



Slough Youth Justice Plan 2025

**For every child in Slough Youth Justice Service to be
Happy, Safe & Loved, Thriving**

Vision Strategy

Children at risk of or involved in the youth justice system (YJS) deserve individualised support, informed by shared intelligence and a framework of consistency and resilience. Through diversion and prevention, we strengthen positive outcomes while reducing involvement in the criminal justice system.

We recognise that children in the YJS are vulnerable and must be safeguarded, respected, and understood within the context of their lived experiences and to not be treated as adults. Equally, we acknowledge the impact of youth crime on victims and commit to restorative and reparative approaches that promote healing and accountability.

Through collaboration with education, agencies, and partners, we address neurodiverse needs, health inequalities, and social injustices—ensuring children receive the right support while victims are heard, validated, and empowered.

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Executive Summary

Slough Youth Justice Service (SYJS) is dedicated to reducing offending, supporting children, families, and victims, and working alongside partners to support a safe Community in Slough.

The 2025/26 youth justice plan underscores the importance of collaborative partnerships, robust performance analysis, and strong governance frameworks to ensure accountability and continuous improvement. By building on our existing foundations, we strive to enhance outcomes and strengthen our approach.

A key focus of the plan is promoting childhoods free from the justice system, emphasising preventative measures, diversion, and minimal intervention wherever possible. The voices of children and parents are central to shaping our work, and their feedback is invaluable in ensuring meaningful and effective support.

Our multi-agency prevention approaches have effectively maintained low first time entrant (FTE) numbers in the youth justice system; a trend we remain committed to sustaining. However, given this low threshold, there is an ongoing challenge to ensure that the right children are being identified and supported through the system. As we look ahead, deepening our understanding of the lived experiences of children and families will be vital to refining our approach and strengthening service delivery.

Guided by 'child-first' principles, this plan reflects Slough's commitment to improving the life chances of children and young people through integrated, multi-agency collaboration. It focuses on four key priorities: **addressing disproportionality, strengthening victim engagement, fostering co-production and ensuring early intervention to support prevention and diversion**. For children who have entered the criminal justice system, our approach prioritises effective multi-agency coordination to prevent re-entry and support their successful reintegration into society.

Thoughtful planning and the development of this strategy strengthens partnership engagement and service delivery, ensuring we effectively address our core responsibilities, including the prevention of offending and reduction of re-offending.

The Slough Youth Justice Management Board and partners acknowledge the HMIP inspection outcome and are committed to raising standards. A comprehensive improvement programme, supported by a sector expert, is underway to deliver sustained, high-quality support for children, families, and victims.

Our 2024/25 data highlights achievements that reflect the impact of our collective efforts:

- The lowest number of children entering the criminal justice system in five years

- We are outperforming both national and the South East benchmarks for re-offending rates
- There has not been an increase in girls entering the justice system which other local authorities are experiencing, though we remain curious and open minded to understand the reasons for this.

These successes are a testament to our shared commitment, preventative strategies, approaches and delivery through our partnerships. By continuing to prioritise collaboration, we aim to build on this progress and further strengthen our ability to support children, families, and communities across Slough.

1. Introduction

Slough is a small unitary Borough in the County of Berkshire bordering Greater London.

Slough lies in the Thames Valley, 20 miles west of Central London and 19 miles north-east of Reading, at the intersection of the M4, M40 and M25 motorways. It is part of the historic county of Buckinghamshire.

Approximately 43,650 children (aged under 18) live in Slough ([Office for National Statistics](#) 2022). This is 29% of Slough's total population, which is the highest proportion in England. Although fertility rates are decreasing both nationally and locally, Slough currently has the highest total fertility rate in England([Office for National Statistics](#) 2021)

31 March 2025:



- 443 Children in Need (CIN) were open; this time last year there were 571 CIN.
- This equates to 99 per 10K, (this was 129 per 10K this time last year) and remains higher than our statistical neighbours (78), the Southeast (83) and England (86)
- 162 children supported by a Child Protection Plan (CPP), which equates to 36 per 10K, (this was 44 per 10K this time last year) and is lower than our statistical neighbours (42); the Southeast (38) and England (42)
- 177 Children in Care, –reduced from 201 12 months previously .. This is 40 rate per 10K which is below the statistical neighbors (56) Southeast (56.0) and England average (70).

The Slough Youth Justice Team Family Group



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

Youth justice region



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

Diversity



Slough is one of the most ethnically diverse local authorities in England, with 54% of the population coming from a Global Majority background.

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

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

2. Vision and strategy

As Chair of the Slough Youth Justice Service Management Board, I am pleased to present our strategic partnership plan for 2025-26. This plan outlines our vision for the forthcoming year as well as key achievements in supporting children involved in the criminal justice system.

Building on the outcome of the HMIP inspection, the Youth Justice Service Management Board has remained strongly committed to preventing crime and reducing reoffending. This plan's data reflects that ongoing effort. By learning the lessons from our practice and outcomes, we continue to build on what works and adapt where needed to maximise our impact.

Our partners have played a vital role in driving innovation, fostering learning, and exploring new ways to engage children across youth justice, criminal justice, and broader partnerships. Their collective contributions to the Youth Justice Plan reflect this commitment, and I am especially proud that children's voices have been integral to shaping the plan and that we have developed a shared vision statement:

“Children at risk of or involved in the Youth Justice System (YJS) deserve individualised support, informed by shared intelligence and a framework of

consistency and resilience. Through diversion and prevention, we strengthen positive outcomes while reducing involvement in the Criminal Justice System.

We recognise that children in the YJS are vulnerable and must be safeguarded, respected, and understood within the context of their lived experiences and not treated as adults. Equally, we acknowledge the impact of youth crime on victims and commit to restorative and reparative approaches that promote healing and accountability.

Through collaboration with education, agencies, and partners, we address neurodiverse needs, health inequalities, and social injustices—ensuring children receive the right support while victims are heard, validated, and empowered.”

In support of our vision, we commit to four key strategic priorities which are embedded within our overarching Child First approach, ensuring effective and responsive service delivery.

- 1. Addressing disproportionality**
- 2. Strengthening victim engagement**
- 3. Fostering co-production**
- 4. Early intervention supporting prevention and diversion**

Most importantly, this strategic vision continues to be translated into consistently effective and increasingly innovative practice daily, as demonstrated by the strong examples of good practice provided.

We will continue to ensure children in the youth justice system have access to services that meet their needs by building and strengthening our work with existing multi-agency boards and structures, including, Health and Wellbeing Board, Community Safety Partnership, and the Slough Safeguarding Partnership.

The Slough Youth Justice Management Board, its partners, and the Youth Justice Service leadership fully acknowledge the outcome of the HMIP inspection, recognising that it does not reflect the standard to which we aspire for our services to children. We remain steadfast in our commitment to delivering high-quality support to children, their families, and victims, and have initiated a comprehensive improvement programme which is enhanced by the involvement of a sector expert to drive meaningful and sustained change.

We have also invested in training the entire children’s workforce in restorative approaches, ensuring a relational-based practice that fosters healthy relationships, resolves conflicts, and repairs harm when breakdowns occur.

By integrating restorative practice and restorative justice within youth justice, we emphasise accountability, responsibility, and reconciliation—moving beyond a solely punitive approach.



A handwritten signature in black ink, appearing to read 'Sue Butcher'. The script is fluid and cursive.

Sue Butcher

Chair of Youth Justice Management Board
Executive Director People: Children (DCS), Slough Borough Council
& Chief Executive, Slough Children First

30 June 2025

3. Governance, leadership and partnership arrangements

Slough Youth Justice Service is in the Children's Services Directorate and part of Slough Children First a Company commissioned by Slough Borough Council to deliver its social care services.

Slough Youth Justice Service is in the Children's Services Directorate, led by the Head of Youth Justice and Adolescent Support Service who reports to the Director of Operations.

The Head of Youth Justice and Adolescent Support serves as the strategic lead for YJS, supported by a dedicated and experienced Service Manager for Youth Justice.

The overall service unites Contextual Safeguarding and Exploitation, Serious Youth Violence Prevention, and Edge of Care under a single, integrated service—RISE. This approach enhances support for children in Slough, reducing risks through coordinated specialist interventions

The Youth Justice Service Management Board is chaired by the Director of Children's Services (DCS)/Chief Executive of Slough Children First (SCF) and is attended by a range of multi-agency partners. Membership includes:

Youth Justice Management Board (YJMB)



Sue Butcher

Chair of YJMB



Jamie Rockman

Headteacher and
Safeguarding Lead
(Vice Chair)



Helen Kenny

Commander
Thames Valley
Police



Ben Short

Director of
Operations



Donna Briggs

Head of Adolescent
Support



Diane Watson

Youth Justice
Service Manager



Neil Hoskinson

Director of
Education



Cherie Sears

Head of Virtual
School



Lisa Spall

Community Safety
Partnership
Manager



Laura Robertson

Head of Public
Protection



Mathew Prouse

Service Manager
CAHMS



Samantha Jordan

Senior Probation
Officer HM Prison
and Probation
Service



Tony Rawlings

Team Manager
Community
Detached Team



Jamie Green

Director of SWPE,
Chair person of
Slough CVS & YES



Betty Lynch

Slough Safeguarding
Partnership Manager



Alison Lusardi

Head Teacher,
Langley Academy and
SASH representative



Sarah Rayfield

Public Health Lead

The Youth Justice Management Board provides strategic direction and is accountable for:

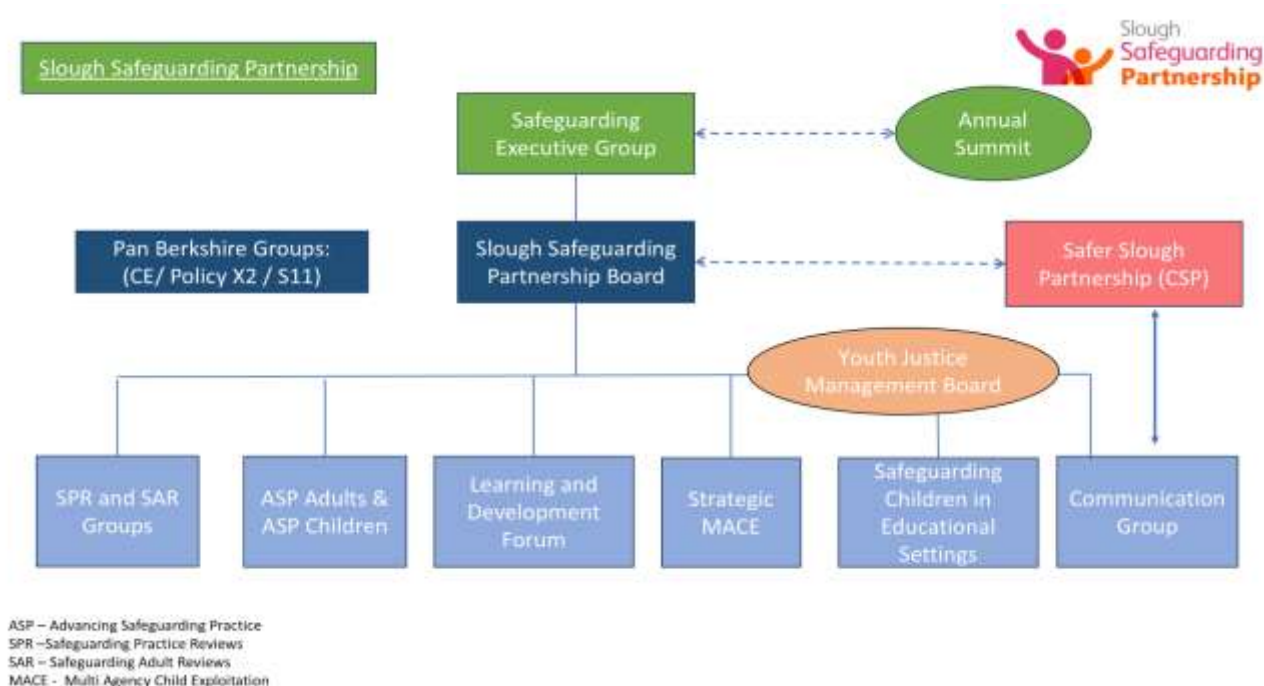
- Determining how the Youth Justice Service is composed and funded, how it is to operate and what functions it is to carry out.
- Overseeing the formulation of the annual youth justice plan, and as part of the plan having agreed and measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.
- Providing support and challenge to the Youth Justice Head of Service.

