

Safer Slough Partnership

**Crime and Disorder Reduction Partnership and
Drug Action Team**

SLOUGH

**CRIME, DISORDER AND DRUG
STRATEGY**

2005-2008



Safer Slough Partnership
Crime and Disorder Partnership and Drug Action Team

Safer Slough Partnership seeks to reduce crime, anti-social behaviour and the fear of crime. It seeks to reduce the harm that drugs cause to individuals, families and the wider community and create a safer environment for all those who live, work, learn, visit and invest in Slough.

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Executive Summary

Introduction

Every three years the Safer Slough Partnership (SSP) carries out an audit of crime, disorder and, on this occasion, substance misuse, in Slough. This strategy takes account of the findings of the audit and views of the local community. It sets our priorities, aims and objectives for the next three years. It is the first Strategy for the Partnership that integrates the programmes of the Drug Action Team and Crime and Disorder Reduction Partnership into one over-arching strategy. A list of members of the SSP is at Appendix One.

Safer Slough Partnership

Safer Slough Partnership (SSP) is a merged partnership of the Crime and Disorder Reduction Partnership (CDRP) and Drug Action Team (DAT). The Crime and Disorder Reduction Partnership (CDRP) seeks to build a safer community in Slough by reducing crime, disorder and the fear of crime, and their social and economic costs in Slough. The Drug Action Team has responsibility for delivering the national Drugs Strategy at a local level. The Drugs Strategy is set by five priorities; these are Treatment, Young People, Availability, Communities, and the Drug Intervention Programme (DIP). The structure of the SSP is described in Appendix Two.

Audit and Consultation

The auditing of crime, disorder and drugs in Slough was undertaken during summer 2004. The consultation was undertaken between October 2004 and January 2005. A summary of the process is at Appendix Three.

Crime Disorder and Drug Misuse Strategy

Strategic Themes and Aims

There are four themes: Enforcement, Prevention and Communities, Treatment, and Young People. These themes have been used to show how the SSP will integrate its approach to crime, disorder and drug misuse. Each theme has a strategic aim:

- Enforcement: Enhancing the Quality of Life for the People of Slough by Re-Assurance, Positive Action and Enforcement;
- Prevention and Communities: Reduce the harm that drugs and crime cause to communities and so build stronger & safer communities that are protected from drugs, anti-social behaviour and crime, particularly drug-related crime;
- Treatment: Support people in overcoming their drug problems and live health and crime-free lives;
- Young People: To help young people resist substance misuse, and crime and disorder, in order to achieve their full potential in society.

Objectives and Targets

Within the themes there are a total of thirty-eight strategic objectives, and sixty-five strategic targets. A summary of the Themes, Aims and Objectives is given in Appendix Four. The targets are listed at Appendix Five

Tasks

The objectives and targets will be achieved by the delivery of Tasks (made up of actions and projects) that will be delivered by specific Delivery Groups.

Implementing the Strategy

Programme Management Group

A Programme Management Group will meet before each SSP Executive Meeting. The Group will be made up of the chair of the CDRP (currently the Chief Executive of Slough Borough Council, Cheryl Coppel) the Strategic Director of the Green and Built Environment (Denise Alder) and “Theme Champions” who are responsible for each theme and its strategic aim. The Theme Champions will ensure that the Delivery Groups deliver all the tasks relevant to each theme. The Theme Champions are as follows:

- Enforcement – Slough Local Policing Area Superintendent, Thames Valley Police (Paul Tinnion)
- Prevention and Communities – Head of Community Safety, Slough Borough Council (James Priestman)
- Treatment–Chief Executive of Slough Primary Care Trust (Mike Attwood)
- Young People – Strategic Director of Children and Education Services (Janet Tomlinson)

The Programme Management Group will report on progress in the delivery of aims, objectives and targets to the SSP Executive Meeting.

Delivery Groups

Delivery Groups will be responsible for achieving the tasks in the Crime, Disorder and Drug Strategy. The Delivery Groups are listed in Appendix Two.

Introduction

This is the first Strategy for the Safer Slough Partnership (SSP) that integrates the programmes of the Drug Action Team and Crime & Disorder Reduction Partnership into one over-arching framework. The Strategy is based on the findings of the audit and the views of the local community. It describes how the SSP will plan its work for the next three years and sets the aims, objectives and targets against which success will be measured.

Our thanks goes out to all the individuals and organisations that have contributed to the work of the Safer Slough Partnership over the past three years. Whilst success has been achieved in some areas of our previous strategy we want to see a significant reduction in all forms of crime, disorder and drug misuse over the next three years. We are aiming to raise the level of reporting of violent crime, which will lead to a longer-term reduction in recorded crime. Anti-social behaviour in our neighbourhoods is a high profile and diverse problem, which will be tackled through an inter-agency approach (as exemplified by the recent Together Action campaign).

The Executive of the Partnership (see Appendix One for membership) will work with other statutory and non-statutory partners to find the best possible solutions to the challenges it faces in the community. By adopting themes for our strategy we have been able to properly integrate Community Safety with Drug Strategies. The strategy commits us to four themes (each with an aim) broken down into thirty-eight strategic objectives. These objectives have targets and will be delivered through tasks undertaken by partners in Delivery Groups.

This Strategy takes a holistic view of the community safety agenda and considers the wide range of factors that can contribute to crime, disorder and drugs misuse. Likewise, this strategy, through its four themes, has considered the varied approaches that need to be taken to reduce crime and disorder.

Chapter One: Partnership Working

1. Slough and Slough Focus

Slough has one of the fastest growing populations in the country. In 2001, 120,000 people lived in the town – an increase of 11.5% since 1991. The population is relatively young and it has groups that are particularly vulnerable to involvement in crime and anti-social behaviour, whether as victims or offenders. One of Slough's strengths is its vibrant and culturally diverse communities, with 36% of the population from Black and Minority Ethnic communities. A vibrant voluntary and community sector helps new and emerging communities settle into the town.

Economically, Slough is buoyant and benefits from global business with many international businesses choosing to base major headquarters in Slough and the largest trading estate in single ownership in Europe. 40,000 people commute into Slough daily for work, many by car. Despite the town's prosperity some areas of the town do not share in Slough's wealth and demand for housing is high.

Slough Focus (Slough's Local Strategic Partnership) has brought together the town's decision makers, communities and organisations to work with each other to meet the needs of local people and to improve the quality of life in Slough. Together they have developed Slough's first Community Strategy. The Community Strategy sets out a long-term vision for Slough, for the **people**, the **place** and for the **prosperity** of the town, and the things that need to be done to make this vision a reality.

Slough Focus' vision for Slough is made up of the following themes:

- **Focusing on People - Slough will have healthy and fulfilled people and communities.** This will be achieved by focussing on:
 - The Health and Care of Slough's People
 - Assisting Children and Young People to Fulfil their Potential
 - Building Strong Communities
- **Focusing on Place - Slough will be a safe, attractive and sustainable place to live, work and learn.** This will be achieved by focussing on:
 - Making Slough Safer
 - Improving the Image of Slough
 - Good sustainable urban living through regeneration
- **Focusing on Prosperity - Slough will have prosperous individuals and communities.** This will be achieved by focussing on:
 - Increasing learning in Slough
 - Ensuring we have a thriving economy now and into the future
 - Inclusive prosperity

The way in which these themes have been used to develop the Crime Disorder and Drug Strategy is demonstrated in Appendix Three.

2. Safer Slough Partnership

Safer Slough Partnership (SSP) is a merged partnership of the Crime and Disorder Reduction Partnership (CDRP) and Drug Action Team (DAT). This is in recognition of the strong links between problematic drug use and crime. Through a combined

strategy, crime, disorder and drug misuse can be tackled in an integrated way through a range of treatment, enforcement, and prevention measures and work with special groups.

The Executive provides leadership for the Partnership and a Programme Management Group has been set up to monitor the aims, objectives and targets of this strategy. The Community Safety Team provides the co-ordination for the SSP. A list of SSP members can be found at Appendix One and a structure of the partnership is at Appendix Two.

3. Crime and Disorder Reduction Partnership

Slough's Crime and Disorder Reduction Partnership (CDRP) seeks to build a safer community in Slough by reducing crime, disorder and the fear of crime, and their social and economic costs in Slough. The 1998 Crime and Disorder Act, as amended by sections 97 and 98 of The Police Reform Act 2002, set up statutory Crime and Disorder Reduction Partnerships (CDRPs) and required them to produce audits and strategies.

The Community Safety Team based in Slough Borough Council, co-ordinates the programme of work for the CDRP, including support for the Delivery Groups. It annually agrees a series of outcomes with GOSE (Government Office for the South East) and is funded through the Building Safer Communities Fund, now integrated into the Safer and Stronger Communities Fund.

Slough Youth Offending Team (YOT) provides a range of services with children and young people, aged 8-17 and their families. It seeks to enable young people to stop offending and maximise their full potential by enabling them to successfully become part of the community. Slough YOT also promotes the protection of the public and thus undertakes work with young people while they are in custody, so that when released their offending is reduced, if not stopped. It will work with partners and the community to help reintegrate offenders back into the community when they leave custodial establishments.

Slough YOT aims to reduce the number of offences, particularly by the small number of prolific offenders over the next few years by working in a more joined up way. This has begun with the creation of Slough Prolific Priority Offenders Team (SPPOT). SPPOT has been set up in response to the new government strategy to reduce the harm prolific offenders cause to our communities. Delivering a programme comprising of three strands (Prevent & Deter, Catch & Convict, and Resettle and Rehabilitate), it will focus on a small number of people who cause a disproportionate amount of crime and disorder in the community. The targets that have been set for Slough YOT are listed in Appendix Eight.

4. Drug Action Team

The Drug Action Team (DAT) is charged with responsibility for delivering the National Drug Strategy at a local level, with representatives from the local authority (education, social services, housing) health, probation, the prison service and the voluntary sector. The Slough DAT is formally accountable to the Home Secretary and is supported by the Government Office South East (GOSE).

The DAT undertakes strategic decisions on expenditure and service delivery within the four aims of the National Drugs Strategy, treatment, young people, communities and supply. The DAT is responsible for:

- Commissioning services, including supporting structures
- Monitoring and reporting on performance
- Communicating plans, activities and performance to stakeholders

Slough DAT ensures the work of local agencies is brought together effectively and cross-agency projects are co-ordinated successfully. The latest addition to the DAT is the Drug Interventions Programme (DIP). DIP began life in Slough in April 2004 and it aims to direct drug offending clients into treatment.”

The 10 year National Drug Strategy was introduced in 1998 “Tackling drugs to build a better Britain”. The Strategy sets out the range of policies and interventions to reduce harm caused by illegal drugs by 2008. It was the first cross cutting strategy to tackle drugs in an integrated way. The updated Drug Strategy, published in December 2002, recognised the inherent complexities of the challenge of tackling drug misuse. The Misuse of Drugs Act 1971 is the main piece of legislation regulating the term used for controlled drugs?

