

# Reading Youth Justice Plan 2025-26



**Youth  
Justice  
Service**  
Reading



Protecting Our Communities



Koestler Arts Award 2025, Gold award in recognition of  
“its exceptionally high standard”.

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Welcome to our 2025-26 Reading Youth Justice Strategic Plan. I am confident that this plan will support the strategic partnership to deliver the highest quality Youth Justice Services in Reading, setting clear strategic priorities for 2025 and beyond. This year's plan builds on the strong partner relationships that have been developed in recent years and aims to support the continuous improvement journey of the service in response to a disappointing inspection outcome in 2024. It also sets out the vision for the service as we aim to move towards a fully developed practice model of Child First and identity development focused practice.

The plan is aligned with the priorities of our Brighter Futures for Children Business Plan 2024-26, the priorities of our Community Safety and Safeguarding Partnerships, as well as Thames Valley Police's Strategic plan 2025-26 and Race Action Plan 2023-26.

This strategic plan gives an overview of the work of the Youth Justice Service (YJS) in Reading. It sets out details of performance over the past year and our priorities for the next year.

The YJS Management Board, the staffing team and importantly children have been involved in the development of this plan and are committed to delivering the necessary improvements to the service and partnership as set out in the HMIP improvement plan. The improvement plan will become the operational plan for this strategy and is aligned with the longer-term vision of driving Child First and Identity Development focused practice.

With this in mind, the partnership and service have committed to retaining the same overarching focus and vision of the Youth Justice Partnership in Reading:

*We are aspirational for children and victims of crime in Reading. We are confident that by embedding child first and identity focused approaches to practice across the partnership, we will see improved outcomes in 2025/26. We prioritise the needs of children and victims and will always seek to see children 'as children', build pro-social identity, collaborate with children and divert from stigma'.*

This is a shared partnership vision for the Youth Justice Service in Reading, one which permeates across this strategic plan into everything we do.

The Youth Justice Service has a key role to play by:

- Diverting children away from the youth justice system, where appropriate.
- Helping prevent offending and reoffending.
- Reducing the use of custody.
- Contributing to multi-agency public protection and safeguarding, improving outcomes for victims of crime
- Adopting evidence-based approaches such as Child First Practice, Trauma Informed Practice, identity development and whole family approaches to youth justice.

The Youth Justice Service does this by working together with its key partners – the police, children's services, health services, education, probation, community safety and both voluntary and private sector providers – to deliver high quality and effective services to children, their families and the victims of offending.

The overall effectiveness of the Youth Justice Service continues to be monitored by the Youth Justice Board (YJB) and Ministry of Justice (MoJ).

Overall, our local data indicates that we are starting to see improvements in outcomes for children and families, with significantly improved outcome data in respect of numbers of children entering the youth justice system for the first time, those reoffending and those entering custody.

In 2024-25, 27 children became first time entrants, a 27% reduction on the number in the previous year which was 37. Whilst the rate remains marginally above that for the Southeast, YJS Family and

the National rate, the improvement demonstrates that we are starting to see impact following the implementation of the Out of Court disposal Joint Decision making panel, the Turnaround project and other diversionary initiatives. The launch of Youth Diversionary Disposals (Outcome 22) by Thames Valley Police, following challenge from the Youth Justice Management Board and from YJS's across Thames Valley, will further assist the work of the YJS in this area in 2025-26 and beyond.

We have also seen a significant reduction in the number of children reoffending in the most recently available 12-month period for tracking. 28% of children reoffended in the 12-month period to June 2023, a 21% reduction from the rate in the 12 months to June 22. In actual numbers this represents a reduction from 21 children reoffending to 16. The number of reoffences per child who has reoffended also reduced significantly in the same period from 4.9 to 2.6, a 46.5% reduction. Again, this indicates that we are starting to see the impact of developing the effectiveness of interventions following child first, identity development and trauma informed practice as well as the strong partnership work led through the YJMB.

The rate of custodial sentences has also reduced from 0.12 per 1000 of the 10–17-year-old population for 2023-24 to 0 for the 12-month period to March 25, meaning there were no custodial sentence in this period. There were also no children Remanded to Youth Detention Accommodation in the period. Again, indicating that the work of the board and service is having an impact in key priority areas such as addressing serious youth violence.

However, despite these improvements we know that there is more to do. Outcomes for children and victims continue to be below what they should be. In September 2024, the service was inspected by His Majesty's Inspectorate of Probation. The subsequent report published in December rated the service as Inadequate overall and identified significant improvement work required. The full detail of the inspection findings and improvement work is covered later in this plan. Despite the very disappointing outcome, the service and partnership have responded positively to the findings, and we have already seen improvements in a number of key areas. We have strong foundations and a well-resourced and engaged multi-agency partnership. I feel confident that this will support the continuous improvement of the service and that 2025-26 will see outcomes for children and victims improve.

Children from Global Majority groups continue to be over-represented in the Youth Justice System in Reading, compared to the general 10–17-year-old population, with those who identify as of mixed ethnicity being most significantly over-represented. We also know that black children are significantly overrepresented in the cohort of children committing offences that are attributed a higher gravity score and therefore receive higher level outcomes. This reinforces the importance of the work that has been driven by the partnership on disproportionality in 2024-25. We know we need this work to develop further across the partnership and to focus on delivering positive impact in this area.

In the 12 months ending December 2024, there were 12 Serious Youth Violence offences resulting in a substantive outcome, which is a reduction of 3 on the previous 12-month period. The rate per 10,000 is now 7.2, which is still higher than the YJS Family, Southeast and National averages and most comparator groups but demonstrates improvement in this area. There are initiatives currently underway that are outlined later in the plan, such as the Act Now project which we hope will have a positive effect on reducing the numbers of children that engage in serious youth violence.

We know that within our Youth Justice Service, we have a significant number of children with complex and multiple needs, having experienced abuse, trauma and neglect as well as Special Education Needs and Disabilities and Speech and Language needs. Over the duration of this plan, we intend to focus our approach on proactively addressing trauma and supporting children with identity development. As a result, we continue to prioritise our focus on ETE, emotional and mental health and the participation

of children to support identity development. To do this well, we must ensure that we work in partnership with our colleagues in Children’s Social Care, Education, Health and others.

### **2025-26 Youth Justice strategic priorities**

The HMIP inspection outcome, 2024-25 performance data, YJB Serious Youth Violence toolkit, and YJB ethnic disparity toolkit, combined with local and national drivers for systems change in youth justice have informed the following changes in our strategic priorities:

- Reducing First Time Entrants
- Improving long term outcomes of children who have offended
- Positively addressing and reducing disproportionality of Black and global majority children
- Reducing Serious Youth Violence, including a sharper focus on extremist behaviour and violence against women and girls
- Embedding Child First and Identity Development focused Practice as the practice model across the partnership
- Improving outcomes for victims of youth crime

The following theme will cut across these priorities:

- Reducing the number of children who are Not in Education, Employment or Training or who are not receiving their full entitlement of education.

On behalf of the YJS Management Board, I am proud to present our Youth Justice Strategic Plan for 2025-26.



**Michael O'Connor**  
**Independent Chair, Reading Youth Justice Service Management Board**

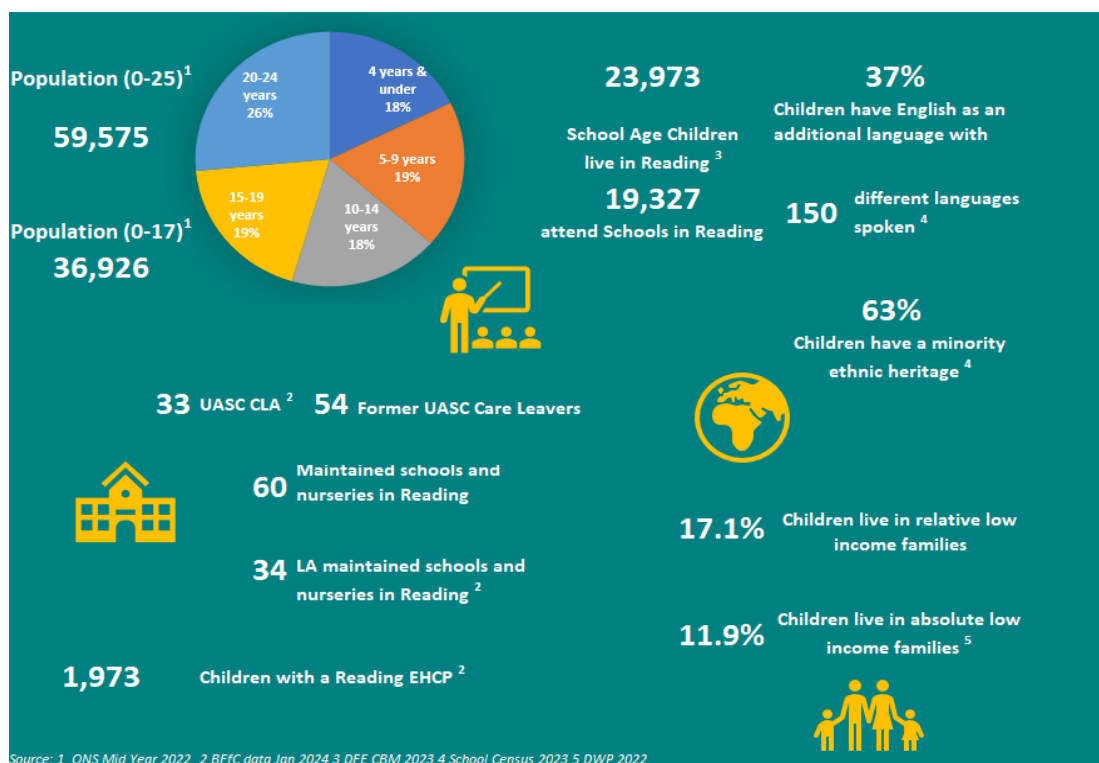
## **2. Local Context**

Reading is a thriving and diverse town. It is home to 174,200 people (2021 Census) which is an increase of almost 12% since the census of 2011. This is higher than the overall increase for England (6.6%) and the South East (7.5%). The overall population in Reading is young, diverse and dynamic with 59,575 children aged between 0 and 18 years of age and 39,936 aged between 10 and 17 years of age (ONS 2022 mid-year). It is a diverse community with 63% of children from Global Majority groups. 37% of children speak English as an additional language. There are more than 150 languages spoken (School Census 2023).

The percentage of children under 16 living in low-income families in Reading is 17.1% with 11.9% living in absolute low income (DWP 2022), compared with 18.5% nationally in 2020. There are limited non-academic and vocational pathways at post 16 and whilst the employment rate in Reading is good, disadvantaged groups including children who have offended have more difficulties in accessing employment opportunities. There are 60 maintained schools and nurseries and 34 Local Authority maintained school and nurseries in Reading. There are 1,973 children with an Education Health and Care Plan in Reading. There are 33 current and 54 former Unaccompanied Asylum Seeking Children (UASC) resident in Reading (BFFC Jan 2024).

Reading is one of the 3 top crime generating CSP areas in the Thames Valley Community Safety Partnership and has the second highest levels of serious violence in the Thames Valley. Recorded crime is at a similar level to other similar Community Safety Partnership areas across the country.

The following infographic illustrates some of this data:



### 3. Governance, Leadership and Partnership Arrangements

The Youth Justice Service is located within the Family Help and Safeguarding Directorate of Brighter Futures for Children (BFfC). BFfC are a not-for-profit company, independent of but wholly owned by Reading Borough Council, contracted to deliver children's social care, early help & prevention, education services, including Special Educational Needs and Disabilities (SEND), Youth Justice Service and fostering and adoption services.

On 28 January 2025 Reading Borough Council made the decision to bring the BFfC contract, under which Children's Services are delivered for RBC, to an end on 31 March 2026 and to bring delivery of Children's Services back in-house to be managed by the Council.

The Service Manager has joint responsibility for Extra Familial Harm, and reports to the Head of Service for Family Help and Partnerships. The Head of Service has joint responsibility for Early Help Services, Children's Single Point of Access (front door), children missing and exploitation.

The Youth Justice Management Board (YJMB) has had an Independent Chair since August 2023 and this is supporting us to ensure there is appropriate challenge and support at the strategic partnership to improve outcomes for children and victims in Reading. The YJMB has representation from all statutory partners as well as a range of non-statutory partners, including representatives from the third sector. The current membership of the YJMB is outlined in section 6 and the overall structure of the Youth Justice Service is detailed in Appendix 1.

Operationally, the service benefits from the following partnership arrangements:

- 1 FTE Seconded Police Officer
- 1 FTE Transitions Officer, funded in partnership by the Probation Service and Brighter Futures for Children.
- 0.33 FTE Child and Adolescent mental Health (CAMHS) clinician
- 0.2 FTE Speech and Language Therapist
- 0.27 FTE NHS Nurse
- 0.4 Elevate worker
- 0.4 Tutor

#### 4. Update on the previous year:

##### 4.1 Progress on priorities in the previous plan

The following table outlines the actions identified in last year’s Youth Justice Strategic Plan and the progress made against these.

<b>Actions</b>	
<b>Priority 1: Reducing First time entrants</b>	
Ensure children open to YJS who are missing education receive the appropriate levels of support	<p>The Head of Education Access and Support, as a member of the YJMB has led on the delivery of the following actions:</p> <p>An educational triage procedure has been developed for children who enter the YJS ensuring any child with a RAG rating of RED benefits from a PEP style review each half term.</p> <p>A monitoring process has been launched to ensure that the length of time children are in unsuitable education reduces over time and there is an increase in children in suitable and effective provision</p> <p>A post-inspection review has been delivered with Cranbury College to ensure assurance on educational outcomes for children open to the YJS</p> <p>A review of educational pathways for children open to YJS is ongoing, including assessment elements across agencies.</p> <p>The new Head of SEND is now part of the YJMB.</p> <p>Discussions have been started with the Principle Educational Psychologist regarding EPS input to YJS which we aim to have operational in 2025-26.</p>
Implement the use of Outcome 22 as a disposal to divert children from the formal Youth Justice System	In March 2025 the Thames Valley Police Chief Constables Management Team agreed the use of deferred Youth Cautions and Youth Conditional Cautions, as

	an available disposal option for children. As of April 2025, Youth Diversionary Programmes are an available disposal for children being discussed within the Joint Decision Making Panel.
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<p>Develop a prevention and diversion strategy as an alternative to Turnaround, that is aligned to the wider Early Help strategy</p>	<p>In February 2025 The Ministry of Justice (MoJ) announced that there would be a 12 month extension to the Turnaround Programme, previously expected to last until March 2025. This announcement was accompanied by confirmation of a reduction of funding for the sector overall and for Reading YJS, from £75,970 to £51,251. The YJS has implemented a new operating model to reflect the reduction in funding aimed at targeting those children most in need of prevention support, based on the latest data gained via a thematic audit of FTEs in the 12-month period to December 2024.</p> <p>BFFC funded Reading FC Community Trust to deliver Premier League Inspires, which is a Tier 1 intervention in schools, and Kickz Targeted which is Tier 2 one to one intervention. The following high level outcomes were delivered for both projects.</p> <p>Tier 1: <b>1<sup>st</sup> September 2024 – 31<sup>st</sup> August 2025</b></p> <ul style="list-style-type: none"><li>• Engaged 25 unique participants</li><li>• Delivered 20 sessions</li><li>• 40 session hours have been delivered</li><li>• Allocated 205 session spaces.</li><li>• Engaged 0 females ( 0% of unique users)</li><li>• The average participant has had 18.91 contact hours with Reading FC Community Trust staff</li><li>• Age - 11yrs - 2, 12yrs - 8, 13yrs - 13, 14yrs - 2</li><li>• Demographics - White British - 19, Mixed - 4, Other - 1, Prefer not to say - 1</li></ul> <p>Tier 2: Unique participants - 4 Spaces filled - 59 Session hours delivered - 118 Average contact hours per participant - 25.80</p>
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	<p>Number of male participants - 4 Number of female participants - 0</p> <p>A detailed evaluation report was submitted by Reading FCCT evidencing positive outcomes for children. BfFC has committed to funding the project for a further 12 months.</p> <p>The following additional piece of work has been delivered to assist in reducing first time entrants moving forward. The YJS delivered a thematic audit of children who became first time entrants (FTEs) in the 12 months to December 2024. There were 27 children who became FTEs in the period. The audit was delivered in 2 parts; a data analysis of themes and a qualitative analysis of work with children who had received prevention support. The findings of the audit have shaped the direction of the revised Turnaround offer for 2025-26</p>
<p><b>Priority 2: Reducing Reoffending</b></p>	
<p>Embed a consistent practice model of Child First and Trauma Informed practice which supports the development of positive identity shift</p>	<p>YJS practitioners and managers have attended additional Child First practice training. For the remaining 3 staff that were unable to attend, mop up training will be organised.</p> <p>A further away day with staff was delivered in January 2025 which focused on supporting staff in understanding how to balance a Child First approach against robust risk assessment and management.</p> <p>Quality assurance documents have been reviewed and redesigned in line with Child First principles.</p> <p>Policy reviews are planned to ensure they are aligned with child first approach.</p> <p>The Service Manager has delivered a briefing session to Magistrates on Out of Court disposals and diversion, which included an introduction to Child First.</p> <p>The Service has launched a Young People’s board to support the Youth Justice Management board.</p>

