

SWINDON'S YOUTH JUSTICE STRATEGIC PLAN

2025-2026

Developed by the Youth Justice Service partnership



National
Probation
Service



Wiltshire and Swindon
pcc

HM Courts &
Tribunals Service

NHS
Oxford Health
NHS Foundation Trust

NHS
Bath and North East Somerset,
Swindon and Wiltshire
Integrated Care Board



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Foreword

Welcome to our Swindon Youth Justice Strategic Plan 2025 – 2026 (SYJSP 2025 – 2026). We as Swindon's Youth Justice Service Management Board (SYJSMB) are confident that this plan will support the strategic partnership to deliver the highest quality Youth Justice Services (YJS) in Swindon and sets clear strategic priorities for 2025 and beyond. This year's plan builds on the SYJSP 2024 - 2025 where further service improvement has been made since our 2022 His Majesty's Inspectorate of Probation (HMIP) Inspection. The SYJSP 2025 - 2026 continues to build on our practice model of Child First and identity focussed approaches to desistance with a focus on participation to achieve this.

The plan is aligned with the Swindon Borough Council Plan and priorities, the priorities of our Community Safety and Safeguarding Partnerships, the Police and Crime Plan 2025 - 2029 and the pan-Wiltshire Serious Violence Duty Strategy 2024 - 2029.

The SYJSP 2025 - 2026 gives an overview of the work of the YJS, outlining our performance over the past year (2024 – 2025) and our priorities for the year ahead. It builds on the evidence of the positive impact on outcomes for children of our current practice model. The SYJSMB, agreed at the Development Away Day in April 2025 that driving Child First and identity development practice would continue to be the overarching focus for the service. The SYJSMB and service are ambitious to develop this approach and continue with the vision of the service becoming a Centre of Excellence for Child First Practice in a Youth Justice setting, based on the organisational delivery rather than service location.

The SYJSMB continue to support the overarching focus and vision of the Youth Justice Partnership to ensure:

'We aim to become a centre of excellence for child first and identity development practice. We will always seek to work in partnership with children and families supporting children to engage with activity, interaction and roles that will support the development of pro-social identity'

This is a shared partnership vision for YJS in Swindon and permeates across this strategic plan into everything we do. The YJS has a key role to play by:

- **Diverting children away from the Youth Justice System, where appropriate.**
- **Helping to prevent offending and reoffending.**
- **Reducing the use of child custody.**
- **Contributing to multi-agency public protection and safeguarding.**
- **Adopting evidence-based approaches such as Child First Practice, trauma informed, identity development and whole family approaches to youth justice.**

The YJS 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 YJS continues to be monitored by the Youth Justice Board (YJB) and Ministry of Justice (MoJ) and continues to report on a wider set of Key Performance Indicators (KPI's) that link directly to the service's core aims for children, families and their communities. The KPI's support us to drive improvement across the partnership and further improve the lives of children, families and victims of crime in Swindon. This year is an exciting period of development as we focus on service improvement linked to the new HMIP inspection criteria, ensuring a child first approach with a focus on the voice of the victim at the centre of the youth justice system.

Swindon data for across 2024 – 2025 shows us that disappointingly, we saw a 7% (2 children) increase in first time entrants in comparison to 2023 - 2024 with a reduction in the number of Referral Orders, but an increase in the number of fines. Fines currently account for 31% of all first-time entrant outcomes, with each of these fines being linked to motoring offences. The SYJSMB recognise the increase in motoring offences, particularly the use of e-scooters and electric bikes and acknowledge the challenges that this presents. In order to ensure a continued drive in the diversion of children from the formal criminal justice system where appropriate, work has commenced as a partnership to develop a diversionary pathway for driving matters, which is

based on the new youth gravity matrix and builds on practice that is being delivered nationally. This will help to ensure that children receive diversionary outcomes, supported through tailored planning and intervention.

The most recent Police National Computer (PNC) data for the period of April 2022 -March 2023 indicates a further decrease in re-offending from the previous year of 0.7%, continuing a positive downward trend observed over recent years. Swindon re-offending rates are now below the Wiltshire Police and Crime Commissioner (PCC) area average, highlighting the impact of localised approaches and the potential effectiveness of our diversionary and support led intervention. Despite this reduction, we remain above that of the Southwest and national averages.

There is a slight decrease in the number of re-offences per child who has re-offended from 2.90 in the period April 2022 – March 2023, compared to 3.21, for the previous year (aggregated annual figures). This is lower than the Wiltshire, Southwest and national averages. We have seen a positive decrease in our custody rate between January 2024 and December 2024, reducing from 0.21 from the previous year to 0.16. There were 3 children sentenced to custody during this period, with one becoming a first-time entrant. One of the three was sentenced for serious youth violence. Serious youth violence and reducing custody remain a high priority area to continue to reduce and sustain at low levels over the next year.

In 2024 – 2025, 3 children were remanded to youth detention accommodation, the same number of children compared to the previous year. Despite the same number of children being remanded, there was an increase in the total number of nights on remand with a total of 319 nights in 2024 - 2025 compared to 125 nights in 2023 - 2024. We will continue to focus on the reduction in the use of secure remands, developing suitable community alternatives to safely support children being bailed or remanded into the care of the local authority instead of the secure estate.

The Serious Youth Violence Toolkit data published by the YJB shows us that between January 2024 and December 2024, Swindon YJS recorded seven youth violence offences resulting in a substantive outcome, which is a decrease on the previous year

by 78% (9 children). This has resulted in Swindon being below local, regional and national averages as well as our youth justice area neighbours. In 2025 - 2026 Swindon will be piloting the evidence-based intervention model of Focussed Deterrence (FD) in Swindon to address serious youth violence, alongside the already established policing focus of Clear, Hold Build in hotspot areas.

Our local data shows that global majority ethnic children continue to be disproportionately overrepresented in Swindon. The most over-represented group for the last four years is children of a mixed ethnicity. This is true of the 2024 - 2025 figures where children of mixed ethnicity represent 22% of all post court YJS referrals and 11% of pre-court Youth Justice referrals, with the Swindon 10-17 years population as of mid-2021 being 6%. Swindon YJS partnership is committed to improving the way that we monitor decision-making and working in partnership with children, families and communities to build trust and deliver culturally competent, responsive intervention. Tackling disproportionality remains a key strategic priority for us over the next year.

In relation to gender, our local data for 2024 - 2025 indicates an increase in the number of females in the out of court space from 32% to 45%, this figure indicates that there is a disproportionate number of females in the out of court space when compared to the national averages of around 15% (youth justice statistics for 2023 - 2024 for post court children) and therefore we need to do more to prevent female children from coming to the notice of the police. Positively, females receiving substantive outcomes remains below the national average of 7%, highlighting the impact of the local diversionary pathway and the identity development and child first practice model. Local data continues to indicate that many of the reasons for females coming to notice, relate to peer group related conflict and assaults against figures of authority.

In the YJS, we know that we are working with a number of children with complex and multiple needs due to having experienced abuse, trauma and neglect. Our strategic plan and priorities 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 supporting children with speech and language and neuro-disability concerns, Education, Training and Employment (ETE), mental health and the participation of children to support identity development.

2025 - 2026 Youth Justice Strategic Priorities

The 2024 - 2025 performance data, live re-offending tracker and the YJS serious youth violence tool combined with our local and national drivers for systems change in Youth Justice, have informed the following strategic priorities until 2026:

- Reducing First Time Entrants
- Reducing re-offending rates and offences per child
- Reducing the use of custody, including police custody and the use of custodial remands
- Reducing youth violence
- Reducing disproportionality with a continued focus on children from global majority backgrounds
- Supporting victims of youth crime.

Cross Cutting Themes and Priorities

The priorities for 2025 - 2026 remain similar to 2024 - 2025 with the continued vision and ambition of becoming a centre of excellence for child first and identity development practice:

- Becoming a service that is recognised as a Centre of Excellence for Child First and Identity Development Practices.
- Increasing participation with a focus on our practice model, identity development.
- Improved identification and outcomes for children with speech, language and neuro-disability concerns.
- Reducing the number of children who are not in education, training or employment.
- Maintaining strong referral pathways in health, mental health and substance misuse support.

“As the lead Member for Childrens Services, I am extremely proud and grateful for the work of the Youth Justice Service Partnership. Their support for children across Swindon evidences our Child First approach and enables improving outcomes for children and communities.”



*Councillor Paul Dixon,
Lead Member Children Services*

On behalf of the Swindon's Youth Justice Service Management Board I am pleased to present our Strategic Plan for 2025 – 2026.



*Kirston Nelson,
Corporate Director
Prevention and Communities.*

Introduction

The principal aim of the Youth Justice system is to prevent offending by children (Crime and Disorder Act 1998). Swindon's YJS, coordinates the provision and delivery of these services relating to this aim. The Service aligns itself with the YJB's Strategic Plan for 2024 - 2027 and the vision of developing:

'A Youth Justice System that sees children as children first, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.'

Swindon's Youth Justice (YJ) partnership works to achieve the national Youth Justice strategic objectives, which are to:

- Reduce the number of children in the Youth Justice system.
- Reduce reoffending by children in the Youth Justice system.
- Improve the safety and wellbeing of children in the Youth Justice system.
- Improve outcomes for children in the Youth Justice system.
- Create safer communities and fewer victims.

Swindon's YJS plays a vital role in both improving community safety and safeguarding and promoting the welfare of children, in particular protecting them from significant harm. Many of the children involved with the YJS are among the most vulnerable in society and are at greatest risk of social exclusion.

We are a multi-agency partnership between the council, education, the police, probation and

health services, each of which holds a statutory responsibility for resourcing and supporting the partnership. Our multi-agency approach ensures that we play a significant role in contributing to addressing the safeguarding needs of these children.

Success is measured through the key outcome targets of the number of children entering the Youth Justice system, the number of children reoffending and the number of children entering custody. From April 2023, additional KPI's were introduced to reflect areas that are strategically important in delivering effective services for children and will provide an understanding of how the YJS partnerships are responding to this different context.

The Additional Impact Indicators that the YJS are Measured Against are:

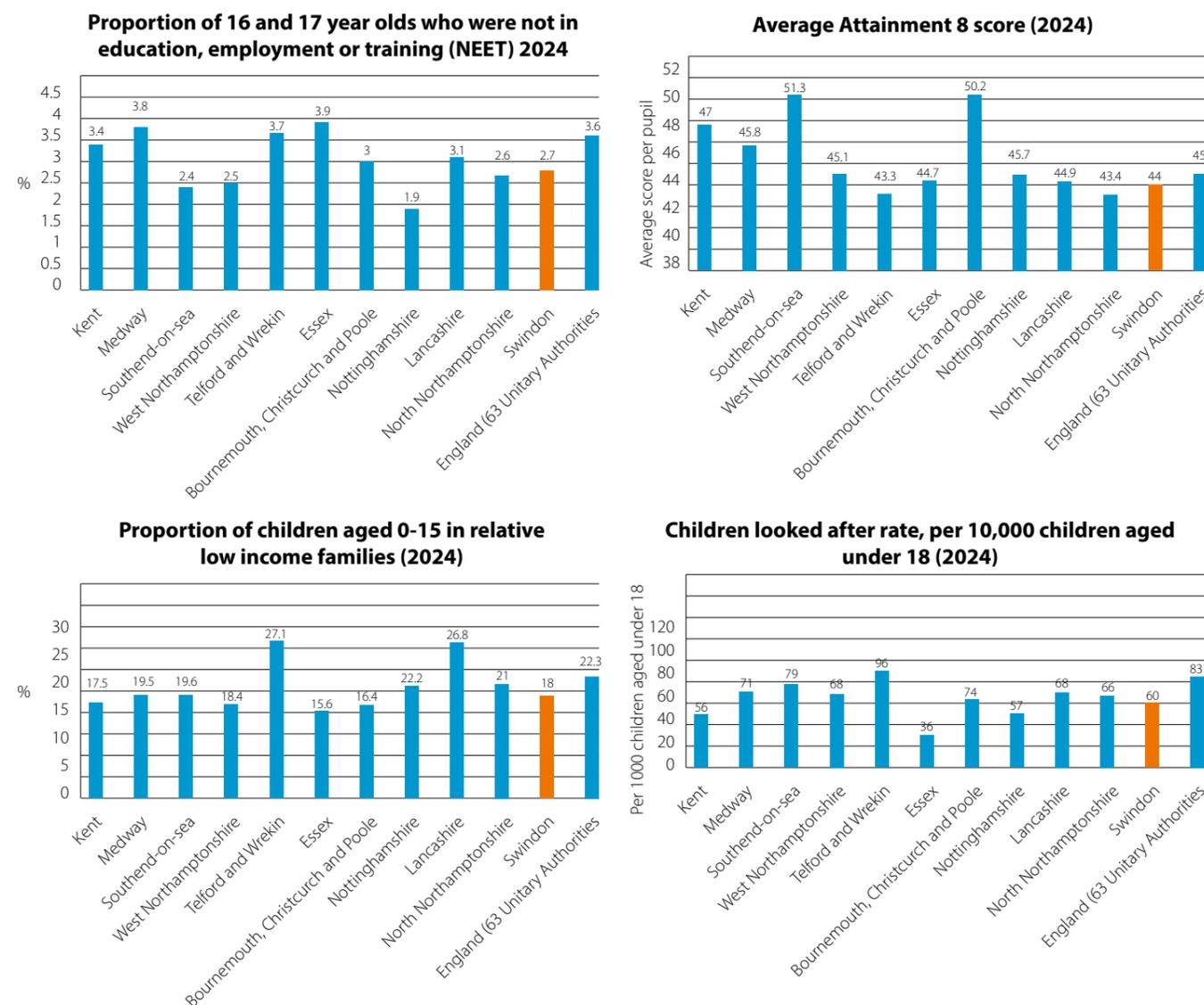
KPI 1	Accommodation
KPI 2	Education, training and employment (ETE)
KPI 3	Special educational needs or disability (SEND)
KPI 4	Mental healthcare and emotional wellbeing
KPI 5	Substance misuse
KPI 6	Out-of-court disposals
KPI 7	Management Board attendance
KPI 8	Wider services
KPI 9	Serious violence
KPI 10	Victims

These KPI's are aligned to SYJSMB strategic priorities and will ensure that the partnership holds each other to account with regard to outcomes for children, families and victims in the youth justice system. Over the duration of this plan, SYJSMB will continue to challenge itself and develop a sharper focus on understanding and scrutinising local data to ensure that the partnership is appropriately challenged and supported to address the strategic priorities we have set out, as detailed in the forward.

We will review the SYJSP performance and outcomes on a quarterly basis at an operational level and every six months through the SYJSMB. It will be updated accordingly to reflect any changes to the national and local youth justice landscape that may impact on our priorities and ability to deliver a range of services designed to reduce youth offending within Swindon. The plan will be fully reviewed by the SYJSMB annually. This plan has been co-produced and reviewed by the SYJSMB in readiness for submission to the YJB in June 2025.

Local Context

The data below shows four risk indicators for children and outcomes in Swindon relating to income, education, employment/training and Children We Care For (CWCF), compared with England and areas that are statistically similar to Swindon in terms of children's services. These areas are known as Children's Services Statistical Neighbour Benchmarking Tool (CSSNBT) neighbours. In 2023 - 2024, Swindon had a smaller proportion of children in relative low-income families, and a lower proportion of 16 - 17 year olds not in education, training or employment, compared to England. As can be seen in the graphs below, Swindon sits favourably in comparison with its CSSNBT neighbours in all four of the indicators:



Youth Justice Vision

Within our Youth Justice Strategic Partnership and Service, we have the following shared vision for Youth Justice services across the borough:

“We aim to become a centre of excellence for child first and identity development practice. We will always seek to work in partnership with children and families supporting children to engage with Activities, Interactions and Roles that will support the development of pro-social identity”

How we Work in Swindon Youth Justice Service

We aim to reduce the number of victims and youth crime in Swindon, safeguard and protect children and the public, and increase public confidence in the YJS by delivering high quality, fair and transparent services that embrace the diversity of children and Swindon’s communities.