Since 1998 consistent and focused action has been undertaken to tackle drug misuse. We have already advanced far beyond a time when there was little or no drugs education in schools, a lack of accessible and credible advice, limited treatment provision and long waiting times. Slough has been designated as a high crack area and was one of the original pilots for the Drug Intervention Programme.

The National Drug Strategy is set by five priorities:

- Treatment - *To support people in overcoming their drug problems and live healthy and crime free lives.*
- Young People - *To help young people resist substance misuse in order to achieve their full potential in society.*
- Availability - *To stifle the availability of illegal drugs in the community.*
- Communities - *To protect our community from drug-related anti-social and criminal behaviour.*
- Drug Intervention Programme (DIP) - *To direct drug-using offenders from crime into treatment.*

For further information on drug treatment please see Appendix Seven.

5. Key Achievements of the Safer Slough Partnership, 2002 - 2005

Summary of the key achievements of both the Drug Action Team and Community Safety Team between 2002 and 2005 (the period of the last Strategy)

Treatment

- Accessibility for drug treatment for all groups of people - providing access at most vulnerable times such as custody cells through SMART (arrest referral scheme).
- Introduction of the Drug Intervention Programme (DIP) to help fast track clients with offending behaviour into drug treatment.
- Drug treatment available in all prisons through the Carats team.
- Reduction in drug related deaths.
- Harm minimisation actively promoted through providing a needle exchange scheme in Slough.

- Drug awareness courses widely available to all generic Tier 1 staff (for further information see Appendix Seven).
- Development of Equinox, a community based drug treatment service with supported housing.
- Development of a clear universal screening tool and referral in process to help identify the needs of clients and make appropriate referral in the first instance.
- “RAF” project with South Bucks District Council to fast track clients into treatment through increasing prescribing capacity.
- Counselling, advice and information service developed through Addiction Counselling Trust.
- A local 24/7 help-line to offer advice and support out of hours.
- Development of a mentor scheme via our DIP service.

Reducing Availability of Drugs and the Impact on the Community

- Continued action against drug traffickers to tackle the supply of illegal drugs.
- Strengthened powers to investigate and confiscate criminal proceeds from drug dealing.
- Increasing the capacity of Thames Valley Police (through the Drug Enforcement Team) to deal with local drug dealers.
- Use of new Anti-Social Behaviour powers to close crack houses and drug dens.
- Awareness-raising campaign on gun crime and the seriousness surrounding firearms.
- Regular campaigns in partnership with the police and Crimestoppers on drug dealing.
- Successful operation to control sex working in areas around Slough.
- Use of DTTOs (Drug Testing and Treatment Order) on convicted substance misusers.

Preventing Young People from Using Drugs

- Launch of FRANK (National drug campaign) to offer information about drugs to young people and their families.
- Advice, information, counselling and one-to-one support offered to young people through HYPE.
- A dedicated team of specialist drugs workers within Cascade specifically for young people.
- Improved drugs education programmes in place in schools through our Inclusive Learning Co-ordinator. Every School in Slough has an established level 3 status under the Healthy School Standard.
- Drugs education delivered in secondary schools through Learning Through Action.
- Connexions Personal Advisors undertaking drug training.
- The launch of Positives Futures programme in Slough, aimed at vulnerable young people deemed at risk of getting involved in drug misuse among other issues.

Vehicle Crime

- Improved street lighting in streets in Colnbrook and Poyle and Britwell
- Seasonal campaigns aimed at vehicle owners about items left visible in vehicles.
- Improved security in Brunel, The Grove and Herschel car parks.
- Automatic Number Plate Recognition (ANPR) scheme introduced.

Burglary

- Home Security Improvement Project for vulnerable older people.
- Alleygating projects in anti-social behaviour and crime hotspots.
- Operation Safer Homes launched across Thames Valley.
- CCTV successfully expanded across Slough Trading Estate.
- Seasonal campaigns to advise shoppers on protecting their property.

Violence & Anti-social Behaviour

- Pitstop Project launched to train young people, vulnerable to criminal activity, in vehicle mechanics.
- Community Drive to modify young people's behaviour away from anti-social behaviour.
- Anti-Social Behaviour Co-ordinator and Caseworker appointed to co-ordinate action on anti-social behaviour across Slough and handle casework for Anti-Social Behaviour Contracts (ABCs) and Anti-Social Behaviour Orders (ASBOs).
- Participation in a national Anti-Social Behaviour Count.
- Three wardens programmes patrolling hotspots across Slough giving reassurance to the communities and combating anti-social behaviour and disorder.
- Improved protection for allotments and alleys.
- Violence and Hate Crime unit launched by Police.
- Staggered Hours scheme implemented with pubs and clubs in the town centre.
- Operation Counter used to address problems associated with prostitution. This operation has been highlighted nationally as an example of good practice
- Operation Cubit has successfully removed abandoned and untaxed vehicles from public highways.
- Scaffell Road football pitch fencing completed.
- Funding given to the Domestic Violence Forum to set up drop-in centres in Slough and Burnham.
- Anti-Social Behaviour Together Action Plan launched in Slough as part of national initiative.
- New by-laws introduced to combat inconsiderate behaviour and environmental problems in streets, parks and open-spaces.

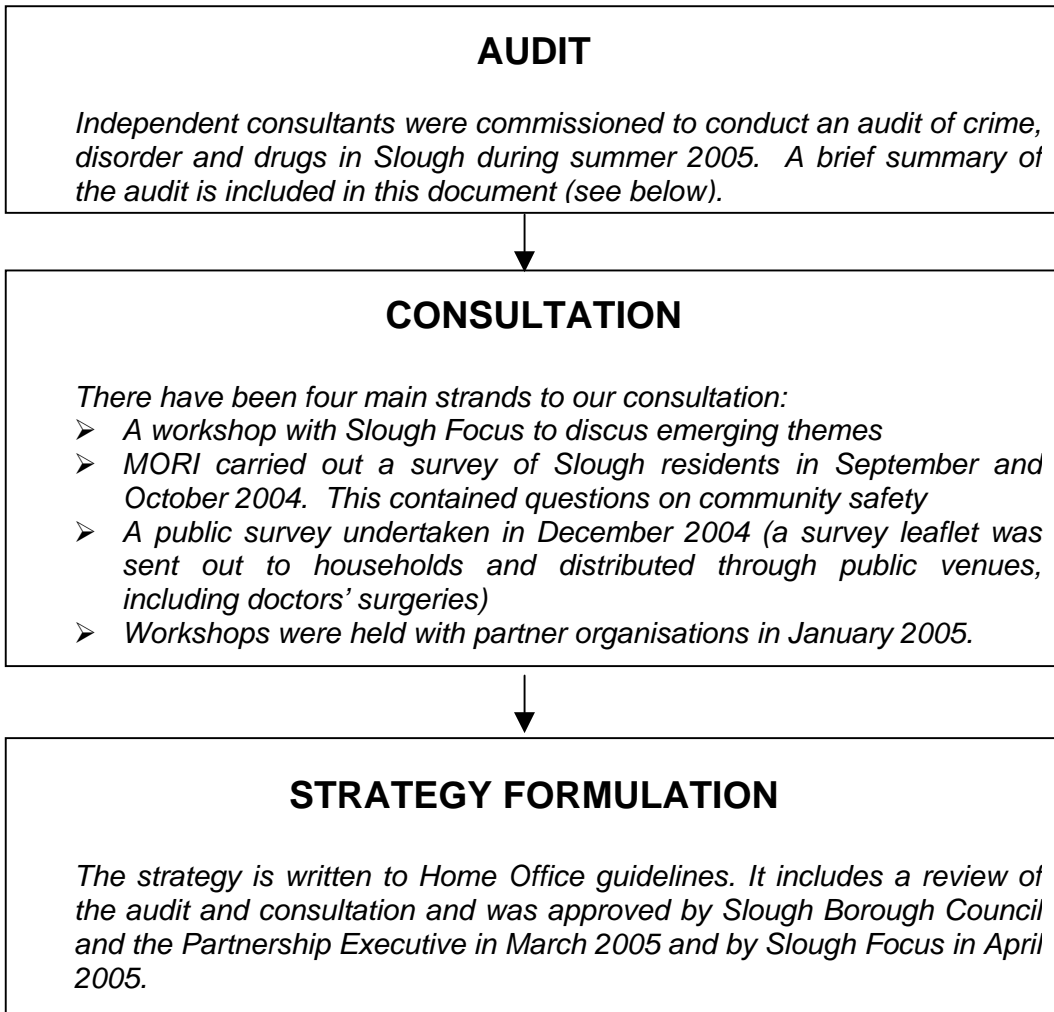
Communities

- Wardens Programme achieved Quality Standard.
- Prolific and Other Priority Offenders Initiative launched (SPPOT).
- Radio and CCTV security across town centre improved by Slough Town Against Crime (STAC).
- Police Priority Area created in Britwell leading to significant reduction in the levels of crime and disorder.

Chapter Two: From Audit To Strategy

1. Introduction

Safer Slough Partnership has gone through three key stages to produce this strategy:



2. Purpose of the Strategy

The Partnership has obligations under Section 5 of the Crime and Disorder Act 1998 as amended by sections 97 and 98 of the Police Reform Act 2002 to undertake an audit every three years and produce a strategy. The Strategy sets out our priorities, aims and objectives for reducing crime and disorder, and tackling drug misuse over the next three years. It ensures we take account of the findings of the audit and the views of the local community.

3. Brief Summary of Audit

Introduction

This section provides a brief summary of the findings and recommendations of the Safer Slough Partnership 2004 Crime and Disorder and Drugs Audit.

The data collected in the audit reflects long-term patterns over the three-year audit period (2002-2005). A new National Crime Recording Standard was introduced in 2002 and so comparisons with crime data collected before the audit period are not always relevant. Comparisons have also been made with the rest of Thames Valley¹, and with most similar Crime and Disorder Reduction Partnerships².

Findings

All Crime

The total number of recorded incidents has increased in 2001-2004 compared to 1998-2001. Overall crime in Slough is above the CDRP family average, however the rate at which crime has increased in Slough has slowed. In 2001-2004, all violent crime increased significantly in Slough, burglary also rose and all vehicle crime (including interference but not criminal damage) increased slightly.

Vehicle Crime

Steady falls have been observed for theft of Vehicles since 1998, though there was an increase of over a fifth in 2003/04. There have been increases in theft of vehicles across the CDRP family over the last two years. Falls were observed in theft from vehicles in 2001/02 and 2002/03, though there was an increase in 2003/04. A disproportionate amount of laptop theft from vehicles occurs in Slough compared to the rest of the Thames Valley.