<p>Develop a refreshed audit schedule that provides a structured programme including partners and thematic audits.</p>	<p>A refreshed thematic audit schedule has been created for 2025-26 which includes the following thematic areas which will be audited in partnership with YJMB members:</p> <ul style="list-style-type: none"> <li>• First time entrants (Completed)</li> <li>• Disproportionality (Completed)</li> <li>• Risk Management and Multi-agency response</li> <li>• Child First and trauma informed practice</li> <li>• Children Missing Education</li> <li>• Victims</li> </ul> <p>In addition to this, regular case audits using a revised audit tool will be delivered by each manager at a minimum of once per month. Following the HMIP inspection all open cases were reviewed to provide assurances regarding safety to children and other.</p>
<p>Recruit a Transitions Officer to support children in their transition to adult services.</p>	<p>Recruitment to this post has been successful. The YJS have recruited a member of staff with extensive experience as a Probation Officer including prior experience working as a YJS seconded probation officer.</p>
<p>Develop closer working relationships with third sector and community organisations to diversify the range of interventions that support the development of positive identity.</p>	<p>The YJS has continued to expand its work in partnership with third sector providers. 3 third sector providers are regular YJMB members. In addition to this the YJS provides funding to Reading Football Club Community Trust to deliver Act Now, Kickz Targeted and Premier League inspires as well as funding New Angle to deliver a project supporting children currently in roll at Cranbury college, alternative education provision</p>
<p><b>Priority 3: Reducing Custody</b></p>	
<p>Introduce custody panel process to ensure increased management oversight of sentencing proposals</p>	<p>This process has now been launched and is in use with all Pre-sentence reports where there is a risk of custody. The most recent National Indicator data for custody was that there were 0 custodial sentences or Remands to Youth Detention Accommodation made on 2024-25.</p>
<p>Continue to improve relationships with colleagues in His Majesties Courts and Tribunals Service and Children’s Social Care to minimise the use of custodial remands</p>	<p>The Service Manager delivered a training session for magistrates in May 2025 on Out of Court Disposals, Diversion, Child First and Act Now.</p>
<p>Support children in custody to contribute towards the Young Voices participation group.</p>	<p>The opportunity to participate in this project was offered to the 1 child the YJS was supporting in custody but it was declined. The YJS continues to work</p>

	closely with Young Voices and through this have funded additional work to support the set up of our young person’s board.
<b>Priority 4: Addressing Disproportionality</b>	
Disproportionality action plan to be revised to ensure tangible action against priority areas.	The plan was reviewed and updated. Further work is in progress as a part of the work in the HMIP Improvement Plan. The YJS is currently exploring further opportunities to work with New Angle, a trusted third sector partner, to deliver an intervention programme aimed at delivering positive impact in this area.
Work with partners to improve safeguarding procedures for children who have been stopped and searched	Data provided by Thames valley Police in September 2024, demonstrates that as a result of the original data and subsequent work to encourage safeguarding referrals when children are stopped and search, there has been improvement in this area. The data demonstrated that 36% of children stopped and searched between April and September 2024 were referred to MASH.
Deliver audit work to further understand the extent that girls are over-represented in the YJS in Reading	An Audit and evaluation of First Time Entrants presented in the YJMB in March 2025 showed that the proportion of girls in the cohort was in line with the national average, whilst throughput data demonstrates a slight over-representation. Further work is planned on the effectiveness of work with girls as part of wider work in this area with the local criminal justice board in 2025-26.
<b>Priority 5: Reducing Serious Youth Violence</b>	
Work with colleagues in Public Health to increase data led approaches to Serious Violence via the YJ Management Board.	A representative from Public Health now sits on the YJMB.  Public health colleagues also supported in the delivery of the Assisted Leaders Programme pilot with the Youth Endowment Fund.
Introduce the ‘Act Now’ programme to deliver an effective intervention to support children who have been arrested for knife enabled offences	Act Now was launched in January 2025. Reading Football Club Community Trust were successful in bidding for the contract to deliver this work. The following outcomes have been delivered so far: <ul style="list-style-type: none"> <li>• 13 x young people have been supported overall</li> <li>• 10 x successful custodial engagements</li> </ul>

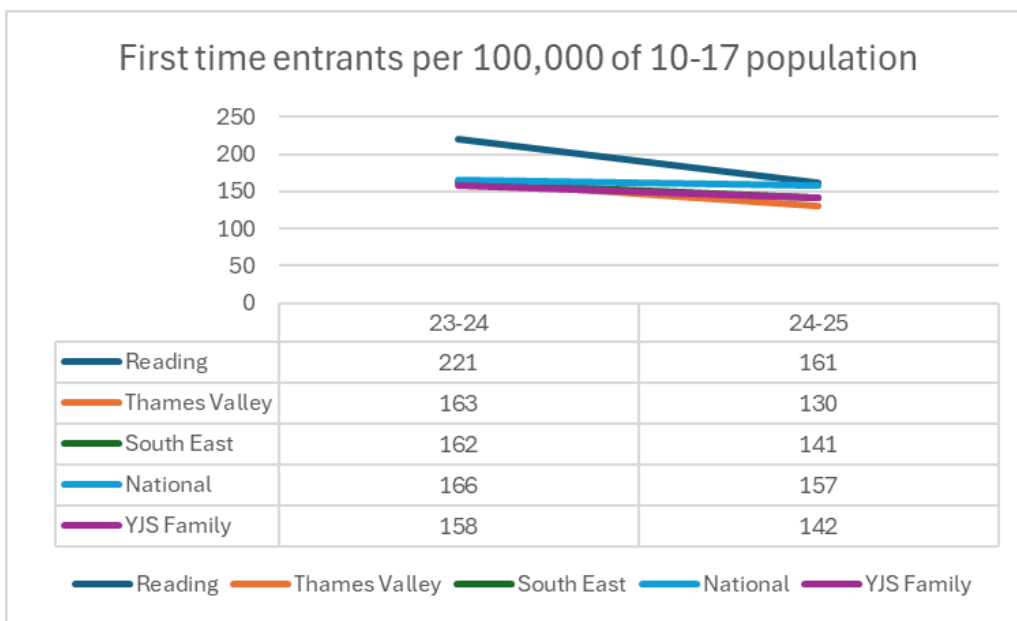
	<ul style="list-style-type: none"> <li>• 5 x in hours call outs; 5 out of hours call outs</li> <li>• 11 x 48 hour follow ups completed</li> <li>• 6 young people actively engaging in the programme</li> <li>• Attempting contact with 2 young people at the request of Reading YJS</li> </ul>
Work with the Youth Endowment Fund to pilot the Assisted Leaders Programme to enhance partnership approaches to Serious Violence	The YJS has successfully completed the ALP programme which has identified a number of opportunities for development. It has also assisted the YJS and partners in preparing for the direction of travel in relation to Prevention Partnerships, focused diversion and focused deterrence.
Demonstrate the effective use of the Stay True to You resource for children at risk of Serious Youth Violence	Reading Football Club Community trust as the provider of Act Now, are trained in the use of Stay True to You resources. Case studies provided by Reading FCCT, demonstrate successful interventions delivered in line with these principles, which have delivered positive impact.
<b>Priority 6: Developing Child First Practice</b>	
Develop a comprehensive Child First Action plan that supports the service to fully embed a Child First practice model	The development of a full action plan has been delayed as a result of the focus on delivering the key improvements in response to inspection. However, the service has continued to deliver on its commitment for the voice of children, families and victims to be present at each board meeting.
Set up a Child first working group to drive developments in practice, including but not limited to participation work and identity development.	The service has been successful in gaining funding to support the set-up of a Young People's board to ensure genuine coproduction of services with children. This has started to inform the work of the board and YJS and has contributed towards the actions for 2025-26.
<b>Priority 7: Improving outcomes for Victims of Youth Crime</b>	
Carry out a review of reparation placements to ensure they are consistent with principles of Child First practice.	This review has taken place and all placements are delivering interventions that are consistent with Child First principles.
Carry out an audit on the effectiveness of restorative justice and work to support victims.	This piece of work has been delayed but it is part of the thematic audit schedule and will be delivered in 2025-26.

### 3.2 Performance over the previous year

The following data is provided for the most recently available period for each indicator. It shows performance for the most recent period, compared against the previous equivalent period.

#### First Time Entrants

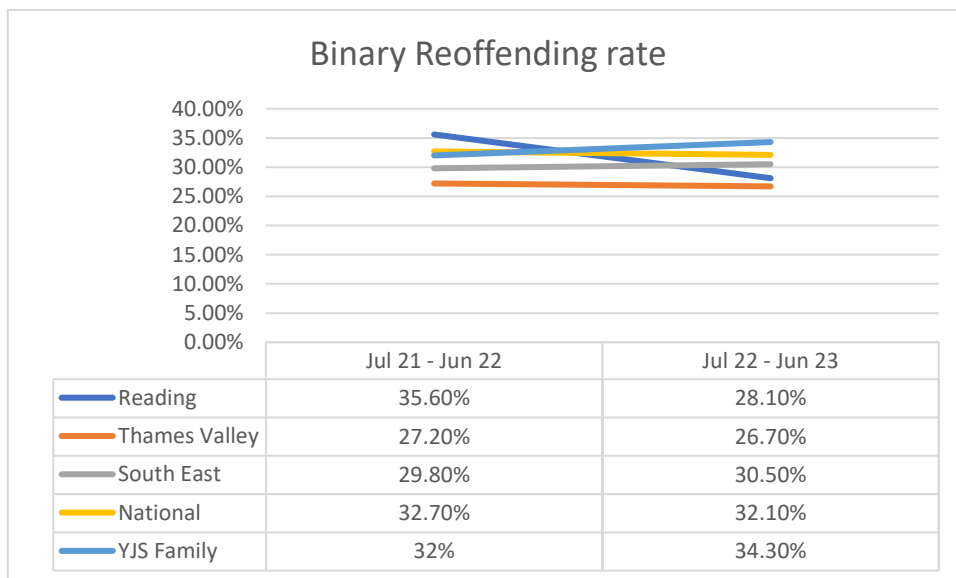
Performance data for the most recently available 12-month period demonstrates a 27% reduction in the rate of children entering the Youth Justice System for the first time in Reading, when compared with the equivalent period in the previous year. With a rate of 161 children per 100,000 of the 10-17 population, the rate remains above comparator groups, although only marginally above that for the Southeast, YJS Family and the National rate. In actual numbers, this amounts to 27 children entering the Youth Justice System in 2024-25, compared to 37 in the previous 12 months.



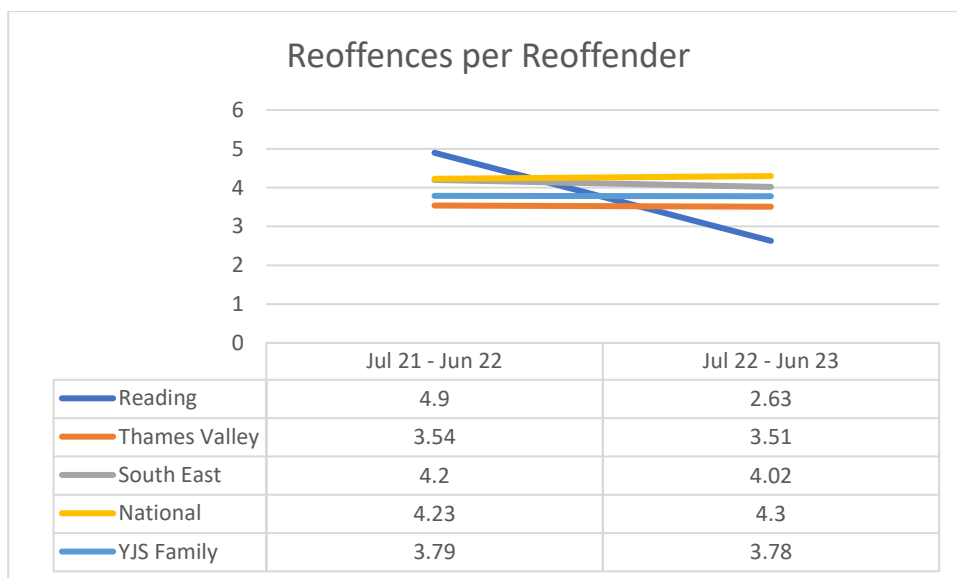
The YJS believes that the implementation of the Out of Court disposal Joint Decision-making panel in May 2025 and the hard work by YJS staff and partners within this forum, has contributed towards the significant reduction in children entering the Youth Justice System for the first time. In addition to this, we believe that we have started to see the impact of the 3 years of the Turnaround programme which has focused on diverting children from formal entry to the Youth justice system. The recent launch of the Youth Diversionary Programme (Outcome 22) by Thames Valley Police, following challenge from the Youth Justice Management Board and from YJS’s across Thames Valley, is a welcome tool to further assist the work of the YJS in this area in 2025-26 and beyond. We know that more work is needed in this area in order to see outcomes continue to improve. The YJS along with key partners in Education and Community Safety, has submitted a bid to fund a School Navigators Programme which will further assist in diverting children from the Youth Justice System.

#### Reoffending

Performance data demonstrates that the rate of children reoffending has reduced, from 35.6% in the 12 months to June 22 to 28.1% in the 12 months to June 23, which amounts to a 21% reduction. This moves the YJS from a position where the rate of children reoffending was above all comparator groups in the 12 months to June 22, to being below all comparator groups except the Thames Valley, which has a marginally lower rate.



The number of reoffences per child who reoffended was 2.63 in the period most recently available for tracking this data. This represents a 46.5% reduction on the previous 12-month period and is lower than all comparator groups.