The YJS’s ambition is to holistically support all children that engage in offending behaviour. Our Youth Justice Strategic Plan supports the delivery of these services within an evidence-based practice framework aligned to the wider Children Services and Children Social Care Practice framework. The framework supports the YJB’s ambition to support holistically all children that engage in offending behaviour by adopting practice principles underpinned by a Child First Approach:

- Providing a fair and equitable service to children, families, victims and the wider public.
- Ensuring children can access high quality flexible support at the right time and right place.
- Ensuring that interventions and services are provided at the earliest opportunity and that they are evidence based and informed by our practice model, focussed on strengths and identity shift.

- Providing high quality trauma informed, restorative and relationship-based practice.
- Working in partnership with children and families to support participation and independence.
- Working openly with children and their families to bring about change, in solution-focussed ways, building on their strengths.
- Building trusting relationships with children and families that encourages conversations about what matters to them.
- Working with victims and whole families to support desistance.

Agencies Delivering Youth Justice Services will also Ensure:

- A focus on developing skilled, empowered and confident practitioners.
- The provision of a strong learning and supportive culture and to deliver good leadership management and supervision (high support and high challenge).
- Fit-for-purpose policies and procedures that support good practice.
- They will support the voice and influence of children in service development.
- The quality assurance of their practice and impact.

Governance, Leadership and Partnership Arrangements.

Youth Justice Service Structure

The YJS is structurally located within the corporate directorate of ‘People’ alongside Children’s and Adult’s Services and our partnership service structure has been designed for dual reporting by the Youth Justice Service Manager (Service Lead) to both Swindon Borough Council (SBC) and the SYJSMB.

At the time of writing this plan, the YJS has 20.4 full-time equivalent (fte) posts shown in our organisation chart (appendix 1). The posts reflect Swindon’s partnership funded service demonstrating commitment and collaboration in purpose and support.

Swindon YJS is located in the Civic Campus at Clarence House in Swindon, there is immediate internal access to Social Work inclusive of Children and Families Contact Swindon and the hosted Multi-Agency Safeguarding Hub (MASH), Assessment and Family Safeguarding, CWCF and Positive Futures (Care Leavers Team). Swindon’s YJS has access to a range of Early Help and Specialist Services that include those provided by Swindon Borough Council and also commissioned Services including those provided by the Integrated Care Board (ICB). Examples of services supporting the work of Swindon YJS include:

- U-Turn Children’s Substance Misuse Service.
- Forensic Child and Adolescent Mental Health Service (FCAMHS) for sentence planning and case formulation through an Enhanced Case Management model (ECM).
- Youth Engagement Team.
- On Trak Youth Counselling Service.
- Parenting Workers, who are co-located at the Youth Court and within the YJS Office.
- Edge of Care Team.
- Emergency Duty Service (out of hours support).

Governance

SYJSMB was established to ensure that Swindon's YJS is provided with clear and coordinated strategic governance and support to continue delivering high quality youth justice services with a focus on:

- Making sure that children are safe and always seen as children first.
- Reducing the likelihood of reoffending.
- Minimising the risk of harm that children can cause to other people and themselves.
- Create safer communities with fewer victims

SYJSMB is operating under the 2021 Guidance, Youth Justice Service Governance and Leadership. SYJSMB meets six times a year and is chaired by Swindon's Corporate Director of Communities who was appointed as Chair, August 2024. There has been a high-level partnership representation on the SYJSMB from across the strategic partnership, and there are good working relationships with all partners that ensures effective integrated strategic planning and delivery of good YJS's. This has been strengthened in 2025, with the addition of representation for victims from the Horizon Victim Service.

There has been changes in senior managers within the partnership in recent months and our 2025 - 2026 focus is to ensure a continued high-level representation from across the strategic partnership. The arrangement for chair and membership of the SYJSMB, ensures it is well placed to discharge its responsibilities, which include:

- Setting the strategic direction for key services
- Ensuring trauma informed principles; Child First and other child focussed approaches are embedded strategically and operationally
- Steering delivery and satisfying themselves about achieving the outcomes set out in the standards for children in the youth justice system
- Overseeing and driving up the performance of the whole justice system for children locally, through analysis of data and cases, with SYJSMB members contributing data from their own agency as appropriate
- Taking action to address any system wide performance concerns including over

representation of specific groups of children; and when children are not receiving timely access to provision e.g. on resettlement and throughout transition processes.

- Providing and committing sufficient resources, not only through seconding staff from statutory partners, but also by ensuring their contributions are sufficient to cover IT costs, suitable office accommodation and space to work with children etc.
- Championing the provision of effective, child centred services for children within their own partner agencies and those agencies they work with.
- Supporting the YJS manager to address local difficulties and challenges by holding other members to account.
- Helping to resolve delivery issues within their organisation which affect the performance of the YJS or the services children are receiving.
- Ensuring maximum value for money.

SYJSMB also seeks to understand the function, outputs and outcomes from the service in the following ways:

- Through management reports prepared for SYJSMB meetings.
- Inviting different representatives from the YJS to talk about their work e.g. restorative approaches, reparation, trauma informed practice, resettlement and transitions and other aspects of working with children.
- Inviting SYJSMB members to meet informally with staff to explain their work.
- Case studies and presentations from children who have experienced the service.
- Use of data to understand the local cohort.
- Regular development days for SYJSMB Members.
- Children and parents attending the SYJSMB to talk about their experience and challenge the SYJSMB.

Overall, the SYJSMB is responsible for ensuring that there are effective multi-agency working arrangements, and sufficient and proportional resources deployed to deliver high quality YJS that meet local needs and statutory requirements. The

SYJSMB is operating with a clear forward plan and provides the service with 'critical friend', challenge and scrutiny. The SYJSMB receives progress reports in relation to financial expenditure and performance at each meeting and is presented with reports on significant national and local youth justice developments likely to affect Youth Justice Service performance and service delivery. Additionally, reports on all other aspects of Youth Justice Service work are provided to the SYJSMB under the structured cyclical arrangement to support oversight function.

Whilst the SYJSMB received an Outstanding inspection rating from HMIP (2022), we remain ambitious to develop and innovate further and this is driven further by the new HMIP inspection framework. As a YJS we will continue to utilise a Child First and identity focussed approach, which will in turn reduce the likelihood of further victims. We will continue to develop our practice and the service's offered to victims of offending by children open to our service, promoting restorative approaches.

Links with Other Strategic or Stakeholder Groups

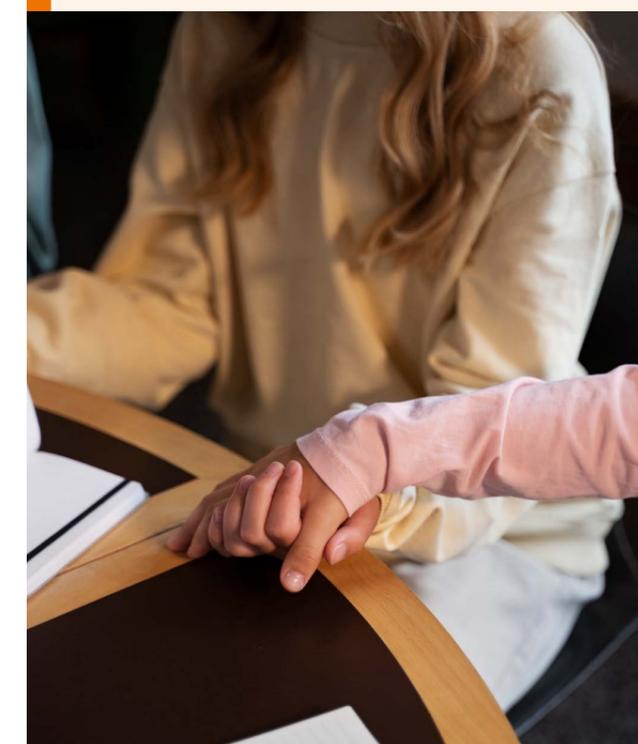
The YJS has the following strategic and operational links within both boroughs (Swindon and Wiltshire) that enable us to deliver effective YJS's which contribute to wider strategic priorities:

- Swindon Safeguarding Partnership (SSP) and associated sub groups.
- Children's Services Corporate Parenting Board.
- PREVENT Board (Counter-Terrorist Response)
- Swindon Community Safety Partnership (CSP).
- Multi-agency Public Protection Arrangements group (MAPPA), Multi-agency Risk Assessment Conference group (MARAC), Multi-Agency Tasking and Co-ordination group (MATAC).
- Wiltshire Liaison and Diversion partnership.
- Integrated Care Board (ICB).
- Wiltshire Criminal Justice Board (WCJB).
- Reducing Re-offending Board.
- The Police and Crime Plan 2022 - 2025.
- Pan Wiltshire Serious Violence Duty Steering Group.

Links with Voluntary, Community, Faith and Social Enterprise Sector (VCFSE)

In 2024 - 2025, the YJS has continued to work hard to develop its community presence and has developed deeper partnerships with VCFSE organisations. The year has seen the YJS support in the delivery of two grant funded programmes of work that aim to target serious youth violence and exploitation. The YJS have engaged with VCFSE organisations to develop commissioned projects for children aimed at targeting serious youth violence.

We aspire to develop further community-based projects in 2025 which will support with community cohesion and identity development. The YJS and partnership is strategically well placed to influence and deliver the local children's and crime reduction priorities and work effectively with partners to meet the needs and gaps in services for children at risk of offending.



SYJSMB members participated in governance and strategic priority discussions and challenge at our April 2025 Away Day, led by our Chair and Service Manager that focussed on the following objectives:

- Embedding Child First Practice across the partnership and the impact that the child first and identity focussed practice model has had for children open to the YJS.
- Understanding our local data, performance and needs of the cohort
- Hearing the voice of children and parents
- Developing our strategic priorities for the duration of this plan.

The SYJSMB continues to develop, embed and promote its shared vision across the partnership to deliver and promote Child First Practice. Creating a positive and encouraging environment for children and families that fosters growth and confidence. SYJSMB members continue to be invited to workforce development sessions and training sessions alongside YJS team members, sharing details of the service and practice model amongst our partner agencies staff and teams. SYJSMB members have engaged in away days to develop the partnership, ensure good governance and our strategic priorities for the plan ahead. The 2025 - 2026 Workforce Development Strategy will include a section on SYJSMB induction, development and training.

Swindon's Youth Justice Service Management Board Members

Children's Early Help	Head of Service – Early Intervention, Youth and Community
Children's Services	Corporate Director of People
Community Safety and Housing	Director of Housing
Courts	Chair of the Youth Bench
Education	Head of Service – Quality of Education
Health	Designated Nurse for Children Looked After
Horizon	Victim and Witness Care Service Manager
Housing	Director of Housing
Integrated Adolescence Service	Service Manager
National Probation Service	Head of Probation Delivery Unit Swindon and Wiltshire
Office of Police and Crime Commissioner	Strategic Lead - Community Safety and Youth
Police	Neighbourhood Harm Reduction Lead
Prevention and Communities	Corporate Director of Prevention and Communities
Public Health	Public Health Consultant
Safeguarding and Community Safety Partnership	Strategic Community Safety Partnership Manager
Special Educational Needs and Disabilities	Service Manager
Guests	Regular attendance by the YJS team, multi-agency partners, children and parents

Update on the Previous Year 2024 – 2025

Progress on Priorities

Within the last year we have achieved the following outputs and outcomes:

- We have continued to embed Child First and identity focussed practice across all partners and increase the number of children from the YJS engaging in Activities, Interactions and Roles that support Identity Development.
- Seen an increase in innovative approaches and developments to desistance via our evidence-based model of child first and identity focussed practice and seen clear signs of the positive impact of participation on our first-time entrant figures, Serious Youth Violence, re-offending and youth detention.
- We have grown our approach to partnership and collaboration and the partnership have adopted the YJS participation strategy, driving participation and collaboration activity for children at risk of offending.
- We have improved children's physical and mental health and well-being through improved community cohesion and safety and have seen a reduction in the number of children ending their YJS intervention with emotional or mental well-being issues.

- We have increased our levels of engagement and support at teachable, reachable moments and point of arrest which is supported by an increase in pre-court diversionary outcomes, specifically focussing on bespoke prevention and diversion for girls in the Youth Justice system.

This Work has seen the Following Outcomes:

- Our First Time Entrant (FTE) rates remaining below the regional and national average of FTE's.
- Further improvement in our re-offending and offences per child rates.
- A reduction in the number of children ending their YJS intervention with emotional or mental well-being issues or substance misuse issues.

Against our Strategic Priorities the Board has Given the Following Red, Amber and Green (RAG) ratings:

Developing a Centre of Excellence for Child First and Identity Development Practices

Key Outputs – In 2024 - 2025, we will

- Continue to drive the dedicated, partnership action plan focussed on becoming a centre of excellence for child first practice and progress towards delivery from the Lyndhurst Centre (The Base) in 2025.
- Enhance the Service offer to ensure Child First approaches are embedded across the operational partnership.
- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.
- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.
- Work towards the Lyndhurst Centre becoming a centre of excellence for child first practices, offering a wider youth provision for children attending the YJS.
- Lead the development of the wider youth offer and ensure children in YJS are able to engage with this.

Key outcomes - In 2024 - 2025, we want to see:

- **Develop and sign off on a delivery plan for the Base as a Centre of Excellence for Child First Practice**
- **Continue to embed Child First and identity focussed practice across the practice of all partners.**
- **Increase the numbers of children from the YJS engaging in activities, interactions and roles that support identity development, with the YJS aiming to evidence this with 100% of children open to the service.**
- **Fully embed the Integrated Adolescent Service (IAS) offer in Swindon, with Child First and identity development central to the practice model**
- **Increase the numbers of children employed across the partnership, with a target of 10 children over the next year. Including reviewing the plan from 2023/24 to implement the Skills Mill Project in Swindon.**

Progress RAG rating – **Amber**

Increasing Participation and Collaboration with a Focus on our Practice Model Identity Development.

Key Outputs – In 2024 - 2025, we will

- Ensure the participation forum led by Children’s Services continues to drive improvements in participatory activity across the partnership-including partners completing the participation self-assessment tool.
- Develop and launch a dedicated YJS participation strategy that will drive participation and collaboration across the criminal justice partnership for children.
- Continue to challenge SYJSMB members on ensuring participation is a priority for the partnership.
- Ensure child, parent and peer advocate attendance and representation at our SYJSMB.
- Further work to establish a deeper understanding of participation as an evidence-based intervention focussed on identity development.
- Further development of our Youth Board with the support of our peer advocates programme. Growing the number of peer advocates working for the service.
- Further development of our parent’s participation forum - ‘The Village Circle’ with increased numbers of parents attending.
- Increase the genuine opportunities for future development that children in the YJS can access through participation, including paid roles within the Council and wider partnership, social enterprise opportunities, community engagement and peer mentoring.
- Continue to learn from Inspections and national best practice.