Burglary

Burglary (dwelling) increased in 2001/02 and 2002/03 but fell sharply in 2003/04. The rate in the CDRP family group has decreased in the last two years. Burglary (non-dwelling) has fallen since 2001/2002.

Violent Crime

Violence against the person (VAP), robbery and sexual offences have all increased year on year since 2001/02. The increases for VAP are consistent with Thames Valley and the CDRP family. The rate of increase for robbery in Slough slowed in 2002/03, though over this period there were falls in Thames Valley and the CDRP family. Although small in number, sexual offences increased by nearly 14% in 2003/04.

There were over 2,000 incidents of domestic violence reported in 2003/04. The majority of these offences were assaults. Domestic incidents were more evenly spread across Slough than most other types of crime. The majority of racial incidents were public order offences.

Anti-Social Behaviour

Slough experiences many forms of anti-social behaviour. During the audit period (2002-2005) the most prevalent type of anti-social behaviour was "environmental damage" (such as criminal damage). This was followed by "misuse of public space" which includes drug misuse (of high concern to residents), and prostitution. The second most prevalent type of anti-social behaviour was "disregard for the

¹ The other partnerships in Thames Valley are: Aylesbury Vale, Bracknell Forest, Charwell, Chiltern, Milton Keynes, Oxford, Reading, South Buckinghamshire South Oxfordshire, Vale of White Horse, West Berkshire, West Oxfordshire, Windsor and Maidenhead, Wokingham and Wycombe.

² The Home Office measures Slough's crime levels against "most similar CDRPs". These are CDRP areas with similar characteristics (for example, population, deprivation and employment) to Slough.

community/personal well-being” (noise, rowdy behaviour), followed by “acts directed at people such as intimidation and harassment”.

Business and the Town Centre

High increases in fraud, theft and handling have been recorded. Much impact has been made in addressing business-related crime through ‘Business Watch’ and ‘Slough Town Against Crime’.

Slough Drug Profile

Slough has a significant drug problem, like most towns of its size. Through its good links to the airports and channel ports, Slough is often used for distribution through to the rest of the country. Crack and heroin are the most prevalent class A drugs in Slough. It has the purest levels of crack in the country at around 75%-80% and is also the cheapest. A number of “crack houses” exist across Slough - the new ASB powers will enable the police to enforce closure notices more effectively and quickly. Anecdotal data suggests there are clear links between drug use, prostitution, shoplifting, gun crime and acquisitive crime.

Offender Profile

Our knowledge of offenders is largely based on data relating to people who come into contact with the criminal justice system. Our data suggests that the average offender who is committing crime to feed a drug habit is twenty-three years old and of White British origin. The majority of offenders who were in contact with the Probation Service and the Youth Offending Team were male. From the detected offences, males tend to be charged with violent crime, shoplifting or burglary whereas females tend to be charged with shoplifting, fraud/forgery or theft and handling.

Fear of Crime and Victims of Crime

The Slough Borough Council Annual Attitudes Survey 2004 (unpublished) found that four out of five residents felt safe outside during the daytime whilst almost half felt most unsafe outside after dark. According to the survey the crimes residents were most likely to have suffered were, in order of prevalence, theft from a vehicle, burglary, theft of a vehicle and violence. In all cases the proportion was higher than the national average.

Vulnerable Groups

A wide range of people were identified as being vulnerable, including older people, young people, black and minority ethnic groups, women, homeless persons, and people suffering from mental health problems. All of the aforementioned are vulnerable to becoming victims of crime either as a result of age, language, cultural barriers, health or poor access to services.

Recommendations

A great deal has been achieved in Slough since the previous audit. The SSP is firmly established and a variety of crime reduction activity has been implemented. However, the audit suggests that there are particular types of crime that would be worthy of further attention in the future. These are:

- Domestic Burglary: The SSP should consider long-term promotion of techniques for reducing opportunities for burglary in hotspot areas and should work to prevent victims from becoming repeat victims through crime prevention advice and help with security.
- Theft of Motor Vehicles: The SSP should consider long-term target-hardening in wards with high rates of theft of vehicles and should promote the use of simple and relatively inexpensive security devices.

- Theft from Motor Vehicles: The SSP should promote preventative measures in wards with high rates of theft from motor vehicles.
- Violent Crime: The SSP should build on the work conducted by the Domestic Violence Forum on reporting violence in the home. The Partnership should continue to monitor racial incidents in hotspot areas and take actions to reduce the number of incidents.
- Anti-Social Behaviour: The SSP should use all available legislation and develop strategies to engage those at risk in purposeful and meaningful behaviour (especially during school holidays and weekends).
- Business and the Town Centre: The SSP should continue to improve the safety of people and businesses in the town centre late at night and at weekends.
- Drugs and Key Types of Crime Related to Drugs: Co-ordination of the Drug Intervention Project and Prolific and Other Priority Offenders Initiative to identify linkages between acquisitive crime, prolific offenders, drugs misuse and hotspots.
- In-depth Monitoring of Crime Data: The SSP should analyse data on a quarterly basis to account for short-term changes in crime.
- Support for Vulnerable People and Diverting Offenders: The SSP should identify and support vulnerable groups in order to reduce opportunities for crime. The Partnership has a leadership role to play in dealing with offenders, particularly in relation to the Prolific and Priority Offenders Scheme.

4. Consultation

The purpose of the consultation was to confirm that the recommendations of the Audit meet the community safety and drug and alcohol concerns of the community. The requirement for the consultation on the Crime, Disorder and Drug Audit is laid out in the Police Reform Act 2002.

The Drug Action Team and the Community Safety Team, with the support of the Policy Team at Slough Borough Council, undertook the management of the consultation. Firstly, a workshop was held with Slough Focus to debate emerging themes. Secondly, a MORI survey was carried out in September and October 2004, which contained questions on community safety. Thirdly, a postal survey was undertaken of 2,000 randomly selected households. The questionnaire was also distributed to about a hundred groups of interest and nine hundred questionnaires were distributed to venues with public access, such as doctors' surgeries and libraries. The questionnaire was available on Slough Borough Council's website. Over three hundred forms were returned. Finally, in January 2005, a conference of almost a hundred delegates from both the Drug Action Team and the Crime and Disorder Reduction Partnership was held to consult on a number of identified challenges arising from the audit. The conference also debated how the merged partnership should work in practice.

The findings have been used to help the formulation of the strategy, to plan activities to deliver the strategy, to prioritise the allocation of resources and to set performance standards. A summary of the findings of the consultation is shown in Appendix Three.

5. Strategic Formulation

The strategy has been based on the findings of the audit and consultation. The strategy was written by a Formulation Group³ and managed by a Steering group⁴. As part of the formulation of the strategy the priorities, aims and objectives were agreed against which success will be judged. Strategic targets included in the plan have been negotiated with Government bodies. As this is a combined strategy a cross-cutting approach using themes has been used. This will allow a wider scope for activity, and more flexible response to national and local needs. The completion of this stage involved approval of the strategy by Slough Borough Council, Slough Focus and the Executive of the Partnership.

The following are some of the major influences on the formulation of the strategy from national and local perspectives. Balancing these influences has been a challenge for the Partnership.

National Influences	Local Influences
<ul style="list-style-type: none"> ▪ Five Key National Priorities for Policing 	<ul style="list-style-type: none"> ▪ Findings from the Audit
<ul style="list-style-type: none"> ▪ British Crime Survey Comparator for recorded crime 	<ul style="list-style-type: none"> ▪ Response to the Consultation
<ul style="list-style-type: none"> ▪ Restrictions on Bail scheme 	<ul style="list-style-type: none"> ▪ Slough Focus Community Strategy and other local plans (see Appendix Six)
<ul style="list-style-type: none"> ▪ National Drug Testing Monitoring system (NDTMS) 	<ul style="list-style-type: none"> ▪ Local delivery agreements (Slough PCT)
<ul style="list-style-type: none"> ▪ National Treatment Agency 	<ul style="list-style-type: none"> ▪ Local Delivery Agreements (LDA) (GOSE)
<ul style="list-style-type: none"> ▪ National Priority Targets (see below) 	<ul style="list-style-type: none"> ▪ Local targets

6. Priority Targets

National priorities for target setting are given below. They will be reviewed annually.

- *PSA 1:* The national PSA1 is “to reduce crime by 15%, and further in high crime areas, by 2007-08”. Slough has been set a local target to reduce crime by 15.6% and this target is subject to six monthly reviews. In order to achieve this reduction, targets for specific crimes have been agreed for Slough. These local targets have been set to reduce variations in crime between different communities and Best Value Performance Indicator (BVPI) crime targets. These local targets are listed below and are reviewed annually.

³ The Formulation Group consisted of Sarah Apicella (DAT Manager, PCT), Nicola Cecil (Partnership Manager, TVP), Simon Crossley (Partnership and Performance Manager, SBC), Insp. Ian Kirke (Community Safety, TVP), Jatinder Matharu (DAT Co-ordinator, PCT), Sgt. John Moores (Community Safety, TVP) and James Priestman (Head of Community Safety, SBC).

⁴ The Steering Group consisted of Denise Alder (Strategic Director, Green and Built Environment, SBC), Mike Attwood (Chief Executive, PCT), Cheryl Coppell (Chief Executive, SBC) and Supt. Paul Tinnion (LPA Commander, TVP).

Theft Of Motor Vehicle -reduce reported incidents by 30.0%
Theft From Vehicle - reduce reported incidents by 20.0%
Vehicle Interference - reduce reported incidents by 30.0%
Domestic Burglary – reduce reported incidents by 20.0%
Theft of Cycle - reduce reported incidents by 20.0%
Theft From Person - reduce reported incidents by 20.0%
Criminal Damage - reduce reported incidents by 20.0%
Common Assault- increase reporting by 10.0%
Woundings - increase reporting by 20.0%
Robbery of Personal Property - reduce reported incidents by 20.0%

- *PSA 6:* Reducing the use of Class A drugs and the frequent use of illicit drugs among young people under the age of 25 especially the most vulnerable young people, and reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest. This target is reviewed annually.
- *PSA 10:* Increase the participation of problem drug users in drug treatment programmes by 55% by 2005 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining or completing treatment programmes. This target is reviewed annually.
- *PSA 11:* The increase the participation of problem drug users in drug treatment programmes and participation of problem drug users from Black and ethnic minorities. This target is reviewed annually.