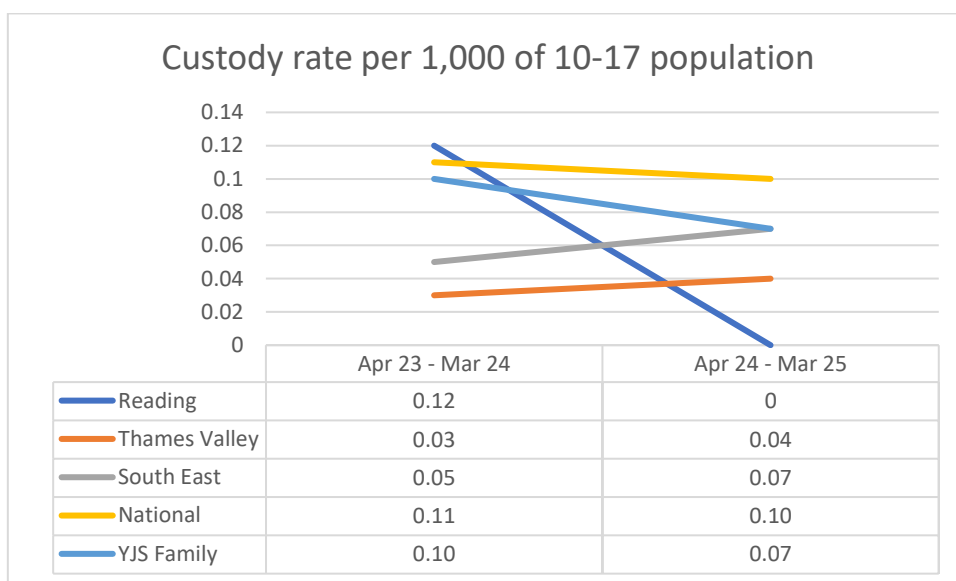


We know, from the data presented to the Youth Justice Management Board that there are a significant number of children who experience a range of complex needs many of whom go on to reoffend, sometimes multiple times. A significant proportion of the children supported by the YJS are also involved with Children’s Social Care and other services, indicating that a coordinated offer of support is necessary. The YJS is committed to delivering work that is consistent with principles of Child First; seeing children as

children, building pro-social identity, collaborating with children and diverting from stigma. The significant reduction in children reoffending as well as number and rate of reoffences, suggests that we are starting to see positive outcomes as a result of the strong work that has been developed over recent years. Nonetheless, we know that more work is required in order to further embed trauma informed and child first ways of working with children, to support positive identity shift. In order to support this work additional training is being explored through a trusted external provider to deliver 2 ‘psychoeducation’ team workshops, as well as ongoing internal training on Child First practice.

**Custody**

The rate of children receiving a custodial sentence per 1000 of the local 10–17-year-old population reduced from 0.12 in the 12 months to March 24, to 0 in the 12 months to March 25. This means that there were no custodial sentences made in the period. The rate places Reading’s performance in this area below all comparators.



**Remand data**

The following data relates to children remanded to Youth Detention Accommodation. The data shows a that there were also no new children remanded to Youth Detention Accommodation in 2024-25.

	No. of Children	No. of Bed Nights
2021/22	6	1322
2022/23	1	9
2023/24	4	394
2024/25	0	0

The Service Manager has delivered a workshop to Magistrates on the range of methods available in Youth Justice to divert children from entering the formal Youth Justice system. This included an introduction to the Child First framework. The service have also implemented a ‘custody panel’ process ensuring additional

oversight of proposals when a child is at risk of a custodial outcome. The Service and partnership remain committed to delivering the vision of Child First practice. This significant improvement in outcomes in relations to custodial sentences and remands demonstrates that we are starting to see this delivering impact.

## Key Performance Indicators

From April 2023 all Youth Justice Services have been required to gather data on an additional 10 Key Performance Indicators (KPIs). Data presented to YJS's from the YJB does not allow comparison to other YJS's for benchmarking purposes. As such, some of the KPI's are of limited use in understanding local performance. As a result of some technical difficulties with the implementation of KPI's data for quarter 1 was not reliable so has been excluded from the data presented below. The table below outlines the KPIs and their definitions.

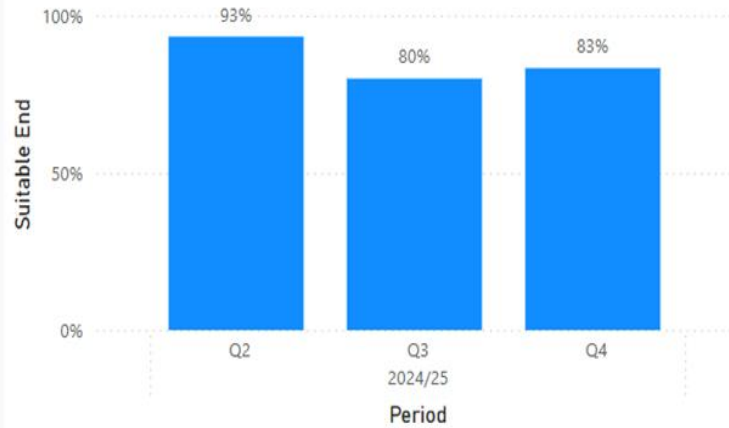
KPI	Definition
KPI 1 - Accommodation	The proportion of children with suitable accommodation arrangements
KPI 2 - Education, training and employment (ETE)	The proportion of children attending a suitable ETE arrangement
KPI 3 - Special educational needs or disability (SEND)	The proportion of children who have an identified SEND need, are in suitable ETE and have a formal learning plan in place for the current academic year
KPI 4 - Mental healthcare and emotional wellbeing	The proportion of children with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and offered interventions; and attending interventions
KPI 5 - Substance misuse	The proportion of children with a need for specialist treatment intervention to address substance misuse; and offered intervention and attending intervention
KPI 6 – Out-of-court disposals	The proportion of out-of-court disposal interventions that are completed
KPI 7 – Wider Services	The proportion of children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status.
KPI 8 – Management Board attendance	Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.
KPI 9 - Serious violence	The rates of children convicted for a serious violent offence on the YJS caseload.
KPI 10 - Victims	The proportion of victims who are offered and engage with Support from the YJS



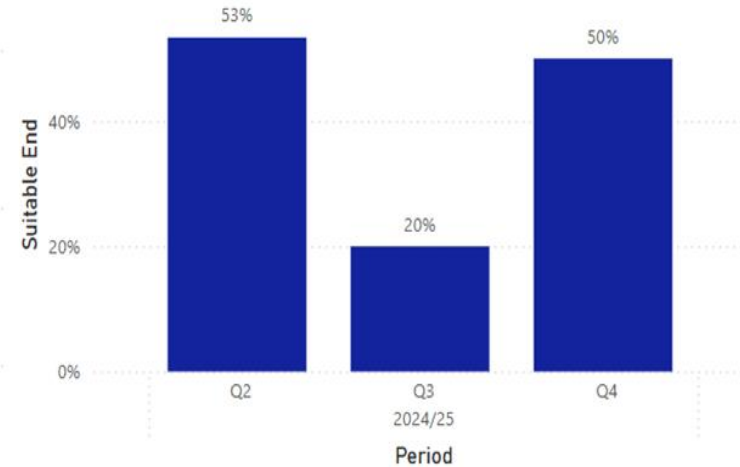
# KPIs

## 1. Accomodation Suitability End

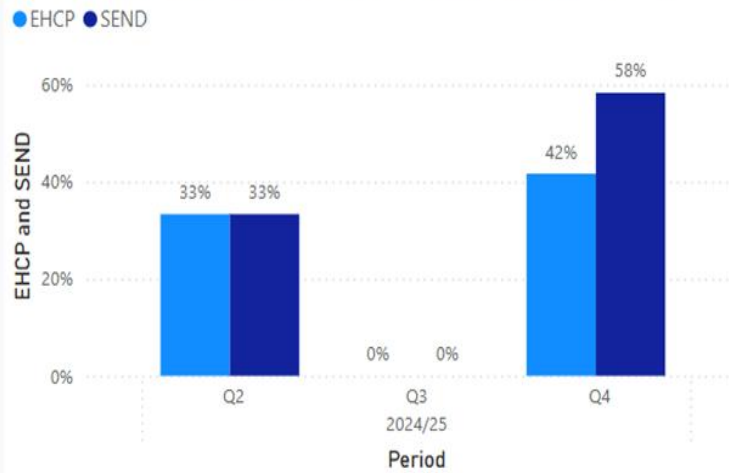
(including non-substantive out of court disposals with YJS intervention)



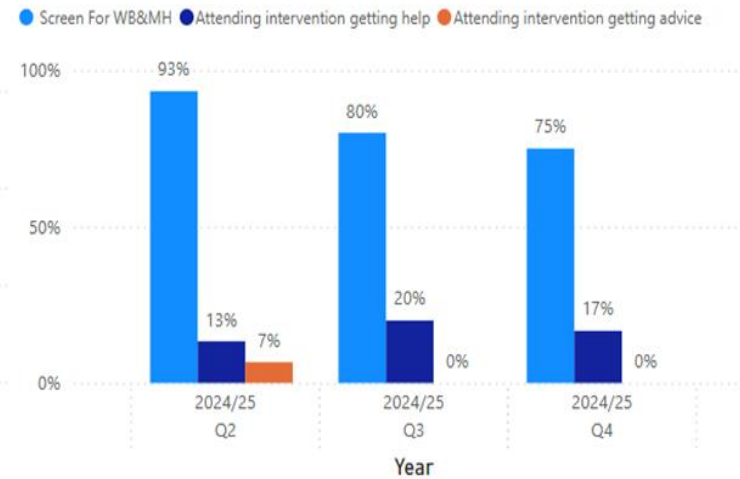
## 2. Suitable ETE End



## 3. Percentage of children with SEND/EHCP at end of order



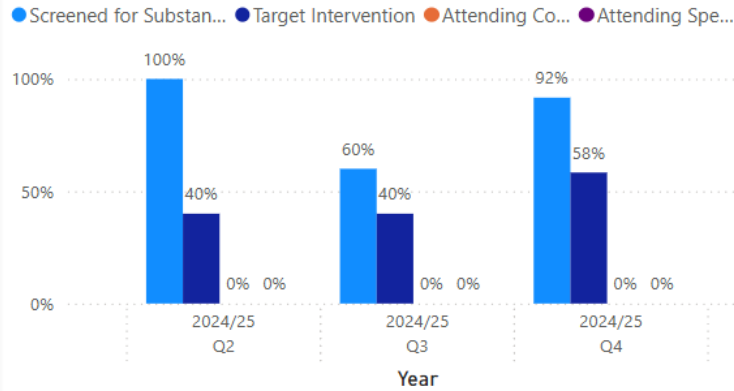
## 4. Percentage of orders ending screened/identified for MH



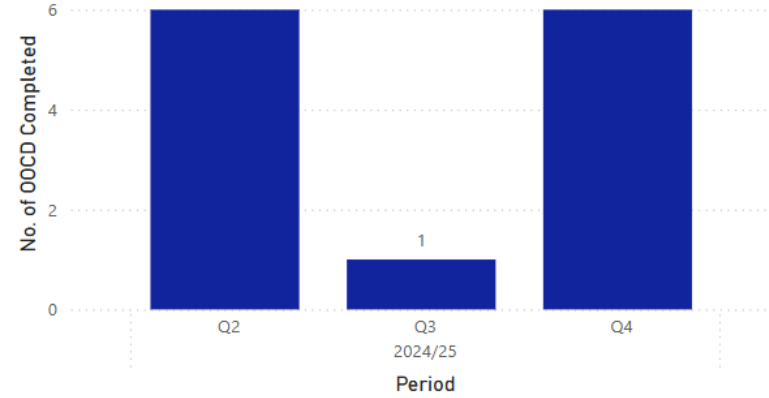


# KPIs

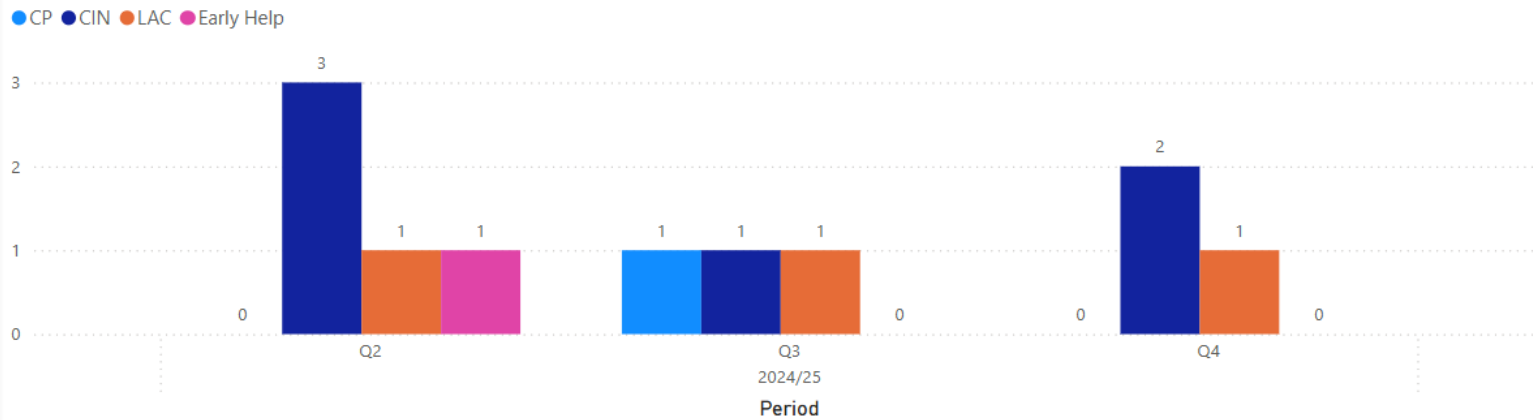
**5. Percentage of orders ending screen/identified for substance misuse**



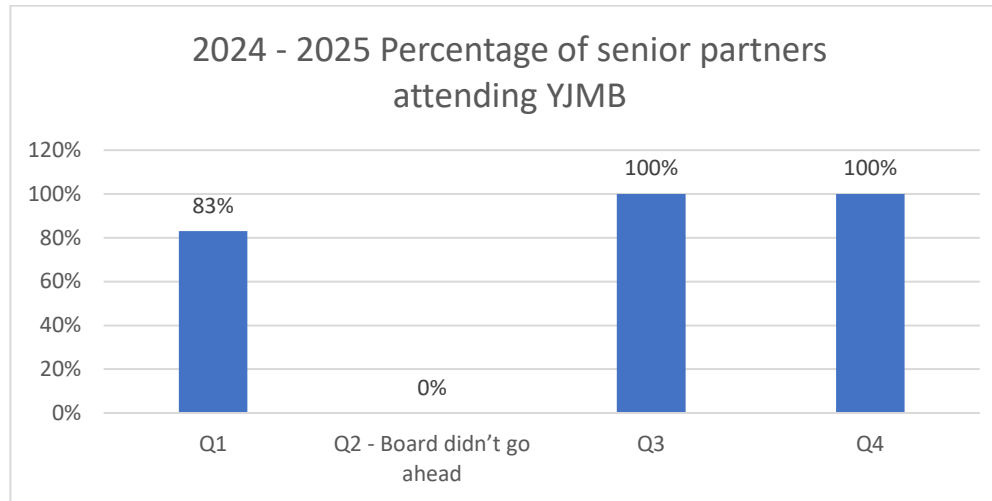
**6. No. OOC completed**



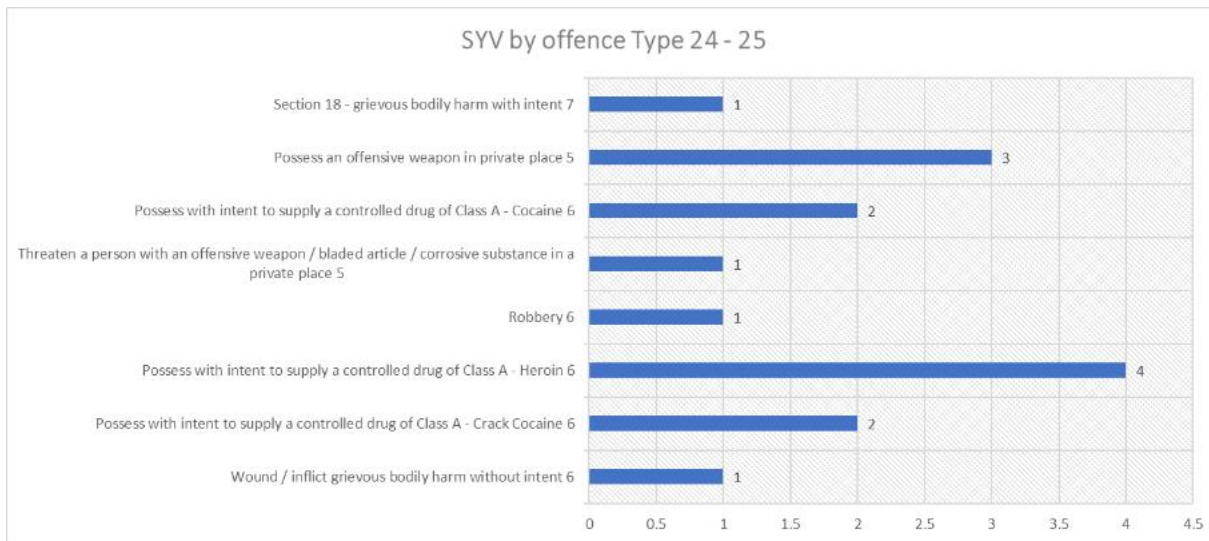
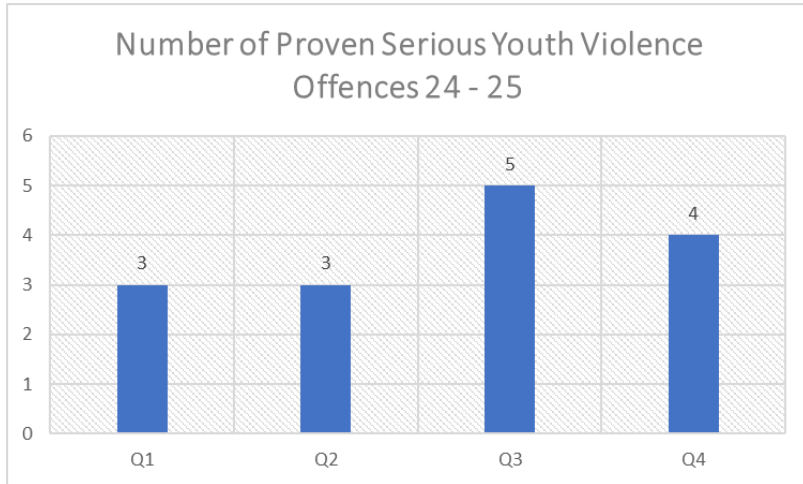
**7. No. of children open to Wider Services at the end of order**