Key outcomes - In 2024 - 2025, we want to see:

- **The partnership to adopt the YJS participation strategy and drive participation and collaboration activity for children at risk of offending**
- **An increase in the number of children and families actively participating in Youth Justice Service design, scrutiny and desistance focussed interventions.**
- **Recruitment of three further children/ young people as YJS peer advocates from children and young people with lived experience of children’s services**
- **Clear signs of the positive impact of participation on re-offending, youth detention and disproportionality rates.**

Progress RAG rating – **Amber**

Reducing First Time Entrants

Key Outputs – In 2024 - 2025, we will

- Ensure pace and energy is maintained in the FTE sub group to improve outcomes further across the strategic partnership.
- Where children have been listed for court and are first time entrants, a collaborative approach will continue to be used to prevent children from becoming first time entrants through diversion to the Youth Restorative Intervention Panel (YRIP).
- Develop a clear exit plan from the Turnaround Project and consider how YJS can support to engage children in diversion interventions at teachable, reachable moments.
- Specifically target motoring offences and children who provide no comment in police interviews for Out Of Court diversion, including the use of Outcome 22.
- Continue to enhance and develop the Out Of Court Disposal (OOC) scrutiny panel to challenge the partnership on decision making for children who become first time entrants, with a particular focus on Black, Asian or minority ethnic children and other vulnerable groups, including children looked after and care leavers. Considering how the child's voice can become part of the scrutiny process
- Continue to enhance the OOC intervention offer to ensure it is evidence based and focussed on identity development.

Key outcomes - In 2024 - 2025, we want to see:

- **FTE rates to reduce further and be sustained.**
- **Increased engagement at 'teachable, reachable moments' and point of arrest.**
- **An increase in pre- Youth Restorative Intervention (YRI) and YRI diversionary outcomes and detached youth work interventions. Specifically focusing on bespoke prevention and diversion for girls in the criminal justice system.**

Progress RAG rating – **Amber**

Reducing Reoffending Rates and Offences Per Child who Reoffends.

Key Outputs – In 2024 - 2025, we will

- Ensure that The Office of the Police and Crime Commissioner (OPCC) led Criminal Justice Partnership Reducing Re-Offending Board (RRO Board) continues to develop a greater focus on children's offending and re-offending and further action is sustained to support the SYJSMB activity.
- Continue to challenge SYJSMB members on the partnership contribution to addressing offending behaviour and desistance - proactively targeting issues of trauma, abuse and neglect via our trauma champions and the development of the Enhanced Case Management Model Approach.
- Sustain and develop further evidence-based models of practice that build upon our restorative approaches, including whole family approaches to desistance, trauma informed approaches to assessment, intervention and risk management and interventions focussed on identity development.
- Conduct and complete a self-assessment of Standard Three: In the Community (Court Disposals), with a specific focus on child first practice and the needs of victims

Key outcomes - In 2024 - 2025, we want to see:

- **A reduction of binary re-offending rates-across our live tracker cohort.**
- **Sustained low re-offences per re-offender.**
- **Increase in innovative approaches and developments to desistance via evidence-based models of practice - child first and identity focussed.**
- **Reductions in cohort size and a continued shift to more children in the pre-court cohort as opposed to the post court cohort.**
- **Increased numbers of children and victims engaging in restorative interventions and approaches.**

Progress RAG rating – **Amber**

Reducing the use of Custody – Including Police Custody and the use of Custodial Remands

Key Outputs – In 2024 - 2025, we will

- Ensure that the OPCC led Criminal Justice Partnership Reducing Re-Offending Board (RRO Board) develops a greater focus on children’s offending and risk of custody and further action is sustained to support the SYJSMB activity. This will include cross cutting themes with the Violence Reduction and serious violence duty sub groups.
- Continue to challenge Board members on the partnership contribution to addressing risk of youth detention: proactively targeting children’s social care, contextual safeguarding, education and the post 16 offer.
- Establish evidence-based models of practice that build upon the family safeguarding approach, including: constructive resettlement, identity development and trauma informed practice.
- Enhance our offer to prevent the unnecessary remand of children to youth detention where they can be managed safely in the community. Including the development of improved bail supervision and support and bail with Intensive Supervision and Surveillance (ISS) offers and improved placement sufficiency for Remands to the Care of the Local Authority.
- Ensure disproportionality for children subject to youth detention is proactively monitored and challenged.
- Embed the children in police custody monitoring and scrutiny panel.

Key outcomes - In 2024 - 2025, we want to see:

- **A reduction in the rates of youth detention-remand and sentence to bring the YJS back in line or below regional and national rates.**
- **Reduction in disproportionality within this cohort.**
- **Improved outcomes relating to resettlement, transitions and children kept overnight in local police custody. Including the development of a Police and Criminal Evidence Act 1984 (PACE) bed for children remanded in police custody overnight.**

Progress RAG rating – **Amber**

Reducing Youth Violence - Driving the Work of the Pan-Wiltshire Serious Violence Duty Strategy

Key Outputs – In 2024 - 2025, we will

- Ensure that the CSP Led Violence Reduction forum and the pan-Wiltshire serious violence duty steering group continue to drive forward activity to target and address the root causes of serious violence. This will be aligned to the Serious Violence Duty and Key Performance Indicators
- Enhance preventative and early interventions in respect of youth violence and exploitation. Developing detached youth work and community-based interventions.
- Continue to utilise the YJB Serious Youth Violence tool to monitor performance data and challenge the partnership accordingly.
- YJS enhance and develop contextual safeguarding responses in partnership with the Swindon Safeguarding Partnership and Children’s Services, including the development and embedding of an Integrated Adolescent Service in Swindon.
- Ensure the Focussed Deterrence model is embedded in practice for children and communities in Swindon.
- Increase the engagement of non-traditional partners in relation to the Focussed Deterrence model and community led solutions to serious youth violence across Swindon.
- YJS Managers to attend the Swindon Tactical Gang meetings.
- Engagement with partners where appropriate in support of Clear, Hold, Build.

Key outcomes - In 2024 - 2025, we want to see:

- **Focussed Deterrence will become an operational reality, and we will see a reduction in Serious Violence across Swindon.**
- **Increase the number of community and non-traditional partnerships addressing youth safety.**
- **Increase the participation of children, young people and communities in developing the solutions to enhance youth safety.**
- **Reduce the number of children and young adults who are victims of violence.**
- **Increase the number of residents who report feeling safe in their communities.**
- **Reduce the number of children entering or remaining in the criminal justice system by improving diversionary activity and activities focussed on identity development.**
- **Increase the number of children and young adults who achieve in education, training and employment.**
- **Improve children’s physical and mental health and wellbeing through improved community cohesion and safety.**
- **Tackle and disrupt the criminal gangs who make money from exploiting children.**

Progress RAG rating – **Amber**

Reducing Disproportionality with a Continued Focus on Children from Black and Mixed Ethnicity Backgrounds

Key Outputs – In 2024 - 2025, we will

- Ensure that the YJS disproportionality action plan and Youth Endowment Fund race equity plan is taken forward to challenge and improve practice relating to disproportionality and equality.
- Continue to challenge SYJSMB members on ensuring that tackling disproportionality remains a cross cutting theme for the strategic partnership.
- Establish and embed the Youth Justice Board disproportionality toolkit to proactively monitor and scrutinise the data and areas where partnership responses can have a positive impact on disproportionality.

Key outcomes - In 2024 - 2025, we want to see:

- **Disproportionality within the Youth Justice cohort to reduce and progress towards aligning with the local demographic and population. With a particular focus on children from black and mixed ethnicity backgrounds.**
- **Disproportionality to remain a shared priority across the partnership and wider local authority response.**
- **Increased engagement and participation of Black, Asian or minority ethnic children and families via our peer advocates, youth board and parents' forums (Village Circle).**
- **Increased engagement with voluntary and third sector organisations who specifically work with Black, Asian or minority ethnic communities.**

Progress RAG rating – **Amber**

Supporting Victims of Youth Crime.

Key Outputs – In 2024 - 2025, we will

- Ensure that the correlation between victim and offender is understood across the partnership and that children are seen as being 'at risk', rather than 'a risk'.
- Ensure that there is a consistent and robust offer for all victims of youth crime across Swindon.
- Drive and prioritise restorative approaches that meet the needs of victims, support children's identity development and divert children from stigma.
- Ensure victim safety is prioritised across risk and decision-making forums for children.
- Developing our reachable moments at hospital through Community partnership to strengthen opportunities for long term support and reductions in re-offending.

Key outcomes - In 2024 - 2025, we want to see:

- **A reduction in victims of youth crime.**
- **A reduction in children becoming victims of crime.**
- **Improved risk and safety planning for victims of youth crime.**
- **Increased numbers of victims engaging in direct reparation and restorative interventions.**
- **Enhanced partnership working and an increased number of victims receiving support tailored to their needs at the earliest opportunity.**

Progress RAG rating – **Amber**

Improving Emotional and Mental Health, and Wellbeing

Key Outputs – In 2024 - 2025, we will

- Continue to challenge SYJSMB members on ensuring emotional and mental health and wellbeing is a cross cutting theme for the partnership.
- Ensure a trauma informed workforce is in place and having a direct impact on outcomes, including the development of the Enhanced Case Management model in Swindon-Sentence Planning, Forensic Child and Adolescent Mental Health Services (FCAMHS) and Trauma leads.
- Enhance preventative and early interventions in respect of emotional and mental health and wellbeing.
- Sustain and develop the Children and Adolescent Mental Health Services (CAMHS) and FCAMHS offers in Swindon YJS.

Key outcomes - In 2024 - 2025, we want to see:

- **A reduction in the number of children ending criminal justice outcomes with emotional or mental wellbeing issues.**
- **An improved and coordinated approach to emotional and mental health and wellbeing.**
- **An increase in children being supported by an FCAMHS case formulation at sentence planning and/or engaging with the YJS CAMHS worker.**
- **A reduction in the number of children ending criminal justice outcomes with substance misuse issues.**

Progress RAG rating – **Green**

Reducing the Number of Children who are Not in Education, Employment and Training

Key Outputs – In 2024 - 2025, we will

- Develop a further partnership group (via the education ecosystem) to support and drive the priority action plan for children in the YJS with regard to ETE and Not in Education, Employment or Training (NEET).
- Develop bespoke pathways and services to support the education, training and employment needs of children in the Youth Justice system in Swindon. Including the potential development of a Swindon Skills Mill Programme.

Key outcomes - In 2024 - 2025, we want to see:

- **A reduction in the number of children ending criminal justice outcomes not in education, training or employment.**
- **A reduction in exclusions.**
- **Increase in children who are in ETE, having a direct impact on re-offending rates.**

Progress RAG rating – **Red**

Performance Over the Previous Year 2024 – 2025. Total Number of Outcomes / Disposals Received by Children 2024 – 2025

Outcome 22's	56
Youth Caution	0
Youth Conditional Caution	1
Total number of Pre Court Outcomes	57
Compensation Order	1
Fine	12
Conditional Discharge	2
Reparation Order	0
Referral Order	17
Youth Rehabilitation Order	10
Detention and Training Order	2
Section 250	1
Section 259	0
Total number of Post Court Outcomes	45

Breakdown of Outcomes:

Comparative to last year (2023 - 2024), the YJS cohort increased by 10% (9) from 93 to 102. The number of children who received an Out of Court Disposal (OCD) in 2024 - 2025 continues to exceed the number of children receiving a statutory court outcome, with 56% (57) of disposals being in the out of court arena. This evidences the success of the YRI diversionary pathway. 98% of the Out of Court disposals were the non-statutory disposal of Outcome 22 meaning that children do not have a criminal record or become first time entrants to the Criminal Justice System.

The most common court disposal (37%) continues to be a Referral Order, used for first time entrants

into the criminal justice system. This is a significant reduction from last year's figure of 62%. The reduction is linked to the increase in Fines which account for 27% of court disposals. This disposal outcome results in the child having no formal assessment, intervention or support from the YJS. 100% of the fines were issued for motoring offences. In response, we are working as a partnership to re-design disposal options for low level motoring offences to ensure that children receive diversionary outcomes supported through tailored planning and intervention.

Swindon YJS have seen a significant decrease in the use of custody across 2024 - 2025, with the number of children dropping by 50%, which equates to a 3% decrease in comparison to the entire cohort.

Offences by type	COURT	OOCD	Total
Arson	1	0	1
Breach of Order	0	0	0
Criminal Damage	12	8	20
Drugs	16	9	25
Domestic Burglary	3	1	4
Non Domestic Burglary	0	0	0
Motoring Offences	23	0	23
Public Order	0	8	8
Racially Aggravated	0	0	0
Robbery	2	0	2
Fraud and Forgery	1	3	4
Other	0	2	2
Sexual Offences	13	3	16
Theft and Handling Stolen Goods	3	1	4
Vehicle Theft / Unauthorised Taking	1	0	1
Violence Against the Person	33	41	74
Total number of Post Court Outcomes	108	76	184

Breakdown of Outcomes:

There has been an increase of 29% (39) of recorded offences from 2024 - 2025, from 143 to 184. Violence against the person continues to be the most prevalent offence category with it accounting for 40%. Despite its continued prevalence, violence against the person offences have dropped by 12% in comparison to the previous year.

Drug offences represent 14% of all offences committed in comparison to 6% last year. 44% of these offences are linked to higher classification drugs and give rise to wider concerns about exploitation and contextual safeguarding as well

as concerns linked to serious youth violence. Of the 74 Violence against the person offences, 45% of offences were given an OOCD, while 55% were given Court Orders. 8% (14) of the violence had a gravity matrix score of higher than 5 and were deemed serious youth violence.

This is a reduction from last year's figure of 13% (18). Despite this marked reduction, tackling serious youth violence remains a priority action on this year's strategic plan. There has been an increase in sexual offences, with a 45% (4) rise in outcomes in this category in comparison to last year; however, a total of 13 (81%) sexual offences were committed by 2 children.

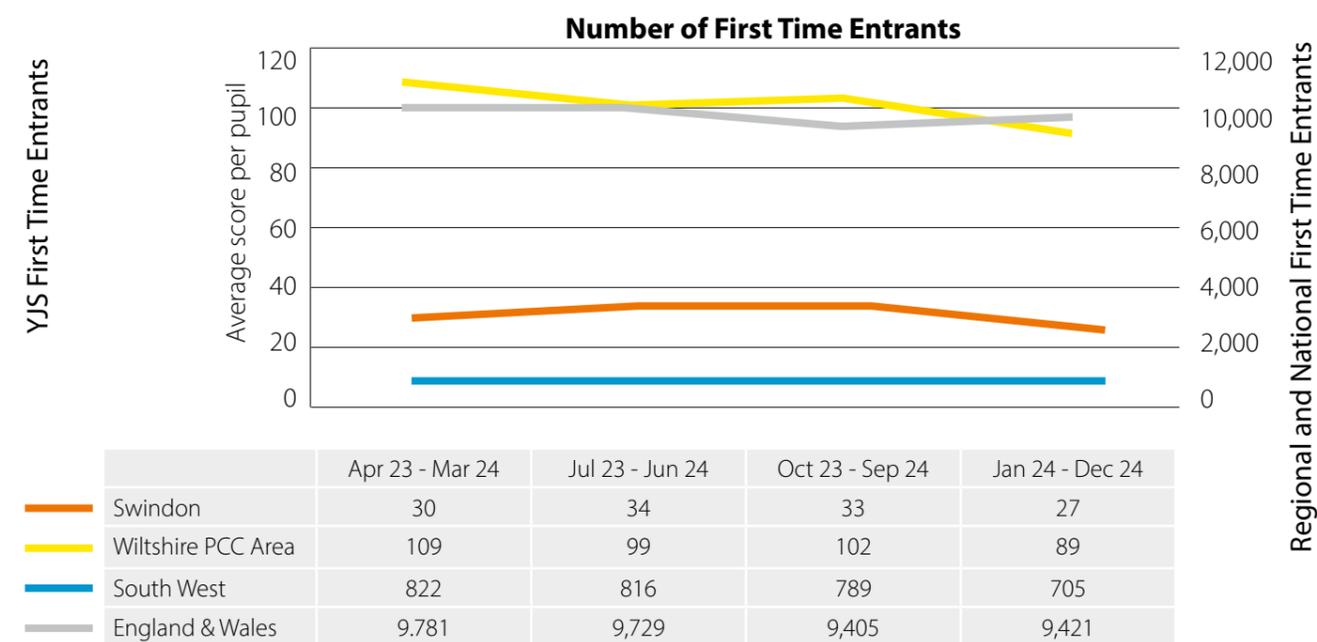
Characteristics of Children Subject to Youth Justice Interventions in 2023/24

Total Number of Applicable Children in the 2024 - 2025 Cohort	51
Substance Misuse Concerns	28
Mental Health Concerns	24
Identified SEND / ALN Need	14
Child not in Employment, Education or Training (NEET)	23
Speech, Language and Neurodisability Concerns	28
Physical Health / Disability Concerns	5
Child in Need	19
Children We Care For (CWCF)	8
Child Protection Plan	3

The table above demonstrates that from the cohort of 80 different children worked with in 2024 - 2025, 51 (63%) of the children had at least one of the identified characteristics detailed above. We continue to work with a complex cohort of children, who are likely to have experienced abuse, trauma and neglect within their care histories.