The Management Board members interface with the Slough Executive Group, Slough Safeguarding Partnership Board, Safer Slough Partnership as well as the Health and Wellbeing Board.

Politically, the youth justice portfolio is held by Councillor Puja Bedi – Lead Member for Education and Children Services, Youth Justice is an important part of her portfolio.

3.1 Partnership arrangements

Please note that the structure of the safeguarding partnership is being reviewed in accordance with the social care reforms due to be implemented in April 2026



- **Safeguarding Partnership Executive Group** provides strategic leadership and direction, establishes shared priorities, and ensures accountability across the partnership.
- **Slough Safeguarding Partnership Board** is made up of operational leadership from relevant agencies.

This group provides strategic overview of safeguarding and works closely with community safety. It reviews all the business of the safeguarding subgroups and collaborates with the community safety partnership to ensure that there is a direct line of sight from the front line to operational leaders and raises emerging issues for the attention of the Executive Group.

While providing a strategic overview of arrangements, this also presents an opportunity to think differently and more creatively about the best use of operational leaders' time. Putting our residents at the centre, the governance solution can be facilitated by these arrangements.

The Safeguarding Partnership Board receives reports from the Strategic Multi-Agency Child Exploitation Board which brings together the safeguarding, community safety and youth justice components of safeguarding children from risks outside the home and provides oversight.

- **Safer Slough Partnership – (Community Safety Partnership).** This partnership has provided significant resources towards reducing children being involved in violence. There is an established reporting and challenge of the performance of both the Youth Justice Service and the Safer Slough Partnership, for example, both are active partners of both boards, and meet consistently between boards.
- **Youth Justice Management Board.** We have an established partnership between the Youth Justice Management Board, Strategic Multi Agency Child Exploitation Board, and the Community Safety Partnership who all understand and oversee the statutory requirements for our Youth Justice Management Board and Services.

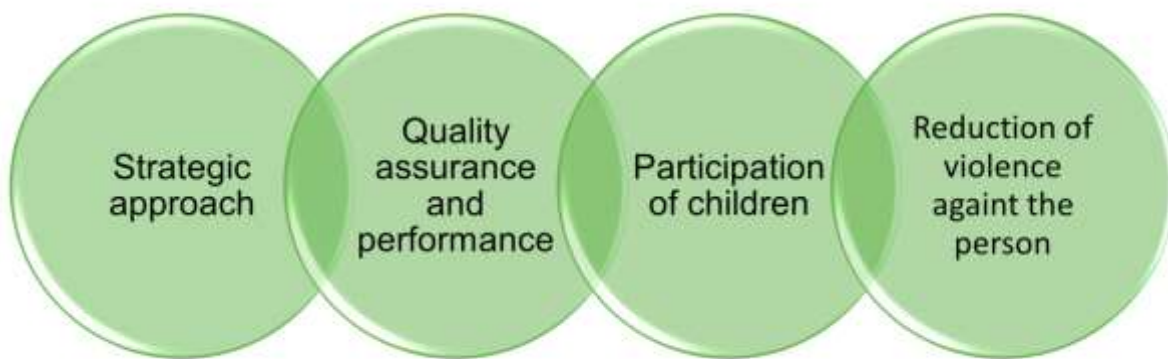
The Head of Youth Justice and Vulnerable Adolescents serves as the strategic lead for YJS, uniting Contextual Safeguarding and Exploitation, Serious Youth Violence Prevention, and Edge of Care under a single, integrated service—Adolescent Support Services. This approach enhances support for young people in Slough, reducing risks through coordinated specialist interventions Appendix 2 – Adolescent Support Services Structure Chart

The YJS staff team is comprised of directly employed and seconded staff providing a mix of specialisms and expertise to the children. This includes Youth Justice case managers, Police, health professionals, speech and language specialists, education workers, and parenting support.

4. Update on the previous year:

4.1 Progress on priorities in previous plan

The Slough Youth Justice Plan 2024-2025, continued to focus on 4 broad priorities from the previous year:



Strategic approach

Following a peer review in 2023, a 3 phased approach was proposed and agreed by strategic leaders for a review and redesign of the Exploitation and Youth Justice Service.

All phases have now taken place and a full restructure, which has included an increase in the FTE of restorative justice roles and a strengthening of the management structure to include a dedicated Service Manager, and 2 Team Managers has concluded. The new structure went live in February 2025, and we expect to have all posts filled by July 2025.

Since January 2025, we have had a dedicated Service Manager in post, promoted internally from the Team Manager role. This ensures continuity in leadership, a strong understanding of local context, and stability during a period of improvement and change.

The Inspection report for the Youth Justice Service, published in January 2025, recognised the improvements made to the Youth Justice Management Board over the previous 12 months and commended the Chair's proactive role in enhancing its effectiveness. It noted that clear and high expectations of the partnership were driving ambition for children within the youth justice system.

Our Board has continued to develop further since the Inspection, with members of the actively leading on different areas of improvement and working more closely with the service and wider partners.

However, the inspection clearly identified that practice in this area required significant improvement, and we have implemented a comprehensive improvement programme overseen by the youth Justice Management Board.

Quality assurance and performance:

The Quality Assurance Framework within Children's Services has been a significant area of development over the past 12 months, which has led to a robust audit review and feedback loop. Youth Justice Children have been included in Social Care Practice Audits and a month of focussed Audits of Youth Justice practice and provision have been included in the Slough Children First Quality Assurance Framework.

The recent HMIP inspection identified the need for a robust audit tool within the Youth Justice Service, specifically targeting the quality of Practice Standards as defined by the Youth Justice Board (YJB). In response, we have reviewed our current quality assurance framework and tools, drawing on regional best practice and learning from other Youth Justice Services. As a result, we are now integrating Youth Justice audits into a strengthened framework, incorporating monthly thematic dip sampling, collaborative audits, and quarterly deep dives. Embedding and refining our quality assurance processes will be a key priority over the coming year, becoming a core element of our ongoing practice.

Weekly performance meetings between the YJS Management Team and Data Analyst have helped the service to better utilise data to identify areas of good practice and those for improvement, which then feed into Management Team and YJS Team Meetings and supervisions.

This increased confidence in understanding and using the data has further translated into the YJMB, where we are now having focussed conversations about key areas of data and performance.

Outcome of inspection

Our HMIP inspection outcome found that, despite the dedication of staff, managers, and board members to delivering high-quality services for children and young people, significant barriers continued to hinder the effective implementation of interventions necessary for supporting desistance and safeguarding the public.

Encouragingly, HMIP recognised the proactive efforts of the new chair of the YJS management board. With the board newly reconstituted and its members beginning to grasp their roles and responsibilities, HMIP recognised our clear ambition to reshape the YJS into a service that is responsive to children's need's.

To aid service improvement, HMIP issued 10 recommendations aimed at enhancing the quality of youth justice services in Slough.

The Slough Youth Justice Service should:

1. Ensure that quality assurance arrangements, oversight of practice and supervision arrangements consistently support the development of staff and volunteers

2. Ensure assessment activity identifies children's desistance needs and always considers how best to keep the child and the community safe
3. Ensure planning activity is comprehensive and that it aligns effectively with activity undertaken by other services, including activity to keep children and other people safe
4. Ensure staff consistently liaise with all relevant services and understand the role of partnership agencies
5. Provide sufficient resources, knowledge and focus on services for victims, including the use of restorative justice.

The Slough Youth Justice Board should:

6. Ensure that the YJS is both sufficiently resourced and structured to facilitate the delivery of high-quality interventions for complex children and the victims of crime
7. Review the local implementation of the out-of-court disposal scheme to provide clarity about the scheme and the service offer, to ensure that there is a consistent decision-making and a suitable offer of help and support for children
8. Review the training offer for staff, volunteers and partners to provide knowledge and skills that are specific to youth justice work
9. Increase the knowledge and understanding of youth justice work and responsibilities at strategic and operational level.

The National Probation Service should:

10. Ensure there is effective information-sharing with the YJS to support public protection and the safety of victims

The improvement plan is driving positive change in supporting children with complex needs while strengthening public protection.

Participation of children

In the past 12 months, the Youth Justice Service has led on community action days in partnership with Community Safety and Thames Valley Police (TVP), to prevent and raise awareness around serious violence and knife-crime.

The events were focussed in areas of Slough where there have been concerns around serious violence. Children and families were provided with activities and engaged with the YJS, Local Authority and Police as means of hearing their voice and building positive relationships with our communities.

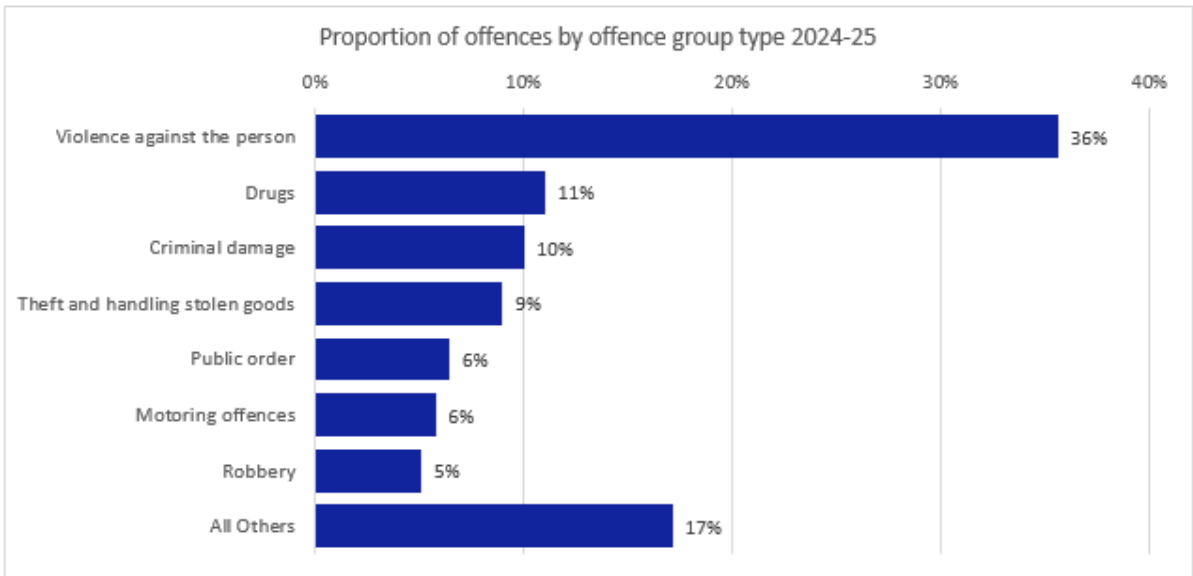
As part of these events, children from within the service supported with planning and delivery as part of their reparation.

Individual children have attended our Youth Justice Management Board to share their views on the services that support them and their experiences as young people in Slough. We are now developing our participation and co-production offer with children further, having held our first focus group sessions, where our young people shared their views and insights. Our children have specifically raised the challenges they have in getting paid work, which they feel is an area of support they would find most valuable and would support desistance.