**KPI 8 - Management Board Attendance**



### KPI 9 - Serious Youth Violence



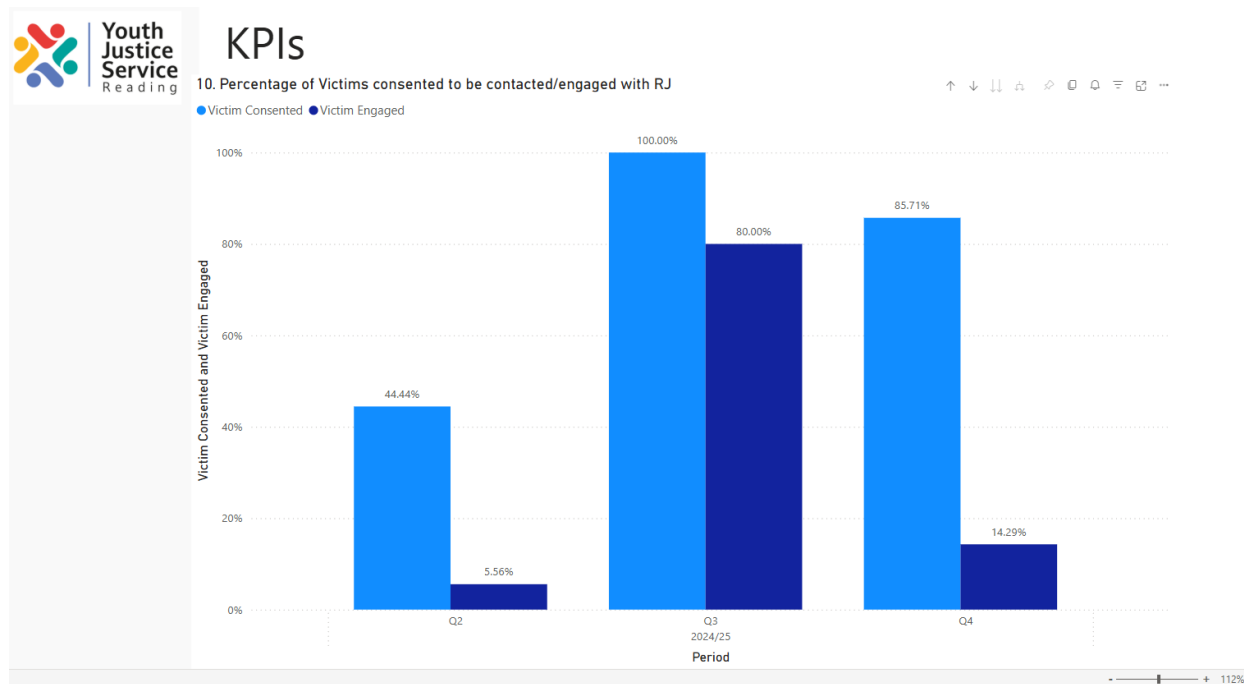
The rate of serious violence offences per 10,000 of 10-17 population by YJS, YJS family, YJS region, PCC area and national average year ending December 2021 - 2024

	Year ending Dec							
	2021		2022		2023		2024	
<b>YJS region</b>	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences
<b>Reading</b>	<b>11</b>	<b>7.1</b>	<b>19</b>	<b>12.0</b>	<b>12</b>	<b>7.2</b>	<b>12</b>	<b>7.2</b>
<b>Southeast</b>	<b>307</b>	<b>3.8</b>	<b>283</b>	<b>3.6</b>	<b>312</b>	<b>3.9</b>	<b>386</b>	<b>4.8</b>
East Midlands	207	4.6	193	4.2	195	4.1	202	4.2
Eastern	348	5.8	316	5.2	371	5.9	394	6.2
London	1,030	12.4	868	10.4	822	10.0	917	10.8
Northeast	32	1.3	88	3.6	106	4.2	111	4.8
Northwest	291	4.1	302	4.2	328	4.5	512	7.2
Southwest	102	2.0	143	2.8	169	3.3	169	3.3
Wales	60	2.1	64	2.2	94	3.2	104	3.6
West Midlands	315	5.4	386	6.5	322	5.3	382	6.6
Yorkshire	250	4.8	263	5.0	248	4.7	318	5.9
	2,94							
England and Wales	2	3.9	2,906	5.2	2,967	5.3	3,495	6.2

	Year ending Dec							
	2021		2022		2023		2024	
<b>YJS family</b>	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences	Number of SV offences	Rate of SV offences
<b>Reading</b>	<b>11</b>	<b>7.1</b>	<b>19</b>	<b>12.0</b>	<b>12</b>	<b>7.2</b>	<b>12</b>	<b>7.2</b>
<b>Family average</b>	<b>30</b>	<b>8.3</b>	<b>21</b>	<b>5.7</b>	<b>20</b>	<b>5.2</b>	<b>24</b>	<b>6.4</b>

Sutton	8	3.6	10	4.4	4	1.7	9	3.8
Bristol	27	6.9	24	6.0	33	8.1	31	7.5
Barnet	65	16.2	54	13.2	19	4.5	44	10.4
Merton	21	10.4	13	6.3	10	4.8	13	6.2
Cardiff	8	2.4	13	3.8	12	3.4	17	4.8
Southampton	7	3.3	26	11.9	30	13.4	14	6.2
Coventry	29	8.5	10	2.8	17	4.7	33	9.1
Hillingdon	33	10.7	17	5.3	24	7.4	7	2.1
Hertfordshire	103	8.4	40	3.2	52	4.1	73	5.7
Brighton and Hove	22	9.8	9	4.0	6	2.6	16	7.0

**KPI 10 - Victims**





## **KPI commentary**

Data for Q1 2024 -2025 has not been included due to lack of reliability with record issues.

### **1. Accommodation**

Accommodation suitability has remained above 80% for all 3 periods where data has been reliably tracked. Local safety concerns, overcrowding and unknown were reasons for 5 cases being assessed as unsuitable out of the 32 interventions ending in Q2, 3 and 4.

### **2. ETE**

Education Training and Employment suitability was consistently low across all 3 Quarters. 18 children were assessed as having unsuitable ETE out of the 32 interventions that ended across the 3 quarters. 8 assessed as unsuitable were Not in Education Employment or Training (NEET), 8 had insufficient hours provided by the school provision, 1 was unknown due to non-engagement in an out of court disposal and 1 was refusing to attend provision provided. The work undertaken to improve oversight of ETE suitability for children in the YJS cohort as part of the HMIP improvement plan is planned to deliver improvements in this area.

### **3. SEN**

Of the 32 interventions that ended across the 3 Quarters, 9 had Education Health and Care plans in place and 12 had special education needs.

### **4. Mental health and wellbeing**

28 of 32 children were screened for wellbeing and mental health. 6 of these children went on to access support from the Health and Justice Team across the 3 quarters. 3 children who were screened and offered support declined to engage with the Health and Justice Team. The majority of the 32 interventions had no identified needs. 4 children were not screened on out of court disposals.

### **5. Substance misuse**

30 of 32 children were screened for substance misuse. 15 of these children engaged in intervention for substance misuse with their caseworkers. All of these are targeted tier 2 interventions. The low screening percentage in Q3 was due to some of the intervention being revoked and resentenced and substance misuse work being delivered on the previous intervention, these were recorded as prior to intervention start.

As part of the improvement work following the HMIP inspection in September 2024, the YJS has relaunched its approach to screening for substance misuse and delivering intervention. This has involved a new process for working in partnership with the Reconnect team who deliver tier 3 intervention, with YJS workers delivering tier 2 intervention. YJS case works have received additional training to accompany this.

### **6. Out of Court Disposals**

7 Out of court disposals were completed across the 3 quarters.

### **7. Wider Services**

20 children were open to wider services out of the 32 interventions that ended. 6 were on Child in need plans, 2 were Looked After Children and 1 was on a Child Protection Plan. 12 were open to early help services prior to the start of the intervention and all were closed to early help by the end of the intervention.

### **8. Management Board**

The partnership maintains strong representation from all statutory and non-statutory partners at the YJMB. The Q2 board did not go ahead due to the HMIP inspection.

## 9. Serious Youth Violence

### SV dashboard data

With a rate of 7.2 serious youth violence offences per 10,000 of 10-17 population, the rate in Reading remains higher than the family average and all but three YJS's within the family group. It also remains higher than that for the majority of regional comparator groups. However, when viewed over a longer period this represents a sustained reduction in serious violence offences.

It is important to note, when comparing to statistical neighbours and other comparators, that the relatively small size of the cohort in Reading, means that small increases in numbers can have a disproportionate impact on the rate.

Addressing the ongoing risks presented as a result of serious youth violence will continue to be a priority for the YJS and the partnership in 2025-26. The Act Now programme was launched in January 2025 and the YJS is confident that this will assist in reducing numbers of children who go on to be involved in serious violence. The support the YJS received as part of the Youth Endowment Fund (YEF) Assisted Leaders Programme pilot, will support the partnership in its ongoing efforts to work more effectively to divert children from involvement in serious youth violence, in doing so support with the transition towards serious violence prevention partnerships.

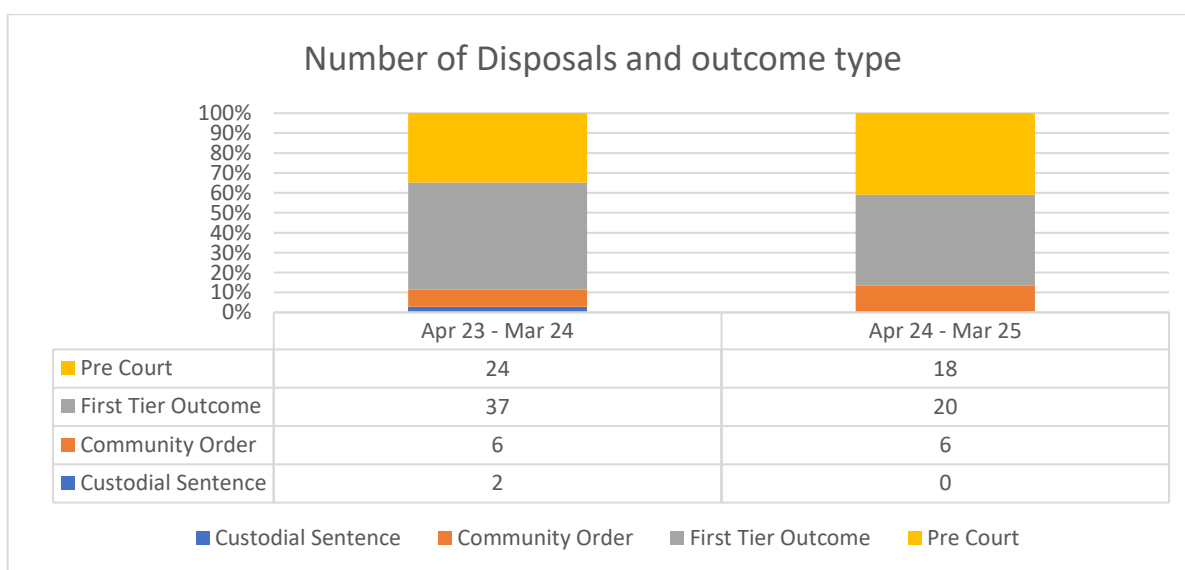
## 10. Victims

24 Victims were identified throughout the quarters. 20 of these consented to be contacted with 5 going on to engage with restorative justice opportunities.

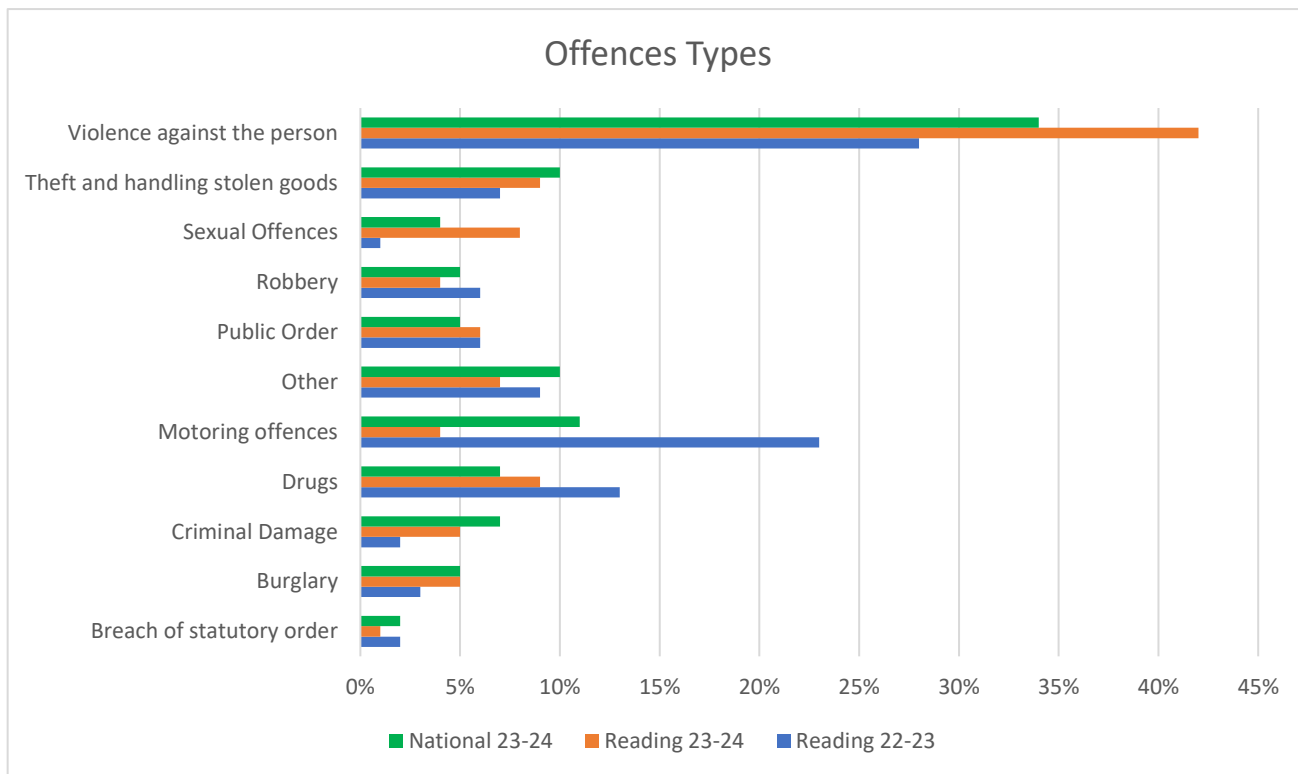
Enhancing both the operational and strategic response to victims is a priority for the YJS in 2025-26.