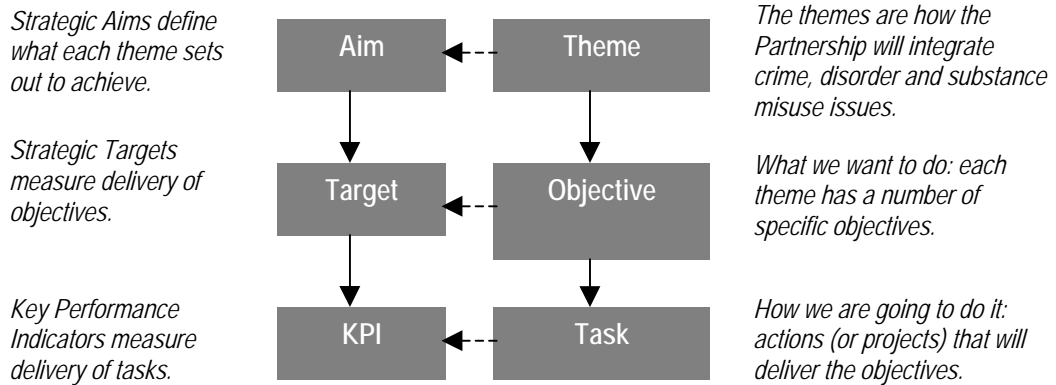
The Drug Action Team monitors an extensive number of targets and it is not feasible to include them all in this Strategy. They can be found in the following plans:

- Local Delivery Agreements (GOSE)
- Key Performance Indicators (GOSE)
- Annual Targets (National Treatment Agency)
- DIP Compact Key Performance Indicators (GOSE)
- Local Delivery Plan (Slough Primary Care Trust)
- Best Value Performance Indicators (SBC)

Chapter Three: Strategic Themes

1. Introduction

The strategic aims are set out in the following section as shown below:



3. Themes

The Strategy has five themes:

- 1 ENFORCEMENT
- 2 PREVENTION & COMMUNITIES
- 3 TREATMENT
- 4 YOUNG PEOPLE

The strategic objectives, tasks and targets for each theme are set out on the following pages. Summary tables of the themes and strategic objectives are presented in Appendix Four and Five.

ENFORCEMENT

Champion– Slough Local Policing Area Superintendent (Paul Tinnion)

Aim: Enhancing the Quality of Life for the People of Slough by Re-Assurance, Positive Action and Enforcement

Objective 1: Reduce Crime by 15.6%

Tasks:

- Target known offenders.
- Use of national intelligence model to target resources.
- Increase detection rates by maximising use of forensic evidence.
- Improve links with Crown Prosecution Service

Target:

- Reduce Crime by 15.6%

Objective 2: Burglary: Reduce Domestic Burglary

Tasks:

- Target known offenders.
- High visibility patrols in hot-spot locations.
- To ensure that all media avenues are used to the fullest potential in promoting pragmatic crime reduction strategies and heightening community intelligence.
- Increase detection rates by maximising use of forensic evidence.
- Target market in stolen goods to reduce the opportunity of selling stolen goods.

Targets:

- Reduce Domestic Burglaries by 20%.
- Other objectives relevant to target: 16)

Objective 3: Burglary: Reduce Non-Domestic Burglary in order to contribute to the health of the local economy

Tasks:

- Target known offenders.
- High visibility patrols in hot-spot areas.
- Use of national intelligence model to target resources.
- Increase detection rates by maximising use of forensic evidence.
- Issue of arrest warrants promptly for burglars who fail to appear for any offence.

Targets:

- Reduce Non-Domestic Burglaries by: 20%.
- (Other objectives relevant to target: 17)

Objective 4 Vehicle Crime: Reduce Vehicle Crime

Tasks:

- Target known offenders.
- High visibility patrols in hot-spot locations.
- Patrolling of car parks at key times.
- Target market in stolen goods to reduce the opportunity of selling goods.

Target:

- Reduce Vehicle Crime by 23%.
- (Other objectives relevant to target: 18)

ENFORCEMENT continued**Objective 5: Violent Crime: Reduce the incidents of Robbery****Tasks:**

- Target known offenders.
- Use school Liaisons Officers and restorative justice to combat robbery in schools.
- Use campaigns to highlight robbery profiles in problematic areas.
- Use of national intelligence model to target resources.
- Ensure immediate and comprehensive attendance of police to try and locate offenders near scene of crime.

Target:

- Reduce Robbery of Personal Property by 20%.
(Other objectives relevant to target: 10,19)

Objective 6: Violent Crime: Reduce Street Crime**Tasks:**

- Use PubWatch and Door Safe within licensed premises for client safety.
- Use Fixed Penalty notices to minimize potential problems.
- Ensure PCSOs (Police Community Support Officers) use their new powers.
- Ensure the robust use of the new licensing laws and safer drinking campaigns.
- Anti Social Behaviour legislation to be used to its full potential.
- High visibility policing at weekends.
- Prevent consumption of alcohol in designated public spaces.
- Enforce under aged drinking and purchasing laws.

Targets:

- Restrict Common Assault to increase of 10%.
- Restrict Woundings to an increase of 20%.

Objective 7: Violent Crime: Reduce Domestic Violence**Tasks:**

- Positive Action taken by Police called to Domestic Violence Incidents.
- Ensure breaches of injunctions are dealt with quickly.
- Where necessary, assist in providing a safe room, panic buttons and other support especially where the victim decides to stay within the home.
- Establish a co-ordinated framework for reporting Domestic Violence.
- Improve reporting from organisations that work with children and young people.

Targets:

- Increase Reporting of Domestic Violence to Police by 10%.
(Other objectives relevant to target: 9, 20)

ENFORCEMENT continued**Objective 8: Violent Crime: Reduce Criminal Damage****Tasks:**

- Target resources to hot-spots at key times.
- Fast track removal for racial and hate crime graffiti.
- Proactive deployment of neighbourhood wardens and PCSOs.
- Removal of abandoned vehicles in order to reduce incidents of arson.
- Use of anti-social behaviour helpline.

Targets:

- Reduce Criminal Damage by 20%.
(Other objectives relevant to target: 10, 21)
- 75% new reports of abandoned vehicles investigated within 24 hours of notification

Objective 9: Violent Crime: Improve reporting of Wounding, Race, Hate Crimes and Domestic Violence**Task:**

- Raise awareness of need to report incidents.

Targets:

- Increase reporting of Violent Crime by 10%.
- Increase reporting of Domestic Violence to police by 10%.
(Other objectives relevant to target: 7, 20)

Objective 10: Anti-Social Behaviour: Reduce Anti-Social Behaviour**Tasks:**

- Increase the use of Acceptable Behaviour Contracts and Anti-Social behaviour Orders for priority concerns of the community.
- Through intelligence gathering of partners, target problematic hotspot areas.
- High visibility policing at key times.
- Ensure breaches of ASB orders are enforced promptly.
- Use of bye-laws and existing legislation to combat disorder.

Targets:

- Reduce Anti-Social Behaviour by 10%
(Other objectives relevant to target: 21)
- Reduce Robbery of Personal Property by 20%.
(Other objectives relevant to target: 5, 19)
- Reduce Criminal Damage by 20%.
(Other objectives relevant to target: 8, 21)
- Cases Handled by the Case Review Team: 200 (2007/08).
(Other objectives relevant to target: 21, 38)

Objective 11: Anti-Social Behaviour: Reduce Crime linked to Drug Misuse**Tasks:**

- Use the Prolific and Priority Offender (PPO) Scheme in order to target offenders and engage them on drug treatment plans.
- Maximise the effectiveness of the Restrictions on Bail Scheme, which targets offenders who are using crime to fuel drug habits.
- Increase use of Drug Referral Workers in Police Custody.
- Use of Crack House Protocol.
- Drug Enforcement Team operations.

Targets:

- To reduce the re-arrest rate for PPOs by % (Target to be agreed in year one)
- % of PPOs to be picked up in custody by SMART or YOT

ENFORCEMENT continued

- Outreach Drug worker (Target to be agreed in year one)
- % of PPOs in treatment for six weeks (Target to be agreed in year one)

Objective 12: Anti-Social Behaviour: Reduce problematic drinking in the town centre.**Tasks:**

- Preventative patrols in evenings
- Police to visit venues at key times
- All licensed premises in town centre to be part of Pubwatch Scheme
- Ensure members of Pubwatch attend regular meetings.
- All door staff must be licensed by the SIA (Security Industry Association)
- At least one enforcement campaign per year to deter the sale of alcohol to those who are under-age.

Target:

- Establish an alcohol reduction strategy with targets for years two and three
(Other objectives relevant to target: 22)

Objective 13: Develop a System to Identify Local Hotspots**Tasks:**

- Explore feasibility of a GIS system to identify emerging trends, including local drug hot spots, drug litter finds, anti-social behaviour, and crime hotspots;
- Use local intelligence from the community (via local initiatives that involve Thames Valley Police, Wardens and Community Support Officers).

Target:

- Map crime and disorder hotspots on a quarterly basis.

Objective 14: Availability of Drugs: Close more Crack Houses/drug dens**Tasks:**

- Develop a crack protocol to ensure the exchange of information between key agencies is more effective.

Targets

- To be set

Objective 15: Availability of Drugs: Reduce the Availability of Drugs in local pubs and clubs**Tasks:**

- Drug test customers on an ad-hoc basis in local pubs and clubs via our drug testing machine.
- Work closely with our licensing department to ensure landlords adhere to local drug and alcohol policies.
- Highlight the dangers associated with drug driving via a local campaign.

Targets:

To be set

PREVENTION AND COMMUNITIES

Champion – Head of Community Safety, Slough Borough Council (James Priestman)

Aim: *Reduce the harm that drugs and crime cause to communities and so build stronger and safer communities that are protected from drugs, anti-social behaviour and crime, particularly drug-related crime*

Objective 16: Burglary: Reduce Opportunity for Domestic Burglary

Tasks:

- Use of preventative measures including campaigns to raise awareness and a “Bobby scheme”.

Targets:

- Reduce Domestic Burglaries by 20%.
(Other objectives relevant to target: 2)

Objective 17: Burglary: Reduce Opportunity for Non-Domestic Burglary in order to contribute to the health of the local economy

TaskS:

- Joint working between Thames Valley Police and Slough Borough Council to develop community safety advice for planning applications;
- Develop a robust crime prevention strategy for local businesses;
- Greater engagement with the Chamber of Commerce;
- Enhanced intelligence sharing, modelled on the successes of Slough Town Against Crime (STAC) and the Slough Trading Estate.

Target:

- Reduce Non-Domestic Burglaries by 20%.
(Other objectives relevant to target: 3)

Objective 18: Vehicle Crime: Reduce Opportunity for Vehicle Crime

Tasks:

- Promotion of preventative schemes that encourage vehicle security and other safety measures;
- Information campaigns that encourage vehicle security, targeted at employees and visitors to the town;
- Environmental improvements that reduce opportunities for vehicle crime;
- Develop a robust crime prevention strategy for local businesses.
- Greater engagement with the Chamber of Commerce;
- Enhanced intelligence sharing, modelled on the successes of STAC and the Slough Trading Estate, especially in car parking areas;
- Use of the media to promote crime reduction strategies and gain community intelligence.