We are actively exploring opportunities to establish a Youth Justice Ambassador role by the end of September. Liaison meetings are underway with another local authority that has successfully implemented this initiative. [OBJ]

Reduction of violence against the person

Violence against the person remains the most prevalent reason for children receiving an outcome resulting in them becoming known to the YJS.



However, we have seen a continued reduction in the overall percentage of children open to the service for this reason, reduced by 5% in 24-25, following an 11% reduction in 23-24.

This is reflected in data for Slough, which shows an overall reduction in crimes committed across all age groups for Violence Against the person.

The table below shows the reduction in knife related incidents across all localities in Slough, showing the lowest rate in over 2 years in the last quarter.

Table 5 - Knife Related Incidents										
Neighbourhood	2023				2024				2025	Total
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	
CA CHALVEY / UPTON / TOWN	10	6	2	3	4	6	9	4	1	45
CA WEXHAM LEA / CENTRAL	8	5		11	5	5	2	5	4	45
CA BRITWELL / HAYMILL	3	2	3	5	4		1	1	1	20
CA CIPPENHAM		2	4	3	6	2		1	1	19
CA FARNHAM / BAYLIS / STOKE	1	1		2		2	7	3	3	19
CE LANGLEY / KEDERMISTER	1	3	3			4	1	2	2	16
CE COLNBROOK / POYLE / FOXBOROUGH		2	4	1	1	1	1	2		12
Total	23	21	16	25	20	20	21	18	12	176

The partnership response in Slough for Serious Violence is overseen by our Serious Violence Board, with our response driven by our Serious Violence Strategy 2024-27 and action plan.

The Youth Justice Service is represented on the Board as well as the Domestic Abuse Board and the Slough Exploitation Strategy Implementation Group, supporting the link with the Youth Justice Service and Management Board.

ACT NOW is a Home Office and Thames Valley Police initiative piloted in 2023 across Slough, Maidenhead, and Windsor. Designed as a voluntary offer for children arrested between 9:00 AM and 10:00 PM including weekends and bank holidays.

It initially focused on bladed article offences. Following a 12-month review, eligibility expanded to include a broader range of serious offences such as assault, GBH/ABH, robbery, kidnap, and possession of other offensive weapons.

In Slough, a dedicated practitioner visits the child in custody within 90 minutes of their solicitor interview. This initial visit focuses on welfare and introduces the ACT NOW intervention. A second visit is conducted within 48 hours, during which the child is offered a tailored 12-week support programme.

From November 2024 to 31st May 2025, 55 children were identified as eligible for ACT NOW. Of these, 36 were from Slough and received a 48-hour response from our practitioners.

Key outcomes to date include:

- Significant reduction in re-offending, with only 4 children re-offending during this period.
- Improved multi-agency collaboration across police, local authorities, and other stakeholders, enhancing information-sharing and enabling timely intervention.
- Early delivery of preventative input to children shortly after arrest, bridging the support gap while investigations are ongoing.
- Increased awareness and engagement among children in Slough — many now proactively request a practitioner on arrest and show a deeper understanding of the risks associated with carrying weapons.

- Greater public awareness around the dangers of knife crime, supported by visible practitioner presence and community engagement.
- Emerging partnership development with local areas including Maidenhead and Windsor, laying the groundwork for wider expansion.
- Positive feedback from both young people and parents, with one young person stating:
"Working with [practitioner name] is cool. He understands me and worked with my older brother before. It helps to make me feel safe, so I don't carry a weapon."
 A parent added: *"The work is good. We've seen changes in L.D.'s behaviour. He really likes the practitioner — says he's fun, easy to talk to, and now realises that hanging around on the streets and carrying weapons isn't cool or safe."*

5. Key achievements this year

5.1 Nationally measured targets

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

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

5.2 First Time Entrants (FTE)

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

FTEs are measured per 100,000 (10–17 year olds) so we can compare Slough nationally, and with Slough YJS family. The latest annual data from the YJB is published for Jan 2024 to Dec 2024; The official 2024-25 data release will be August/September 2025.

Locally, in 2024–2025, we know there were 23 children who were first–time entrants to the Youth Justice Service, a decrease in the number of first–time entrants in Slough last year (27).

Table A shows rate of first-time entrants in Slough for the previous 3 years i.e., 1 April 2022 – until 31 March 2023.

Table A – FTE

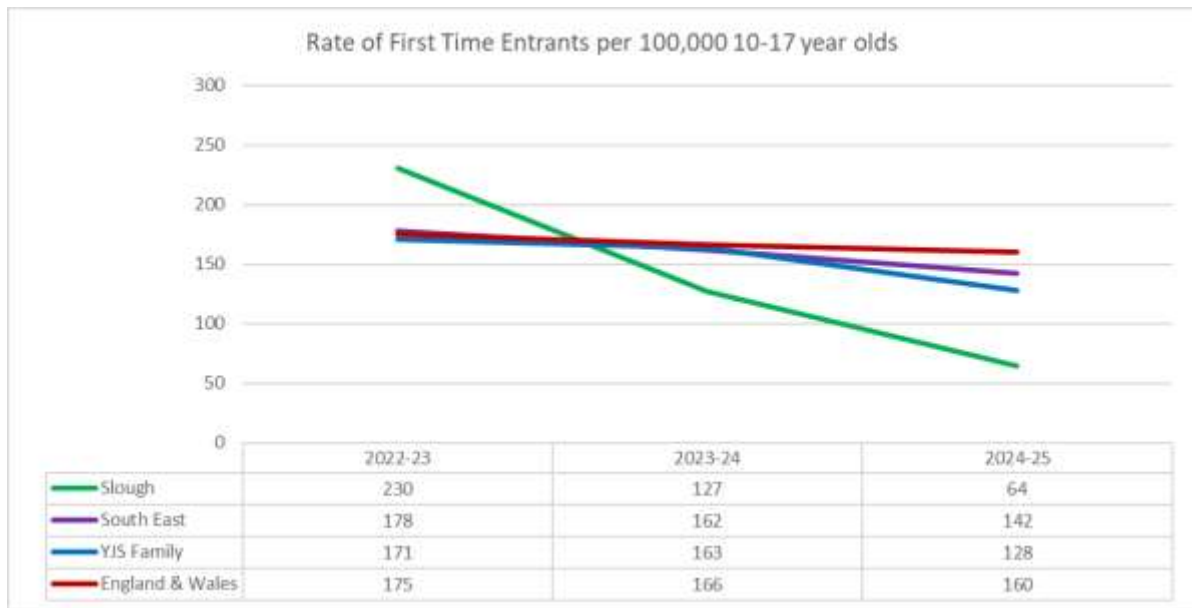
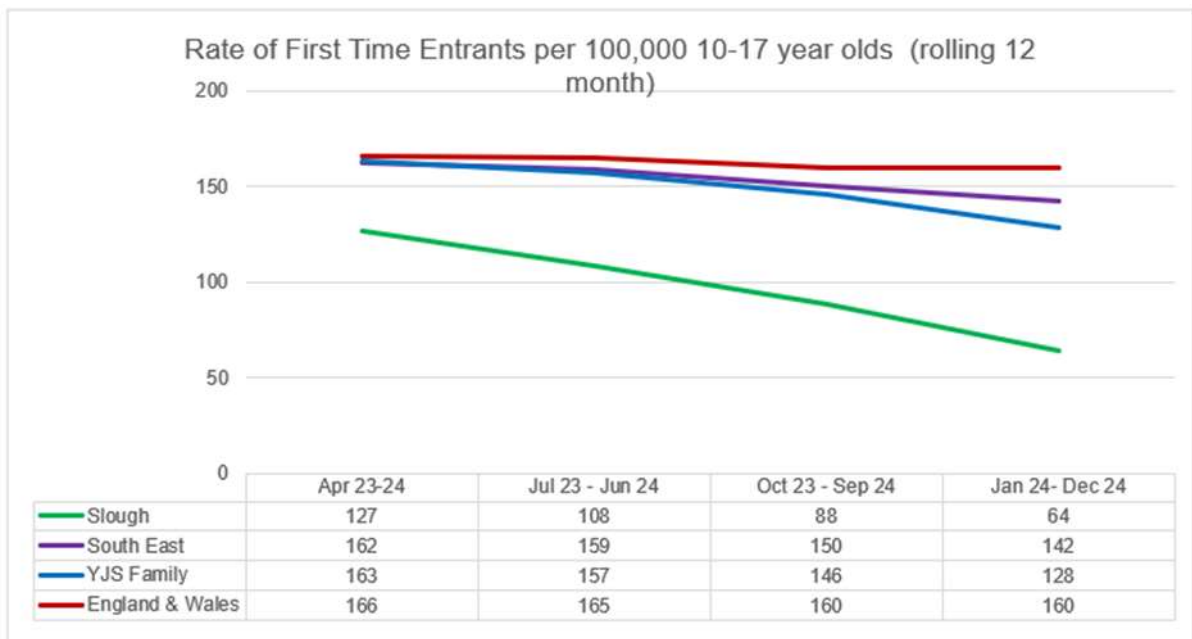


Table B shows the data for a rolling 12 monthly data provided for the end of each quarter. This gives an indication that the rate of first-time entrants in Slough has decreased from Q1 when there were 26 FTEs to 13.



Re-offending by children in the Criminal Justice System

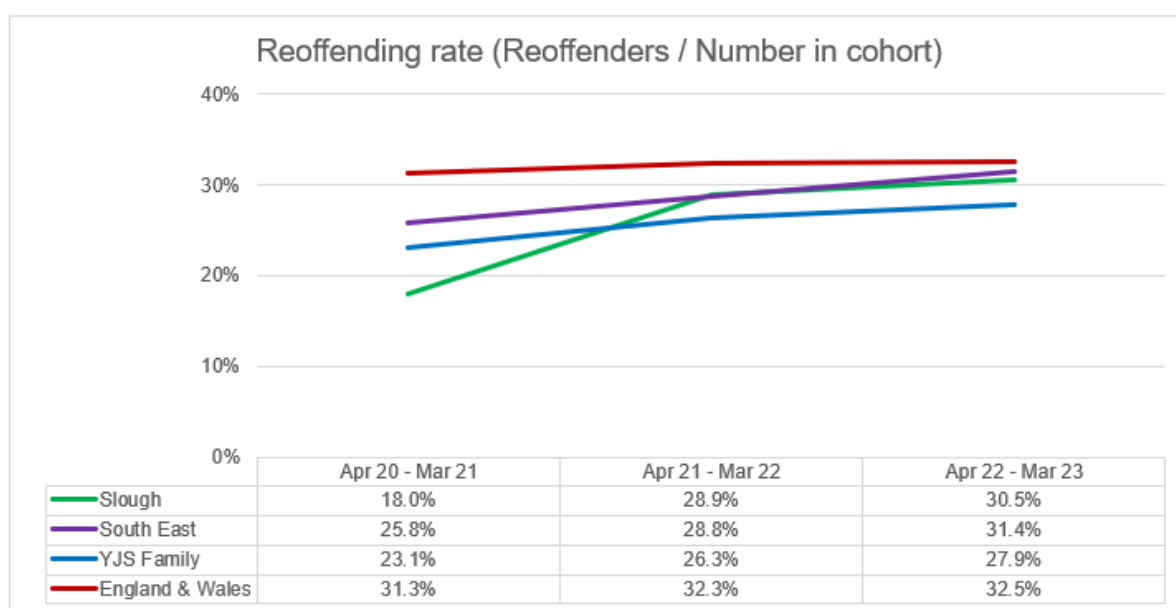
Re-offending refers to those children who received substantive outcomes (cautions, conditional cautions or convictions) and re-offend after 12 months.

“Re-offending is an 18-month time delayed measure that looks at proven re-offending in that the offender has gone to court and been found guilty of the offence. There are two national key measures around re-offending: Re-offending rate and re-offences per offender” YJB Guide to Youth Justice Statistics.