## Local Data

### Throughput



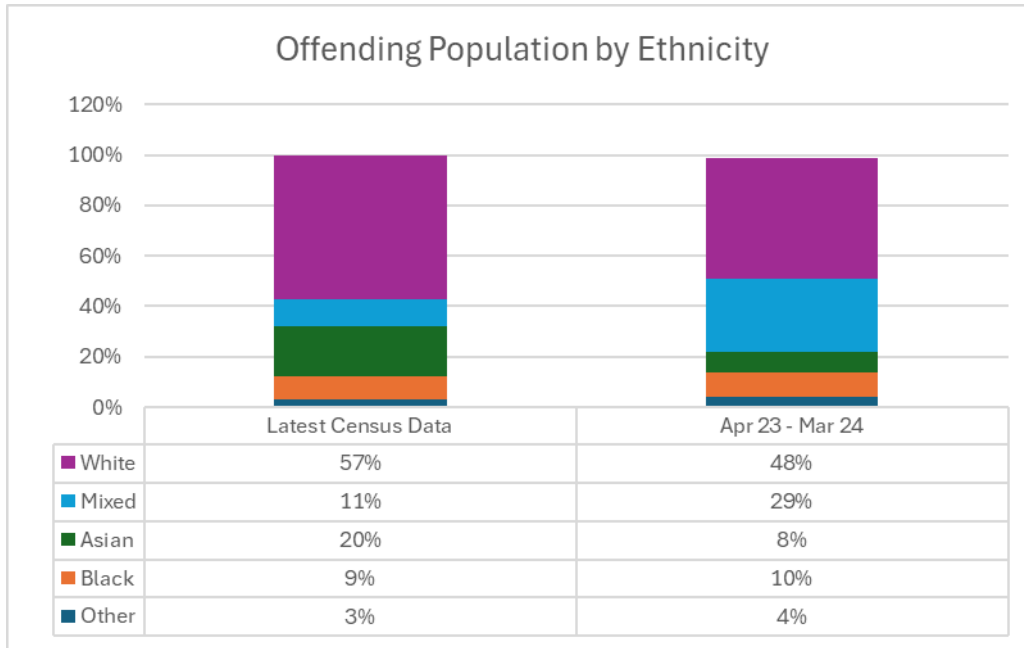
The total number of formal disposals (excluding Community Resolutions) reduced from 69 in 2023-24 to 44 in 2024-25. The number of community order outcomes mirrored the previous year whilst the number of First Tier outcomes and Custodial sentences have decreased between these two periods. First tier outcomes include outcomes for which there would be no new intervention, for example a Conditional Discharge or fine.



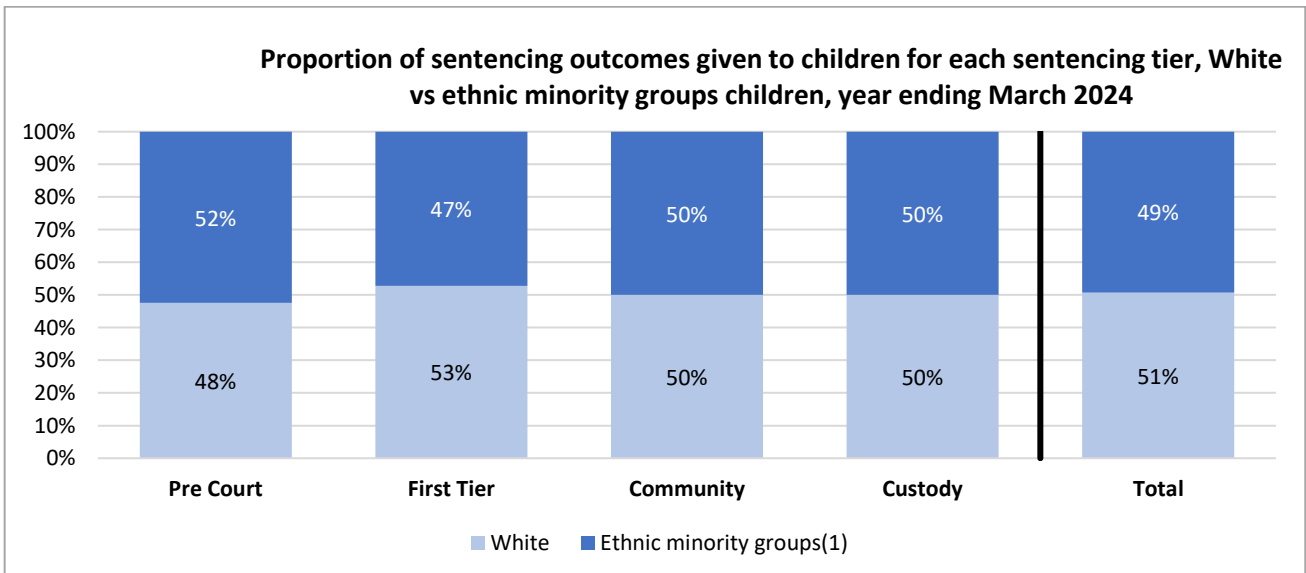
Data from 2023-24, the most recently available period, indicates that whilst the majority of offence patterns are similar to both the national and previous years local data, in the year ending March 2024 there has been a decrease in motoring offences and drug offences and an increase of violence against a person, which remains the highest offence category.

Analysis of first time entrant data presented to the YJMB in March 2025, indicated that all but 1 child who became a first time entrant in the 12 months to December 2024, had committed either violence against the person, driving or drugs offences. Overall, this analysis of the offence types supports anecdotal observations around complexity and risk within the cohort of children.

**Ethnicity data**



Children from Global Majority groups overall are over-represented in the offending population when compared to the general 10-17 population, although not significantly. However, it is notable that children of Mixed ethnicity are significantly over-represented in the offending population. This is supported by quarterly caseload data, as well as thematic analysis of first-time entrants. The YJS is committed to addressing this through a review of the disproportionality action plan in order to ensure there is a focus on delivering impact through specific targeted intervention and support.



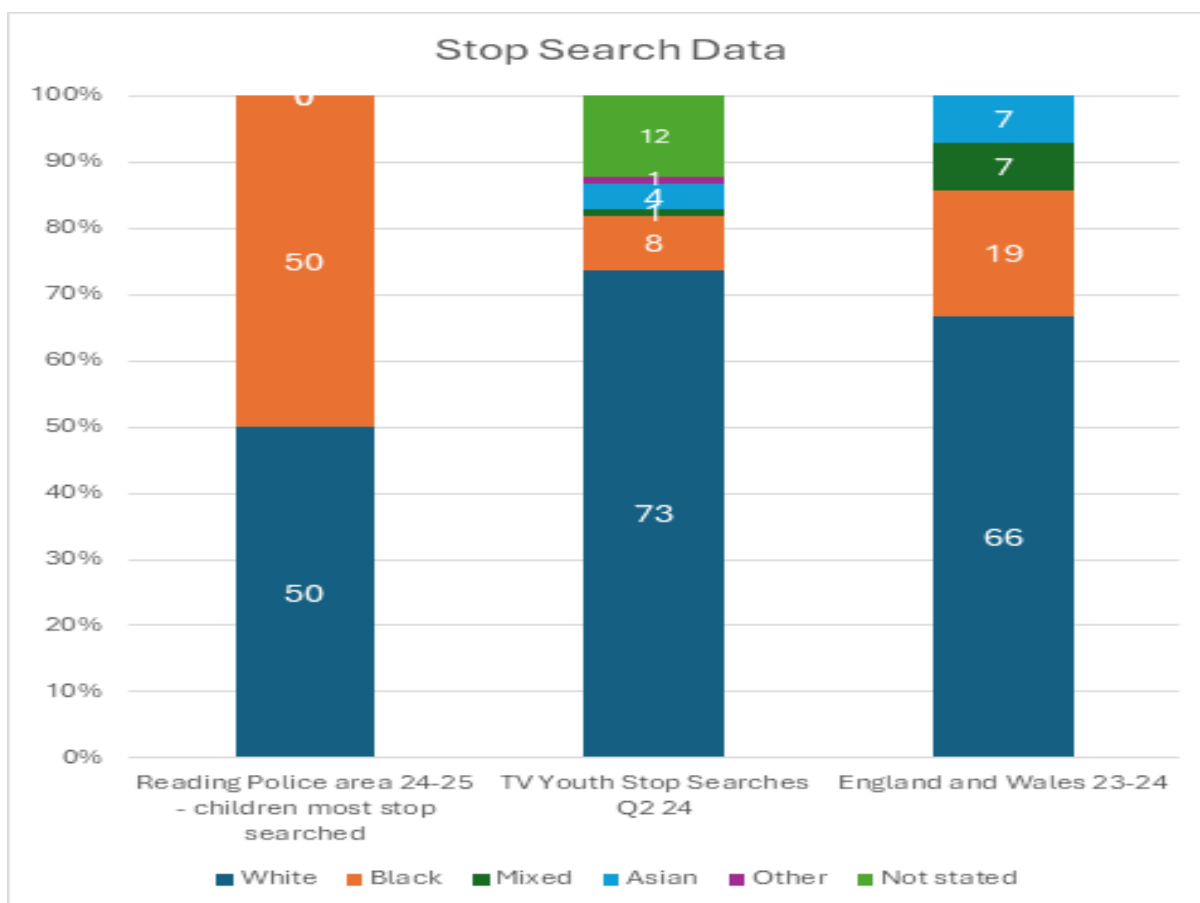
**Proportion of offences committed by ethnicity within each gravity score, year ending March 2024**

Gravity Score	Asian	Black	Mixed	Other	White	Ethnic minority groups
1 to 4	2%	6%	32%	7%	53%	47%
5 to 8	17%	21%	0%	0%	63%	38%

These data demonstrate that offences committed by black children over the year are significantly more likely to be of a higher gravity score; this has resulted in this group receiving a higher proportion of court orders, whilst white children are more likely to receive lower-level diversionary outcomes than children from Global Majority groups. This demonstrates that more work is needed to address ethnic disproportionality, and that specifically there is work required on scrutiny of out of court decision making.

**Stop and search data**

The following data has been provided by partners in Thames Valley Police and is gathered from that which is publicly available.



The data shows the rate for the most frequently stop searched children in Reading in Q1 2024-25. There were 8 children in this cohort who were stopped on average 4 times each. Although a complete breakdown of data for all children is not currently available there were 59 children in total stop searched in this period.

The data is compared against the National rate of youth stop searches for 2023-24 as well as the rate for Thames Valley in Q2 of 2024, which also indicates that there is a disproportionate use of stop and search affecting Black children, albeit a relatively small over-representation in Thames Valley.

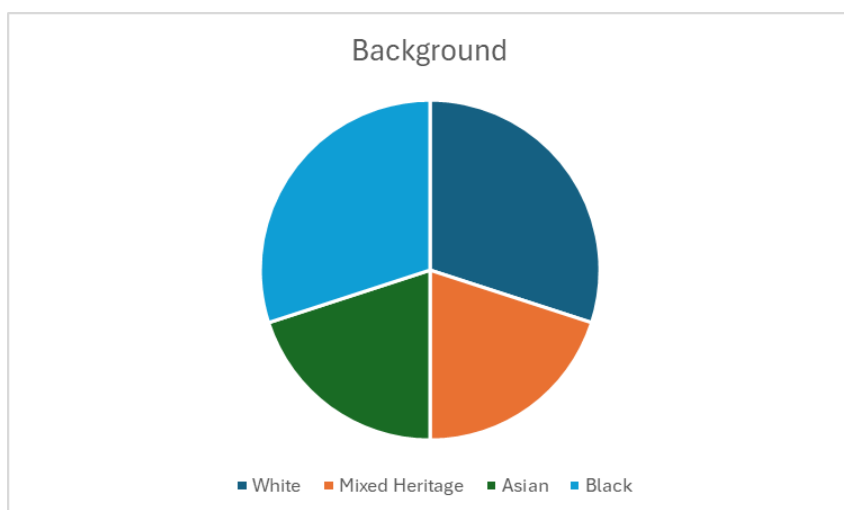
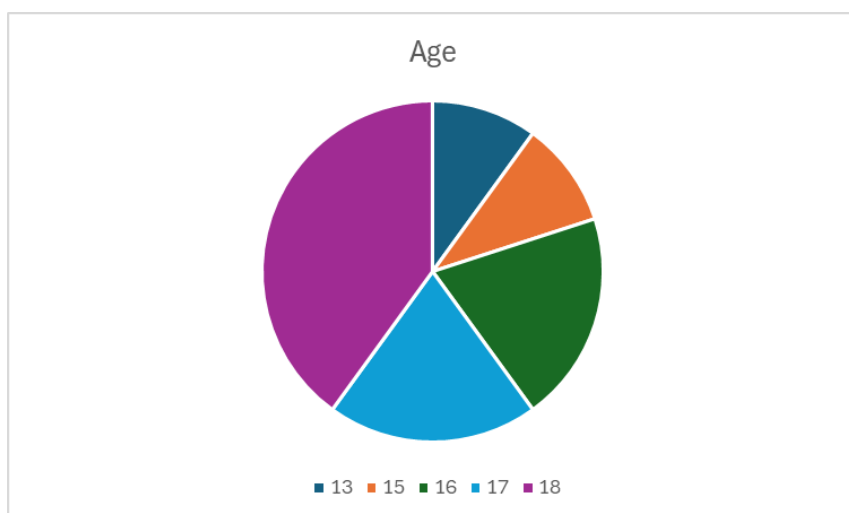
Whilst the sample size is small, the data seems to reinforce the pattern of disproportionate outcomes seen elsewhere in the Youth Justice system.

Following a presentation of stop search data to the YJMB, The YJS undertook a deep dive audit into the children stopped searched to understand more about the characteristics of these children and to explore any key themes. This was presented to the Youth Justice Management Board in March 24. The Board were aware of the focus around stop and search activities and the possible contribution to disproportionate experiences of young people and the impact on the subsequent relationship with police.

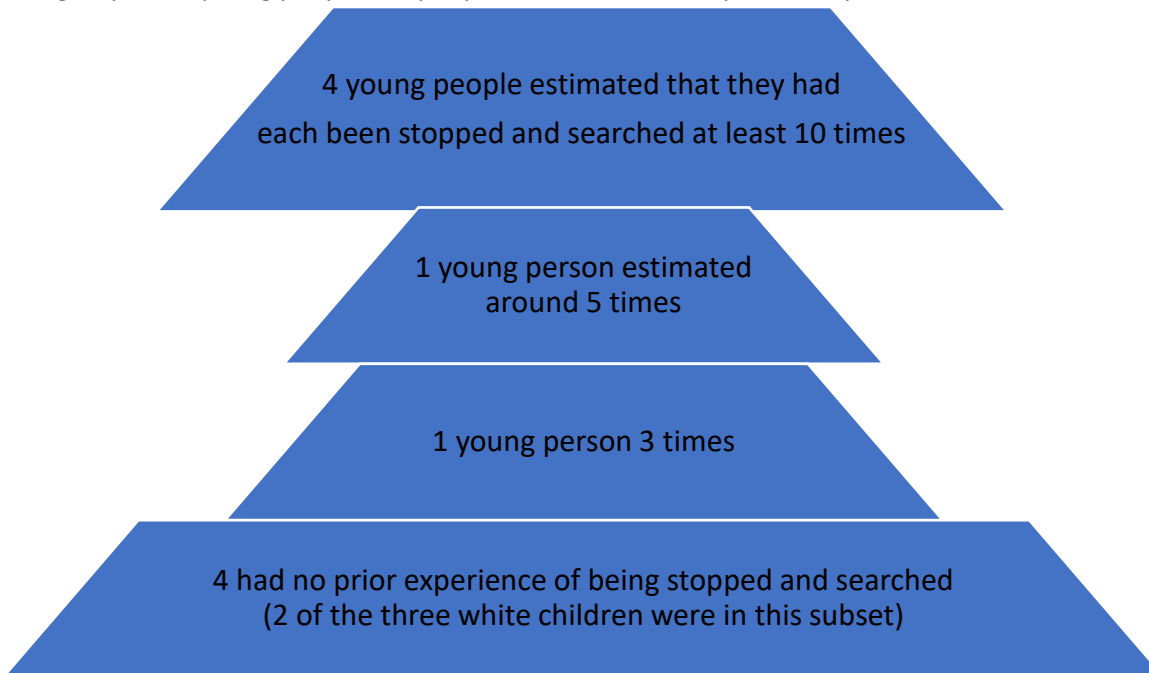
The Board were further interested in hearing some of the experiences of local children who had been stopped and searched. The YJS supported children to provide feedback around their experience of being stopped and searched. The majority of the discussions were conducted face- face.