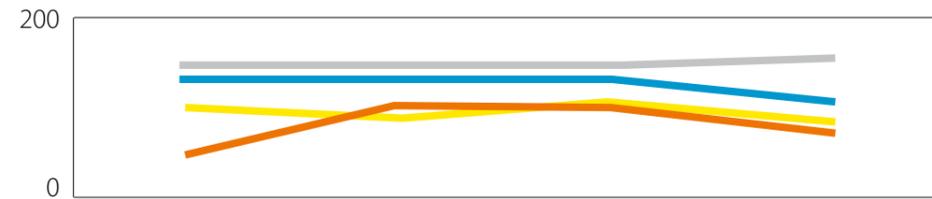
Interventions to support sustained outcomes need to focus on repairing harm through relationships and positive identity development. Ensuring that activities, interactions and roles to promote positive identity development are included in each child's intervention plan continues to be a focus for the service and it remains a partnership aspiration for the YJS to become a Child First Centre of Excellence.

Swindon's Youth Justice Service Performance



The data for the indicator comes from the case level data in Child View and is published by the MoJ. The data is shown in rolling full years for the twelve-month period to March, June, September and December each year.

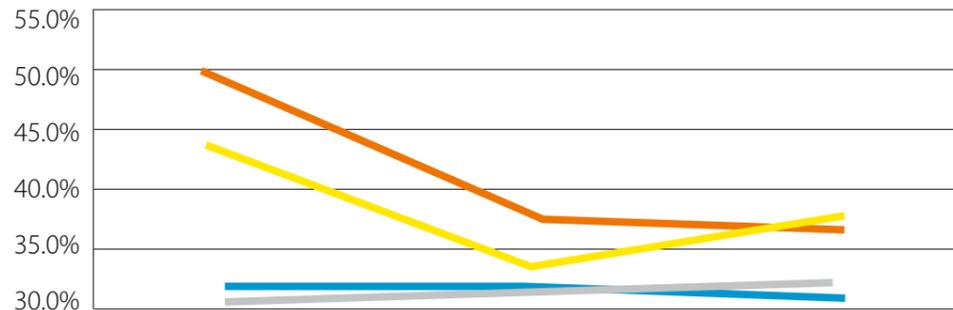
Rate of FTEs per 100,000 10-17 year olds



	Apr 23 - Mar 24	Jul 23 - Jun 24	Oct 23 - Sep 24	Jan 24 - Dec 24
Swindon	123	139	135	111
Wiltshire PCC Area	156	155	150	134
South West	147	134	138	120
England & Wales	166	165	160	160

Swindon YJS has consistently remained below the Regional and National rate of First Time Entrants (FTE). While not shown on the graph, this trend also held true in the two early reporting periods (October 2022-December 2023), demonstrating a sustained pattern of effective diversion from the statutory criminal justice system. Local data shows that at the end of 2024 - 2025 there were 29 FTE's in comparison to 2023 - 2024 when there were 27 FTE's. Early analysis of this increase highlights that this is closely linked to Fines and motoring offences. We are focussing on enhancing our approach to this through developing a diversionary pathway for motoring offences, through tailored planning and intervention. Reducing First Time Entrants remains a priority area for us to proactively target in 2025 – 2026.

Reducing Reoffending

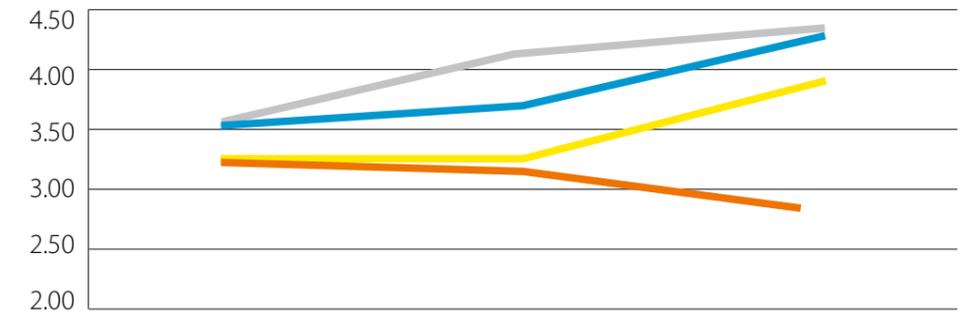


	Apr 20 - Mar 21	Apr 21 - Mar 22	Apr 22 - Mar 23
Swindon	49.4%	37.5%	36.8%
Wiltshire PCC Area	32.3%	32.6%	31.3%
South West	44.1%	34.2%	37.5%
England & Wales	31.3%	32.3%	32.5%

The Binary re-offending rate for April 2022 – March 2023 indicates a further decrease in re-offending of 0.7%, with a total reduction of 12.6% since April 2020 – March 2021. This reduction, has resulted in Swindon YJS rate sitting below the rate of the PCC area, highlighting the positive impact of localised approaches and the potential effectiveness of our diversionary and support-led interventions. Despite the reduction, Swindon YJS still sits above both the Southwest regional average and the national average for reoffending, highlighting the need for this to remain an area of specific focus for the partnership over the next year of the strategic plan.

We have seen a slight percentage increase in our projected live tracker reoffending rate from 2022 - 2023 from 12% (6) to 15% (6) in the 2023 - 2024 cohort. However, this percentage figure is based on post court cohort size and further scrutiny evidences that the same number of children went on to re-offend in 2023 - 2024 as they did in 2022 - 2023. This continues to provide a positive indication that our model of practice is having an impact on outcomes for children at risk of offending. However, we know there is more work to do and this remains an area of specific focus for the partnership over the next year of the strategic plan.

Re-Offences Per Child who Re-offend



	Apr 20 - Mar 21	Apr 21 - Mar 22	Apr 22 - Mar 23
Swindon	3.33	3.21	2.90
Wiltshire PCC Area	3.49	3.72	4.33
South West	3.35	3.28	4.04
England & Wales	3.53	4.08	4.36

Re-offences per child who reoffends frequency rate: the average number of re-offences per child who re-offends, based on aggregated annual cohorts of children. This shows a further reduction for the most recent period by 0.31 and Swindon continues to sit below regional and national averages. It is noted that Swindon has seen a further reduction whilst Wiltshire, the South West and England and Wales have seen an increase in their number of re-offences per child who reoffends.

- **Staffing capacity.** Capacity to ensure the needs of children are met via sustained, trusting relationships.
- **Loss of Data.** Issues related to internet. Child View Information Technology Case Management System causes data loss or interruption to services.
- **National offences** such as riots/ major custody incident involving multiple children in police custody and courts.
- **Replacement of or upgrade to Management data base.**

Risks and Issues

Within the last 12 months, we have faced the challenges of an ongoing efficiency agenda at national and local levels, changes within the local partnership landscape (health, police and probation), as well as an ongoing improvement journey within Children's Services following their Ofsted Inspection of Local Authority Children's Services (ILACS) inspection in 2023. The SYJSP receive regular updates regarding risk via a risk register which covers and reports on the following areas:

Operational

- **Dangerous or serious incident committed by a child known to the YJS, including violent extremism or other high interest offence, causes media and political interest.**

Performance and Standards

- **Fail to achieve improved outcomes against KPIs.**
- **Increase in FTEs.**
- **Increase in re-offending.**
- **Increase in Custody.**
- **Connectivity and missing documents.** When children are remanded or sentenced to custody - an assessment of their risk of harm to themselves or others is made at court and must immediately follow the child into the secure estate.

Funding

- Funding uncertainty beyond the next 12 months. SBC and partnership financial pressures.
- Remand costs are met by the Local Authority.
- Small numbers remanded for a group offence or one child for a serious offence can have significant financial implication for the Local Authority.

Partnerships

- Statutory partners unable to maintain support or resources as staff secondments or postings end or staff leave.
- Partnership redesigns impact on YJS core service and early interventions.

Reputation

- Serious Violence
- Data loss/ access due to deception or staff misdemeanour.

Buildings and Infrastructure

- Health & Safety issues adversely affecting staff.

In addition to the above risks, the SYJSP remains concerned about the longer-term impact of the cost of living crisis faced by children and families in Swindon.

The impact is currently unknown in terms of future pressures or costs as a direct or indirect consequence across the partnership, for example the emerging increase in anxiety and emotional or mental health difficulties as a result; impact on Education, Training and Employment opportunities; digital divide and isolation. These unknown pressures may lead to a reduction across partnership funds and resources.

Overall, we have managed the associated risks effectively, remaining resilient, mitigating against any detrimental impact on the delivery and quality of the Youth Justice Service. This is a testament of our continued robust service offer and improved outcomes for children and families in 2024 - 2025.



Plan for the Forthcoming Year 2025-2026

Child First

Context for Child First and YJS Age Range

Age at time of sentence/disposal	Swindon children with substantive outcomes 24/25 (46)	Swindon children with non- substantive outcomes 24/25 (56)	Total
11 years old	0 (0%)	3 (5%)	3 (3%)
12 years old	0 (0%)	3 (5%)	3 (3%)
13 years old	0 (0%)	8 (14%)	8 (8%)
14 years old	4 (9%)	6 (12%)	10 (10%)
15 years old	8 (17%)	13 (23%)	21 (21%)
16 years old	12 (26%)	8 (14%)	20 (20%)
17 years old	21 (46%)	14 (25%)	35 (34%)
18 years old	1 (2%)	1 (2%)	2 (1%)

The YJS cohort is mainly male children aged 15-17, which is a continuation of trend from last year. The most common age group in both the pre and post court space is 17 years old. While the overall cohort size increased in 2024 - 2025 by 10% compared to the previous year, the number of 16 and 17 year olds becoming open to the YJS has increased by 25% (11). This increase evidences that diversionary approaches are being applied more confidently and consistently across all age groups. The SYJSP continue to promote diversionary pathways with children of all ages benefiting from interventions at reachable, teachable moments, with the aim of diverting children from further behaviour of concern and from contact with the formal criminal justice system.

Swindon YJS - A Centre of Excellence for Child First Practice

In 2021, Swindon YJS set itself the challenge to ensure the tenants of child first practice informed everything the service did to support children at risk of offending. In 2022, our progress was recognised within our local and national data relating to outcomes for children and victims and in our Outstanding HMIP inspection. During 2023 - 2025, we have aimed to take this vision further and have focussed hard on practice and interventions that align to the evidence base and support children to develop a pro-social identity.

Our ambition to become a Centre of Excellence for Child First practice remains and this has progressed in 2024 - 2025, with progress on our model of practice and offer. The purpose-built centre for children (The Base) opened in Swindon in Marc 2025, providing a bookable space for the YJS to support children and work with them supporting identity development through positive activities, interactions and roles. The Base, will become a facility of Excellence for Child First practice and we intend to work collaboratively across the partnership to show case Child First practice and excellence, no matter the location that we are working from.

The “Child First” approach in youth justice prioritises the well-being and best interests of children, and its core principles can be remembered using the acronym ABCD: As children, Building a pro-social identity, Collaborate, and Divert. This framework is used to ensure children are seen and treated as individuals, and that their needs are met throughout the justice system.

Strategic Priority

Becoming a Service that is Recognised as a Centre of Excellence for Child First and Identity Development Practices

Key Outputs - In 2025 - 2026, we will:

- Continue to drive our dedicated, partnership action plan focussed on becoming recognised as an organisation as a centre of excellence for Child First Practice.

As Children

- Using our Child First action plan, we will continue to enhance the Service offer to ensure Child First approaches are embedded across the operational partnership.
- Challenge themes of adultification across the partnership to ensure children are seen as ‘at risk’ as opposed to ‘a risk’
- Better support children who have been identified as victims of crime.

Build Pro-Social Identity

- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.

- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.

Collaborate with Children

- Increase the number of children actively participating across the strategic and operational partnership

Divert from Stigma

- Challenge ourselves to review every aspect of our youth justice system and address practice that stigmatises children and their families

Key Outcomes - In 2025 - 2026, we want to see:

- Partnership utilisation of ‘The Base’ purpose built youth centre, as a centre of Excellence for Child First Practice
- Continue to embed Child First and identity focussed practice across the practice of all partners.
- Increase the numbers of children from the YJS engaging in Activities, Interactions and Roles that support identity development, with the YJS aiming to evidence this with 100% of children open to the service.
- Fully embed the Integrated Adolescent offer in Swindon, with Child First and identity development central to the practice model.
- Increase the numbers of children employed across the partnership.

Participation and collaboration with children remain at the heart of everything we do and continues to be a strategic priority for 2025 - 2026. In Swindon, we see participation and collaborating with children as the primary intervention to support desistance.

The involvement of children and families provides us with an opportunity to implement our practice model of using an identity lens to achieve desistance. We give children and their parents/ carers fresh ‘AIR’ - Activities, Interactions and Roles to support identity shift and have the following strategic priority to ensure the voice of the child is central.

Increasing Participation with a Focus on our Practice Model - Identity Development - This priority is shared with the wider Children’s Services.

Key Outputs - In 2025 - 2026, we will:

- Ensure the participation forum led by Children’s Services continues to drive improvements in participatory activity across the partnership.
- Continue to challenge SYJSMB members on ensuring participation is a cross-cutting theme for the partnership.
- Further work to establish a deeper understanding of participation as an evidence-based intervention focussed on identity development.
- Further development of our youth board with the support of our peer advocates programme.
- Further development of our parent’s participation forum ‘The Village Circle’ with increased numbers of parents attending and increased engagement in outreach work opportunities.
- Continue to learn from Inspections and national best practice.

Key Outcomes:

- An increase in the number of children and families actively participating in Youth Justice Service design, scrutiny and desistance focussed interventions.
- Increasing the YJS pool of peer advocates from children and young people with the lived experience of the Youth Justice Service, Children’s Services and other child support services.

- Clear signs of the positive impact of participation on reoffending, youth detention, disproportionality rates and service development.

In addition, we are also committed to ensuring that parents and/ or children attend every YJS Management Board to ensure their voice is heard and valued. Our participation approach will ensure that children and their families are heard at every point in the youth justice system and their views are analysed and used to inform service design and delivery.

Resources and Services

The Swindon YJS has a complex budget structure comprising of partner agency funding and in-kind contributions. The SYJSMB grant and the Council’s financial contributions are managed within the council’s financial regulations and are subject to stringent control and accountability mechanisms. Alongside this, the YJS budget and spend is also regularly reported to the SYJSMB. We use our grant, partner contributions and available resources to deliver the best possible services for children at risk of offending and victims of youth crime.