5.3 Re-offending rate

Table C – Re-offending rate (proportion of re-offenders in the offending cohort)

Table C shows the official re-offending rate in Slough has increased over the last 4 years. Local information shows that re-offending fluctuated in 2022 -23, but we still expect the official statistics will show that Slough’s re-offending rate is better than England and Wales.

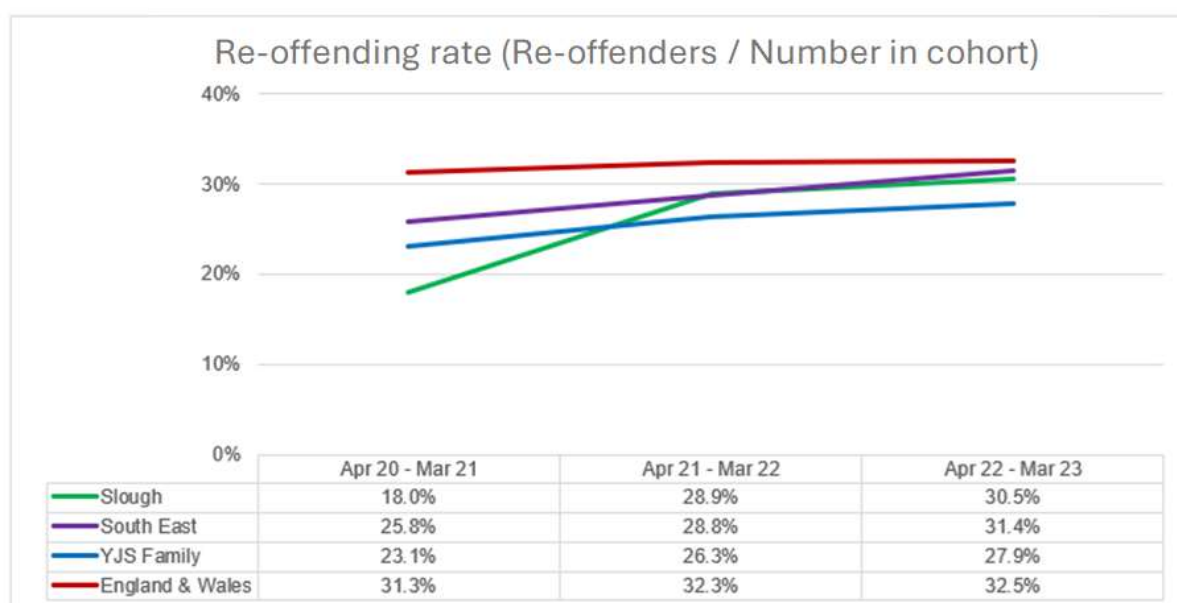


5.4 Re-offending per re-offender

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

Table D shows a downward trajectory indicating that the proportion of re-offenders is decreasing. This is in line with the national and regional picture too.

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



Transition analysis of our re-offending cohort highlights the need to monitor this area closely and we are working with Probation to further analyse the young adults 18-20 who re-offend following being known to the YJS to understand more how we can further develop this partnership work.



5.5 Use of custody

Table E - The use of custodial sentences

Table E shows the rate of custodial sentences has remained stable over the last 3 years. In the last two fiscal years there were two custodial sentences granted each year, whilst in 2022-23 there was only one.

5.6 Risks and issues

Like other Youth Justice Services, Slough's YJS operates within a landscape of systemic challenges and resource constraints. The successful delivery of service priorities for 2025/26 may be impacted by a range of risks and issues, with regular reviews identifying two key risk areas:

Risk area	Current landscape	Mitigating measures
<p>Data and performance</p> 	<p>Capacity within the data and performance team is limited, affecting the timeliness and development of critical reporting and analysis required by the service and YJMB. This issue was flagged in the recent HMIP Inspection.</p> <p>An agreement to develop a dashboard for data insights has been established, and an initial prototype has been designed. However, challenges persist in collating comprehensive data from external services.</p> <p>Additionally, there is a gap in specialist knowledge regarding Youth Justice Services and the ChildView system within the data team, which presents further obstacles, particularly as most reporting is required at a senior and strategic level.</p>	<p>Weekly performance monitoring sessions are held with the Service Manager and Team Manager, where reporting is reviewed in detail alongside the Performance Analyst.</p> <p>The Data Analysis Manager oversees reporting responsibilities for both YJMB and YJB, ensuring alignment with external expectations.</p> <p>KPI data requirements has now been confirmed by the YJB, with oversight from the Head of Service and Service Manager, who review data submissions for accuracy.</p> <p>Specialist Data Analyst is being recruited for a fixed term period to expedite data dashboards and upskill existing staff within the YJS and Performance team.</p>
<p>Probation</p> 	<p>The National Probation Officer shortage has impacted service capacity, with this gap partially managed through a linked Probation Officer arrangement.</p> <p>Although few children transition into adult probation services, we need to ensure a robust and</p>	<p>A Probation Officer has been identified as a link worker has been appointed to facilitate communication and improve information-sharing between Slough YJS and probation services. This has been a positive way forward to support our children who are</p>

	supportive process in place for any children who do transition	<p>transitioning from YJS to probation</p> <p>Probation Services have now advised all local authorities (LA) that the situation with recruitment is unlikely to change in the next 12 months. Full funding will be provided for alternative staffing that will need to be directly recruited by each LA. We are currently creating a job description for a Transitions Officer role.</p>
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6. Plan for the forthcoming year:

Embedding a comprehensive Child First approach is central to the work of Slough YJS, YJMB, and our partners.

Aligned with key aspects of our improvement plan, our four priority areas are seamlessly integrated into the Child First principles, ensuring practical and effective service delivery.

Our four priority areas are:

- Addressing disproportionality
- Strengthening victim engagement
- Fostering meaningful participation and co-production
- Early intervention to support prevention and diversion

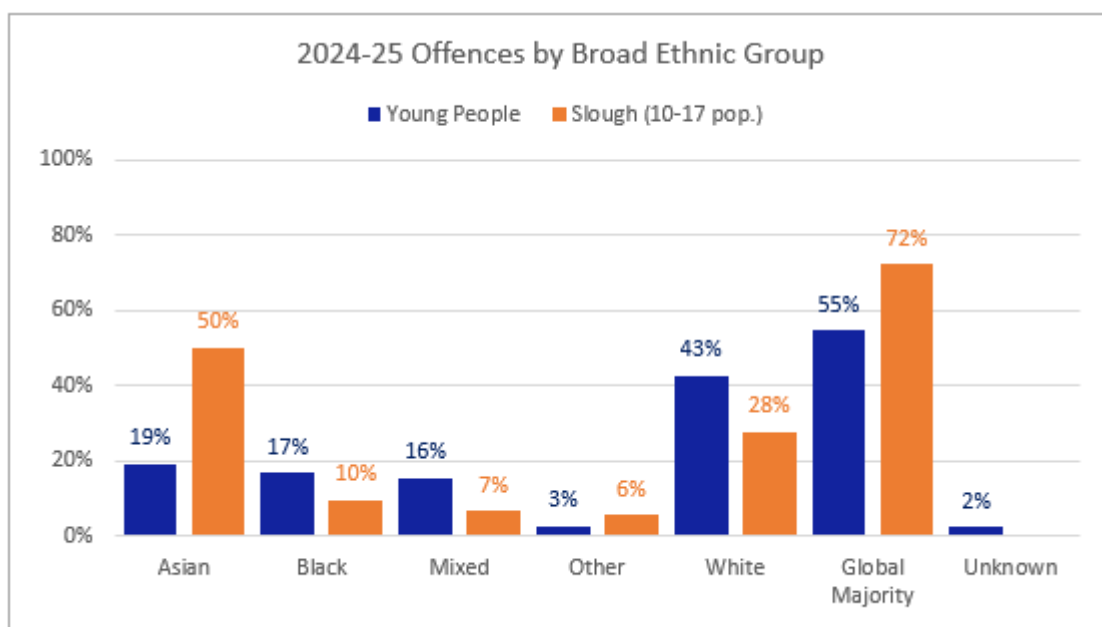
6.1 Child first principle and disproportionality priority

- **Prioritise the best interests of children and recognising their needs, capacities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.**

This aligns with our local priority to address disproportionality, and it is also a national priority for children from groups which are over-represented

As a Board and YJS we have analysed in some depth the ethnic background of our children, to ascertain if the local youth justice system is proportionate and to review any potential bias.

We know that some communities need additional reassurance to work with us because of feelings of mistrust with public bodies. We also know that many communities are more likely to engage with education providers and community groups.



Our police representative on the Youth Justice Service Management Board is leading the Disproportionality Task and Finish Group, which is reviewing our disproportionality action plan to address inequalities.

The group is further strengthened by the expertise of a community volunteer with an extensive background in intelligence and data analysis across several agencies, including the Metropolitan Police, S.I.A, City of London Police, London Borough of Merton, and Bermuda Police Service.

His experience also spans roles such as Commissioning and Business Insight Officer for the London Borough of Sutton, Integrity Intelligence Manager at Stats Perform, and his current position as Corporate Policy Officer for South Oxfordshire and Vale of White Horse District Councils.

This work directly aligns with the HMIP thematic review on black and mixed-heritage boys in the criminal justice system and contributes to wider efforts to tackle racism.

We are eager to leverage the wealth of knowledge and insight this community volunteer brings to the task and finish group.

The terms of reference have been developed which include:

A review of the current disproportionality statement and plan to determine relevance and effectiveness.

1. Ensure the Youth Justice Management Board and YJS service can confidently explain disproportionality, including its local context and contributing factors.

2. Evaluate the national disproportionality toolkit's applicability to Slough and determine whether modifications or alternative approaches are needed.
3. Assess available data sources across different stages of youth justice involvement to establish a clearer picture of disproportionality, including custody, disposals, prevention, and diversion.
4. Identify tangible actions that align with Slough's specific disproportionality challenges, focusing on realistic and achievable goals.
5. Explore good practices and relevant insights from other Youth Justice Services to inform local approaches.
6. Consider incorporating young people's and families' voices into disproportionality discussions and planning through participation
7. We will be proposing an audit in decision making.

We have continued our practice of children being engaged by one worker throughout their time with us. We develop relationships of sustained support to aid the development of a pro-social identity.

HMIP commented positively on the comprehensive health provision in place for children engaged with YJS. Every child is assessed by the health and justice worker, ensuring timely evaluations for autism and neurodiversity, as well as routine screening for speech, language, and communication needs.

Additionally, a nurse practitioner is in post, identifying and addressing children's physical health needs, ensuring they receive appropriate support and intervention.

6.2 Child first principle and victim support priority

- **Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.**
- **This aligns with our priority to strengthen victim support and a national priority for restorative approaches and victims.**

Effective partnership with the police has resulted in an assessment and streamlining of victim support procedures that have already led to tangible improvement.

Training for Cohort One of panel members has now been completed, resulting in four additional panel members joining from June 2025. Cohort Two training is set to begin in July, and this next phase of recruitment will further expand our volunteer panel.

Reparation activities have been broadened through registration with the Slough Community Voluntary Sector (Slough CVS). This connection links YJS to a database

of over 500 potential volunteers, significantly enhancing recruitment and expanding opportunities for reparation initiatives.

To enhance victim support and address service gaps, YJS Managers have appointed a dedicated Victim's Worker.

This individual has joined a Berkshire consortium, which helps to foster peer support and enable sharing of best practice.

The insights gained from this collaboration will be explored for potential implementation in Slough. The victim policy has been refreshed, and we will be conducting a victim audit to look to at all things victim related.

This will need staff to focus on the child on an intervention and the person(s) they have harmed and the services each of them has received.

We continue to prioritise restorative approaches as the most effective way to rebuild relationships and trust between children, their victims (where appropriate), families and wider community. We have worked with individuals and schools to support reintegration.