Target:

- Reduce Vehicle Crime by 23%.
(Other objectives relevant to target: 4)

Objective 19: Violent Crime: Reduce Opportunity for Robbery

Tasks:

- Tackle Theft From Person (including of Mobile Phones) through targeted prevention campaigns.
- Information campaigns that encourage safety, targeted at employees and visitors to the Town;

Target:

Reduce Robbery of Personal Property by 20%.
(Other objectives relevant to target: 5. 19)

PREVENTION & COMMUNITIES continued

Objective 20: Violent Crime: Reduce Opportunity for Domestic Violence

Tasks:

- Secure a Domestic Violence Coordinator post for Slough.
- Establish a Steering Group to manage a Domestic Violence Strategy.
- Produce and maintain a Domestic Violence Handbook & Directory.
- Raise public and organisational awareness through campaigns and training.
- Evaluate feasibility of Women's Safety Unit and bid for funding.

Target:

- Increase reporting of Domestic Violence to police by 10%.
(Other objectives relevant to target: 7, 9)

Objective 21: Anti-Social Behaviour: Reduce Opportunity for Anti-Social Behaviour and Disorder

Tasks

- Use a neighbourhood mapping process to identify those parts of Slough that suffer the most crime (including race-related crime) and anti-social behaviour (including drug misuse).
- Handle disputes through the ASB Case Review Team.
- Actions to address anti-social behaviour that is associated with prostitution
- Reduce environmental damage including fly-tipping and graffiti.
- Share data and information in order to reduce deliberate fires.

Targets:

- Set a baseline for annual measurement of incidents of anti-social behaviour
- Reduce Anti-Social Behaviour by 10%
(Other objectives relevant to target: 10)
- Deliberate Fires Target: 774 (2007/08).
- Reduce Criminal Damage by 10%.
(Other objectives relevant to target: 8, 10)
- Cases Handled by the Case Review Team: 200 (2007/08).
(Other objectives relevant to target: 10, 38)

Objective 22: Healthy & Cared for People: Improve the health and care of people who are vulnerable to involvement in crime and anti-social behaviour as either offenders or victims

Tasks:

- Establish peer-led drug education and parental drug education projects.
- Provide support for parents with substance misuse problems in order to help manage their lifestyle and provide access to treatment;
- Use the Slough Prolific and Priority Offenders Team (SPPOT) and the Anti-Social Behaviour Case Review Team to address the underlying causes of offending behaviour
- Address the needs of all ex-offenders to prevent re-offending, particularly in relation to Accommodation, Drugs, Alcohol, Employment and Mental Health;
- Provide information and support to problematic drinkers;
- Develop services to meet the needs of sex workers who are vulnerable to crime and anti-social behaviour;
- Target hardening and information initiatives to reduce the vulnerability of the elderly to burglary and violent crime;
- Provide effective services for victims of domestic or sexual violence;
- Provide support for all victims of crime regardless of their age, gender, ethnicity, disability, sexual orientation or faith, including asylum seekers;
- Set up a new multi-agency group to oversee and co-ordinate measures being taken to prevent people becoming repeat victims of crime and to ensure support and advice for repeat victims;
- Promote the availability of Neighbourhood Watch.

PREVENTION & COMMUNITIES continued**Target:**

- Establish an alcohol reduction strategy with targets for years two and three
(Other objectives relevant to target: 12).

Objective 23: Safer Communities: Build up the capacity of communities in Slough to address crime, drugs, anti-social behaviour and the fear of crime**Tasks:**

- Support Neighbourhood Policing organised under three neighbourhood areas: Slough North, Slough South (including the town centre) and East Slough (including Langley);
- Use a neighbourhood mapping process to identify those parts of Slough that suffer the most crime (including race-related crime) and anti-social behaviour (including drug misuse);
- Work with housing agencies including Supporting People and ALMOs to develop neighbourhoods and build-up the capacity of community/resident groups in high crime areas to protect themselves from crime, anti-social behaviour and drug misuse;
- Develop the work of faith and cultural groups in deterring people and protecting people from crime and anti-social behaviour;
- Support a mediation service to resolve on-going disputes that divide communities;

Targets:

- % (figure to be agreed in year one) of people surveyed who are involved in decision making
- % (figure to be agreed in year one) of people surveyed who feel they can influence decisions in their area
- % (figure to be agreed in year one) of people who have worked in a voluntary capacity over the past 12 months
- (Other Objectives relevant to targets: 24)

Objective 24: Safer Communities: Engage the community with community safety and drug projects and services and inform them on a regular basis of progress**Tasks:**

- Develop new methods of keeping the community informed of progress on new initiatives and policies in relation to community safety and drugs.
- Undertake consultation with local communities on perceptions of drugs and the impact crime, anti-social behaviour and drugs has on their lives to help us develop services.
- Set up at least one community-lead community safety project per year

Targets:

- % (figure to be agreed in year one) of people surveyed who are involved in decision making
- % (figure to be agreed in year one) of people surveyed who feel they can influence decisions in their area
- % (figure to be agreed in year one) of people who have worked in a voluntary capacity over the past 12 months
(Other Objectives relevant to targets: 23)

TREATMENT

Champion – Chief Executive of Slough Primary Care Trust (Mike Attwood)

Aim: Support people to overcome their drug problems and live healthy and crime-free lives

Objective 25: Improve access into treatment by working collaboratively with partners to provide services for the most vulnerable people in society

Tasks:

- Working effectively in partnership with key partners
- Undertake consultation with these groups to identify needs analysis and develop services based on the needs of this specific vulnerable drug using population
- Provide an outreach service to target hard-to-reach clients
- Enhance the quality of treatment by providing specific interventions to each of the groups identified above

Target: Objective 25 target to be set in year one

Objective 26 Improve waiting times to provide the right treatment at the right time and continue to expand our drug treatment services to be able to provide treatment without waiting

Tasks:

- Introduce more community-based treatment.
- Encouraging more GP referrals.
- Reviewing the current four- way agreement (Pharmacists, GPs, treatment agencies and clients agreeing to work together).
- DAT's new Tier Two service will undertake all screening and assessment of clients prior to referring to the appropriate drug treatment service.
- Drug Intervention Programme will take high profile offenders from current waiting lists and fast-track them through the treatment system.

Target: Objective 26 target to be set in year one

Objective 27: Ensure drug information is available for the public and relevant tier 1 services to identify substance misuse

Tasks:

- Raise the profile of treatment services and operating a sign-posting service.
- Provide an outreach provision in key areas/hotspots.
- Distribute leaflets/literature (languages) to groups.
- Distribute a Drug service directory to all professional staff.
- Raise the profile of new schemes (Restrictions on Bail, Priority, Prolific Offenders Scheme) in the area so the public are kept informed.
- Develop a web-site to make information more accessible locally.

Target: The percentage year on year change between 2002/03 and 2003/04 in the number of problem drug mis-users accessing treatment services.

TREATMENT continued

Objective 28: Minimise the physical harm drugs causes to individuals

Tasks:

- Monitor BBV / HIV /Hepatitis - through incident reporting (user group) and monitor the quality of information.
- Continue to promote and raise the awareness of NEX schemes in Slough, including safe disposal of drug paraphernalia and offering clean needles to drug injecting clients.
- Develop a Harm Minimisation Strategy to guide this agenda.
- Monitor key hot spots on drug related litter (finds) and link in with appropriate services to remove the finds.
- Offer overdose training and raise awareness around overdose. We aim to reduce the number of drug related deaths in line with the NHS Plan 2003/06 by 20%.
- Offer relapse prevention support through our 24/7 help-line out of hours.
- Increase the number of venues holding sharps boxes for safe disposal of needles.

Target: Objective 28 target to be set in year one

Objective 29: Meet the health, social and cultural needs of BME drug using population

Tasks:

- Establish levels of cultural training for staff through staff competencies.
- Develop/link into interpreting/translation services.
- Promote equal opportunities.
- Distribute leaflets/literature in various languages to reflect the diverse population of Slough.
- Establish a User/Carer group to consult on treatment services.
- Promote drug treatment through various voluntary and faith groups.

Target: Objective 29 target to be set in year one

Objective 30: DIP: Reduce waiting times by fast-tracking drug using offenders into treatment

Tasks:

- Ensure every person arrested for a trigger offence is tested for drugs and offered appropriate drug treatment either as prison sentence or community based treatment.
- Ensure every person has access to an Arrest Referral (AR) Officer to offer the support and advice on drugs. The AR Officer will make appropriate referral to DIP.
- Have a dedicated team to screen, assess and offer drug treatment outside of the traditional services.
- Monitor numbers in treatment and waiting times to measure performance.
- Continue to provide a rapid prescribing service by referring clients to GPs or specialists at appropriate point in treatment.

Target: Objective 30 target to be set in year one

TREATMENT continued

Objective 31: DIP: Implement restrictions on bail scheme under the section 19 of the criminal justice act 2003 to reduce re-offending whilst on bail

Tasks:

- Ensure that the detainee is offered Arrest Referral when booking in and again at various points whilst in detention.
- Look at transparency of information sharing across new schemes, Restrictions On Bail (ROB), PPO and DIP.
- Extend the coverage of custody suites and court to address the out of hours need.
- Engage courts through the ROB programme.
- Increase staff to take on additional requirements including ROB and extra coverage of the arrest referral worker.

Target: Objective 31 target to be set in year one

Objective 32: DIP: Develop and implement a care co-ordination/ throughcare and aftercare service for drug misusers

Tasks

- Offer a wraparound service for both DAT/DIP clients - initially beginning with DIP and rolling out to generic DAT clients ('post Tier 3 treatment interventions'). This will offer support in every aspect of the drug misusers lifestyle, from housing, benefits through to education and employment.
- Introduce new treatment interventions such as Crack specific interventions to reflect the rising number of crack users.

Target: Objective 32 target to be set in year one

Objective 33: DIP: Train our workforce to deal with the sensitivity of clients needs and chaotic lifestyle

Tasks:

- Train our drug treatment service employees by developing a client centred ethos.
- Raise awareness around confidentiality, sensitivity with drug treatment service providers via our training bursary.
- Improve the effectiveness of drug treatment by aiming to increase the numbers successfully sustaining or completing treatment.
- Encourage our providers to increase the number of volunteers within the treatment services.

Target: Objective 33 target to be set in year one

YOUNG PEOPLE

Champion – Strategic Director of Children and Education Services (Janet Tomlinson)

Aim: To help young people resist substance misuse, and crime and disorder, in order to achieve their full potential in society

Objective 34: Young People: Help young people to resist substance misuse through early intervention and universal information

Tasks:

- Improve identification and assessment of children and young people's substance misuse related needs.
- All schools to have a drug prevention policy in place and provide staff with drug awareness training.
- Provide more drug awareness literature and seminars for both young people and parents. We need to make the information clear, easy to understand and information they can trust.
- Help to deliver drug awareness training to people working with children and young people to aid them to identify drug problems early on.