Our budget predominately pays for staff to discharge the functions of the YJS in order to drive outcomes for children and young people. This year, we will continue to seek additional in year grant funding in order to fund additional interventions and innovation that will drive our ambitions regarding child first and identity development.

Budget 2025 – 2026	
Agency	Income
Youth Justice Board	£296,083
Local Authority	£328,100
Police and Crime Commissioner	£87,835
Probation	£5000
Health	£17,600
Total	£734,618

Income in- Kind	
1 FTE Police Officer	0.5 FTE Health Nurse
1 FTE Police Youth Justice Worker	0.2 FTE Speech and Language Therapist
0.6 FTE Probation Officer	0.7 FTE Mental Health Practitioner
0.6 FTE Parenting Worker	

In addition to the core budget, the YJS continues to receive in-kind contributions from partners towards the resourcing and delivery of Youth Justice Services. This year, we have seen a further investment from the local authority in line with staffing costs and an increased contribution from the Police and Crime Commissioner.

Remand Budget			
Financial year	Remand Allocation	Remand Outturn	Budget Deficit Year End
2014 – 2015	£49,488.57	£88,748.00	£39,259.43
2015 – 2016	£37,304.47	48,555.00	£11,250.53
2016 – 2017	£22,973.88	£67,297.00	£44,323.12
2017 – 2018	£9,413.00	£138,432.00	£129,019.00
2018 – 2019	£34,887.00	£18,637.00	£16,250.00
2019 – 2020	£37,538.00	£47,019.00	£9,481.00
2020 – 2021	£57,399.00	£209,094.00	£151,695.00
2021 – 2022	£32,423.00	£25,548.00	£6,975.00
2022 – 2023	£41,826.00	£168,587.00	£126,761.00
2023 – 2024	£23,630.00	£443,721.00	£420,091.00

The previous year’s remand budget allocation was £23,630, and spend against it stood at £443,721, which has presented a significant deficit for the Local Authority. The decrease in funding for 2023 - 2024 was based on funding at the time being designed to reflect a reasonable estimate of use multiplying the previous year’s Young Offender Institution (YOI) use (2021 - 2022) and the coming years Youth Offender Institution (YOI) remand sector price (this is being amended this financial year to include remands in all types of youth detention accommodation).

The YJS works closely with partners to always

present a robust credible community package to the court as an alternative to remands to youth detention where the risk to the public and the child can be managed.

Since the introduction of the devolution of the remand budget to the local authorities, the table above illustrates the fluctuation of the remand budget since 2014 alongside the year-on-year budget deficit as a result of this arrangement. The major contributor to the level of spend has been the long duration of the remand period, attributed to the speed of the judicial process. This area of spend is monitored closely with robust operational

management arrangements in place to mitigate unnecessary remands.

The Ministry of Justice (MoJ) remand grant allocation for 2025 - 2026 has not yet been confirmed. However, given the pressure in 2023 - 2024 and 2024 - 2025, it is anticipated this will be higher than the previous two years. There is also likely to be an increase based on the formula for the grant funding changing in this financial year to include all youth detention accommodation rather than just YOI’s.

The YJS budget and resourcing will continue to be a high priority and monitored and scrutinised by the SYJSMB to ensure that we provide an effective and efficient service.

Board Development

The SYJSMB has seen some change in its membership during 2024 - 2025 due to changes in staffing. This is inclusive of the SYJSMB Chair. Swindon YJS are working hard to re-create a consistent membership with a long-term commitment to creating the conditions for child first and identity focussed practice to thrive.

Despite the changes in membership, the SYJSMB continues to push the vision and strategic priorities, ensuring that the YJS is on a continued improvement journey that is aligned with

the wider improvements in Children’s Services. The SYJSMB continues to be driven by the needs of our cohort as identified by our wider performance indicators and local data presented quarterly.

Current SYJSMB members participated in governance and strategic priority discussions and challenge at our April 2025 Away day led by our Chair and Interim Service Manager that focussed on the following objectives:

- **Analysis of the YJS performance data in 2024 - 2025 with discussion of how we can further embed Child First in the YJS, to drive performance and improve outcomes.**
- **Discussion, development and agreement of key priorities for 2025 - 2026**

This year, the SYJSMB will continue to support the service to innovate and develop practice. They will ensure that participation and collaboration remain at the heart of our practice in support of service development in line with Child First Practice. The

SYJSMB will do everything it can to progress with our strategic priorities and support in ensuring that children are supported in their positive identity development through the resources available to develop activities, interactions and roles.

Workforce Development

The YJS will undertake a training needs analysis in 2025 - 2026 with recognition that the last plan was developed in 2022. Although there has been a large amount of training that has taken place within the team and across the wider partnership, there has been both changes in staffing structure and in the HMIP inspection criteria.

In the year 2024 - 2025 we completed the following:

- Restorative practice
- HMIP inspection framework and case recording
- Risk domains, refresher workshop
- Vicarious trauma (Externally provided, by Enhanced Case Management (ECM) psychologist)
- Lets Talk Disproportionality
- Prevention and Diversion Assessment Tool (PDAT) training
- Reflections on Child First Practice in Swindon YJS
- Impact of trauma on language – delivered by speech and language therapist
- PDAT and Case Management System Provider (CACI) training – delivered by YJS data and performance analyst
- Integrated adolescence service development away day.

A refreshed training needs analysis will support front-line case managers to develop their analytical and risk management skills as part of their AssetPlus and Out of Court Assessments. Risk management and contingency plans take a holistic approach involving the child, their parent / carer and the professional network. Staff will be challenged to strengthen child and family planning, ensuring that they are individualised and designed to meet the specific needs of the child, with identified actions and timeframes.

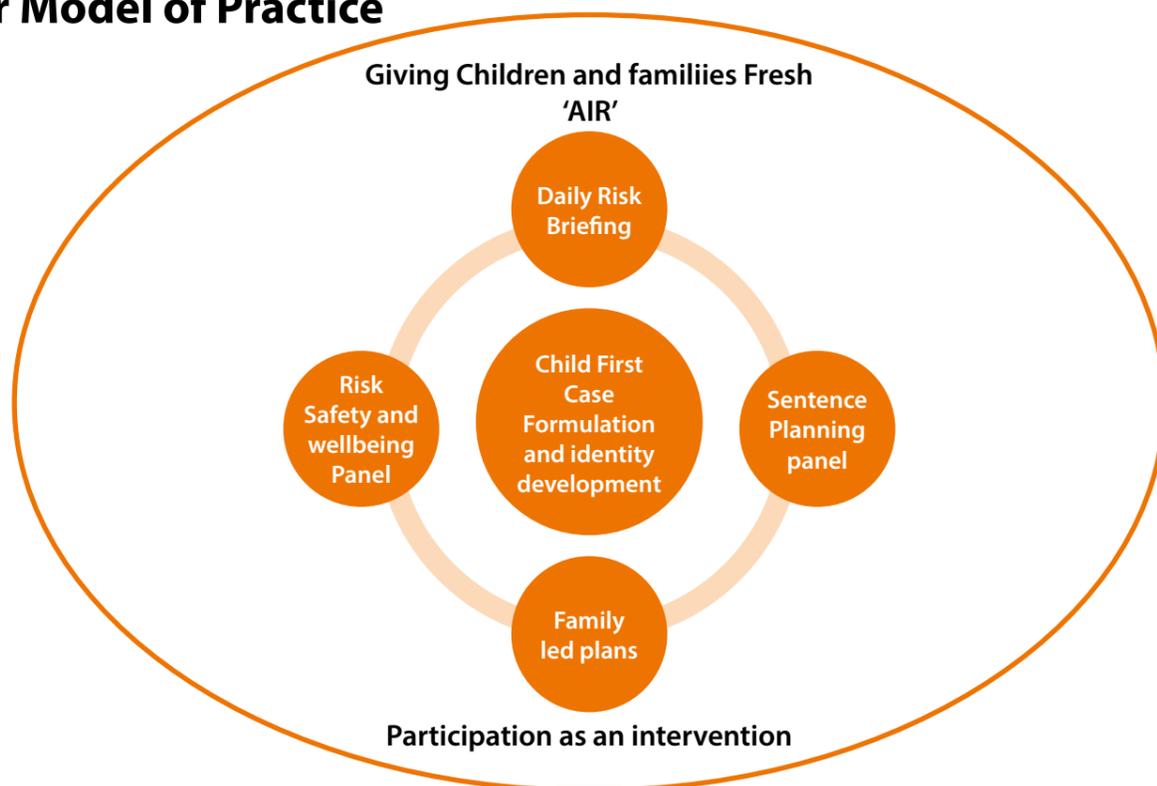
Innovation and supporting child strengths and positive identity development have remained

integral to our workforce development plan. It has seen the YJS link with partner agencies to create new Activities, Interactions and Roles for children inclusive of bespoke group work programmes, activity groups, community art projects, the development of employment opportunities and an emergency services course which provides children with opportunities to learn more about emergency services within the community, developing positive interactions with services and relationship building. Work continues to be completed on linking assessment analysis to plans to help further support our model of identity development.

Evidence Based Practice and Innovation

The YJS continue to work hard in embedding our evidenced based practice model in everything we do. We have established using an Identity Development Lens to Desistance and this combined with case formulation has been mainstreamed across practice as our framework:

Our Model of Practice



We are also committed to Strengths Based, Restorative and Trauma Informed approaches to our practice and plan to continue our ECM Offer, with FCAMHS formulations supporting our work with the most complex and vulnerable children. We also have Youth and Parent led groups to ensure the voice of the child and a restorative approach is taken across everything we do.

In relation to innovation, the YJS is committed to leading Youth Justice Practice. The following areas have been targeted for Innovation in 2025 - 2026:

- Driving forward our dedicated action plan for Swindon YJS becoming a Centre of Excellence for Child First Practice.
- Expand and embed Child First Principles across the

strategic and operational partnerships

- Ensure the victim voice, views and wishes remain a focus in decision making, assessment and planning.
- Strengthening our constructive resettlement model with secure estates including Youth Offender Institution (YOI) Parc, Secure Training Centre (STC) Oakhill and Secure Children's Home (SCH) Vinney Green.
- YJS Peer advocates supporting the YJS and partnership agencies in service development.
- The ongoing delivery of the emergency services collaboration course
- The completion of further community art projects, with links to the Assessment and Qualifications

Alliance (AQA) accreditation and possible exhibitions of work.

- Further develop opportunities to work with partnership agencies
- Further develop education, internship and employment opportunities for children open to the Youth Justice Service.
- Continue to strengthen and build upon YJS children and the peer advocates relationship with the police, inclusive of peer advocates supporting in delivering child first training to police colleagues.
- Ensuring that all children receive AQA unit accreditation and formal recognition for their participation and engagement within the YJS with the aspiration that all children who have contact with the YJS will receive at least one AQA accreditation.
- Further enhancing our youth board, peer advocates and parent led participation groups.

Evaluation

The Youth Justice Service remain committed to the continual evaluation of our work through quality assurance, random monthly audits and targeted thematic audits. Targeted thematic audits are completed with the findings and recommendations shared at the YJS Management Board. The most recent areas of evaluation and audit include:

- Resettlement
- Disproportionality
- Protected Characteristics

With each of the thematic audits completed, areas for improvement and action plans are identified. Action plans are created for both the YJS and the wider partnership and are agreed upon at the SYJSMB meeting where the findings are shared. A forward plan of evaluation and auditing is shared with the YJS Management Board to ensure a consistent approach and agreement with the focussed areas of evaluation. Our planning for audits in 2025 - 2026 include:

- Girls
- Victims
- Standard Three: In the Community Court Disposals
- Introduction of bi-monthly YJS case manager peer on peer quality assurance to contribute to strengthening understanding and good practice across the board

Priorities for 2025 - 2026

Following the YJS Board Away Day in April 2025, the following decisions were made with regards to strategic priorities and planned outputs and outcomes for the 2025 - 2026 strategic plan.

Strategic Priorities Agreed at YJS Management Board Away Day

- Reducing First Time Entrants.
- Reducing re-offending rates and offences per child.
- Reducing the use of custody-including police custody and the use of custodial remands.
- Reducing youth violence.
- Reducing disproportionality with a continued focus on children from global majority backgrounds.
- Supporting victims of Youth Crime.

Cross Cutting Themes and Priorities

- Becoming a service that is recognised as a Centre of Excellence for Child First and Identity Development Practices
- Increasing participation with a focus on our practice model-identity development.
- Improved identification and outcomes for children with speech, language and neuro-disability concerns.
- Reducing the number of children who are not in education, employment or training.
- Maintaining strong referral pathways in health, mental health and substance misuse support.

Outputs and Intended Outcomes for 2025 - 2026

The below outputs and outcomes for 2025 - 2026 will be driven by the overarching priority to deliver and promote Child First Practice, creating a positive, encouraging environment that fosters growth and confidence. We will continue to deliver on our Child First action plan with 6 monthly reviews by the YJS Management Team and Board subgroups.

Reducing First Time Entrants:

Key Outputs - In 2025 - 2026, we will:

- Reinvigorate the Police led FTE subgroup to improve outcomes further across the strategic partnership.
- Embed the Out of Court Disposal scrutiny panel to challenge the partnership on decision making with a particular focus on children from Global Majority Backgrounds and other vulnerable groups, including children looked after and care leavers.
- Continue to enhance the OOCID Intervention offer to ensure it is evidence based and focussed on identity development.
- Ensure partnership working to develop additional diversionary pathways, specifically in the use of OOCID regarding motoring offences.
- Where children have been listed for court and are first time entrants, a collaborative approach will continue to be used to prevent children from becoming first time entrants through diversion to the Out of Court Panel.

Key Outcomes - In 2025 - 2026, we want to see:

- Low FTE rates to be sustained and further reduced. With a focus on diversion of children receiving statutory penalties without YJS support.
- Increased engagement at 'teachable, reachable moments' and point of arrest.
- An increase in pre-YRI and YRI diversionary outcomes.

Reducing Re-offending Rates and Offences Per Child:

Key Outputs - In 2025 - 2026, we will:

- Ensure that the OPCC led Criminal Justice Partnership Reducing Re-Offending Board (RRO Board) develops a greater focus on children's offending and re-offending and further action is sustained to support the SYJSMB activity.
- Challenge SYJSMB members on the partnership contribution to addressing offending behaviour and desistance - proactively targeting issues of trauma, abuse and neglect via our trauma champions ECM Model approach.
- Sustain and develop further evidence-based models of practice that build upon our restorative

approaches, including whole family approaches to desistance, trauma informed approaches to assessment, intervention and risk management and interventions focussed on identity development.

- Develop accredited interventions focussed on identity development with the AQA accreditation scheme.

Key Outcomes - In 2025 - 2026, we want to see:

- Continued reduction and sustained low binary reoffending rates-across our live tracker cohort.
- Sustained low re-offences per reoffender.
- Increase in innovative approaches and developments to desistance via evidence-based models of practice.
- Reductions in cohort size and a continued shift to more children in the pre-court cohort as opposed to the post court cohort.
- Increased numbers of children and victims engaging in restorative interventions and approaches.

Reducing the use of Custody Including Police Custody and the use of Custodial Remands.

Key Outputs - In 2025 - 2026, we will:

- Ensure that the OPCC led Criminal Justice Partnership Reducing Re-Offending Board (RRO Board) develops a greater focus on children's offending and risk of custody and further action is sustained to support the SYJSMB activity. This will include cross cutting themes with the Early Intervention and Violence Reduction subgroup.
- Continue to challenge SYJSMB members on the partnership contribution to addressing risk of youth detention: proactively targeting children's social care, contextual safeguarding, education and the post 16 offer.
- Establish evidence-based models of practice that build upon the family safeguarding approach, including constructive resettlement, identity development and trauma informed practice.
- Working with our linked secure estates to develop Release on Temporary License (ROTL) provisions that are both local to the establishment and within the child's local community.
- Enhance partnership offers to prevent the unnecessary remand of children to youth

detention where they can be managed safely in the community. Including the development of improved intensive bail supervision and support packages and improved placement sufficiency and suitability for Remands into the Care of the Local Authority.