The scope and frequency of reparation tasks has also been strengthened, fostering community restoration and enriching engagement placements. An example of this is an opportunity for children to work in located allotments.

Another new reparation activity that has been identified has been with The Heathrow Special Needs Centre which provides support for individuals of all ages with disabilities and special needs. The centre is known for its extensive use of animal-assisted activities, which are shown to significantly improve both mental and physical health of its visitors.

6.3 Child first principle and foster participation and co-production priority

- **Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.**
- **This aligns with our priority to foster participation and co-production.**

We had a productive participation event for our young people which provided positive feedback of their experiences in a safe space.

Some of the things they opened up about is their experience of Slough and how it lacks provisions for young people. This reinforces the need to for us to develop our prevention and diversion offer as a priority so that all children are aware of what it is and how to access it.

We are collaborating with the SCF participation officer to establish a Youth Justice Ambassador role. This initiative aims to amplify children's voices within the Youth

Justice Service Management Board and ensure their active involvement in shaping practice and policy development.

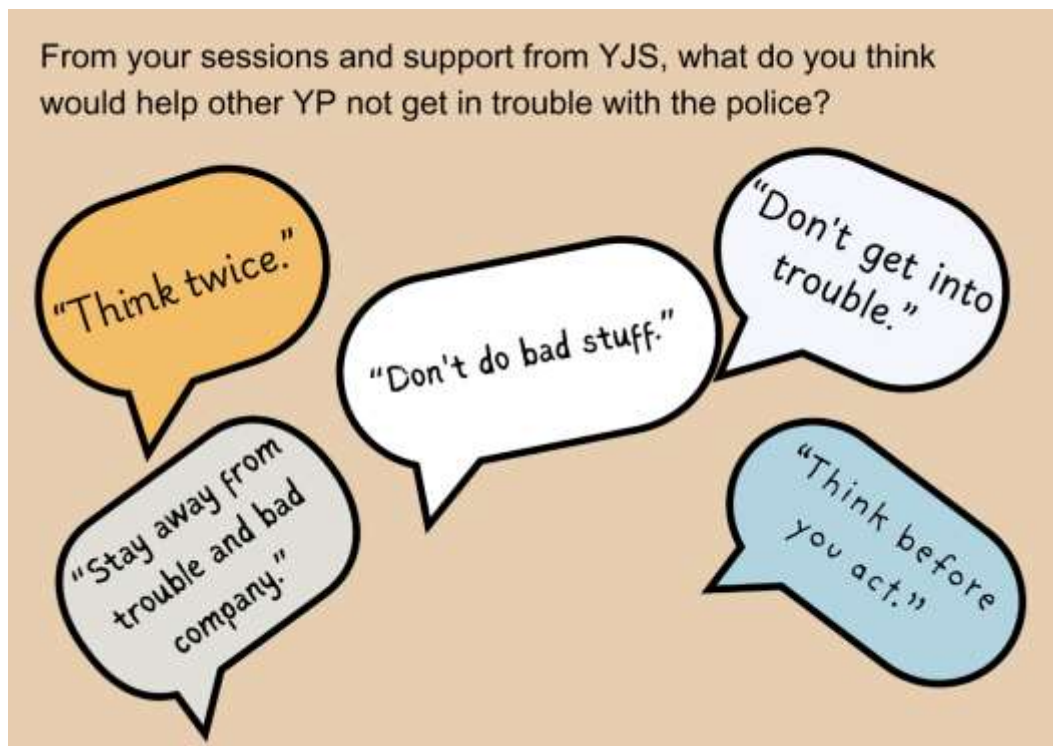
The YJS requests quarterly reports from the case management system at the conclusion of a child's order to assess service delivery for both the child and their parent. Feedback is gathered from all children and parents, and the data is presented to managers and the Youth Justice Management Board (YJMB).

Following a review of this process, several recommendations have been made to enhance its effectiveness:

- Case managers will schedule an evaluation session with the child two weeks before the end of their order and case closure to ensure timely feedback.
- Quarterly meetings with managers will be held to present and discuss evaluation outcomes, celebrate successes, identify lessons learned, and explore opportunities for improvement.
- A forward plan has been developed, outlining key milestones:
 - Report completion date
 - Management review timeline
 - Discussion at team meetings
 - Presentation to the YJMB

These improvements aim to strengthen service evaluation, enhance accountability, and ensure continuous development within YJS.

A selection of feedback from children:



Since working with the YJS do you think differently about your future?

"Yes, not making wrong decision and having a good future."

"Yes, I was helped to write my CV, which has helped me look for jobs."

"Yes, helped me understand things better. I was provided with support to look for a job."

Since working with the YJS do you think differently about your future?

"Yes, definitely. I want to do more positive activities like boxing."

"Yes, it taught me what to do and how to stay away from trouble."

"Addressing my right in a stop and search and understanding what is expected. watched a video and went through a PowerPoint presentation."

A selection of feedback from parents/carers:

If a parent/carers asked what the service is like how would you explain it?

"Helpful."

"Good."

"A good thing to have, there's not a lot out there for children for positive guidance. An external person who has experience dealing with a variety of childhood challenges."

If a parent/carers asked what the service is like how would you explain it?

"Go ahead and do it - it's beneficial for kids to be talking and understand. It's a positive experience."

"A non-judgemental service, open minded. Also takes into consideration the child's individual needs."

"It's very good, it's not easy to give this type of help and support but it's very good this service exists."

If a parent/carer asked what the service is like how would you explain it?

"Definitely, they're there to help and support no judgement. Support the YP and family, for a positive outcome including emotional, practical and educational support."

"For us, the service has been pitched correctly, good collaboration with us and school - so no suggestion for improvement from us."

If a parent/carer asked what the service is like how would you explain it?

"We noticed our son needed help with his speech and [worker] agreed to make a referral to a specialist."

"He realised the severity of his behaviour and now uses social media more sensibly."

How to improve YJS

- More focus on the reason that they are working with YJS.
- To meet students in the school more often as this is where they spend most of their time.
- No suggests for improvement, The staff were able to effectively communicate with x and he listen to them.

6.4 Child First principle and early intervention to support prevention and diversion priority

- **Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.**
- **This aligns with our priority for Early Intervention to support prevention and diversion**

We continue to work with partners to identify and develop further opportunities to support families and their children to engage with local activities and services.

We meet children wherever is most conducive to effective engagement.

Children are seen where they feel most comfortable, including homes, to remove the stigma of reporting to a YJS office.

We continue to encourage staff to provide safe and positive experiences with the children they work with

For those who do come to YJS office, there is now a dedicated sensory friendly environment for children to meet in.

There is an LED changing bubble fish mood lamp, a mix of seating options, such as bean bags and cushioned chairs which allow for movement and choice of comfortable seating.

A range of fidget-friendly options have been provided to support self-regulation and there is a movement area for games and rapport building. This includes a 3 in 1 tabletop games set for ping pong, hockey and table tennis. An over the door basketball hoop with a soft ball is also provided.

Simple, visual-friendly signs are being developed, and visual schedules and appointments are provided to reduce uncertainty and create a safe and welcoming atmosphere.



Prevention

In Slough, we have a clear commitment for young people to be safe and supported in the present and to be confident and ambitious for the future.

Our Community Detached Team (CDT) are a small team of dedicated, professionally qualified Youth Workers with years of experience working with young people in Slough.

Their wealth of knowledge, skills and ability to build positive relationships with Young People enables positive engagement and outcomes. This includes clear expectations on what young people want and can expect from CDT, to ensure no young person is left behind.

The CDT provide various projects across Slough to meet the needs of a diverse range of young people. These projects include, art therapy, sports, girls/boy's groups, creative expression, music and much more.

The CDT work in areas of concern in Slough to try and support young people in being safe and making positive/informed choices.

Lives Not Knives – focuses on educating and empowering young people on all aspects of knife crime, with the aim of reducing violence and creating safer communities for young people/families.

Lives not knives covers: Understanding knife crime, the impact of knife crime, root causes and risk factors, gang involvement and knife crime, and prevention strategies.

One punch – Focuses on educating and empowering young people on the dangers and consequences of a single violent action, particularly focusing on "one-punch" incidents where a single punch leads to serious injury, permanent disability, or even death.

The project will raise awareness about the potential impact of sudden, impulsive violence, promote non-violent conflict resolution, and encourage responsible behaviour in social situations.

One Punch covers: Understanding the 'one punch' phenomenon, consequences of one punch violence, emotional triggers and impulse control, conflict resolution, peer pressure and group dynamics, mental health, drugs and alcohol, bystander/active bystander, consequences.

Deal or no Deal – focuses on educating and empowering young people about the dangers and consequences of substance misuse while promoting healthy coping strategies and informed decision-making skills.

Deal or No Deal covers: Understanding substance misuse, health risks, addiction, peer pressure, mental health, exploitation, and coping strategies.

My Line on educating and empowering young people on the many forms of exploitation people may experience. The project aims to help young people

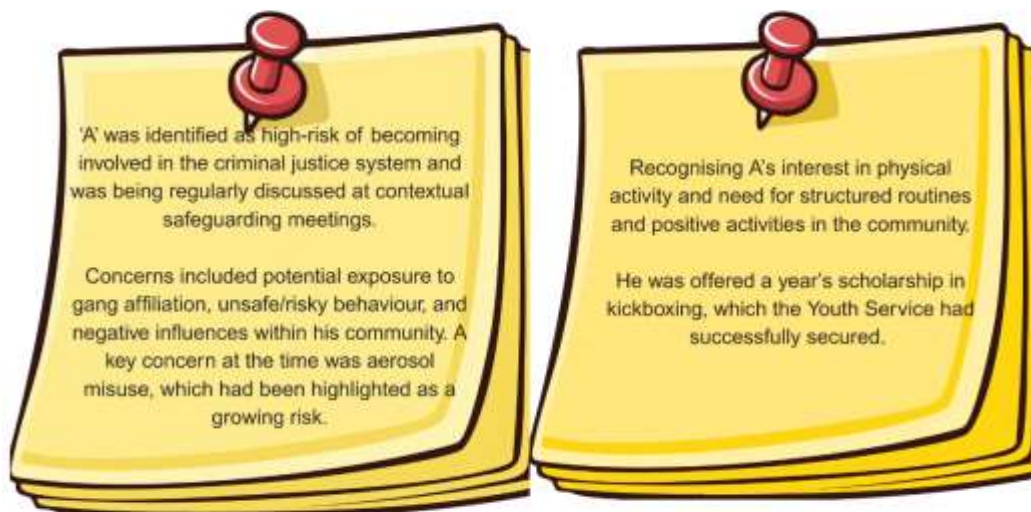
understand their rights, recognise exploitative behaviours, and know where to seek help.