10 children and young people were interviewed in relation to their experience of stop and search

A summary of the findings are included below.



As a group of 10 young people, they experienced over 50 stop search episodes.



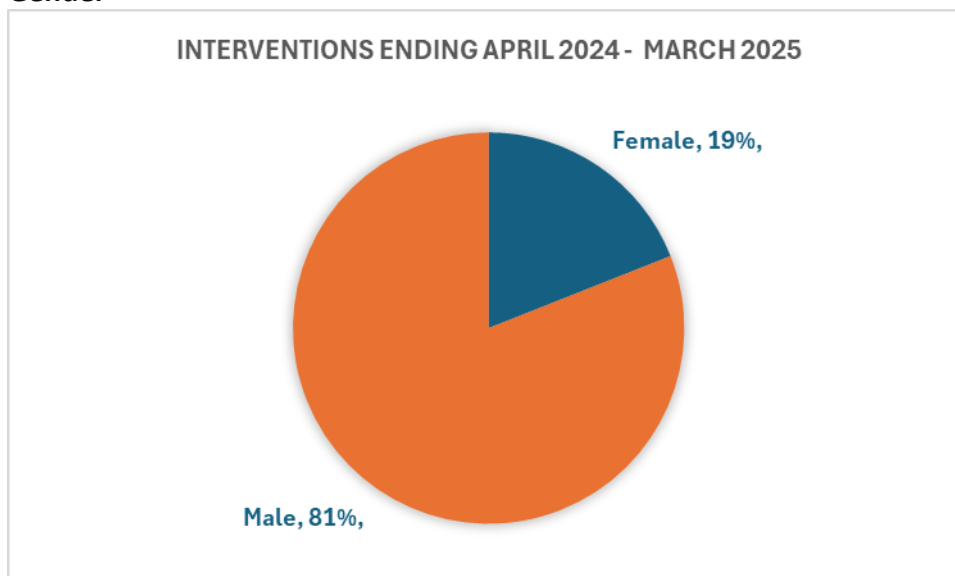
4 out of the 10 children had also experienced an intimate search. All had an appropriate adult present for these searches.

2 of those interviewed said that they were arrested as part of the stop searches that they had experienced (approximately 2% of the whole stop search episodes)

Of those that could remember the given rationale for the stop searches, 3 cited that the officers could smell cannabis as a reason for the action.

All of the children said that the officers had explained a rationale for the activity, though some of them did not see the need.

### Gender



The proportion of girls in the cohort in the most recent period is 19% compared to approximately 15% nationally, indicating a small over-representation of girls in Reading. The YJS is working with colleagues in the other 8 YJS's across Thames Valley on completing a piece of analysis on the work with girls in the Youth Justice System which will support greater understanding of this issue.

## **Prevention**

The Turnaround funding from the Ministry of Justice enabled the YJS to fund 1.68 FTE equivalent staff to provide intervention for children identified as 'on the cusp' of entering the formal Youth Justice system, to divert from doing so. This project has allowed the YJS to offer non statutory intervention with children at the point of arrest or following a Community Resolution outcome. Children are screened for eligibility and allocated to the workers who will make contact and if agreed, make an introductory visit. Children that accept the offer will be assessed and a plan will be completed, based on areas of need. Interventions are based on relationship based practice, and follow trauma informed and child first ways of working. Additional support through YJS resources or sometimes other external provision may be sourced as part of the offer for the child.

As a result of the reduction in funding for 2025-26, a revised model of delivery is now in place which involves screening children who receive Community Resolutions and come to the attention of then YJS following arrest. This screening tool was based on local analysis of children who became first time entrants in 2024, to ensure that we are offering support to those who most need it.

The target number of children required to successfully have completed an intervention by March 2025 was 59. At the end of March 2025, the YJS had successfully engaged 47 children including those closed combined with those still being supported, 12 short of the overall target. This was impacted by the resignation of staff due to the uncertainty of the future funding of the project by the Ministry of Justice.

At the time of writing, two of the children who have successfully completed an intervention through Turnaround have gone on to receive a formal judicial outcome or Youth Caution for a further offence.

## **HMIP Inspection**

His Majesty's Inspectorate of Probation (HMIP) conducted an inspection of Youth Justice Services in Reading between 9<sup>th</sup> and 13<sup>th</sup> September 2024. The inspection focused on 4 domains; 1 - Governance and Leadership, 2 - Post Court Work, 3 - Pre-Court Work and 4 - Resettlement.

HMIP published their inspection report on 3<sup>rd</sup> December 2024. Overall, the service was rated as **Inadequate**, with 4 sub ratings provided for domains 1 – 3. Domain 4 was not rated as there were no resettlement cases to inspect.

The report made the following 8 recommendations:

### **The Reading Youth Justice Service manager should:**

- 1) ensure that quality assurance arrangements, oversight of practice, and supervision arrangements consistently support staff and volunteer development
- 2) ensure that assessing activity always considers how best to achieve safety for the child and the community
- 3) ensure that planning activity is comprehensive and that it aligns effectively with activity undertaken by other services, including the consideration of appropriate contingency

arrangements

- 4) ensure that staff consistently liaise with all relevant services when delivering interventions
- 5) ensure that commensurate focus is given to the needs of victims.

**The Reading Youth Justice Management Board should:**

- 6) ensure that the YJS is both sufficiently resourced and structured to facilitate the delivery of high-quality interventions for children and the victims of crime
- 7) assure itself that the disproportionality action plan is being used effectively across the partnership to enhance equality, diversity, inclusion and belonging (EDIB)
- 8) work together to ensure that children have access to, and can engage with, high-quality, aspirational education, training and employment opportunities

A detailed and robust improvement plan was produced, endorsed by the Youth Justice Management Board and submitted to HMIP on 20<sup>th</sup> December 2024.

The plan sets out in detail how the service and partnership will meet the recommendations and address the findings. The plan is included in section 5.8 including an explanation of governance arrangements.

The service has undertaken a full review of all open cases to provide assurance that case work meets a minimum level of safety for both children and victims.

### 4.3 Risks and Issues

Last year's plan reflected the risk posed by the financial constraints impacting all local authorities and public bodies. The YJS and partnership have worked hard to overcome these and have been supported financially with permission to recruit to vacant posts, in response to inspection findings. There are a number of wider organisational challenges on the horizon that the service and partnership are working hard to overcome.

2025/26 will see Children's Services transfer from Brighter Futures for Children back in to Reading Borough Council. Whilst this is not anticipated to directly impact the delivery of Youth Justice services it is a significant change process that will impact the availability of wider support services in HR, finance etc.

2025 has also seen a significant change in Policing model across the Thames Valley, resulting in a move from 5 local police areas in Berkshire to 2. This has coincided with the creation of a new Berkshire West, Harm Reduction Unit. The YJS has worked closely with colleagues in TVP to minimise the impact of this change.

The service and partnership have worked hard to deliver the essential improvement work at pace, whilst also ensuring readiness for inspection under a new HMIP framework. The improvement plan itself was designed to support the delivery of improvement work whilst also aligning with the new inspection framework. Whilst every effort has been taken to minimise the impact on the delivery of business as usual, the leadership team is keenly aware of the potential impact on the team as a result of the pace of change.

The recently announced 12-month extension to the Ministry of Justice funded Turnaround programme is welcomed by the YJS. However, with no confirmation that this funding will be extended beyond March 2026, the YJS will need to prepare for a significant reduction in funding to deliver preventative work.

## 5. Plan for the Forthcoming Year

### 5.1 Child First

Reading Youth Justice Service and the wider partnership are committed to delivering work with children that is effective and routed in the principles of Child First. In last year's plan we set out our long-term vision for the service in which the 4 tenets of Child First are fully embedded in all that we do. The following are planned as further pieces of work towards this goal:

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

The service will introduce a Child First statement in pre-sentence reports and Referral Order reports, setting out clearly our vision for Child First and identity development practice to sentencers and panel members.

Work to develop a Child First plan and working group to oversee the implementation of a Child First working model was delayed by the HMIP inspection and subsequent priority actions arising from this. However, the service continued to deliver workshops with staff, ensuring that the principles of Child First are consistently understood. This will continue in 2025-26.

The HMIP improvement plan, which sets out the priority actions for the service and partnership in response to the inspection, was produced through a Child First lens, ensuring consistency with the vision for the service. This work will be delivered in 2025-26.

The YJS will continue to deliver workshops on Child First practice both for YJS staff and partners throughout 2025-26.

- 2) *Promote children's individual strengths and capacities to develop their prosocial 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.*

Audit work in 2025-26 will continue to focus on ensuring that principles of child first and trauma informed practice are consistently applied to assessments, plans and interventions delivered by the YJS and that all work supports the development of positive identity.

The development of multi-agency sentence planning case formulation panel is a key piece of developmental work within the HMIP improvement plan. Once launched, these will ensure that interventions plans are supported by a clinically led psychological formulation.

The YJS will continue to work in partnership with members of the third sector including; No.5 Counselling, Reading Football Club Community Trust and New Angle, all of whom are part of the YJMB and are involved in delivering interventions to support diverting children from the Youth Justice System.

- 3) *Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.*

The Youth Justice Management Board will continue to engage children as part of the board and to ensure that the views of children and parents shape key decision making.

In 2024-25 the YJS started work to develop a Young People's board. Whilst still in its infancy, this has supported children to shape the direction of the YJS. This will be developed further in 2025-26. The children involved in leading the Young People's board have given us very clear feedback regarding their view of the priorities for children in Reading; namely that we focus on supporting them to develop legitimate ETE opportunities. This will inform the priorities and plan for 2025-26.

The YJS will also continue its work with Young Voices, an organisation that seeks to ensure the views of children are involved in shaping key decision making.

- 4) *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.*

In May 2025 the YJS launched the Out of Court Joint Decision-Making panel in Reading. Following this, similar panels were set up across Berkshire and we now have a consistent approach being delivered across the Thames Valley. Alongside this Thames Valley Police have now adopted the Youth Diversionary Programme (Outcome 22). This option will assist the YJS in its efforts to deliver important intervention for children and victims at the right level, whilst minimising the impact of over-intervening.

The Service will continue to deliver the Act Now programme, in partnership with Reading Football Club Community Trust, working with children at risk of serious violence at the point of arrest. The following feedback was received from a parent of a child who has received this support:

*"The 12 week intervention has been absolutely amazing for M. You have helped him massively and have built a really good bond and relationship. I'm very pleased with how it has gone for him"*

## 5.2 Resources and Services

The Youth Justice Grant will be used exclusively to deliver against activities linked to the 14 Key Performance Indicators. The following activities will be funded by the grant:

- Delivery of effective assessment, intervention planning and supervision for children who have offended or who are at risk of offending in Reading
- Delivery of services to the victims of youth offending
- Development of key areas of practice such as SEND, Education Training and Employment and Restorative Justice
- Analysis of performance information to inform practice development across all areas
- Delivery and development of Community Reparation
- Development and training of staff in effective practice
- Provision of the Childview database, to support effective case management, timely submission of statutory data and the use of connectivity to ensure mandatory documentation is shared securely with the Youth Custody Service.

Local authority funding will also be used to contribute towards the delivery of these outcomes.

Funding from the Ministry of Justice will be used for the purpose of delivering the following activities as part of the Turnaround project:

- Funding one post to deliver diversionary activities for children identified as 'on the cusp' of the Youth Justice System

### 5.3 Board Development

We have worked hard since the latter half of 2023-24 to enhance and develop our strategic response to youth justice in Reading. We recruited an Independent Chair in September 2023 who comes with significant expertise regarding leading outstanding, child first Youth Justice Services and this expertise will continue support the service and partnership to embed our Child First vision and deliver the necessary improvement work in 2025-26.

We have continued to enhance the membership of our Board which now includes 3 representatives from the voluntary sector, including those with lived experience. This has assisted in bringing greater diversity to the board. The Board also now includes representation from the local authority Public Health department, representation of victims in the form of SAFE Young People's Service as well as the Lead Member for Children's Services, an important addition.

2025-26 will see continued development to quarterly performance data with richer data supporting the board to focus on impact. This will include local performance metrics which provide board members with a clearer understanding of performance against locally agree practice standards. A board away day was held in June 2025 which provided a reinforced understanding of board roles and responsibilities and a collective commitment to focusing on impact and outcomes. A refreshed focus on victims will start with an analysis of the profile of victims open to the service in June 2025.

### 5.4 Workforce Development

We recognise that in order to embed child first across everything we do, we need to take a whole service and whole system approach. This year we intend to invest in further time and capacity from our Independent Chair to get closer to practice and support the service to fully embed child first as our practice model. This will mean that we are not only challenging the partnership strategically, but also driving the evidence-based approach in the service at the same time.

Workforce development is an area which has been prioritised in delivering important improvement work in response to the HMIP inspection; the service recruited 3 qualified Probation Officers to fill case worker posts. One existing case worker is being supported to gain a professional qualification; to undertake the Youth Justice degree. The vacant victim worker post has been reviewed and recruitment to this post is a priority for 2025-26.

The workforce will receive training from 2 trusted external providers; on Anti-Racist practice and Allyship as well as 2 'psychoeducation' team workshops to enhance psychologically informed approaches to assessment, planning and intervention. In addition to this, training is being planned from within the partnership for practitioners on Structured Assessment of Violence in Youths (SAVRY) as well as AssetPlus training for both new and existing staff. The service will also deliver training to front line staff on understanding and responding to the risks of extremism and radicalisation.

New quality assurance tools were developed and launched for both AssetPlus and the Prevention and Diversion Assessment tool. These provide a dual role as both quality assurance tools and as a guide and checklist for staff. They will be embedded and reviewed in 2025-26.

The Service will continue to recruit volunteers who are representative of the local community. Work to support volunteer engagement is an important strand of the inspection improvement plan.

### **5.5 Evidence-based practice and innovation**

By aspiring towards adopting Child First as a framework and guiding principle underpinning everything that we do, we aim to ensure that practice is routed in the contemporary evidence-based understanding of what works in supporting desistance in youth justice. This follows the research of Professor Neal Hazel and others.

In partnership with colleagues in Education and Community Safety, the YJS has submitted a bid for funding to the Police and Crime Commissioner to deliver the Schools Navigators project, based on the pilot evaluated by the Violence Prevention partnership in Thames Valley. If successful, this bid will support the further development of our prevention strategy.

The reduction in funding for the Turnaround project required a change in the model of delivery for 2025-26. This has been led by local analysis of the first-time entrant cohort, which led to the development of a screening tool to support the triage of need.

The YJS will continue to seek closer working relationships with Public Health colleagues to support approaches to tackling serious violence and will ensure that Public Health colleagues are part of the strategic direction of the YJS via the YJMB.

In 2024-25 the YJS was supported by the Youth Endowment Fund, Area Leadership Programme. The pilot supported a programme of local scrutiny that has enabled the engagement of local partners to assess strengths in our local system and aspects of our approach that needs improvement. The programme highlighted strengths such as the engagement of local VCS in our work, a growing feature of both operational and strategic activity focused on reducing harm for children, whether exploitation, offender or contextual risks outside the home. The programme has highlighted that local commissioning and deployment of resource needs to be more strategic and evidence based, rather than informed by preference. Funding into the local system was also identified as a barrier, despite VCS partners providing strong offers, it is largely reliant on independent fundraising which means sustainability is a pressure on local systems.