- Ensure disproportionality for children subject to youth detention is proactively monitored and challenged.
- Continue to scrutinise overnight police remands of children through the Wiltshire and Swindon custody panel.

Key Outcomes - In 2025 - 2026, we want to see:

- A further reduction in the rates of youth detention remand and sentence in line with regional and national rates.
- A clear accommodation recommendation outlined in the Swindon Borough Council Accommodation Strategy where Remand to Local Authority Accommodation is being considered by the Courts.
- Reduction in disproportionality within this cohort.
- Improved outcomes relating to resettlement, transitions and children kept overnight in local police custody.

Reducing Youth Violence Driving the Pan Wiltshire Serious Violence Duty Strategy.

Key Outputs - In 2025 - 2026, we want to see:

- Enhance preventative and early interventions in respect of youth violence and exploitation.
- Continue to utilise the YJB Serious Youth Violence tool to monitor performance data and challenge the partnership accordingly.
- YJS to enhance and develop contextual safeguarding responses in partnership with the Swindon Safeguarding Partnership and Children's Services.
- Ensure the YJS support the partnership to embed and develop Focussed Deterrence into practice.

Key Outcomes (aligned to Serious Violence Duty Strategy) - In 2025 - 2026, we want to see:

- Increase the number of community and non-traditional partnerships addressing youth safety.
- Focussed Deterrence will become an operational reality and will reduce serious youth violence across Swindon.

- Increase the participation of children, young people and communities in developing the solutions to enhance youth safety.
- Reduce the number of young people and young adults who are victims of violence.
- Increase the number of residents who report feeling safe in their communities.
- Tackle and disrupt the criminal gangs who make money from exploiting children.

Reducing Disproportionality with a Continued Focus on Children from Global Majority Backgrounds.

Key Outputs - In 2025 - 2026 we will:

- Ensure that the YJS and wider Integrated Adolescence Service continue to challenge and improve practice relating to disproportionality and equality.
- Ensure the YJS feeds into the Wessex Disproportionality group.
- Continue to challenge Board members on ensuring tackling disproportionality as a cross-cutting theme for the strategic partnership.
- Establish and embed the Youth Justice Board disproportionality toolkit to proactively monitor and scrutinise the data and areas where partnership responses can have a positive impact on disproportionality.
- Ensure the YJS led 'let's talk about disproportionality group' is developed as a multi-agency reflective forum.
- Continue to raise disproportionality in sentencing reports and advice

Key Outcomes - In 2025 - 2026 we want to see:

- Disproportionality within the Youth Justice cohort to reduce and progress towards aligning with local demographic and population. With a particular focus on children from global majority backgrounds.
- Disproportionality to remain a shared priority across the partnership and wider local authority response.
- Increased engagement and participation of global majority children and families via our peer advocates, youth board and parent's forums (village circle).

- Increased engagement with voluntary and third sector organisations who specifically work with global majority communities

Cross Cutting Themes and Priorities:

Becoming a Service that is Recognised as a Centre of Excellence for Child First and Identity Development Practices.

Key Outputs - In 2025 – 2026 we will:

- Continue to drive our dedicated, partnership action plan focussed on becoming recognised as an organisation as a centre of excellence for Child First Practice.

As Children

- Using our Child First action plan, we will continue to enhance the Service offer to ensure Child First approaches are embedded across the operational partnership.
- Challenge themes of adultification across the partnership to ensure children are seen as ‘at risk’ as opposed to ‘a risk’
- Better support children who have been identified as victims of crime.

Build Pro-Social Identity

- Develop the YJS offer to provide more opportunities for children to be employed across the partnership.
- Enhance and develop the YJS and wider youth offer to support increased opportunities for children to engage with Activities, Interactions and Roles that support identity development.

Collaborate with Children

- Increase the number of children actively participating across the strategic and operational partnership

Divert from Stigma

- Challenge ourselves to review every aspect of our youth justice system and address practice that stigmatises children and their families

Key Outcomes - In 2025 - 2026 we want to see:

- Partnership utilisation of ‘The Base’ purpose built youth centre, as a centre of Excellence for Child First Practice.

- Continue to embed Child First and identity focussed practice across the practice of all partners.
- Increase the numbers of children from the YJS engaging in Activities, Interactions and Roles that support identity development, with the YJS aiming to evidence this with 100% of children open to the service.
- Fully embed the Integrated Adolescent offer in Swindon, with Child First and identity development central to the practice model.
- Increase the numbers of children employed across the partnership.

Increasing Participation with a Focus on our Practice Model - Identity Development - This priority is shared with the wider Children’s Services.

Key Outputs - In 2025 - 2026 we will:

- Ensure the participation forum led by Children’s Services continues to drive improvements in participatory activity across the partnership.
- Continue to challenge SYJSMB members on ensuring participation is a cross-cutting theme for the partnership.
- Further work to establish a deeper understanding of participation as an evidence-based intervention focussed on identity development.
- Further development of our youth board with the support of our peer advocate’s programme.
- Further development of our parent’s participation forum - ‘The village circle’ with increased numbers of parents attending and increased engagement in outreach work opportunities.
- Continue to learn from Inspections and national best practice.

Key Outcomes - In 2025 – 2026 we want to see:

- An increase in the number of children and families actively participating in Youth Justice Service design, scrutiny and desistance focussed interventions.
- Increasing the YJS pool of peer advocates from children and young people with lived experience of the Youth Justice Service, Children’s Services and other child support services.
- Clear signs of the positive impact of participation on reoffending, youth detention, disproportionality rates and service development.

Improved Identification and Outcomes for Children with Speech, Language and Neuro-disability Concerns.

Key Outputs - In 2025 - 2026, we will:

- Develop our triage and identification needs for all children entering the YJS.
- All assessment and planning is tailored to children’s needs to ensure delivery at the right level.
- Where additional needs are identified bespoke intervention and communication passports to be created.
- EHCP and additional learning needs to be identified and supported.

Key Outcomes - In 2025 - 2026 we want to see:

- All children to be triaged for early identification of individual needs.
- Identification of needs will be discussed within sentence planning and decision-making panels.
- Communication passports to follow the child through information sharing with the partnership.

Reducing the Number of Children who are Not in Education, Employment or Training.

Key Outputs - In 2025 - 2026, we will:

- Ensure the Achievement & Skills Group led by Education continues to support and drive the priority action plan for children in the YJS with regard to ETE and NEET.
- Operationalise the agreed uplift in ETE provision following SYJSMB challenge regarding the needs of the post 16 cohort.
- Develop bespoke pathways and services to support the Education, Training and Employment needs of children in the youth justice system in Swindon.
- Develop accredited interventions with the AQA accreditation scheme and ensure every child open to the YJS engages with this accredited scheme.

Key Outcomes - In 2025 - 2026 we want to see:

- A reduction in the number of children ending criminal justice outcomes not in education, training or employment.

- A reduction in suspensions/exclusions.
- An increase in children who are in ETE having a direct impact on re-offending rates.
- All children engaging in an AQA accreditation.

Maintaining Strong Referral Pathways in Health, Mental Health and Substance Misuse Support.

Key Outputs - In 2025 - 2026 we will:

- Ensure the Children and Young Peoples Emotional and Mental Health Commissioning Group led by Public Health continue to support and drive the priority action plan for children in the YJS.
- Continue to challenge SYJSMB members on ensuring Emotional and Mental Health and Wellbeing is a cross-cutting theme for the partnership.
- Ensure a trauma informed workforce is in place, including the continuation of the Enhanced Case Management model in Swindon-Sentence planning, FCAMHS and Trauma leads.
- Enhance preventative and early interventions in respect of Emotional and Mental Health and Wellbeing.
- Sustain and develop the CAMHS and FCAMHS offers in Swindon YJS.
- Review of the Sexually Harmful Behaviour provision in Swindon to ensure both preventative and specialist interventions are available and timely for children and families.

Key Outcomes - In 2025 - 2026 we want to see:

- A reduction in the number of children ending criminal justice outcomes with emotional or mental wellbeing issues.
- An improved and coordinated approach to Emotional and Mental Health and Wellbeing.
- An increase in children being supported by a FCAMHS case formulation at sentence planning and/or engaging with the YJS CAMHS worker.
- A reduction in the number of children ending criminal justice outcomes with substance misuse issues.
- A reduction in the number of children being convicted for sexual offences.

Standards for Children in Youth Justice

In 2024 - 2025, we have reviewed the standards for children in Youth Justice with a view of understanding how we can develop our service to better meet these standards. As a result, we have begun to progress with the following actions, which will see further development in 2025 - 2026.

Standard 1: Out of Court Disposals:

- The continuation of Turnaround as a point of arrest diversion rather than using the formal out of court process where possible
- A multi-agency working group to design a diversionary pathway for motoring offences
- A multi-agency working group to design a diversionary pathway for Self-generated Indecent Images (SGII's)
- Re-invigorate the out of court disposal scrutiny panel.

Standard 2: At Court

- Further work and exploration regarding placement sufficiency and the ability to provide a suitable placement in the community if needed.
- On-going work with partners regarding a PACE bed to avoid children being held unnecessarily overnight in police custody.
- Exploration around increasing capacity for report writing and building resilience as currently only social workers and the seconded probation officer do this.

Standard 3: In the Community (Court Disposals)

- Ensuring that all children's intervention plans have identified activities, interactions and roles
- The strengthening of contingency and whole family planning
- The strengthening of restorative practice and planning to keep the victim and further victim's safe

Standard 4: In Secure Settings:

- Working with our linked secure estates to develop Release on Temporary License

(ROTL) provisions that are both local to the establishment and within the child's local community.

- The continuation of the constructive resettlement worker role and weekly contact with children in youth detention, both sentenced or on remand.
- Further development of bespoke intervention plans for children in custody which ensures that resettlement begins at the start of sentence and follows the 7 pillars of constructive resettlement.

Standard 5: Transition and Resettlement:

- Seconded Probation Officer to continue to support children who will transition to the National Probation Service (NPS) on their Order, being the allocated case manager in both the YJS and NPS to aid transition arrangement, relationships and planning.
- Home YJS to continue to support any children that have moved area alongside the new YJS for a period of three months to support relationship development and transition and resettlement to the new area.
- Exit planning with clear pathway to be established at the beginning of the YJS Order.

In 2025 - 2026 as part of our audit time table, we intend to complete a deep dive into Standard 1: Out of Court and Standard 3: In the Community (Court Disposals), with a specific focus on child first practice and meeting the needs of victims.

Service Development

Following the HMIP inspection in 2022 and subsequent improvement plan, we have driven this forward over 2024 - 2025 and continue to update and review our dedicated action plans for developing Child First Practice and targeted disproportionality.

We are confident that our priorities and dedicated action plans align to the YJB 2024-2027 strategy and main strategic objectives, focussed on improving youth justice services in local communities; addressing persistent disparities across the youth justice system, including those that reflect children's racial heritage; and influencing policy and practice to increase the adoption of the Child First framework throughout the youth justice system.

National Priority Areas

Children from Groups which are Over Represented

Ethnicity	Swindon 10-17 population as of mid-2021 (YDS)	Swindon children with substantive outcomes 24/25 (46)	Swindon children with non-substantive outcomes 24/25 (56)	Total of substantive and non-substantive outcomes
White	76%	26 (57%)	45 (80%)	71 (70%)
Mixed	6%	10 (22%)	6 (11%)	16 (16%)
Black	4%	2 (4%)	4 (7%)	6 (6%)
Asian	13%	1 (2%)	1 (2%)	2 (2%)
Other	2%	5 (11%)	0 (0%)	5 (5%)
Unknown	N/A	2 (4%)	0 (0%)	2 (1%)

The diversity profile, illustrated above, of the children supported in 2024 - 2025, indicates that Swindon YJS has a disproportionate number of black and mixed heritage children within the youth justice system. 22% of this year's cohort were children from black and mixed heritage backgrounds, more than double in comparison to Swindon's general population figures. Despite a small reduction from 2023 - 2024 (1%), children from mixed / dual heritage (16%) are significantly over represented in the cohort.

To reduce this disproportionality, Swindon YJS is committed to improving the way we monitor decision-making and working in partnership with children, families and communities to build trust and deliver culturally competent, responsive intervention. We continue to drive forward our disproportionality and race equity plan.

The YJS identity development approach to practice includes addressing over-representation of children from black and mixed ethnicity backgrounds, children that are child looked after and females in our cohort. Our Child First Trauma informed practice model (5P's) ensures that children are appropriately

sign posted and supported by case managers, to meet individual child and family needs. We work with community focussed peer mentor groups. Sessions are delivered by community leaders who are skilled, understanding mentors and sports coaches to provide fun, easily accessible sessions for all to increase confidence and emotional resilience of the young people we work with, supporting them to progress to a positive future.

As part of our commitment to recognising diversity and promoting inclusiveness the YJS continue to hold a reflective space for staff to explore disproportionality. The team use this space to explore different themes, areas of practice, concepts and ideas in relation to disproportionality in line with protected characteristics. The aim of the sessions is to:

- To create a safe, supportive and reflective environment for members of the team to explore practice in relation to diversity, inclusiveness and disproportionality within the YJS.
- To share knowledge, experiences and create a culture of awareness for staff regarding issues

• faced by children and families of Black, Asian and ethnic minority groups in Swindon.

- To explore Anti-Racist practice, what this means in the context of the Youth Justice Service and how we implement this.
- The YJS have recently secured an invite to regularly attend the Wessex Disproportionality Board which includes different agencies from Criminal Justice Services such as the Police, Crown Prosecution Service (CPS), Courts and YJS. This group will provide governance for our disproportionality action plan, a space to share good practice and develop multi-agency partnership working across the Criminal Justice service to address over-representation.

Gender	Swindon children with substantive outcomes 24/25 (46)	Swindon children with non- substantive outcomes 24/25 (56)	Total
Male	43 (93%)	31 (55%)	74 (73%)
Female	3 (7%)	25 (45%)	28 (27%)

National data trends indicate that approximately 15% of the YJS cohort are female. In Swindon, girls receiving substantive outcomes are recorded as 7%, half of the national rate. Girls receiving non-substantive outcomes may be disproportionately represented, however local policies and practices are providing appropriate diversionary pathways for girls at risk of entering the formal criminal justice system.

64% of the offences committed by girls were low level violence against the person. In response to the risk in females in the cohort, Swindon YJS developed a bespoke intervention to meet the distinct needs of females who become involved in the youth justice system – The YJS Girls Group. This is an ever evolving and developing programme, with its contents changing based on the evaluation and feedback from the females in the previous group. The girls from the previous cohort support the next cohort of girls to engage and know what to expect.

The girls take part in sessions that focus on giving them **AIR** - **A**ctivities **I**nteractions and **R**oles which supports an identity shift and strengthening their pro-social identity.

An example of the groups **AIR**:

Activities

- Physical sessions such as boxing
- Understanding the teenage brain, emotional health and well-being
- Exploitation awareness
- Communication and interaction skills

Interactions

- Peer Advocates supporting with sessions and sharing relatable experience and advice
- Positive interactions with specialist workers such as, Health, Speech and Language Therapist, OPAL, mentoring services
- Cards of encouragement to the next group

Roles

- Creating designs and sharing ideas for two YJS Art Murals that will feature in the wider community
- Role models for the next girl's group – supporting the development of their pro-social identity

As well as our tailored girls group intervention, females have been supported to attend the emergency services rolling collaboration programmes that have been delivered.