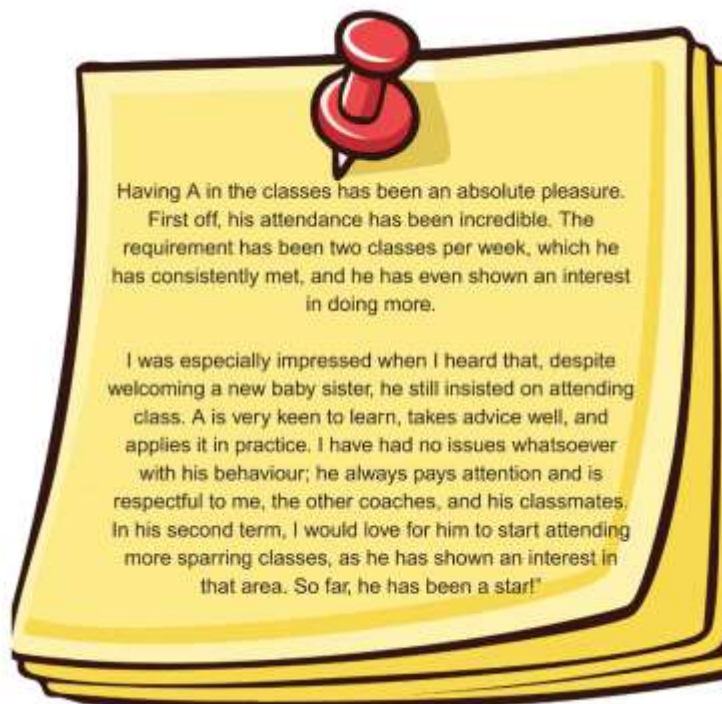
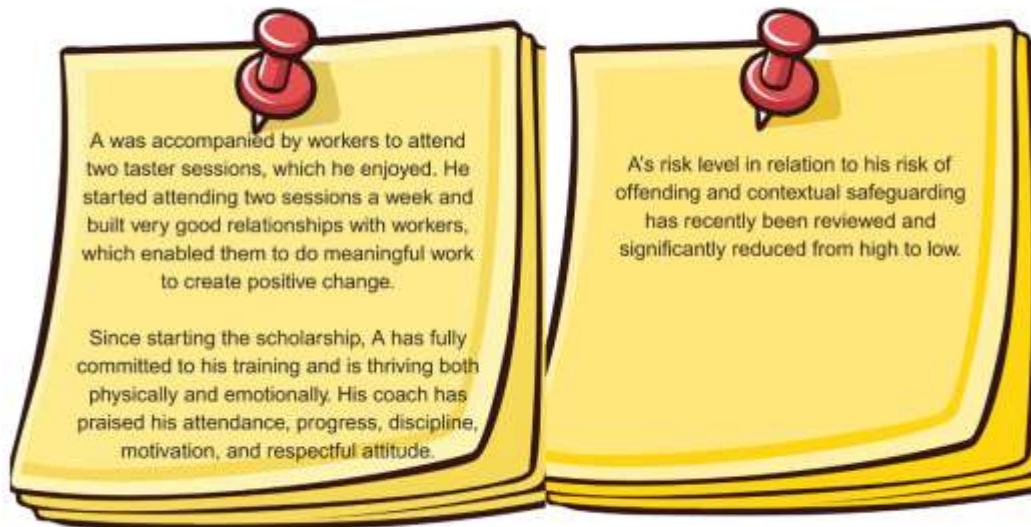
My Line covers: Understanding exploitation, recognising the signs, prevention, understanding vulnerability/those at risk, mental health, and confidence.

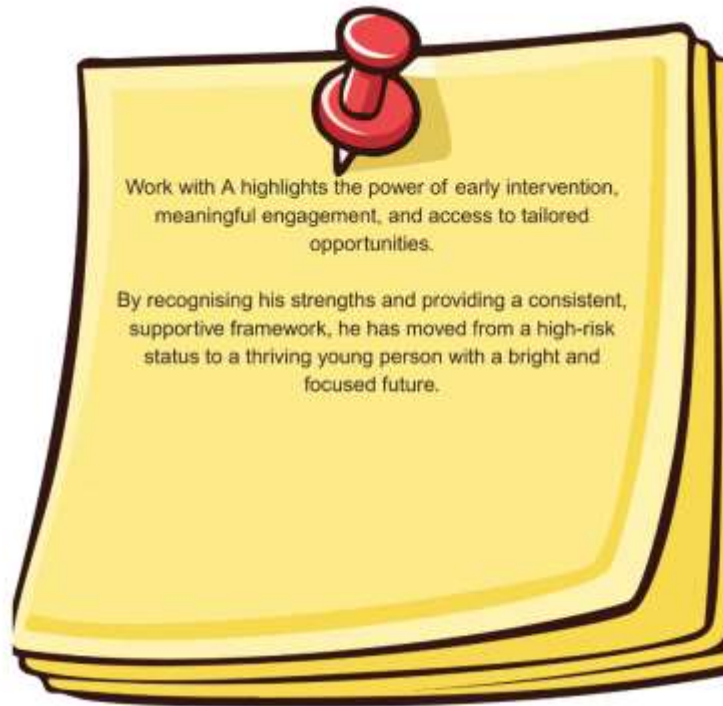
Think Smart focuses on educating and empowering young people to make informed decisions, equipping them with positive communication skills and strategies to deal with challenging situations, including peer pressure, media influence and problem solving.

Think Smart covers: Critical thinking and problem solving, decision making skills, emotional intelligence and self-awareness, media literacy and smart consumption, assessing risks and consequences, resilience and growth, responsibility of actions, conflict resolution.

Good practice – Child A







Diversion

Youth Engagement Slough (YES) plays a crucial role in supporting preventative measures for the youth justice system.

Their work focuses on early intervention, education, and community engagement to reduce the risk of youth offending.

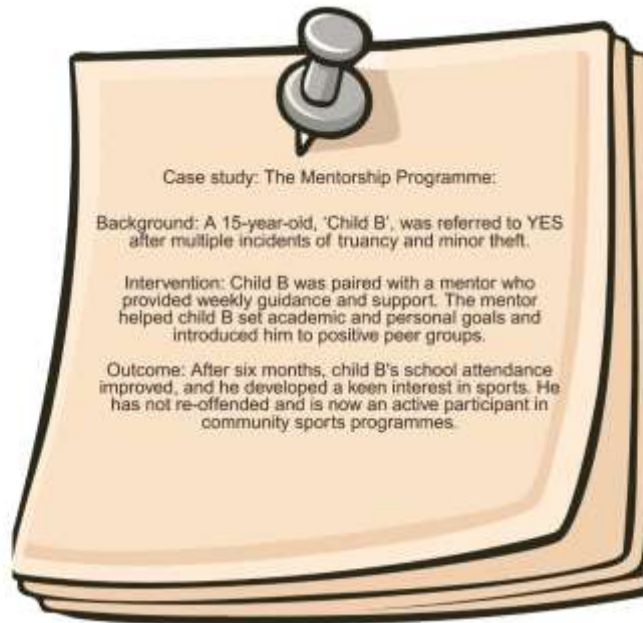
Key diversion initiatives by YES

1. Early Intervention Programmes: YES runs various programmes aimed at identifying and supporting children who are at risk of becoming involved in YJS before they engage in criminal activities.

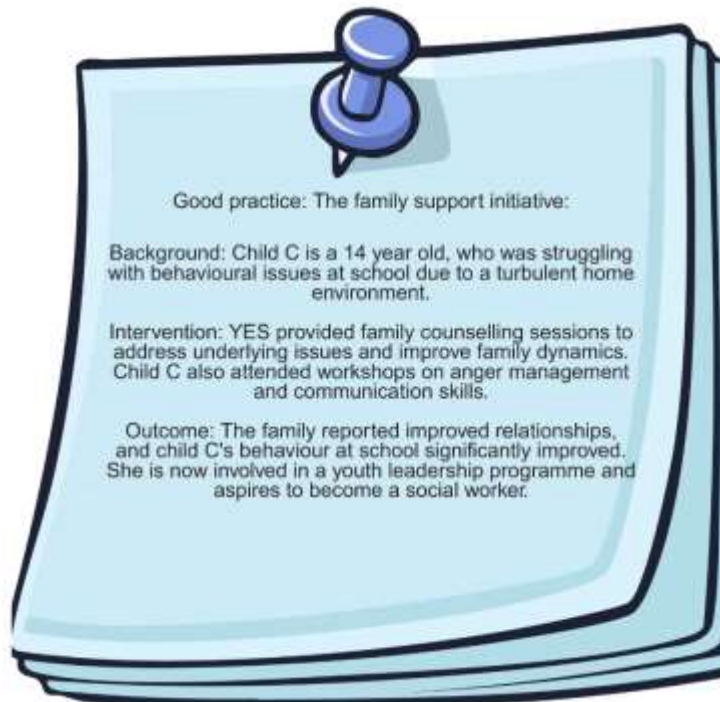
These programmes include mentoring, counselling, and educational workshops that address issues such as substance abuse, peer pressure, and family conflict.

2. Educational workshops: YES conducts workshops in schools and community centres to educate young people about the consequences of criminal behaviour and the importance of making positive life choices. Topics covered include conflict resolution, self-esteem building, and career planning.
3. Community Engagement: YES collaborates with local organisations, including the police, schools, and social services, to create a supportive network for young people. This includes organising community events, sports activities, and volunteer opportunities that promote positive social interactions and community involvement.

Good practice – Child B



Good practice – Child C



Good practice – Community Sports Programme



Community Safety: YES ran a youth club in Britwell, reducing the fear of crime for 1,086 young people. YES contributed to reducing entrants to the youth justice system by working closely with the Youth Justice Service (YJS), engaging with 17 young people who had offended within the last 12 months.

These initiatives and statistics demonstrate the impact of our Prevention and Diversion efforts by taking the stigma away from being involved in the criminal justice system, tackling the root causes of offending, and fostering positive development.

We know that there is more work to be done so that all children know what these opportunities are and how they can access them.

7. Resources and services

The Youth Justice Service is funded directly from these sources:

- Children social care
- Youth Justice Board
- Office for Police and Crime Commissioner
- Public Health
- Integrated Care Board

The YJB grant is used exclusively for the delivery of youth justice services.

The YJS also receives funding in kind through the provision of staffing. Staff are provided by the police, National Probation Service and Slough Clinical Commissioning Group.

The YJS complies with the minimum staffing requirements set out in the Crime and Disorder Act 1998, which requires that there is at least one of each of the following: a police officer, a social worker, an officer of a provider of probation services, an education officer and health worker.

We use our grant, partner contributions and available resources to deliver our services with a focus on practice and engagement with children and families. This includes;

- Deliver direct work with children in the youth justice system,
- Parent support
- Services to courts
- Ensure robust transition work with Probation,
- An offer of restorative justice to all victims,
- Group and one to one intervention with children and parents

Agency	Staffing costs (£)	Payments in kind Revenue (£)	Other delegated Funds (£)	Total (£)
Slough Borough Council	£455,031	£0	£0	£455,031
Thames Valley Police	£0	£54,015	£0	£54,015
National Probation Service	£	£5,000	£0	£5,000
Berkshire Health Service	£0	£56,576	£0	£56,576

Grants	Staffing costs (£)	Payments in kind Revenue (£)	Other delegated Funds provided (£)	Total (£)
YJB Practice Grant*	£344,405	£0	£0	£344,405
Office for Police and Crime Commissioner – Community Safety Grant	£0	£0	£0	£0
Turnaround Programme				£54,452
TOTAL	£853,888	£0	£0	£969,479

8. Board development

We are continually seeking ways to enhance the effectiveness of the Youth Justice Service Management Board and reinforce its oversight.

HMIP acknowledged that Board members are increasingly gaining clarity on their roles and responsibilities, enabling them to guide their respective services in supporting desistance and ensuring the safety of both children and the wider community.

In February 2025, we conducted a self-evaluation with Board members to assess key areas, including the HMIP improvement plan, Child First Principles, performance oversight, disproportionality, and our vision and strategy. Each Board member completed a self-assessment for these areas, providing insight into their level of understanding.

On average, Board members rated their understanding as follows: 8/10 for the HMIP improvement plan, 9/10 for Child First Principles, 5/10 for performance oversight, 7/10 for disproportionality, and 7/10 for vision and strategy.

Following this evaluation, individual meetings were held with Board members to explore how they could serve as local champions for children within YJS. These discussions led to about us developing a vision and several innovative ideas, including the opportunity for a YJS Practice Week, providing opportunities for staff and Board members to showcase YJS activities and initiatives.

A thematic forward plan has been introduced to the Board, ensuring a structured approach to future discussions.

Upcoming Board meetings will focus on key areas such as quality assurance, education, training and employment and health provision.

This thematic focus will further enhance Board members' understanding of YJS's operations and strategic priorities.