The ALP has positioned Reading well to prepare for the Young Futures Prevention Partnerships as well as identifying cohorts of children where thematic issues unique to Reading indicate a higher likelihood of children being at risk or displaying risk taking behaviour. Young Voices, our local participative group is also creating space for children to influence future strategic thinking as well as take part in ideas for change.

The YJS has expressed interest in being part of a joint bid for funding to receive support from the Skill Mill Social Outcomes Partnership (SOP). The Skill Mill is a multi-award-winning social enterprise that provides paid employment and training to young ex-offenders aged 16-18, delivering measurable benefits for Youth Justice Services, local authorities, and communities. The Skill Mill has been demonstrated to be effective in terms of reducing reoffending, as well as delivering other socio-economic benefits.

### **5.6 Evaluation**

The YJS has received £100,000 from the Police and Crime Commissioner to deliver the 'Act Now' intervention to support sustainable desistance for children who have been arrested for knife enabled offences. This follows

successful pilots involving evaluation in both Milton Keynes and Slough. The model follows a 'reachable moment' style intervention, of Youth Workers attending to support children in police custody within 90 minutes, with the offer of follow-on support.

The YJS are working in partnership with colleagues in Reading Football Club Community Trust who are delivering this intervention. Since the project launch in January 2025, 13 children have received contact as part of the project with 10 successful custodial engagements. 6 children are currently engaged in ongoing intervention.

The service has expressed an interest in piloting the use of the Pro-social Identity Scale (PIDS), developed by Professors Neal Hazel and Christopher Birkbeck of the University of Salford. The tool has been designed to enable the quantitative measurement of 'pro-social identity' and is suitable to be used with children being supported by Youth Justice Services (Hazel and Birkbeck 2024).

## 5.7 Standards for children

The Service has not delivered any further National Standards work since the self-assessment audit against the National Standard relating to Children appearing at court, completed in November 2023. There was a specific focus on children appearing for Serious Youth Violence offences. Children and parents provided feedback on their court experiences. The audit highlighted the need for further work to assist children and families to understand the court processes that they were experiencing and to ensure that there is clear and sensitive communication to children and carers.

Following the audit activity an action plan was drawn up and delivered which included:

- Team training and guidance
- Amending the Panel Report template to assist panel members in being aware of issues relating to ethnic disproportionality
- Ensuring there are different mechanisms to gain court feedback from sentencers and court users

## 5.8 Service development

The HMIP inspection outcome, 2024-25 performance data, YJB Serious Youth Violence toolkit, and YJB ethnic disparity toolkit, combined with local and national drivers for systems change in youth justice have informed the following changes in our strategic priorities:

- Reducing First Time Entrants
- Improving long term outcomes of children who have offended
- Positively addressing and reducing disproportionality of Black and global majority children
- Reducing Serious Youth Violence, including a sharper focus on extremist behaviour and violence against women and girls
- Embedding Child First and Identity Development focused Practice as the practice model across the partnership
- Improving outcomes for victims of youth crime

The following theme will cut across these priorities:

- Reducing the number of children who are Not in Education, Employment or Training or who are not receiving their full entitlement of education.

The YJS will retain the existing HMIP improvement plan, which outlines in detail how the service and partnership intends to deliver the improvements arising from inspection. Additional pieces of developmental work required to achieve the overarching priorities for 2025-26 will be merged with the HMIP improvement plan, which then becomes one delivery plan for continuous improvement.

The YJMB will hold governance of the plan, with each of the 4 pillars being led by a senior leader and representative from the partnership. A summarised version of the plan is below:

# Governance and Leadership

**Lead: Independent Board Chair**

**Board Sponsor: Head of Education Access and Support**

<b>Action/What do we need to do</b>	<b>What did HMIP find/Why do we need to do it</b>	<b>Lead/Who will be responsible for delivery</b>	<b>Measures/How will we do it</b>	<b>Quality Assurance/Know – how will we know it is done.</b>	<b>BRAG</b>
<p>1. Ensure board members are clear on their roles and responsibilities</p>	<p><i>The management board needs to commit to embedding the changes it has started to make and continue the progress made.</i></p>	<p>Head of Service/Board members</p>	<ul style="list-style-type: none"> <li>• Board induction is reviewed and relaunched at away day with board.</li> <li>• Chair engagement meeting with new members</li> </ul>	<p><i>e.g. progress is evidenced via board attendance, audit work and board papers.</i></p>	
<p>2. Develop Performance report to ensure Board can respond to the needs of the cohort</p>	<p><i>Areas of focus missing from performance report – e.g. victim work, substance misuse, mental health</i></p>	<p>Service Manager and YJS performance lead</p>	<ul style="list-style-type: none"> <li>• Development of performance report to include:</li> <li>• all KPI data are included and</li> <li>• richer/granular data sets provided to allow scrutiny of performance</li> <li>• Local performance measures</li> <li>• Timescales from offence to outcome</li> </ul>	<p><i>e.g. Clear evidence of data informing Board decision making regarding operational practice and resources – evidenced via board papers and minutes.</i></p>	

<p>3. Develop audit framework and audit lead to ensure consistency</p>	<p><i>Outcomes from review of audits were inconsistent</i></p>	<p>YJS Performance Lead/Operational Manager</p>	<ul style="list-style-type: none"> <li>• Develop QA and Performance Framework</li> <li>• Review audit programme to ensure all audit outcomes are delivered to YJMB, Case and thematic.</li> <li>• Complete benchmarking exercise to ensure shared understanding of good and outstanding practice</li> <li>• Review audits to ensure board member involvement</li> <li>• Ensure audit framework is consistent with new HMIP framework</li> </ul>	<p><i>e.g. progress is evidenced via the outcomes of audit which impact positively on practice.</i></p>	
<p>4. Enhance operational involvement and leadership to address disproportionality</p>	<p><i>Partnership staff were not aware of disproportionality action plan</i></p>	<p>Board members</p>	<ul style="list-style-type: none"> <li>• Ensure disproportionality action plan discussed at least annually as a dedicated, focused board item</li> <li>• Board members to take ownership for</li> </ul>	<p><i>e.g. disproportionality plan is being delivered and impact evidenced via positive impact on disproportionality measures</i></p>	

			<p>communicating the plan within their organisations</p> <ul style="list-style-type: none"> <li>• Events held for partnership staff celebrating diversity and global majority leaders.</li> <li>• Evidence of impact for individual children from black and global majority/GRT backgrounds</li> <li>• Analysis of work to support girls leading to improvements in practice</li> </ul>		
	<i>Additional actions from YJ pan</i>				
5. Ensure there is a strategic and operational lead for victims	<i>The voice of victims is not heard at board</i>	Service Manager/Performance lead.	<ul style="list-style-type: none"> <li>• Victim data to be prioritised in performance report</li> <li>• Granular analysis of victim demographic and needs to ensure sufficient response</li> <li>• Audit of victim work</li> <li>• Explore victim representation on board</li> </ul>	<i>e.g. the voice of victims is heard at board via strategic representation but also clear oversight of operational work to support victims.</i>	

	<i>Additional actions YJ plan 2025-26</i>		<i>Undertake detailed needs analysis of victims to support the board in understanding the profile of victims in Reading.</i>		
6. Further workforce development for Board and Operational staff to ensure Child First and Evidence based practice is embedded across all interventions with children	<i>Management team has been unsuccessful in operationalising child first vision and balancing against management of risk/safety and well-being</i>  <i>Additional action from YJ plan 2025-26</i>	Independent Board Chair/Service Manager	<ul style="list-style-type: none"> <li>• Staff and managers to attend additional child first training with focus on how this sits alongside robust risk/Safety management</li> <li>• Managers and staff to hold a follow up session to the training to ensure consistent understanding of key messages</li> <li>• Further workshops offered for board members for operationalising child first</li> <li>• Operationalise Young People’s board</li> </ul>		
7. Board education leads to develop further the effective educational engagement	<i>The board has been unsuccessful in tackling structural</i>	Head of Education/SEN	<ul style="list-style-type: none"> <li>• Embed educational triage procedures for children when they</li> </ul>		

<p>pathways for children open to the YJS in insufficient educational settings</p>	<p><i>barriers, e.g. education provision</i></p>	<p>Lead/Operational Manager</p>	<p>enter the YJS, and ensure any child with a RAG rating of RED rating to benefit from a PEP review each half term.</p> <ul style="list-style-type: none"> <li>• Create and embed a monitoring process to ensure that the length of time children are in unsuitable education reduces over time and there is an increase in children in suitable and effective provision</li> <li>• Post-inspection review with Cranbury College to ensure assurance on educational outcomes for children open to the YJS</li> <li>• Review of educational pathways for children open to YJS ongoing, including assessment elements across agencies,</li> <li>• Review of SEND strategy to ensure YJS cohort and adolescent risk is clearly identified and responded to within the partnership</li> </ul>		
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			with clear means of monitoring impact		
8. Ensure YJS risks are understood and communicated to Board members and operational managers across the partnership	<i>There is not a universal understanding of risks to the organisation across the partnership</i>	Independent Board Chair	<ul style="list-style-type: none"> <li>• Risk register as standing item on board agenda</li> <li>• Board members to own specific risks and evidence to the Board progress against these</li> </ul>		
9. Board members to deliver one report each within the next 12 months to the YJS Board relating to the YJS cohort and what their organisation is doing to improve outcomes and meet the needs of children and victims in the cohort	<i>Board members need to ensure there is a clear focus on YJ children in the work they do at board and the data they bring for scrutiny</i>	Board members	<ul style="list-style-type: none"> <li>• Review of partnership data presented to board to ensure this is relevant to children in the Youth Justice system</li> <li>• Review of Forward plan/calendar of assurance and agreement of Board member schedule for reports and progress to Board</li> <li>• Development of YJMB board report proforma to ask questions related to the impact on the work to drive improvements in the priorities embedded in the YJS plan</li> </ul>		
10. Enhance and diversify the early prevention offer	<i>YJ plan 2025-26</i>	Service manager/Head of	<ul style="list-style-type: none"> <li>• Deliver school navigators project</li> </ul>		

		Education Access and Support	<ul style="list-style-type: none"><li>• Deliver positive outcomes as a result of the Kickz tier 1 and 2 projects</li></ul>		
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# Staffing and Workforce Development

**Lead:** Interim Transformation lead Brighter Futures for Children

**Board sponsor:** Head of Probation Delivery Unit, West Berkshire

**Sub Group:**

Action/What	What did HMIP find/Why	Lead/Who	Measures/How	Quality Assurance/Know	BRAG
11. Review of the YJS structure and assurance from Brighter Futures Leaders for agreed action and investment to staffing and recruitment	<i>Staffing arrangements are not conducive to delivering high quality interventions, and the absence of staff with a professional qualification impacts on service delivery</i>	Head of Service/Service Manager	<ul style="list-style-type: none"> <li>The service will recruit at least 2 professionally qualified staff</li> <li>Review of structures to ensure high quality delivery</li> </ul>		
12. Agreement to recruit to vacant posts and to support growth investment from across the partnership to deliver high quality YJS services	<i>Staffing levels are not sufficient</i>	Service Manager	<ul style="list-style-type: none"> <li>Recruitment to 2 x vacant case worker posts</li> <li>Explore potential to deliver prevention work once fully staffed, tying in with action on Youth Justice Plan</li> </ul>		
13. Agreement to recruit to vacant posts and to support growth investment from across the partnership to deliver high quality YJS services	<i>Service delivery has been impacted by the lack of the Probation officer</i>	Service Manager	<ul style="list-style-type: none"> <li>Recruitment to Transitions Officer post</li> <li>Transitions Officer to have access to n-delius and deliver the tasks a</li> </ul>		

	<p><i>Additional actions from YJ plan 2025-26</i></p>		<p>seconded Probation Officer would.</p> <ul style="list-style-type: none"> <li>• Transitions Officer supports the evaluation and improvement of the transitions process demonstrating positive impact for young adults.</li> </ul>		
<p>14. Agreement to recruit to vacant posts and to support growth investment from across the partnership to deliver high quality YJS services</p>	<p><i>Current arrangements for victim work and RJ are not appropriate or sustainable</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Recruitment to vacant victim worker post</li> <li>• JD for post is reviewed against new inspection standards</li> <li>• Ensure there is a review of reparation placements to ensure they are consistent with child first principles and support identity development</li> </ul>		

<p>15. Create a dedicated workforce development strategy for the YJS team and partnership. Including Board development</p>	<p><i>Workforce development plans are under-developed</i></p>	<p>Head of Service/Service manager</p>	<ul style="list-style-type: none"> <li>• Creation of workforce development strategy</li> <li>• Practitioners to each have a career progression plan including offering Youth Justice Degree and YJ certificate in effective practice</li> <li>• Review case worker JD to allow career progression to grade 7.</li> <li>• Managers – AYM Aspiring Future Leaders Programme</li> <li>• YJ apprenticeship for grade 5 case workers</li> <li>• Explore the feasibility of a student pathway</li> <li>• Workforce development strategy to include volunteers</li> </ul>		
<p>16. Asset plus and risk assessment/Management training to be completed and</p>	<p><i>The service urgently needs to re-visit Asset-Plus training. Inspectors</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Comprehensive risk assessment and risk management training to be</li> </ul>		

<p>embedded into process and practice</p>	<p><i>found an overly rigid approach to assessing risk</i></p>		<p>delivered to front line practitioners.</p> <ul style="list-style-type: none"> <li>• Managers to ensure regular risk benchmarking delivers a clear and consistent understanding of risk</li> <li>• Practitioners to attend Child First training specifically addressing delivery of Child First vs robust risk management</li> <li>• Transitions Officer role to include regular workshops on risk delivered to staff</li> </ul>		
<p>17. Develop practice standards and framework for measuring 'local performance'.</p>	<p><i>Management oversight needs to consistently support high quality assessment, planning, and delivery of interventions</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Agreed set of practice standards reported on monthly, which includes management oversight –</li> <li>• Management oversight guidance is reviewed to include clear</li> </ul>		

			guidance on quality alongside a standardised template		
18. Ensure the staffing structure has a clear lead for volunteers and volunteer training and development is included in the workforce development strategy	<i>Volunteers receive no systematic ongoing support once they have been inducted</i>	Operational Manager	<ul style="list-style-type: none"> <li>Review of supervision arrangements for volunteers – regular meetings including development opportunities</li> <li>Volunteers invited to team meetings</li> <li>Workforce development strategy to include volunteers</li> </ul>		
19. Implement improvements to practice around equity diversity and inclusion and ensure these are embedded in to practice.	<i>Practice around equity, diversity and inclusion was not consistent- there were instances of interpreters not being used and inconsistent recording of ethnicity</i>	Operational Manager	<ul style="list-style-type: none"> <li>Anti-racism and allyship training planned for 2025.</li> <li>QA forms to include this as a specific question relating to equality act and protected characteristics</li> </ul>		
20. Further develop the response to serious violence with an improved focus on violence	<i>YJ plan 2025-26</i>		<ul style="list-style-type: none"> <li>Deliver training for staff that leads to</li> </ul>	<i>July 2025 update Prevent training delivered to staff</i>	

against women and girls and radicalisation and extremism.			improvements in practice. <ul style="list-style-type: none"><li>• Consider specialist intervention support regarding masculinity and the impact of the online world.</li><li>• Develop response to children at risk of radicalisation in the YJ cohort</li></ul>	<i>Specialist support regarding VAWG and online world planned for September 2025.</i>	
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# Partnerships and services

