement Day which sought to showcase not just what services the YOT provided within the community but also those of other agencies/community groups etc. Information and good practice was also shared. Feedback from participants, using the digital survey monkey, included the following:

School: **"Thank you for ... emailing me the Risk Assessment. I have had some good feedback from the staff who attended the event and they said the students really enjoyed themselves."**

Various comments received on what attendees liked about the day included the following: **"Networking amongst agencies and young people,"** raised awareness of **"Community Service providers and their engagement within Slough,"** **"Chance to meet with different partners and find ways that community development can work in partnership,"** **"Good range of activities and advice for the young people,"** **"Very interactive,"** **"Very engaging,"** **"It was fun,"** **"Sports and army engagement activities."** 100% of attendees rated the event as "good," "very good" or "excellent".

12. Risks to future delivery against the youth justice outcome indicators

12.1 At the time of writing risks related to delivery of performance indicators were:

- The released under investigation process is making it difficult to project what the outcomes would be in respect of young people who have entered the criminal justice system and their possible court outcomes/continued offending whilst the investigations are being processed. Hence there could be a possible adverse impact on all national indicators hence this cohort will be focused on
- The closure of Maidenhead Youth Court and court services being delivered from a distant location (Reading). There could be a possible adverse effect linked to young people becoming more mobile thereby impacting negatively on the re-offending indicator
- Relocation as a result of SBC relocating all staff to a central building within Slough – unknown in respect of provision to see children and young people in the new building.

12.2 With the pending new Inspection programme due to start in the autumn, Slough YOT will be looking at self-assessments and reviews of current practice, especially preventative services.

Glossary

AIM	Assessment, Intervention, Moving On
AQA	Assessment and Qualifications Alliance
BAME	Black and Minority Ethnic
CACI	YOT Database IT system provider (ChildView)
CAMHS	Children and Adolescent Mental Health Service
CBO	Criminal Behaviour Order
CL	Care Leaver
CLA	Children Looked After
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
GDPR	General Data Protection Regulation
EET	Education, Employment and Training
EHCP	Education Health Care Plan
ETE	Education, Training and Employment
FTE	First Time Entrants
HELP	Helping Everyone Live Positively
JAC	Junior Attendance Centre
LA	Local Authority
LCJB	Local Criminal Justice Board
LPA	Local Police Area
LSCB	Local Safeguarding Children's Board
MASH	Multi-Agency Safeguarding Hub
NEET	Not in Education, Employment or Training

NHS	National Health Service
OCG	Organised Crime Group
PEAR	Pupils Educationally at Risk
PCC	Police and Crime Commissioner
PNC	Police National Computer
PRU	Pupil Referral Unit
RJ	Restorative Justice
SALT	Speech and Language Therapy
SBC	Slough Borough Council
SCST	Slough Children's Services Trust
SEMRAC	Sexual Exploitation and Missing Risk Assessment Conference
SEND	Special Education Needs and Disability
SLCN	Speech, Language and Communication Needs
SSP	Safer Slough Partnership
STC	Secure Training Centre
SYVF	Serious Youth Violence Forum
TVP	Thames Valley Police
TVLCJB	Thames Valley Local Criminal Justice Board
YES	Youth Engagement Service
YJILS	Youth Justice Interactive Learning Space
YJB	Youth Justice Board
YRD	Youth Restorative Disposal
YOI	Young Offenders Institution
YOT	Youth Offending Team

Appendix 1: YOT Management Board



Appendix 2: Slough Youth Offending Team