Target:

- Objective 34 target to be set in year one

Objective 35: Young People: Promote early identification and provide targeted services to those vulnerable to involvement in drug misuse

Tasks:

- Will increase services to vulnerable young people at risk of getting involved in drug misuse.
- Provide extra support to the hard to reach groups through a range of outreach activities. Improve identification and assessment especially for young people in known risk groups.

Targets:

See YOT Targets (Appendix Eight)

Objective 36: Young People: Increase participation of young people in developing new drug and community safety services

Tasks:

- Enhance links with partners to link into existing routes to liaise and consult with young people: through schools, youth and community centres, and leisure centres.
- Link with the 0-19 Development Participation Strategy.
- Hold health/drug misuse events.
- Review protocols and practice of young people accessing Treatment.
- Develop clear links between generic (Tier One) and specialist substance misuse service to ensure care planning is an integrated function of all agencies.
- Community Safety Project Officers to involve Slough Youth Forum and Slough Youth Council in Community Safety Planning.

Targets:

- Increase in the number of young people who believe they can have an influence in their neighbourhood (target to be set in year one)

YOUNG PEOPLE continued

Objective 37: Young People: Provide and improve drug treatment interventions for all ages of children/young people**Tasks:**

- Improve midwifery links to support pregnant and young mothers with drug problems.

Target:

- Objective 37 target to be set in year one

Objective 38: Young People: Engage with children and young people who are likely to become involved in crime in order to deter them from anti-social behaviour, offending or becoming victims of crime**Tasks:**

- Set up and maintain Youth Inclusion Support Panel (YISP).
- Ensure that activities and interventions are delivered to young people in order to help them to develop as confident people who are neither offenders nor victims of crime.
- Ensuring a permanent police presence within schools
- Increasing the number of truancy patrols by Police and Education Welfare
- Mentoring for young people at risk of entering into criminality;
- Work with community to deliver Youth Safety & Diversion projects;
- Increase the use of Acceptable Behaviour Contracts and Anti-Social behaviour Orders for priority concerns of the community;
- Ensuring a permanent police presence within schools;
- Truancy patrols by Police and Education Welfare.

Target:

- Cases Handled by the Case Review Team: 200 (2007/08).
(Other Objectives relevant to targets: 10, 21)

Alcohol Harm Reduction Strategy

Alcohol misuse is associated with a variety of health and social problems at the individual, family, community and public level. Across the UK, the extent of the problem is significant and well known and Slough is no exception. Currently the Drug Action Team (DAT) has the remit to tackle *drug* misuse; to reduce the harm that (predominantly illicit) drugs cause to individuals, families and the wider community. However, throughout the first year of this Strategy, in 2005, the DAT in partnership with the CDRP will be developing Slough's **Alcohol Harm Reduction Strategy**.

The Strategy follows the publication of the governments' 2004 national strategy - *National Harm Reduction Strategy* - the primary aim of which is to prevent any further increase in alcohol-related harm in England. The Public Health white paper "Choosing Health" (2004) highlights the need to address alcohol consumption in respect of the nations' health. Furthermore, alcohol misuse plays a significant role in the levels of crime and anti-social behaviour; the overall annual cost of crime and anti-social behaviour linked to alcohol misuse is calculated to be £7.2bn.

The four harms identified in the National Strategy are:

- harms to health
- harms to public order
- harms to productivity
- harms to family and society

The Partnership will develop strategic and delivery plans for alcohol that will address the following key areas:

Systems & Infrastructure

Develop a local structure for planning and delivering all alcohol-related initiatives and monitoring local performance against targets set in-line with the *National Harm Reduction Strategy*

Treatment/Health

Increase the number of people accessing effective, evidence-based treatment and improve successful outcomes and retention

Children & Young People

Support children and young people in resisting substance use and misuse; to support them in overcoming any problems where necessary and reduce the supply and ease of access to alcohol for children and young people

Licensing

Manage the effective implementation and operation of new licensing structures ensuring that night-time economy issues are addressed appropriately and collaboratively across the Partnership

Crime & Anti-Social Behaviour

Reduce the levels of alcohol-related crime, disorder and nuisance and the fear of these within Slough's communities

Family & Society

Reduce the harmful effects of alcohol use and misuse on the family and wider society.

Chapter Four: Strategy into Action

Partnership Structure

The SSP will deliver this strategy through the following structure. It is presented in diagrammatic form in Appendix Two

1. Executive

The Executive is the governing body of the SSP. It is a sub-group of Slough Focus and feeds into the wider Community Strategy for Slough. A list of the members can be found in Appendix One.

2. Programme Management Group

The Programme Management Group includes the four "Theme Champions" who are responsible for each theme and its strategic aim and objectives. The Group will meet before each SSP Executive Meeting and will report to the Executive on progress in delivering all the tasks relevant to each theme.

3. Delivery Groups

Delivery Groups will be responsible for achieving the tasks in the Crime, Disorder and Substance Misuse Strategy. The Delivery Groups have been listed under the theme to which they are most relevant. However, many of the Delivery Groups will report to more than one thematic champion because they are responsible for tasks under more than one theme. The Delivery Groups are made up of different partners and a list of these partners is at appendix one

ENFORCEMENT

Crime and Disorder: Police Pre-Tasking Group

The fortnightly Police Pre-Tasking meeting will be used to brief all partners of the crime and disorder problems in Slough. The meeting will enable the Safer Slough Partnership to ensure that it can react to the changing times and locations of crime and disorder issues. Police and Community Warden patrols and other resources will be deployed according to decisions made at this meeting.

Neighbourhoods

The delivery of this strategy coincides with a change in the way Slough is policed. From April 2005 Slough will be policed as three separate neighbourhoods: Slough North, Slough South (including the town centre) and Slough East (including Langley). Each of these neighbourhoods will have a **neighbourhood team** - headed up by an inspector - that will be able to respond to the immediate and changing needs of those areas. Slough Borough Council will help the Police to set up communication channels with the community.

The Slough Priority and Prolific Offenders Team (SPPOT) will work to ensure that people who repeatedly offend in Slough are convicted and that after sentence, realistic efforts are made to rehabilitate them into society. The Youth Inclusion and Support Panel (see Young People, below) will operate within SPPOT.

PREVENTION & COMMUNITIES

The appropriate action to be taken in relation to all complaints of anti-social behaviour will be decided at regular meetings of the **Anti-Social Behaviour Case Review Team**. The **Anti-Social Behaviour Forum** will meet to discuss problems of anti-social behaviour, review measures currently being taken and recommend new measures.

The **Domestic Violence Forum** will ensure that support is provided to victims of domestic violence.

A **new group** will be set up to work to prevent people becoming **repeat victims** of any types of crime.

The **Arson Prevention Bureau** will address deliberate fires. Royal Berkshire Fire and Rescue Service are directly involved with many of the Delivery Groups mentioned in this Strategy

The Community Safety Team's **Project Officers** will work with the Policy and Performance Unit (SBC), the FED and Community Development (SBC) and the police neighbourhood teams to ensure the involvement of the community in community safety

TREATMENT

East Berkshire Joint Planning Group (With Commissioning Responsibilities)

The group undertakes decisions for drug treatment and care services on an East Berkshire wide basis. It has responsibility to undertake strategic and operational planning, monitor spend and review performance.

Shared Care/ Harm Minimisation Monitoring Group

This group has responsibilities to develop the forthcoming Harm Minimisation Strategy. It also has responsibility for raising awareness around public health concerns e.g. contamination's and risks of acute and/or chronic illness.

This group will also undertake research on drug-related deaths and monitor local needle exchange schemes.

Slough Joint Commissioning Group (JCG)

The JCG acts as the main strategic commissioning planning mechanism for drug treatment and care services.

It develops systems for evaluating and monitoring all investment and performance of drug treatment and care services in line with the National Treatment Agencies requirements.

Treatment Planning Group

This group advises the JCG on the needs of adult clients for substance treatment services, acting as a planning forum to assist the commissioning process. It aims to integrate all the work of local drug treatment services to work in a more co-ordinated and effective method.

Resi- Rehab Panel

This panel makes decisions on client eligibility for residential treatment placements and monitors spend on the related budget.

Drug Intervention Programme Board

This is a steering group who has responsibility for implementation of the Drug Intervention programme.

Communities and Availability Sub Group

The group shares information between partners and agencies on drug supply and the impact on the community through education programmes. The group also looks to develop services within gaps identified. Both the drug-related litter steering group and the substance misusing parent group feed directly into this group. This Group is run jointly with the CDRP.

Drug Related Litter Steering Group

The group has responsibilities to facilitate the effective flow of information through the development of and engagement with appropriate network and to oversee the mapping of patterns and types of drug paraphernalia in Slough.

Substance Misusing Parent Group

This steering group has responsibilities to gather information and ensure targeted and tailored intervention and care packages of support to parents identified as having problems with substance misuse are available.

YOUNG PEOPLE**Young Peoples Substance Misuse Commissioning Group (YPSMCG)**

The YPSM commissioning group has responsibility to make decisions and commission young people's drug services. The YPSMG spend is monitored by this group.

Young Peoples Substance Misuse Planning Group (YPSMPG)

This group advises the YPSMCG on the needs of clients for substance treatment services, acting as a planning forum to assist the commissioning process. The group acts as a networking forum for providers to debate and highlight local issues and trends.

The **Youth Inclusion and Support Panel (YISP)** will meet to agree how young people who are most at risk of offending can best be prevented from taking-part in crime.

A **Youth Diversion and Interventions Group** (the name of this group is still to be determined) will meet to discuss the general provision relevant to crime diversion that is available to young people in Slough.

The **Youth Offending Team** works to enable young people to stop offending and maximise their full potential by enabling them to successfully become part of the community.