This is a five-day interactive course with Wiltshire Police, Wiltshire and Dorset fire and rescue and the British Army. This course looks to support children's development in relationships with emergency services, whilst engaging in activities, interactions and roles that support positive identity development.

Activities

- Army experience
- Smoke house and rope rescue
- Ariel and abseiling

- Emergency first aid
- Road traffic collision
- Army drill exercises

Interactions

- Joint working between children and professionals in a shared space of learning and development, to complete challenges and overcome barriers.
- Team building exercises with all children and professionals attending and completing the course.
- Designated police mentors for each child for a period of 6 months post completion of the course.
- Breaking down barriers and building stronger relationships, trust and confidence between children, the police and other emergency services.
- Building parents/carers trust in emergency services and the community in which they live.

Roles

- Support in developing the course and course content
- Leading on tasks and activities
- Giving children the opportunity to develop life skills, team skills, confidence, self-belief, a sense of achievement and belonging.
- Supporting children to apply to join some of these services, such as the fire service and the army.

In line with our strategic priorities for 2025 - 2026, we intend to increase our efforts to divert girls from the criminal justice system, specifically where offences are related to peer on peer low level violence and offences against figures of authority, that often stem from behavioural issues in education and community settings.

Policing

Swindon YJS benefits from a mature partnership with Wiltshire Police colleagues, supporting both strategic and operational responses to issues of youth crime and serious violence. Wiltshire's Chief Constable is the National Police Chiefs' Council (NPCC) strategic lead for children and therefore this remains a priority for Wiltshire locally. Wiltshire Police

are committed to adopting child first approaches to policing. 2024 - 2025 saw the YJS, Police and wider partnerships completing multi-agency outreach work through community activities as part of the Youth Endowment Fund Project. This will continue into 2025 - 2026 alongside the development and operationalisation of the focussed deterrence model in Swindon and the continued clear, hold, build programme of work.

Swindon YJS have a well-established out of court disposal partnership, where Outcome 22 is utilised to divert children from the criminal justice system where possible. Wiltshire police also divert children via their SWIFT diversion scheme, offering SWIFT PLUS to all YJS children who have engaged in the emergency services collaboration programme.

Prevention

Swindon have an Integrated Early Intervention Youth and Community Service which was launched in January 2024, offering Youth Work, Family Worker and Parenting Support as a targeted level 3 service within 3 geographically based locality teams across North, West and South Swindon. This youth engagement aspect of the workforce is a team of highly skilled practitioners with a range of backgrounds from youth work, careers advice, and education. The basis of all their work is to develop productive, effective and professional relationships with children, and their families to create opportunities for successful outcomes and prevent involvement with specialist services such as the Youth Justice Service. The work is delivered in a variety of settings such as family homes, education settings and neutral venues. The 9 full time equivalent members of staff provide support, using relationship-based practice.

In the year 2024 - 2025, the Early Intervention Youth and Community Service closed 1574 children and 6 months post closure 1325 had not escalated to statutory social care. This is 82.4% over the year, evidencing sustained change when working with a Youth Engagement Worker or Family Worker.

During 2024 - 2025, 1,318 10-18 year olds were referred to the Early Intervention, Youth and Community Service. The most common referral reasons were recorded as:

- Family functioning – 548
- Improved mental and physical health – 532

- **Improved family relationships – 478**
- **Getting a good education – 349**
- **Child safe from abuse and exploitation – 218**
- **Special Educational Needs and Disabilities (SEND) – 212**
- **Physical abuse – 151**
- **Risk outside the home – 125**

In 2025, Swindon opened a Borough wide Youth Investment Fund youth provision which has been designed and built in collaboration with children in Swindon. 'The Base' has opened its doors to provide significant opportunities for children across the Town with service provision being offered from Universal to intensive individualised packages of support. Alternative education provision has also been integrated for some of our most at-risk children using our Child First Principles.

Swindon is increasingly exploring the border links with neighbours and through robust partnerships are sharing intelligence, but also building collaborative arrangements to plan and support youth developments across Wiltshire through the Wiltshire and Swindon Youth Partnership.

Diversion

Swindon Youth Justice Service has a strategic priority to maintain low levels of First Time Entrants (FTEs) and further reduce the number of children entering the formal justice system. In partnership with Wiltshire Police, Swindon YJS actively seeks to divert eligible children away from prosecution through a joint OOCDC protocol, aligned with our Child First approach. This shared protocol ensures that decision-making is approached from a multi-agency lens, and remains child focussed. Children may be eligible for diversion if they commit a low-level offence or are at risk of entering the justice system for the first time. To qualify, they must meet the OOCDC criteria, which includes a full admission and compliance with police charging guidelines. If a child is deemed unsuitable for OOCDC and subsequently charged, Swindon YJS continues to advocate for diversionary outcomes at court when appropriate.

Following an initial screening by the Wiltshire Police OOCDC team, referrals are sent to Swindon YJS. This initiates the allocation of a case manager and the beginning of the assessment process. A

multi-agency Joint Decision-Making Panel (JDMP) convenes within 15 working days to review the case formulation, including risk and safety factors.

The JDMP comprises representatives from YJS, Wiltshire Police, Early Help, Family Intervention Service, Education, and Social Care. Additional input is provided by Health, CAMHS, and Speech and Language specialists. The decision is reached collaboratively through a panel vote and rationale, with final ratification by Wiltshire Police.

Swindon YJS applies the Assessment, Planning, Intervention, Review and Evaluation (ASPIRE) framework to all OOCDC cases:

Assessment – Completion of a structured Prevention and Diversion Assessment Tool (PDAT) prior to JDMP.

Planning – Development of a tailored intervention plan with strengths-based goals, identity development (Activities, Interests, Roles), and family involvement.

Intervention – Delivery of structured sessions and referral to specialist services as needed.

Review – Monthly supervision and submission of closure forms, reviewed by Wiltshire Police.

Evaluation – Ongoing quality assurance through monthly audits and quarterly case reviews by the Office of the Police and Crime Commissioner's scrutiny panel.

Outcomes from the JDMP are reported to the SYJSMB and the OOCDC Scrutiny Panel OPCC, ensuring transparency, accountability, and continuous improvement in diversionary practice.

Education

In 2024 - 2025, 50 children in the cohort were of school age. Two of the school age children were being schooled in the secure estate. The majority of children were enrolled in mainstream education provisions attending 25 hours or more per week. There was a small proportion of children attending a pupil referral unit on a reduced timetable or who were electively home educated. A total of 14 children currently open to the YJS have SEND / Additional Learning Needs (ALN) need, 8 of which are school age. A total of 8 children open to the YJS in 2024 - 2025 had an EHCP, however a significant number of children presenting with speech, language and communication needs have not

been referred for an Education and Health Care Plan (EHCP) assessment.

Supporting children throughout their time in education is a key objective in Swindon YJS with a dedicated Education, Training and Employment worker within the service to support these children and the professional network around them.

Swindon's Education Welfare Service is in contact with the schools of children open to Swindon YJS advising of absences, behaviour in a school context and linking YJS case managers with wider professional networks. The Swindon Schools Safeguarding Lead takes an active role within the YJS planning and risk management processes to support information flow between schools and the YJS.

Swindon's Speech and Language Therapist (SALT) offers consultation periods for staff to discuss concerns regarding Speech Language and Communication Needs (SLCN). The SALT has also provided training for the team to ensure they are skilled in basic screening and evaluation to ensure all children are screened, with the SALT providing specific intervention or support if further needs are identified. The SALT provides consultation and case discussion throughout Children's contact with YJS and attends Sentence Planning panels.

Swindon YJS and the partnership have been recognised as having strong and effective relationships, supported by a Child First vision, evidenced through attaining the Youth Justice SEND Quality Lead Status with a Child First Commendation. Co-located professionals from Welfare, Speech and Language Therapy and CAMHS ensure that screening is proportional and appropriate to identified needs, and targeted support provision is actioned quickly and effectively, which promotes bespoke assessment, planning and intervention.

We want to further explore and develop our response to children with speech and communication needs by developing communication passports to be shared with Police and the Court's, further supporting child first practice and a trauma informed approach in these environments. We recognise that this will need increased resource and Speech and Language Link (SLCN) support. This has been a previous challenge to the SYJSMB and will continue to be an area of focus.

In relation to post 16, in 2024 - 2025, 52 children were open to the service. 23 children were identified as NEET, 21 children were in education, training and employment and for the remainder, education, training and employment status was unknown due to there not being any formal intervention taking place as part of their statutory outcome. The number of children that were NEET is an increase of double (11) from 2023 - 2024. Following support provided throughout YJS intervention, 3 children re-engaged with education training and employment. 20 remained NEET, with this figure potentially being influenced by the gap in dedicated ETE provision since February 2025. This post is due to be recruited to and 2025 - 2026 will see a continued focus on an uplift in capacity and employment opportunities available throughout the partnership for children, with a priority focus on establishing more employment and internship opportunities.

Restorative Approaches and Victims

The SYJSMB has made working with victims a priority for 2025 - 2026 and section 4 of this plan sets out key outputs and outcomes for the coming year.

The YJS are required to consult with and involve victims of Youth Crime in pursuit of the overall aim of reducing offending by children. Restorative Justice (RJ) gives people who have been harmed by youth crime the chance to talk about the impact of the incident and seek answers about why it happened. Victims of crime often feel excluded, confused and re-victimised by the criminal justice process. The aim of the Victim RJ worker in the Swindon Youth Justice Service is to bring them back to the heart of the discussion and allow them to have their voices heard throughout decision making, planning and intervention.

The Victim RJ Worker in Swindon Aims To:

- **Contact all victims of children open to the Youth Justice Service (YJS).**
- **Provide the victim with information and advice about the Youth Justice System.**
- **Manage outcome and sentencing expectations.**

- Gather information from victims about the impact of the offences upon them, to formulate victim safety planning, signposting and support options.
- Victim voice and safety planning will be included to support pre-sentence reports and discussed throughout assessment, decision making, planning and intervention.
- Victim information will also be used to inform awareness with work with the children who have caused harm.
- Provide information about, and provide the opportunity to engage in, all aspects of Restorative Practice/Restorative Justice.
- Provide the victim with information on the child's progress.
- Signpost and support victims to appropriate services should they need additional or ongoing support.

Out of Court Disposals:

- Victims are contacted to ensure the impact of the offence, as well as any safety concerns are explored.
- Victim views are included as part of the Prevention and Diversion Assessment Tool (PDAT).
- The Victim RJ worker attends all Out of Court Disposal panels to represent the victim and ensure their voice is heard throughout decision making.
- The Victim RJ worker provides the victim with updates with regards to the outcome of the panel, the rationale around decision making and the progress/completion of the intervention.
- Victim support and signposting is offered to the victim throughout YJS intervention.

Post Court:

- Victims are contacted to ensure the impact of the offence, as well as any safety concerns are explored.
- Victim views are included as part of the Asset Plus assessment.
- The Victim RJ worker attends the Sentence Planning panel to represent the victim and ensure their voice is heard throughout planning

and case formulation.

- The Victim RJ worker may attend Referral Order Panels to represent the voice of the victim.
- Victim support and signposting is offered to the victim throughout YJS intervention.

How are we Trying to Continue Improving Engagement in Restorative Work?

Levels of participation in Restorative Justice have continued to improve since we moved to a system whereby initial victim contact is made by phone, then text, then letter. All victims are contacted by phone and offered a face-to-face meeting to discuss the impact of the offence(s) on them, as well as any safety concerns or support needs.

We are continually working to improve engagement in restorative work by placing the voice of the victim at the centre of our practice, ensuring their experiences, needs, and choices are respected throughout the process. Victims are given safe, supported spaces to share how they've been impacted and what outcomes would feel meaningful to them. Safety planning remains a priority, both emotional and physical safeguards are put in place. Swindon YJS offer tailored support throughout interventions, including access to external victim support and Early Help services. Additionally, we are enhancing our signposting practices by clearly informing victims of the various services available to them and making referrals where appropriate. Ongoing training and feedback mechanisms are helping us to better engage victims and build trust in the restorative process.

There is Still Progress to be made in the Following Areas:

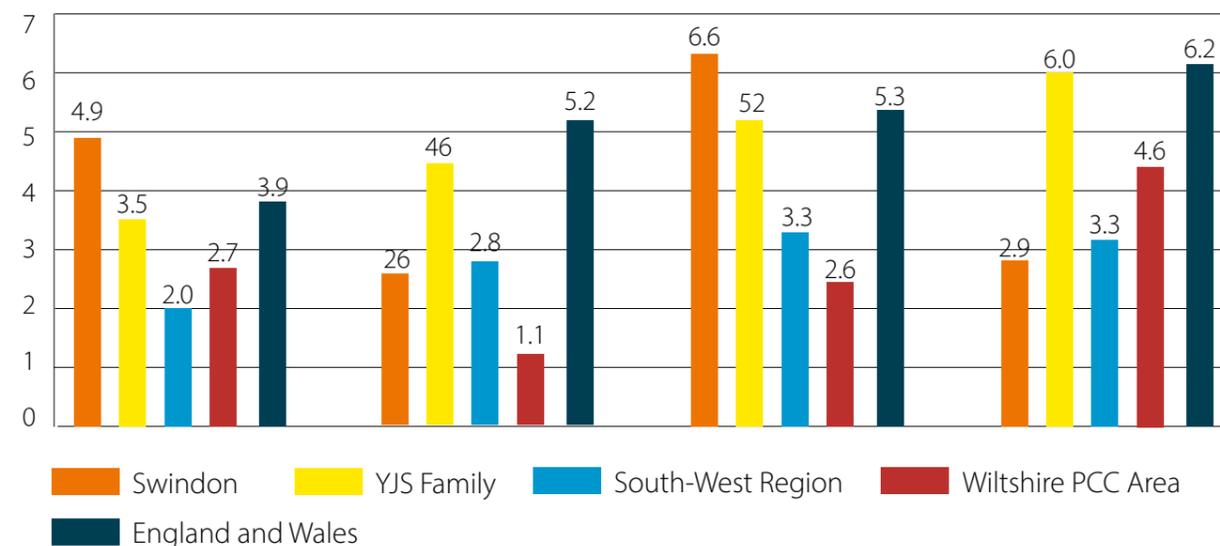
- Balancing the needs of victims with the needs of the child within a service that offers a trauma-informed, child-first approach.
- Combining Trauma Informed Practice and restorative work which allows for a neutral, targeted approach that contributes to the overall goal of repairing the harm caused, preventing reoffending, and finding a way to move forward that meets the needs of all involved.
- Amplifying the voice of the victim throughout assessment, planning and intervention with children.
- Providing victims with increased levels of safety planning, support and signposting.

Serious Violence, Exploitation and Contextual Safeguarding

Serious violence and exploitation remain the single highest priority across the strategic partnership and for our strategic plan this year. Data tell us that we have a challenging year ahead linked to continuous reduction in the rates of serious youth violence. Although our serious youth violence rates have decreased these incidents have a direct impact on our custody rates and our children in custody. We continue to have too many violent incidents involving weapons in Swindon.

We are ambitious to do more, and this year will see us drive this work and outcomes further through the Serious Violence Duty and our planned evidence-based innovations.