9. Workforce development

YJS staff benefit from regular opportunities to enhance their practice, including participation in dedicated practice forums. These forums have covered a range of essential topics, such as Prevention and Diversion assessment, Case Management Guidance, Child First Principles, Roma Awareness, Street Games/Turning Point and Participation, Fearless/Crimestoppers, and the YJS Open Day.

Additionally, staff have engaged in training on Multi-Agency Public Protection Arrangements (MAPPA), child risk management—including Silver Bullet training and the Good Lives Model.

This approach is beginning to yield positive results, with team members demonstrating a deeper understanding of the factors contributing to children's offending behaviour.

Further support will be provided through ongoing practice forums and collaborative discussions during monthly audits, ensuring staff continue to build confidence in articulating the rationale behind risk assessment levels.

Training around neurodiversity and adolescent development will be facilitated to strengthen practitioner's understanding of maturity and unmet need when considering transfers to adult probation services. This will be extended to external partners sitting on Slough Youth to Adult Transition Panel.

The service makes use of internal resources and skill set of the Slough Safeguarding Partnership, Youth Justice Board, Research in Practice, and other external partners to ensure learning and development opportunities are tailored to the service and individual.

This can be through seminars, task and finish groups, supervision, formal training, service meetings and co production. Working with partners and in a multi-disciplinary way enables a joint understanding of values, a wider range of theories and critical thinking to improve the service to children and families.

Most learning happens in the flow of day-to-day work, through self-reflection and shared reflection with others. Understanding what good practice looks like and how to achieve it is a collective responsibility. We foster leadership behaviours at every level, with a strong emphasis on identifying and modelling good practice, and embedding reflective learning and coaching through supervision, peer discussions, and practice forums.

Our forward plan will identify continuing professional development priorities for improving practice through quality assurance and performance feedback as well as what children and parents who have used or experienced our services say.

Our YJS is committed to a learning culture that respects, challenges, and supports practitioners in their developments and aspirations. Our aim is to create a stable workforce to provide excellent quality services to children and their carers and provide confidence to the Courts and local community.

10. National priority areas

10.1 Policing

The Thames Valley Police (TVP) Strategic Plan for 2025/26 is structured around four key pillars:

- Serving Victims
- Fighting Crime
- Building Trust
- Valuing Our People

Under the Fighting Crime pillar, one of the primary objectives is to improve case outcomes, including increasing charge rates and the use of out-of-court disposals.

As part of TVP's commitment to addressing Violence Against Women and Girls (VAWG)—particularly domestic abuse—this crime type is subject to heightened scrutiny. Additionally, TVP prioritises tackling serious violent crime and serious acquisitive crime.

To support the goal of improving case outcomes, there is a strong focus on ensuring suspects are arrested where appropriate and securing either a charge or an out-of-court disposal whenever possible.

However, when the suspect is a child, TVP takes a more nuanced approach, shifting the emphasis away from securing an arrest and instead prioritising the most appropriate outcome for both the victim and the child.

Despite the broader organisational pressure to improve charge and outcome rates, the police representative on the Youth Justice Service Management Board plays a crucial role in embedding a Child First approach into decision-making at both strategic and operational levels.

10.2 Education

Education and youth justice collaboration overview

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

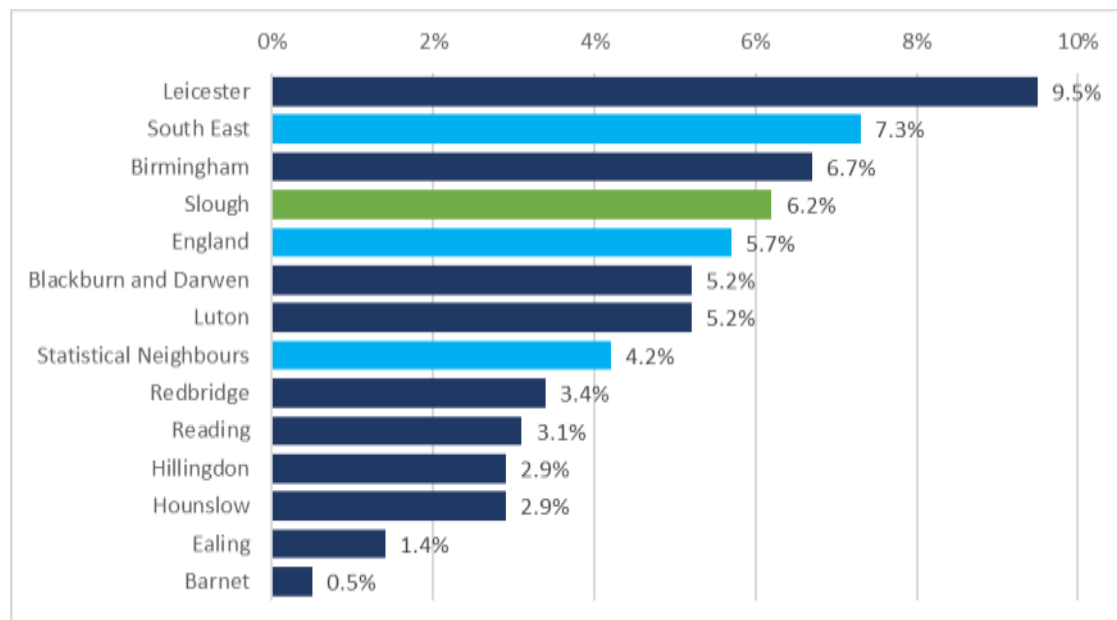
Attainment 8 scores (Key Stage 4) in Slough's state-funded schools continue to be significantly better than England's and 5th most deprived decile comparator group. The most recent National figures for Not in Education, Employment or Training (NEET) were released by the DfE in March 2025.

National Figures for NEET March 2025

	Slough	South East	England
NEET	4.2%	3.6%	3.6%
Not known	2.5%	2.5%	1.6%
NEET + Not known	6.7%	6.2%	5.2%

Children NEET in Slough is 124th out of 151 Local Authorities which is near the top of the fifth quartile.

Children NEET in Slough compared to other local authorities.



In 2023, emerging data on children involved with YJS revealed a strong correlation between those entering the service and poor educational attendance and outcomes. At the time, more than half of the children had a social care plan, with many having experienced significant educational disruption and absence.

In response, the Virtual School strengthened its involvement in Education, Training, and Employment (ETE) support alongside YJS professionals.

To enhance this collaboration, the Virtual School funds 0.6 FTE of a full-time role, with YJS contributing the remaining 0.4 FTE. The education worker is embedded within the team, ensuring coordinated efforts, continuity of support, and a more integrated approach to intervention delivery.

Children benefit from intensive intervention as part of a broader YJS framework, with the education worker providing:

- Case oversight
- Reporting
- Strategic advice and guidance on education and training
- Collaboration with key partners

Children's progress is monitored through ChildView, the system managing their wider plan, ensuring all professionals have direct access to up to date ETE data.

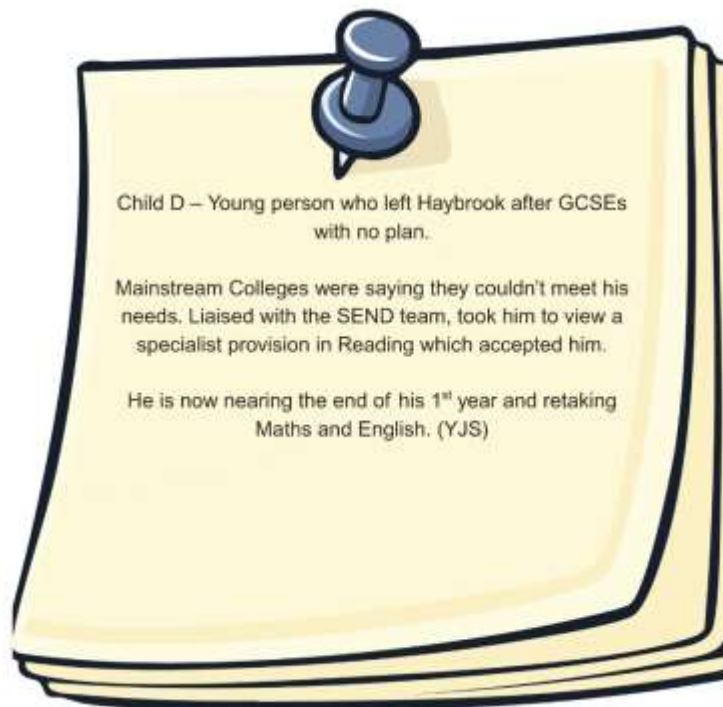
Additionally, interventions for children with social care plans are documented in the Integrated Care Management System. The education worker adheres to statutory guidelines for children in care and oversees Personal Education Plans (PEPs).

Children known to the service—particularly those classified as Not in Education, Employment, or Training (NEET)—receive targeted interventions to support reengagement in education and training.

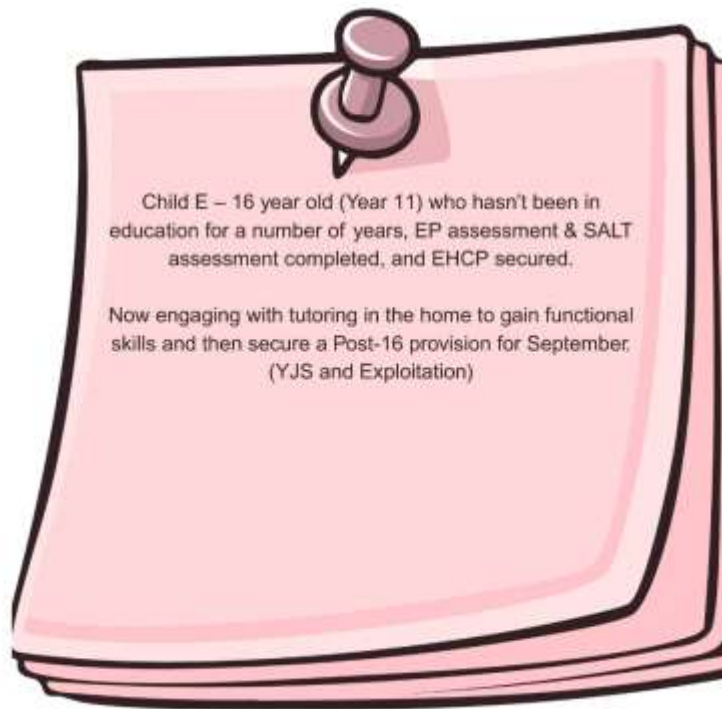
Since 1st April 2024, the education worker has worked with 39 children.

Of these, 25% are NEET, 8% are on part-time timetables and 22% have EHCP's, 78% have experienced an exclusion.

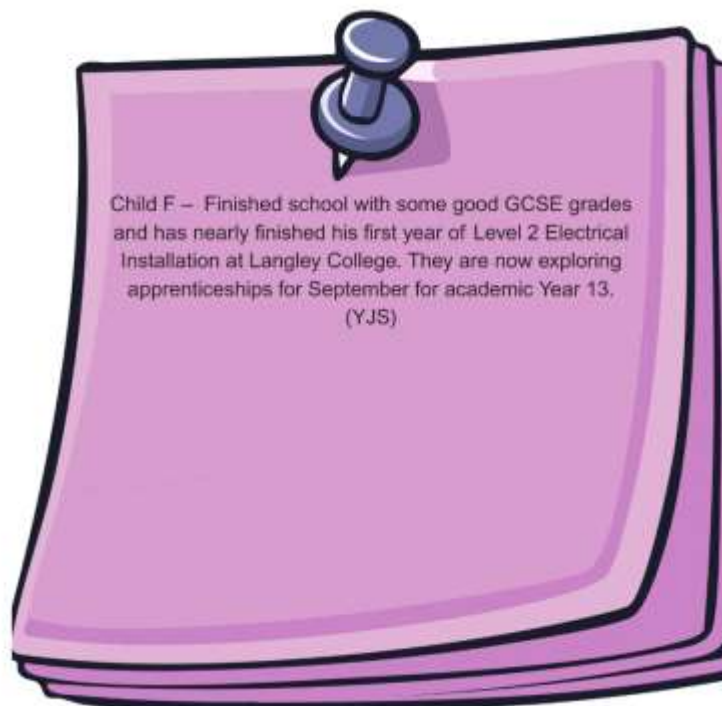
Good practice – Child D



Good practice – Child E



Good practice – Child F



The Youth Justice Service is committed to being an active partner in the SEND partnership which recognises that additional needs and disabilities can present blockages and barriers to achieving positive outcomes for some of our children if not addressed and supported.