4. Performance Management

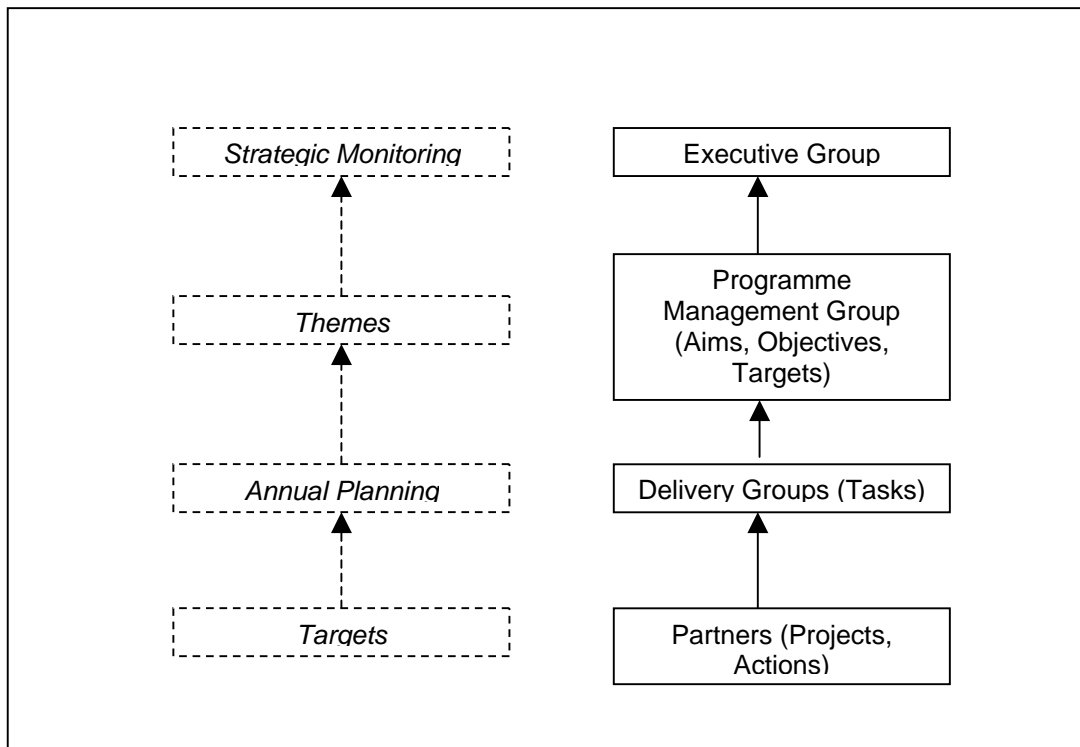
The **SSP Executive Group** will monitor the strategy through their quarterly reports. The SSP will hold a conference annually to review progress with its strategy.

The **Programme Management Group**. The Programme Management Group will ensure that the Delivery Groups deliver all their specified tasks and will report back to the Executive Group on the Partnership's success in delivering its strategy's aims, objectives and targets. Each thematic champion will have an action plan that includes relevant baselines, lead officers and other performance measures.

The **Delivery Groups** will have annual action plans to commission projects and actions. These plans will deliver the tasks of this strategy. Chairs of the delivery groups report to the Programme Management Group.

The **Partners** will deliver projects and actions relevant to the Tasks. The projects and actions will have targets that contribute towards the Strategic Targets of the Partnership's strategy.

Summary of Performance Management Structure



Further Data Analysis

A number of gaps in data and information were identified in the Audit. The SSP needs accurate data that is focused on its targets and is keen to improve its monitoring and analysis of anti-social behaviour, domestic violence and racial violence and harassment. The SSP will endeavour to conduct more in-depth monitoring in smaller geographical areas than wards, as the nature of crime problems can change on a street-to-street basis. The SSP will work with Nai Roshni, a regeneration partnership that has recently engaged in a comprehensive mapping project that will inform neighbourhood planning and decision making.

Appendices

Appendix One: Members of Safer Slough Partnership

The following members of the Executive are also “responsible authorities” under the Crime and Disorder Act 1998⁵

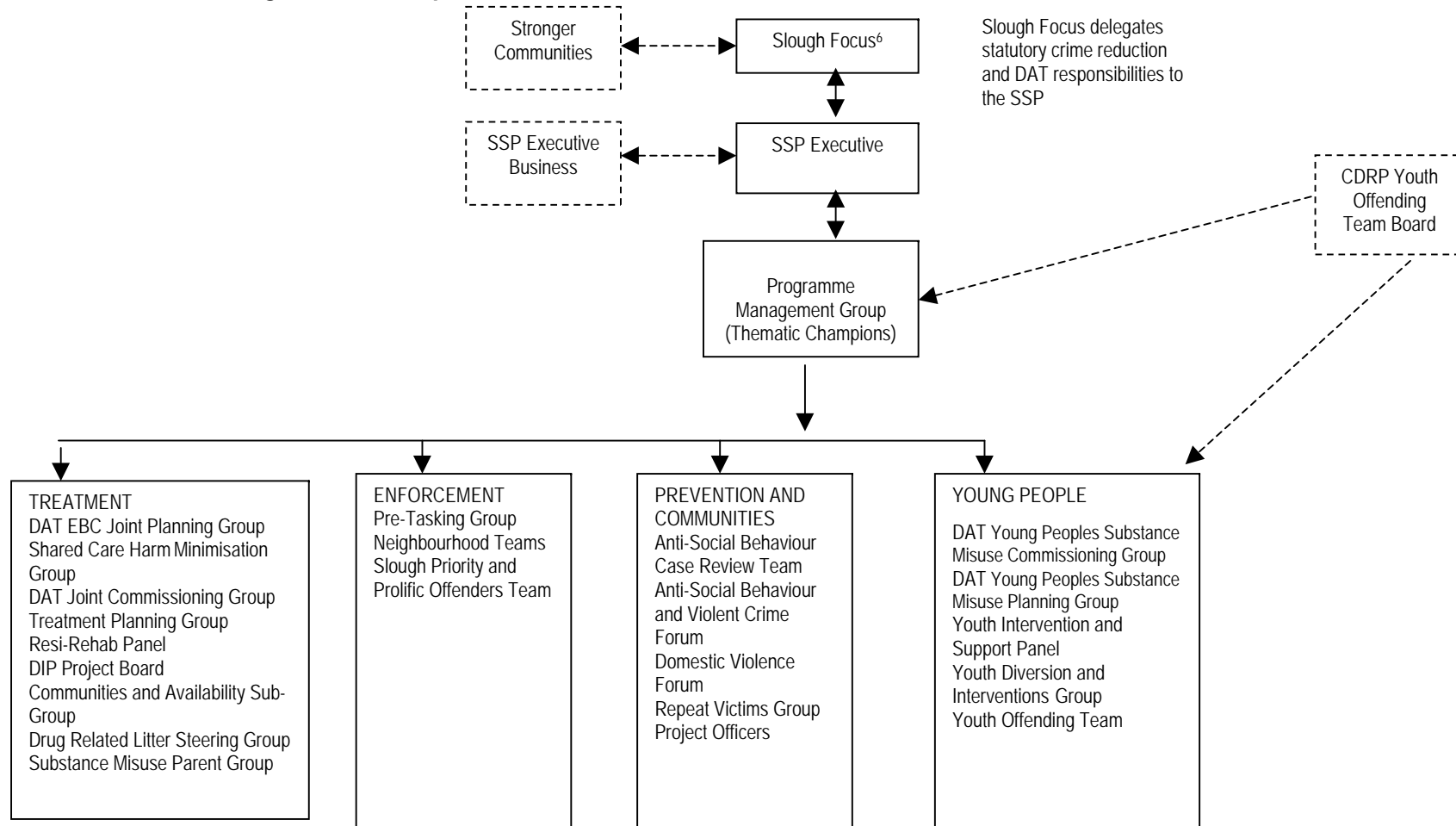
- Thames Valley Police Authority
- National Probation Service (Thames Valley)
- Royal Berkshire Fire and Rescue Service
- Slough Borough Council
- Slough Primary Care Trust
- Thames Valley Police

In addition to the partners listed above, the following members of the SSP will participate in the work of the Delivery groups.

- Addiction Counselling Trust
- Aik Saath
- Cascade
- Community Drive
- Crown Prosecution Service
- Equinox
- Government Office for the South East
- HYPE
- Learning Through Action
- National Treatment Agency
- Pakistan Welfare Association
- Slough Business Community Partnership
- Race Equality Commission
- REAP Resettlement Agency
- Slough Conflict Resolution Partnership
- Slough West Indian People's Enterprise
- SMART - Arrest Referral
- Stonham Housing
- Turning Point
- Victim Support (Slough & District)
- Slough Youth Offending Team

⁵ Section 5 of the Crime and Disorder Act 1998 as amended by sections 97 and 98 of the Police Reform Act 2002 sets out the responsible authorities for the Crime and Disorder Reduction Partnership.

**Appendix Two:
Structure of the Safer Slough Partnership**



Appendix Three: Summary of findings from the consultation:

SLOUGH FOCUS	PRIORITY FROM AUDIT	KEY FINDINGS FROM THE POSTAL SURVEY	KEY FINDINGS FROM MORI SURVEY	COMMENTS FROM WORKSHOPS	IDEAS FOR ACTIVITY FROM WORKSHOPS	RELEVANT OBJECTIVES
Making Slough Safer.	Domestic Burglary	Respondents are mostly concerned about burglary from home and violence. People's homes were the most important areas to focus on, followed by in and around schools.	Around one in ten residents say they have been a victim of burglary in the last year. One in ten say they have been a victim of actual burglary. (as at October 2004).	Agreed	Use of preventative measures including campaigns. Focus resources on hotspots.	2,16
	Theft of Motor Vehicles		Around one in twenty residents say they have had their vehicle stolen in the last year (as at October 2004).	Agreed	Target visitors and employees on common sense crime prevention measures.	4, 18
	Theft from Motor Vehicles		Around one in ten residents say they have had belongings stolen from their vehicle in the last year (as at October 2004).	Agreed	Targeted campaigns including education around not leaving possessions visible in vehicles.	As above
	Violent Crime	Violence was the number one priority for more respondents than for any other type of crime.	Around one in twenty residents say they have been a victim of threatened violence in the last year (as at October 2004).	Agreed	Use of different and appropriate measures. Domestic Violence treated as own stream of work.	5, 6, 7, 9, 19, 20.
	In-depth monitoring of crime data	-	-	Agreed		13
Improving	Anti-Social	Desire for more police and a more	The most perceived widespread	Agreed. In	Should also be about 'drug' element in Anti-Social	8,10,12, 21 (for

the Image of Slough	Behaviour	visible police presence. The prevalence of young people engaging in anti-social behaviour	anti-social behaviour problem in Slough is litter. Vandalism, abandoned cars and drug dealing or drug abuse are also key concerns. Four in five Slough residents say they feel safe outside in Slough during the daytime. However almost half of residents feel unsafe after dark	addition, prostitution is a concern	Behaviour. Partnership approach which harnesses all intelligence. More involvement with public to address fear of crime. Mediation Scheme. Promote female-specific services. Supported safe housing. Multi-agency approach including housing, health & treatment to give rapid response.	prostitution see 22).
Ensuring we have a thriving economy now and into the future. Good sustainable urban living through regeneration. Inclusive prosperity	Business and the town centre	-	-	Agreed	Support for businesses to educate their staff about individual responsibilities.	3, 17 (see also 12, 18, 19).
The Health and Care of Slough's People	Drugs and key types of crime related to drugs	Drug dens and crack houses, drug dealing and sexual offences were very important.		Agreed. Crack is an increasing concern	Include Crack Protocol as part of ASB strategy. One-to-one treatment for crack users including counselling. Multi-agency outreach team to handle police referrals.	11, 14, 15, 25-33.
Building Strong	Support for vulnerable	Older people as victims of crime was the group rated to be the		Agreed.	Support for victims of accidents, parents of drug users, victims of drug users and drug users as	22, 23, 24

Communities	people and diverting offenders	most important by the largest number of people.			victims (especially women). Outreach to support victims. Provide housing and employment support to rehabilitate offenders. Prevention strategy. Include Alcohol. Community Action Groups to 'prevent & deter'. Include mental and physical health issues.	
Assisting Children and Young People to Fulfil their Potential. Increasing learning in Slough		After older people, young people were rated as being most vulnerable to becoming victims of crime. Young people were also seen as vulnerable to involvement in criminal activity.		Agreed. Young people are vulnerable as offenders and victims	Discrete confidential and safe service for young people to go about drug issues. Peer training for young people. Alternative interventions for young people not in education or training. Improve provision of facilities for young people. Police work in schools.	34-38
	Other	BME respondents were more concerned than white respondents about vehicle crime, racist crime and prostitution. Women compared to men rated domestic violence and sexual offences as very important whilst men rated vandalism very important compared to women.	73% of residents believe that people from different backgrounds get along well in Slough. Whilst some residents are positive about affecting local decisions, people from certain areas are less positive about the influence they can bring to bear on local decisions.			