**Lead: Head of Family Help and Partnerships**

**Board Sponsor:**

**Sub group:**

Action/What	What did HMIP find/Why	Lead/Who	Measures/How	Quality Assurance/Know	BRAG
<p>21. Ensure Reconnect drugs worker is dedicated to the YJS cohort and offers routine screening and assessment for any child who identifies as using alcohol, illicit substances, cigarettes/vapes</p>	<p><i>Substance misuse referrals are not consistently being made</i></p>	<p>Operational Manager</p>	<ul style="list-style-type: none"> <li>• Develop working agreement with Reconnect on substance misuse referrals in addition to those who receive DDS</li> <li>• Identify 1 Reconnect worker to deliver this work</li> </ul>		
<p>22. Ensure that all YJS children have access to all services that are required to meet their needs and improve outcomes</p>	<p><i>Children can not access partnership interventions in all cases</i></p>	<p>Operational Manager/Team Manager CAMHS</p>	<ul style="list-style-type: none"> <li>• Review of process for referral to health interventions</li> <li>• Review of strategic needs analysis and comparison of offer to meet each need. Any gaps must be addressed by the Board with regard to resource investment and growth</li> </ul>		

<p>23. Ensure effective escalation and challenge where children have not received an effective response from Children’s Social Care</p> <p>24. Develop new multi-agency risk management panel to review and sign off high and very high risk/safety and well-being and contingency plans</p>	<p><i>There needs to be more consistent, effective challenge where children have not received an adequate response from Children’s Social Care</i></p>	<p>Head of Service/Service Manager</p>	<ul style="list-style-type: none"> <li>• Escalation and challenge to be given a dedicated field in CV and monitored in line with management oversight and supervision frequency.</li> <li>• Review of escalation process/protocol with children’s social care.</li> <li>• Joint audit work to be developed.</li> <li>• Review of Management oversight framework</li> <li>• Joint supervision to be developed</li> <li>• Multi-agency Risk Management Panel</li> </ul>		
<p>25. Implement the ACT now programme</p> <p>26. YJS to consider EH Lead on Board and EH strategy focus on preventing offending behaviour</p>	<p><i>The service needs to strengthen the approach for intervention for children upstream at ‘reachable moments’.</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Deliver the Act Now programme</li> <li>• YJS to consider EH Lead on Board and EH strategy focus on preventing offending behaviour</li> </ul>		

<p>27. Ensure interventions are within a trauma informed and child first environment of the YJS.</p> <p>28. Ensure police led interventions are focused on addressing presenting risk, but also provide opportunities for strengths based and future focused work</p>	<p><i>Seconded Police Officer interventions being delivered at Police station</i></p>	<p>Operational Manager</p>	<ul style="list-style-type: none"> <li>• Formal agreement with TVP that interventions will be delivered within the YJS environment.</li> <li>• Review of interventions delivered by YJS police Officer in line with Stay True to You principles</li> </ul>		
<p>29. Enhance the operational and strategic response to serious violence</p>	<p><i>YJ plan 2025-26</i></p>		<ul style="list-style-type: none"> <li>• Work with partners to support the transition of the serious violence duty from the VPP to the local authority</li> <li>• Successfully deliver the Act Now intervention project demonstrating positive impact.</li> <li>• Successfully deliver the additional support programme in Cranbery college with NewAngle</li> </ul>		

## Process, Systems and Quality of Practice

**Lead: Director of Children’s Social Care**

**Board Sponsor: Youth Justice, Thames Valley Police**

**Sub Group:**

Action/ <i>What</i>	What did HMIP find/ <i>Why</i>	Lead/ <i>Who</i>	Measures/ <i>How</i>	Quality Assurance/ <i>Know</i>	BRAG
30. Create schedule of policies for review managed within performance meeting	<i>Policies are not consistently updated</i>	Operational Manager/Performance Lead	<ul style="list-style-type: none"> <li>• Create schedule of policies for review managed within performance meeting</li> <li>• Priorities to develop a sentence planning process for multi-agency case formulation and planning of interventions and review of risk and safety management policy and procedures to ensure multi-agency approach to risk management and risk/safety and contingency planning</li> </ul>		

<p>31. Develop a bespoke EDI policy for the YJS and ensure EDI is cross cutting across all refreshed policies</p>	<p><i>Policies do not consistently support equity, diversity and inclusion</i></p>	<p>Head of Service/Service manager</p>	<ul style="list-style-type: none"> <li>• Develop EDI policy</li> <li>• Identify key policies for review</li> </ul>		
<p>32. Board to support growth and investment in a dedicated data and performance Lead</p>	<p><i>More resource for data analysis would allow greater assurance of data integrity and sophistication of analysis</i></p>	<p>Head of Service/Service Manager</p>	<ul style="list-style-type: none"> <li>• Develop options to allow greater resources to support with data analysis including dedicated performance analyst</li> </ul>		
<p>33. Develop performance dashboard relating to practice standards and timescales Develop weekly 'data day' for staff to understand work requiring action and prioritisation</p>	<p><i>A number of findings demonstrated the need for increased management 'grip' on practice standards and performance</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Agree local practice standards</li> <li>• Create set of local performance measures</li> <li>• Development of 'data day' process</li> <li>• Creation of caseload list and monthly caseload report</li> <li>• Managers meet weekly to review performance</li> </ul>		

<p>34. Develop QA framework</p>	<p><i>QA framework application needs to be strengthened</i></p>	<p>Service Manager</p>	<ul style="list-style-type: none"> <li>• Review the current Quality assurance framework against key findings from HMIP report</li> <li>• Review and update QA tools ensuring consistency across Court and OOC assessments.</li> <li>• Review management oversight guidance and template for management oversight.</li> </ul>		
<p>35. Police to lead a review on timescales from arrest to decision making and seek to improve processes and timescales for children</p>	<p><i>The timeliness of Out of Court decision making needs to improve</i></p>	<p>Detective Inspector, Youth Justice Unit.</p>	<ul style="list-style-type: none"> <li>• Performance report to include data on length of time from offence to outcome</li> <li>• TVP to provide report on timescales for board</li> <li>• Performance dashboard to include assessment and QA timescales.</li> </ul>		
<p>36. Police and YJS to lead a detailed analysis of the OOC cohort and ensure victim</p>	<p><i>Performance data on out of</i></p>	<p>Detective Inspector, Youth Justice Unit.</p>	<p>Performance report for board to include:</p>		

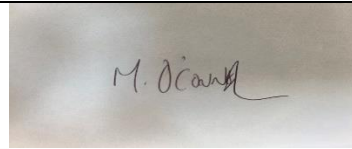

<p>consent and completion rates for children with OOCs is reviewed and understood</p>	<p><i>Court Disposals lacks depth.</i></p> <p><i>Analysis of Out of Court disposal data is under-developed – e.g. the partnership lacked clarity on victim consent levels and engagements with community resolutions.</i></p>	<p>Service manager</p>	<ul style="list-style-type: none"> <li>• Victim consent levels</li> <li>• Engagement with community resolutions</li> <li>• Background data on children becoming FTE's in the period</li> </ul>		
<p>37. YJS to adopt best practice template from Swindon YJS for all OOCd rationales to be written up and placed on the system-reflecting the multi-agency decision making process and child first practice</p>	<p><i>JDMP outcomes were not clearly recorded</i></p>	<p>Operational Manager</p>	<ul style="list-style-type: none"> <li>• BSO minutes each meeting on standardised template including clear decision rationale and actions and these are recorded on to CV.</li> </ul>		
<p>38. Review capacity to deliver on these and ensure capacity aligns to need</p>	<p><i>The lack of capacity to deliver Community Justice Panels has had a significant impact</i></p>	<p>Operational Manager</p>	<ul style="list-style-type: none"> <li>• Review of CJs leads to reviewed agreement on their use moving forward.</li> </ul>		

	<i>on their effectiveness</i>				
39. Ensure the needs of children in the OOCB cohort are met with the same interventions on offer in the post court cohort and ensure that services meet with the needs identified in the YJS needs analysis and performance data	<i>Access to support for children receiving Out of Court disposals was sometimes inconsistent</i>	Operational Manager	<ul style="list-style-type: none"> <li>• Training to be delivered to staff to ensure a consistent approach across court and out of court work, based on Child First principles.</li> </ul>		
40. Develop a consistent multi-agency process for case formulation, assessment of risk and safety and intervention planning	<i>The YJS need to improve the quality of assessment and plans in relation to keeping children and others safe</i>	Service Manager	<ul style="list-style-type: none"> <li>• Local case management guidance to be created including:</li> <li>• Introduce sentence planning forum (for Court and Out of Court cases), ensure this supports multi-agency case formulation/analysis, assessment of risk and intervention planning based on internal controls-identity development focused and external controls-presenting behaviour and risk focused</li> </ul>		

			<ul style="list-style-type: none"> <li>• Agreed set of standard checks to be completed for all new cases</li> </ul>		
41. Ensure robust risk management arrangements are in place	<i>The service needs to improve the quality of risk management for children assessed as high or very high safety and well-being concerns and/or risk to others.</i>	Service Manager	<ul style="list-style-type: none"> <li>• Review risk management procedures and introduce Multi-agency risk management panel to replace case planning forums. Ensure this panel is multi-agency and proactively supports and shapes risk management planning and contingency planning</li> </ul>		
42. Review QA arrangements for Court and out of Court to ensure they support the delivery of high quality assessments and plans	<i>The quality of Out of Court assessments, plans and interventions was consistently of a poor standard.</i>	Service Manager	<ul style="list-style-type: none"> <li>• Develop quality assurance arrangements for new PDA tool which is consistent with that for AssetPlus</li> <li>• The development of the multi-agency sentence planning forum is aligned with Out of Court work.</li> </ul>		

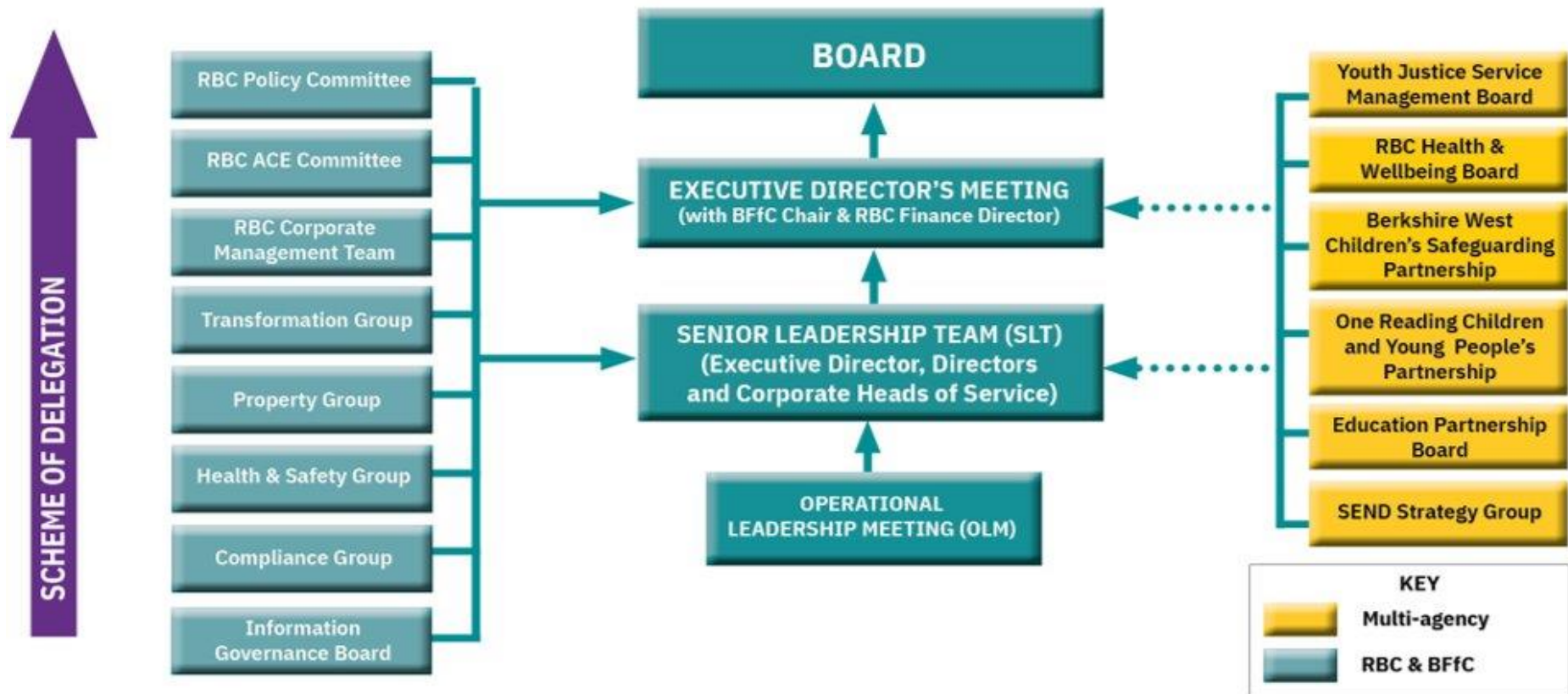
			<ul style="list-style-type: none"> <li>• QA documents are reviewed in line with HMIP findings and relaunched. Tools will include checks against:</li> <li>• Standardised process for multi-agency checks with Police and other partners.</li> <li>• Plans are aligned with the work of other partners</li> <li>• Ensuring contingency plans are robust.</li> </ul>		
<p>43. Reduce numbers of children becoming first time entrants</p>	<p><i>YJ plan 2025-26</i></p>		<p>Embed the use of YDPs demonstrating positive impact on the number of children becoming FTEs.</p>		

## 6 Board membership, Sign off Submission and Approval

Name	Role	Organisation	Signature
Michael O'Connor	Independent Board Chair	Independent Chair	
Claire Willmot	Head Teacher	Cranbury College	
Ollie Foxell	Service Manager, Youth Justice Service and Extra Familial Harm	Brighter Futures for Children	
Jonny Bradish	Head of Service, Family Help and Partnerships	Brighter Futures for Children	
Fiona Hostler	Head of Education Access and Support	Brighter Futures for Children	
Emily Evans	Detective Chief Inspector, Harm Reduction Unit, Berkshire West	Thames Valley Police	
Matthew Prouse	Service Manager	NHS	
Maria Young	Director of Family Help and Safeguarding	Brighter Futures for Children	
Jo Middlemass	Community Partnerships Service Manager	Reading Borough Council	
Martin White	Head of Public Health	Reading Borough Council	
Alison Wilding	Director	No.5	
Thomas Jarvis	Director	N3wAngle CIC	
Carol Kelly	Youth Court Magistrate	His Majesty's Courts and Tribunals Service (HMCTS)	
Chantal Foster	Head of Probation Delivery Unit, Berks West	His Majesties Prison and Probation Service (HMPPS)	
Paul Brown	Head of Strategy and Impact/Safeguarding Lead	Reading Football Club	
Hannah Hughes	Service Manager	SAFE Young Victims Service	
Councillor Griffith	Lead Member for Children's Services	Reading Borough Council	

Sonja Janeva	Children and Young People Mental Health Commissioning Lead Berkshire West	Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board	
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Appendix One – organisational structure charts



Role	Establishment	In Post (Mar24)	Vacancies
Service Manager	1.0	1.0	
Team Manager	1.0	1.0	
Assistant Team manager	2.0	2.0	
Performance Officer	0.6	0.5	
Business Support Officer	1.0	0.5	
YOS Case Officers	4.86	4.86	
Transitions Officer	1.0	1.0	Part funded by 0.5 Probation Officer funding
RJ Worker	2.0	1.0	Vacant – 1.0
YOS Parenting Worker	1.0	1.0	
Rapid English	0.4	0.4	
Elevate Worker	0.4	0.4	
Turnaround	1.0	1.0	
<b>BfFC Staff</b>	<b>16.26</b>	<b>14.66</b>	
<b>Other Specialist Posts (not employed by RBC)</b>			(funding used for Transitions Officer)
Police	1.0	1.0	
Probation	0.5	0.0	
CAMHs Clinician	0.33	0.33	
S & L Therapist	0.2	0.2	
Physical Health Nurse	0.27	0.27	
<b>Seconded staff</b>	<b>2.27</b>	<b>1.77</b>	
<b>TOTAL</b>	<b>18.56</b>	<b>16.46</b>	

Appendix Two - YJS Structure and staffing

Gender	
Female	14
Male	6

Ethnicity	
White	16
Black	0
Asian	4
Mixed	0
Other	0