Our pathways with SEND have been completely revised with the development of a SEND strategy for YJS that discusses the impact on children known to YJS who could face one or more of the following services faces one of the following challenges.

- Their unrecognised, unmet additional need or disability is a significant contribution to their antisocial behaviour
- Their behaviour and involvement in criminal activity has disrupted their education
- Being able to access and achieve in education is one of the strongest routes to divert from and prevent criminal activity and lead to purposeful, positive adulthood, increasing opportunities for employment and the ability to thrive
- Securing education provision can be challenging for those returning from a period in custody
- All YJS assessments and interventions will give consideration and be aware of the impact on education
- There is an over representation of black and /or dual heritage boys within YJS and poor education outcomes

To support the implementation of the SEND strategy, new guidance has been developed for requesting SEND support. This includes a dedicated YJS Social Care Advice Form, designed to assist practitioners in Youth Justice and Social Care in providing consistent, high-quality, and relevant advice. The form ensures that social care input meaningfully informs assessments and the development of draft Education, Health and Care Plans (EHCPs).

10.3 Serious violence, exploitation and contextual safeguarding

Slough has seen several fatalities following serious violence incidents involving knives in the past 6 years.

Most recently, a Safeguarding Practice Review was carried out in relation to the fatal stabbing a young adult aged 19 by a 17 year old young person in October 2023.

At the time of writing, the SPR is nearing completion. Partners carried out a systems wide review of local partnership arrangements to safeguarding children and young adults from harm outside the home.

This has involved a series of partnership developmental workshops which resulted in immediate systems wide learning and a strategy to safeguarding children and young adults from Exploitation and risks outside the home.

An implementation group, involving local community groups and the voluntary sector has been created to co-produce activities, and an action plan is being developed.

The strategy links with the community safety partnerships' strategy to reduce violence and both partnerships work closely together on awareness raising and local community engagement.

The local Health and Wellbeing board has also been apprised of the strategy and has asked for follow up.

At the time of writing, a learning and development strategy is in development, and this will result in a programme of training and campaigning to promote systems wide learning.

To streamline information sharing and responses to harm outside the home across the partnership, the Exploitation Hub conducts daily intelligence briefing with the partnership to form a multi-agency rapid response to risk outside the home.

The meetings aim to improve more timely information sharing and to ensure that any issues of concern regarding children and locations are incorporated appropriately into existing multi-agency or single agency plans.

Daily intelligence briefing reviews all incidents that occurred in the previous 24 hours where children have been involved in offending (including drug supply, violence, county lines etc), children at risk of CSE, CCE, missing children and any other relevant concerns of harm outside the home.

Actions are tasked to the relevant professionals across the co-located service and wider to ensure information is shared and risk of harm is managed and mitigated where possible.

A community action day, at Langley Pavilion was organised by Slough YJS in conjunction with Slough Borough Council as part of the Clear Hold Build Strategy.

This partnership also included Thames Valley Police, Mothers Together, Slough Children First, Faz Amnesty, Communities Against Violence, Safer Slough Partnership, Slough Youth Action and was supported by Asian Star Radio and Together as One.

The event happened during anti-knife crime awareness week and included speeches by community activists about how we can work together to reduce harm for children and residents of Slough.

There were stalls from community safety, Crimestoppers, police, health, volunteering and more, and the launch of Slough Community Peace Garden, with the community helping to dig the ground and put in the plants. The idea is for the garden to be a sanctuary and a place to go for reflection.



The Stay True to You campaign, funded by the Violence Prevention Partnership, was adapted by Safer Slough Partnership to include a knife-crime awareness assembly delivered to over 20 schools in Slough. Adapted for year groups five to 13, the assemblies focussed on how to stay safe, trust instincts and respond to harms outside the home – such as knife crime. It also included music and art workshops and participation elements.

The schools were supported by SBC Community Safety team with a letter to send out to parents detailing the nature of the campaign, training for staff and access to further resources, plus workshops and resources for parents.

Serious youth violence has also been embedded into the Team Around the School approach to supporting young people and schools.

10.4 Detention in police custody

YJS make daily calls to police custody to enquire about Slough children. Parents are best placed to act as Appropriate adults for their children. When this is not possible children will be supported through YJS volunteers, YJS practitioners and SCF children's social workers dependent upon availability.

Out of hours EDT provides cover for Appropriate adults outside of office hours. In the TVP area, we are currently scoping the Out of Area AA Provision with a view to extending this either internally or commissioning an external provider. This is in the early stages as we seek to understand the need for this provision.

We are undertaking a new volunteer recruitment and training program that would include AA's receiving Restorative Practice and trauma informed practice training, to support them in their role.

10.5 Remands

There have not been any remands in the past year.

Slough's *Find My Home* tool is a locally developed, standout resource that exemplifies innovative practice in placement planning. Created through a collaborative effort involving the entire workforce, including representation from the Youth Justice Service (YJS), it offers a thoughtful and joined-up approach to identifying the most suitable placement provision for each child.

What sets this tool apart is its ability to factor in offending behaviour, dynamically adjust risk assessments, and embed personalised safety planning. This ensures placement decisions are not only responsive but rooted in a nuanced understanding of each child's needs.

10.6 Use of custody and constructive resettlement

There have not been any children receiving a custodial sentence in the last year.

Our policy is based on the five Cs of constructive resettlement and translated into the seven pathways.

Whilst there is a clear plan to operationalise key elements of the policy, establishing contingency arrangements for all eventualities facing the child is an identified area of improvement that will be a focus of our YJS in the coming year.

10.7 Working with families

Our parenting worker delivers family-centred interventions within the home, fostering positive change that empowers parents through a whole-family approach. This ensures that support extends beyond the child known to the YJS to include the entire family unit.

Good practice example – Child G, their family and education

Child G, a child on a referral order, was supported through a trauma mapping exercise conducted with his mother to identify any trauma she had experienced between the ages of 0–16 years. This revealed exposure to domestic violence and substance misuse from a young age.

Child G's mother holds a Special Guardianship Order (SGO) for her sister's two daughters, aged 14 and 13, after their biological mother's drug addiction led to them being placed in foster care. Efforts to reunite them with their biological mother are ongoing.

Additionally, child G's biological sister, aged 15, recently had a baby and is currently out of education, along with the two girls placed with child G's mother.

Supporting the girls' education:

Our parenting worker facilitated a school meeting, securing agreement for the school to serve as a safe space for the girls. To ease their transition, the parenting worker arranged to bring them to school and meet with them there.

During a private session with the parenting worker and their mothers, the girls shared their concerns.

One disclosed that she had recently come out as lesbian and felt she didn't fit in. This was explored further. Both girls have social anxiety and have formed a trauma bond, making separation distressing—they cry and refuse to attend lessons when apart.

To support them, our parenting worker:

- Reviewed their timetable to identify lessons they could attend together.
- Identified subjects they found challenging and those they thrived in.
- Agreed with them to start attending maths and English lessons two afternoons a week.
- Arranged to meet them at the school gate and work from an on-site office while they attended lessons.
- Scheduled lunchtime meetings where they would eat together before returning to class.
- Committed to staying on-site until the end of the school day, after which parents would collect them.

Supporting child G's sister's education:

Child G's sister was initially not planning to sit her GCSEs, and the parenting worker emphasised the importance of completing some form of qualification.

The school agreed to allow her to sit Functional Skills or Entry Level exams, and efforts are underway to provide laptops so she can study and take exams from home.

Mental health and wellbeing support:

The girls will be referred to CDT and CAMHS, as one has been self-harming and struggles with ASD and social anxiety, particularly regarding her self-image. To build her self-esteem, the parenting worker introduced an incentive—if she completes six sessions, she will be taken to a farm, as she has a strong affinity for pigs.

Addressing wider family challenges:

Child G remains at home full-time, has ASD, and does not leave the house. Her mother is managing multiple challenges, including:

- Two children not attending school.
- A daughter with a baby.
- A two-year-old child.

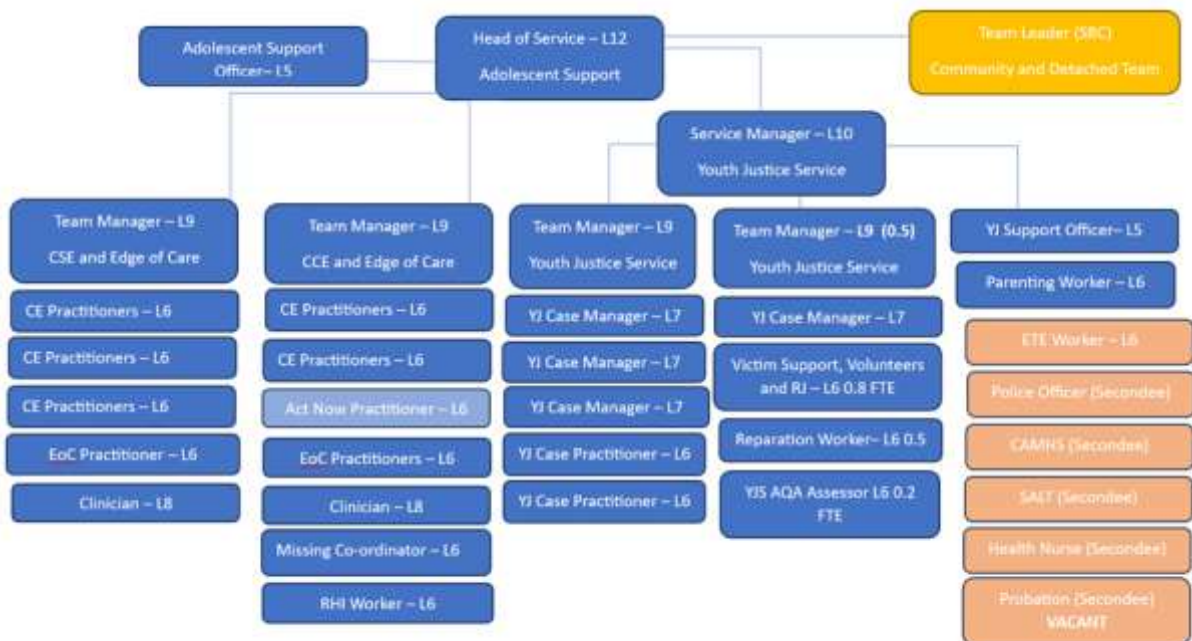
These responsibilities have made it difficult for her to focus on child G's education and support his desistance.

Breaking the cycle and preventing exploitation:

Efforts are being made to prevent the two girls from Child Sexual Exploitation (CSE), as one was found to be sending explicit images to an adult male. A Child Exploitation Practitioner will collaborate with the parenting worker to provide targeted support.

This holistic approach aims to break the cycle, ensuring the family receives the necessary interventions to create a safer, more stable environment for all children involved.

Appendix 1: Adolescent Support Service structure chart



Appendix 2: Staffing Structure with ethnicity, gender and known disability

Gender		Ethnicity	Known Disability
Male	1	Undeclared 6	Undeclared 19
Female	19	White British 7	Declared 1
		White and Black Caribbean 2	
		Caribbean 3	
		Indian 1	
		Pakistani 1	
Total	20		