Appendix Four: Summary Table of Themes, Aims and Objectives

ENFORCEMENT

Aim: Enhancing the Quality of Life for the People of Slough by Re-assurance, Positive Action and Enforcement

Champion: Slough LPA Superintendent, TVP

Objectives:

1. Reduce Crime by 15.6%
2. Reduce Domestic Burglary
3. Reduce Non-Domestic Burglary
4. Reduce Vehicle Crime
5. Reduce Incidents of Robbery
6. Reduce Street Crime
7. Reduce Domestic Violence
8. Reduce Criminal Damage
9. Improve Reporting of Wounding, Race, Hate and Domestic Violence
10. Reduce Anti-Social Behaviour
11. Reduce Crime linked to Drug Misuse
12. Reduce problematic drinking in the town centre
13. Develop a system to identify Hotspots
14. Close More Crack Houses
15. Reduce availability of Drugs in Local Pubs

PREVENTION AND COMMUNITIES

Aim: To support people in resisting drugs and crime and so build strong communities that are protected from drugs, anti-social behaviour and crime

Champion: Head of Community Safety, SBC

Objectives:

16. Reduce Opportunity for Domestic Burglary
17. Reduce Opportunity for Non-Domestic Burglary
18. Reduce Opportunity for Vehicle Crime
19. Reduce Opportunity for Robbery
20. Reduce Opportunity for Domestic Violence
21. Reduce Opportunity for Anti-Social Behaviour
22. Improve the health and care of people who are vulnerable to involvement in crime and anti-social behaviour as either offenders or victims
23. Build up the capacity of communities in Slough to address crime, drugs, anti-social behaviour and the fear of crime
24. Engage the community with community safety and drug projects and services and inform them on a regular basis of progress

TREATMENT

Aim: Support people to overcome their drug problems and live healthy and crime-free lives

Champion: Chief Executive, Slough Primary Care Trust

Objectives:

25. Improve Access into Treatment by Working Collaboratively with Partners to provide Services for the most Vulnerable People in Society
26. Improve our Waiting Times to provide the Right Treatment at the Right Time and continue to Expand our Drug Treatment services to be able to provide Treatment without Waiting
27. Ensure Drug Information is Available for the Public and Relevant Tier 1 Services to identify Substance Misuse
28. Minimise Physical Harm Drugs Causes to Individuals
29. Meet the Health and Cultural Needs of BME Drug Using Population
30. Reduce Waiting Times by Fast-Tracking Drug Using Offenders into Treatment
31. Implement restrictions on bail scheme under the section 19 of the criminal justice act 2003 to reduce re-offending whilst on bail
32. Develop and implement a care co-ordination/ through-care and after-care service for drug misusers
33. Train our workforce to deal with the sensitivity of clients' needs and chaotic lifestyle

YOUNG PEOPLE

Aim: To help young people resist substance misuse and crime and disorder in order to achieve their full potential in society

Champion: Strategic Director Children and Education Services, SBC

Objectives:

34. Help young people to resist substance misuse through early intervention and universal information
35. Promote early identification and provide targeted services to those vulnerable to involvement in drug misuse
36. Increase participation of young people in developing new drug and community safety services
37. Provide and improve drug treatment interventions for all ages of children/young people
38. Engage with children and young people who are likely to become involved in crime in order to deter them from adopting offending behaviour or becoming victims of crime

Appendix Five: Summary Table of Strategic Targets

- 1 Reduce crime by 15.6%
- 2 Reduce Domestic Burglaries by 20%
- 3 Reduce Non-Domestic Burglaries by 20%
- 4 Reduce Vehicle Crime by 23%
- 5 Reduce Robbery of Personal Property by 20%
- 6 Restrict Common Assault to an increase of 10%
- 7 Set a baseline for annual measurement of incidents of anti-social behaviour
- 8 Reduce ASB by 10%
- 9 Deliberate Fires Target: 774 (2007/08).
- 10 Reduce Criminal Damage by 10%.
- 11 Restrict Woundings to an increase of 20%
- 12 Increase reporting of Domestic Violence by 10%
- 13 Reduce Criminal Damage by 20%
- 14 75% new reports of abandoned vehicles investigated within 24 hours of notification
- 15 Increase reporting of violent crime by 10%
- 16 Cases Handled by the Case Review Team: 200 (2007/08).
- 17 To reduce the re-arrest rate for PPOs by 10% (Target to be agreed in year one)
- 18 % of PPOs to be picked up in custody by SMART or YOT Outreach Drug worker (Target to be agreed in year one)
- 19 % of PPOs in treatment for six weeks (Target to be agreed in year one)
- 20 Establish an alcohol reduction strategy with targets for years two and three
- 21 Map crime and disorder hotspots on a quarterly basis
- 22 Objective 14 target to be set in year one
- 23 Objective 15 target to be set in year one
- 24 Deliberate Fires Target: 774 (2007/08)
- 25 % of people surveyed who are involved in decision making (target to be set in year one)
- 26 % of people surveyed who feel they can influence decisions in their area (target to be set in year one)
- 27 % of people who have worked in a voluntary capacity over the past 12 months (target to be set in year one)
- 28 Objective 25 target to be set in year one
- 29 Objective 26 target to be set in year one
- 30 The percentage year on year change between 2002/03 and 2003/04 in the number of problem drug mis-users accessing treatment services.
- 31 Objective 28 target to be set in year one
- 32 Objective 29 target to be set in year one
- 33 Objective 30 target to be set in year one
- 34 Objective 31 target to be set in year one
- 35 Objective 32 target to be set in year one
- 36 Objective 33 target to be set in year one
- 37 Objective 34 target to be set in year one
- 38 Objective 37 target to be set in year one

<p>Baselines and Performance measures will be included in the Thematic Champions' Action Plans</p>
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Appendix Six: Other Plans Linked to the Strategy

Some of the other strategies and plans that this Strategy links up with are listed below:

1. Slough Focus Community Strategy (2004)
2. Slough Focus LPSA 2 Priorities for Improvement (2004)
3. Supporting People Strategy (Slough Borough Council)
4. Slough Borough Council Corporate Plan

5. Royal Berkshire Fire and Rescue Service

6. Thames Valley Police Slough CDRP/LPA Plan 2005 – 2006
7. Thames Valley Police Berkshire East BCU Plan 2005 – 2006

8. National Probation Service (Thames Valley) Business Plan (2005-06)

9. South East Regional Director of Public Health Annual Report (2004)
10. Slough Primary Care Trust
11. National Drug Strategy

12. Youth Justice
13. Slough Youth Offending Team
14. Young People's Plan

15. SPPOT Handbook (2005)

16. Home Office & ODPM Safer and Stronger Communities Fund (2004)

Appendix Seven: Drug Treatment

Drug treatment is based on Models of Care. Models of Care are based on a four-level framework that identifies “tiers” of services as described below. Treatment modalities are broken down into Tiers of service to describe the level of intervention.

- TIER 1: Non-substance misuse specific services requiring interface with drug and alcohol treatment
- TIER 2: Open access drug misuse services.
- TIER 3: Structured community based specialist drug misuse services
- TIER 4: Residential substance misuse specific services Services in this tier have:

Each tier adheres to an element of the following (as defined by National Treatment agency):

- Advice and information
- Motivational interviewing/ brief interventions
- Needle exchange facilities
- Structured care-planned counselling
- Structured day programmes
- Community prescribing (four way agreement (4WA) and non- four way agreement (non- 4WA)
- Inpatient substance misuse treatment including detoxification
- Residential rehabilitation

Appendix Eight: Youth Offending Team Targets

The following targets have been set for the Youth Offending Team

1. YOT to ensure that all young people are screened for substance misuse.
2. YOT to ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days
3. YOT to ensure that all young people access the early intervention and treatment services they require within 10 working days
4. Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties to be referred by YOT to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment
5. Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns to be referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days
6. Ensure that YOT has a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to
7. YOT to ensure that 10% of young people with final warnings supported by intervention and community based penalties receive a parenting intervention
8. YOT to ensure that 75 % of parents participating in a parenting intervention are satisfied
9. Ensure that 75% of victims of youth crime referred to YOT are offered the opportunity to participate in a restorative process
10. Ensure that 75% of victims are satisfied
11. YOT to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year
12. At least 200 young people are identified and targeted for support each year by the YOT;
13. Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring;
14. YOT to ensure that proportion of final warnings supported by interventions remains constant at 80%;
15. YOT to reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%;
16. YOT to reduce the number of custodial sentences as proportion of all court disposals to 6%;
17. In December 2005 YOT to achieve a reduction of 5% based on 2001 cohort compared with 2002 after 24 months (and so on until December 2007);
18. YOT to ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs;
19. YOT to ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders;
20. YOT to ensure that 100% of assessments for community disposals are completed at assessment stage;

21. YOT to ensure that 100% of assessments community disposals are completed at closure stage;
22. YOT to ensure that 100% of assessments for custodial sentences are completed at assessment stage;
23. YOT to ensure that 100% of assessments for custodial sentences are completed at transfer stage;
24. YOT to ensure that 100% of assessments for custodial sentences are completed at closure stage;
25. YOT to ensure that all initial training plans are drawn up within 10 working days of sentences being passed;
26. Ensure that 90% of young offenders who are supervised by the YOT are either in full-time education, training or employment.