Rate of SYV offences per 10,000 of the general 10-17 population



YJS region	Year ending Dec							
	2021		2022		2023		2024	
	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
Swindon	11	4.9	6	2.6	16	6.6	7	2.9
South West	102	2.0	143	2.8	169	3.3	169	3.3
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
North East	32	1.3	88	3.6	106	4.2	111	4.8
North West	291	4.1	302	4.2	328	4.5	512	7.2
South East	307	3.8	283	3.6	312	3.9	386	4.8
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
England and Wales	2,942	3.9	2,906	5.2	2,967	5.3	3,495	6.2

The Data outlined above indicates that the rates of serious youth violence have decreased in 2024 by a rate of 3.7 in comparison to 2023 where we saw a rise of 4.0. There has been a reduction of 9 serious youth violence offences. The actual number of serious youth violence offences by children are below the YJS family, Southwest, Wiltshire PCC, and England and Wales, which is a marked improvement from 2023 whereby Swindon YJS were above the rate of serious youth violence offences locally, regionally and nationally.

Exploitation

The YJS are an active member of the Swindon's Multi-Agency Child Exploitation (MACE) group (co-chaired by Wiltshire Police and Swindon Integrated Adolescence Service Manager), Swindon Tactical Gangs Meeting (chaired by Wiltshire Police) and the Swindon Safeguarding Partnership All Age Exploitation Meeting (chaired by Swindon Safeguarding Partnership). All of which has aided the partnership in having a greater understanding of child exploitation in Swindon, supporting targeted intervention. This work continues to be complemented by the current innovation and devolved National Referral Mechanism (NRM) decision making and panel, which has significantly reduced delays in decision making for children who are identified as victims of exploitation.

Prevent

Swindon Council has a Prevent strategy in place and the Integrated Adolescent Service Manager is a core member of the multi-agency Channel Panel and Prevent Board. The Channel meeting assists agencies working with vulnerable people meet their responsibilities under the Counter-Terrorism and Security Act 2015. Section 26 of this act places a duty on certain bodies ('specified authorities') in the exercise of their functions to have 'due regard to the need to prevent people from being drawn into terrorism'. Swindon Council is a 'specified authority' and derives this status from schedule 6 of the Counter Terrorism and Security Act 2015.

Detention in Police Custody

Swindon YJS and the strategic partnership recognise that spending time in police custody can be traumatising for any child and as a result, actively try to avoid arrests and time in custody where possible

and safe to do so. Swindon YJS monitor this in a number of ways; operationally, Swindon YJS Police check live custody for any children within custody and share details via email with the YJS team. YJS Police also check the past 24 hours in custody for any children who may have been in custody the previous evening or night. This information is then shared at the Daily Risk Briefing (DRB) with YJS Police staff providing details of the child, their time of arrest, details of their alleged offence, who their Appropriate Adult (AA) is and whether a Public Protection Notice (PPN) has been completed (this form is shared by Wiltshire Police with Contact Swindon). If the child is open to Swindon YJS then the Police Protection Notice (PPN) form is shared with their YJS caseworker. If a PPN form has not been completed by the officer in the case, YJS Police will put an entry on the police occurrence entry log requesting one is completed as soon as practicable. If during Daily Risk Briefing (DRB) information is shared about a child that requires a flag on the Wiltshire Police Niche system, YJS Police will arrange this.

Swindon YJS provide initial screening through our daily risk briefing for suitability for Turnaround for children who have been arrested and been bailed, released under investigation or have gone no further action. The aim of the Turnaround intervention is to work with children in a preventative space at 'reachable, teachable moments' to promote engagement with additional support services and highlight pathways of intervention, concerns or risk, in conjunction with the PPN and Contact Swindon triage process.

Strategically, the monthly Wiltshire and Swindon Children in custody meeting ensures appropriate monitoring and challenge of inappropriate use of custody for children. A monthly overnight report is sent by police to YJS and Emergency Duty Service (EDS) for review and comment, any queries/ challenges are then openly discussed and actioned accordingly. Multi-agency professional attendance at this meeting is strong, including police at inspector/ sergeant level and YJS and EDS management level from both Swindon and Wiltshire. This ensures a strong and consistent approach across Pan Wiltshire. In addition, strip searches are on the agenda and discussed monthly at the Wiltshire and Swindon Children in Custody meeting to ensure that these are appropriate and where required challenged.

As part of the Wiltshire and Swindon Children in custody meeting, the partnership continues to

challenge and seek further clarification around the availability of PACE beds. The network is liaising with other YJS in relation to how they access these and what processes/procedures are in place to reduce the number of children being held in police custody overnight.

The Wiltshire and Swindon Custody/EDS/YJS Working Agreement is in place, this outlines responsibilities and procedures in relation to all children arrested and detained in police custody. This working agreement sets out both Swindon and Wiltshire's policy in relation to Appropriate Adults (AA) as well as procedures in relation to children detained out of hours and EDS responsibilities. SBC in partnership with Wiltshire Police have commissioned The Appropriate Adult Service (TAAS) to be utilised for children and any vulnerable people in Swindon requiring an AA whilst in police custody.

The Memorandum of Understanding Custody Concordat was reviewed and finalised (May 2023), receiving multiagency input and approval from police, YJS and Children's Services, Emergency Duty Service.

Swindon YJS sit on the Liaison and Diversion Service (LADS) Board and attend the quarterly subgroup meetings. This allows for the strengthening of the relationships across the multiagency platform of all professionals working with children who enter police custody and to ensure that they receive the best service available to them. This provides a space for further reflection, challenge and development of delivery plans to continue to strive for positive outcomes and support for children arrested and in police custody.

Remands

Remands to Youth Detention Accommodation:

Number of children in placed in youth detention accommodation

Year	Young Offender Institute	Secure Children's Home	Secure Training Centre	All Settings
2019/2020	2	2	0	4
2020/2021	2	3	2	7
2021/2022	2	1	0	3
2022/2023	2	2	1	5
2023/2024	1	1	1	3
2024/2025	1	1	1	3
Total	10	10	5	25

Number of nights on remand

Year	Young Offender Institute	Secure Children's Home	Secure Training Centre	All Settings
2019/2020	193	1	0	194
2020/2021	129	117	175	421
2021/2022	63	8	0	71
2022/2023	58	118	82	258
2023/2024	41	84	27	152
2024/2025	88	27	204	319
Total	572	355	488	1415

In 2024 – 2025, 3 children were Remanded to Youth Detention Accommodation, the same number as the previous year. Despite the same number of children being remanded, the number of nights on remand over doubled from 152 to 319. Two of the three children remanded in the secure estate went on to receive a community disposal. Swindon YJS are aware of the long-term social and emotional impacts of remand on children and their families inclusive of disruption in education, family separation and stigmatisation. We continue to offer robust bail options to the courts and recommend conditions for remands into the care of the local authority instead of the secure estate.

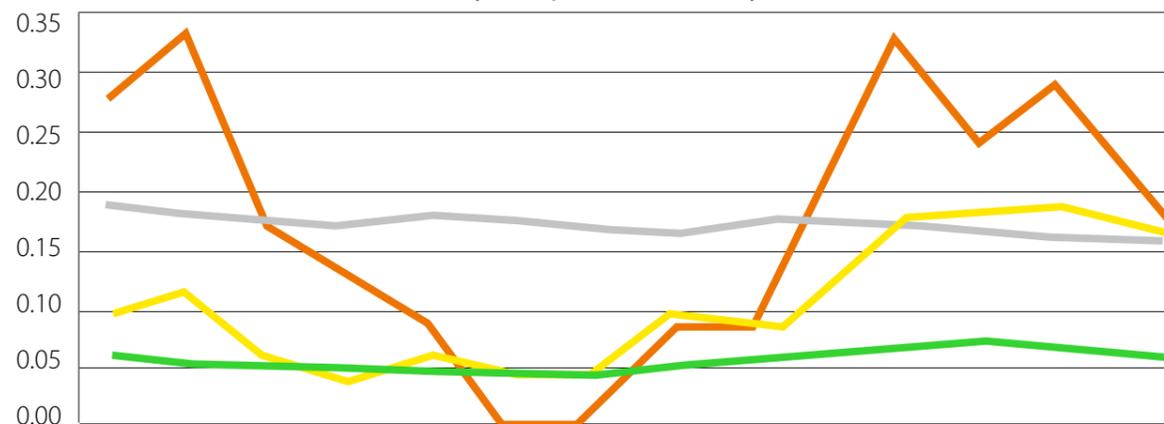
Development work is currently taking place to further explore accommodation options for remand into the care of the local authority, to increase the Courts confidence in using this option as opposed to a remand to the secure estate. We continue to prioritise the reduction in the use of secure remands.

Use of Custody and Constructive Resettlement

Reducing the use of custody

Rate of custodial sentences (per 1,000 of 10 to 17 population)

Custody rate per 1,000 10-17 year olds



The custody rate for Swindon in the latest time-period of January 2024 – December 2024 is 0.16, which is a decrease of 24% (0.05) in comparison to the same time-period of the previous year (January 2023 – December 2023). While our custody rate has decreased, we remain above the rate of the Southwest and national averages. This remains a priority area of focus. To support the effective resettlement of children, Swindon YJS have a dedicated resettlement worker who supports in improving outcomes relating to resettlement and preventing children from going to custody in the

first instance. The resettlement worker's practice is focussed on shifting a child's identity from pro-criminal to pro-social, building on strengths and goals and identifying a plan to achieve this. It is also based on ensuring a child has suitable practical support including appropriate accommodation, healthcare, education or training opportunities and constructive leisure. We recognise resettlement as a journey, rather than a single transition or event. The dedicated resettlement worker has weekly contact with all children in custody focussing on identity development interventions and considering the seven pathways to resettlement within their work.

Working with Families

Seeing children 'as children', means that we must work systemically with whole families to support children to move away from offending behaviour. In Swindon, we apply the tenants of child first practice to parents, carers and families as well as individual children. We offer support for parents through our parenting offer which includes one to one support from our YJS parenting worker and the offer of attendance and engagement at our parent led support groups. All case holding staff within the service are trained in restorative approaches, enabling them to further support families with challenging dynamics and situations. We work in partnership with children's services using the Family Safeguarding model where children are deemed to need help and protection.

Within this year of our strategic plan, we intend to develop our family offer further by building on last year's work through the Youth Endowment Fund, most specifically the outreach work with the parenting worker attending local community groups and the YJS staff, substance misuse service, Police, Voluntary and community groups running community events as an opportunity to further engage with children, parents, carers and the wider community.

"YJS have been fantastic and kept me up to date."

"I've started thinking about the future!"

"I actually like coming to YOT, the support has been good."

"We felt heard understood and respected."

"You listened to me."

"I can speak without being shy, I'm comfortable."

"YJS Helped me get into College"

Sign Off, Submission and Approval

Chair of YJS Board: Kirston Nelson, Corporate Director, Prevention and Communities.

Signature: 

Date: 16th of June 2025

Appendix 1 – Service Structure Chart

Breakdown of staff by self defined ethnicity		Breakdown of staff by self defined gender	
Asian	1	Female	21
Mixed	2	Male	3
White British	18		
White European	1		
White Other	2		

Integrated Adolescent Service Manager			
Youth Justice Service Team Manager			
Administrator (1fte)	Assistant Team Manager (1fte)	Assistant Team Manager (1fte)	Data and performance Review Officer (1fte)
	Social Worker (1fte)	YJS Case Manager (1fte)	
	Social Worker (0.7fte)	YJS Case Manager (1fte)	
	Probation Officer – Vacancy (Seconded 0.6fte)	Turnaround worker (1fte)	
	Constructive Resettlement and ISS Worker (1fte)	Senior Mental Health Practitioner – YJS CAMHS (0.7fte)	
	YJS Case Manager (1fte)	Restorative Justice Worker (0.8fte)	
	YJS Case Manager (1fte)	Young Persons Health Nurse (SBC/ YJS 0.5fte)	
	Peer Advocates	Speech and Language Therapist (0.2fte)	
	Volunteers	YJS Parenting Worker (0.8fte)	
		Police Officer (Seconded 1fte)	
		Police Youth Justice Worker (Seconded 1fte)	
		Police Youth Justice Worker (Seconded 1fte)	
		EET Advisor - Vacancy (SBC/ YJS 0.5fte)	

Appendix 2 - Glossary

AA	Appropriate Adult
ACE	Adverse Childhood Experience. Events in the child's life that can have negative, long lasting impact on the child's health and life choices.
ALN	Additional Learning Need
AIM 2 and 3	Assessment, Intervention and Moving On. An assessment tool and framework for children who have instigated harmful sexual behaviour.
ASB	Anti-Social Behaviour
Asset Plus	Assessment tool to be used for children who have been involved in offending behaviour
AQA	The Assessment and Qualifications Alliance - a prominent examination board in the United Kingdom
CAMHS	Child and Adolescent Mental Health Service
CCE	Child Criminal Exploitation, where a child is forced, through threats of violence or manipulation, to take part in criminal behaviour
Children	We define a child as anyone who has not reached their 18th birthday. This is in line with the United Nations Convention on the rights of the child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces or in the secure estate, does not change their entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: Developmentally informed, strength based, promote participation and encourage diversion.
Child Looked After	Where a child is formally cared for by the Local Authority
CME	Child missing education
Constructive Re-settlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social.
Contextual Safeguarding	An approach to safeguarding children which considers the wider safeguarding community and peer influences on a child's safety

Community Resolution	Community Resolution, an informal disposal administered by the Police, for low level offending where there has been an admission of guilt.
CPS	Crown Prosecution Service
CSSNBT	Children's Services Statistical Neighbours Benchmarking Tool
CWCF	Children We Care For
DRB	Daily Risk Briefing
ECM	Enhanced Case Management
EDS	Emergency Duty Service
EHCP	Education Health and Care Plan, a plan outlining the education, health and social care needs of a child with additional needs.
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school.
ETE	Education, Training and Employment
EOTAS	Education Other Than At School. Children who receive their education away from mainstream school settings.
EP	Educational Psychologist
FD	Focussed Deterrence
FCAMHS	Forensic Children and Adolescence Mental Health Services
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time.
HMIP	His Majesty's Inspectorate of Probation. An independent arms-length body who inspect Youth Justice and Probation Services.
HSB	Harmful Sexual Behaviour, developmentally inappropriate sexual behaviour by children, which is deemed harmful to another child or adult or themselves.

ICB	Integrated Care Board
ILACS	Inspection of Local Authority Children's Services
ISS	Intensive Supervision and Surveillance
JDMP	Joint Decision Making Panel
LADS	Liaison And Diversion Service
MACE	Multi-Agency Criminal Exploitation panel
MAPPA	Multi-Agency Public Protection Arrangements
MFH	Missing From Home
MOJ	Ministry of Justice
NEET	Not in Education, Employment or Training
NPCC	National Police Chiefs Council
NPS	National Probation Service
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support them.
OOCD	Out of Court Disposal. All recorded disposals where a crime is recorded, an outcome is delivered, but the case is not sent to Court.
Outcome 22	Informal disposal, available when the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of future offending.
Over-represented Children	Appearing in higher numbers than the local and national average.
OPCC	Office of the Police and Crime Commissioner
PACE	Police and Criminal Evidence Act
PDAT	PDAT Prevention and Diversion Assessment Tool

PPN	Public Protection Notice
RHI	Return Home Interview. These are interviews completed after a child has been reported missing.
ROTL	Release On Temporary Licence
SBC	Swindon Borough Council
SEND	Special Educational Needs and Disabilities
SLCN	Speech, Language and Communication Needs.
STC	Secure Training Centre
SCH	Secure Children's Home
SYJSP	Swindon Youth Justice Service Partnership
SYJSMB	Swindon Youth Justice Service Management Board
TAAS	The Appropriate Adult Service
YJB	Youth Justice Board
VCFSE	Voluntary Community Faith and Social Enterprise
Young Adult	We define a young adult as someone who is 18 or over. For example when a young adult is transferring to the adult Probation Service
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system.
YOI	Youth Offender Institution
YRI	Youth Restorative Intervention
YRIP	Youth Restorative Intervention Panel

