



After the riots

The final report of the
Riots Communities and
Victims Panel

Executive Summary
and Recommendations



RIOTS
COMMUNITIES
AND VICTIMS
PANEL

Executive summary

Introduction

Residents in communities where riots took place last summer want rioters – many of whom had long criminal records – appropriately punished. However, they also believe that action is needed to ensure that in future, these individuals and those displaying worrying signs of similar behaviour can play a positive role in their areas. When people feel they have no reason to stay out of trouble the consequences can be devastating. We must give everyone a stake in society. We have focused our efforts on doing just that.

The key to avoiding future riots is to have communities that work:

- where everyone feels they have a stake in society;
- where individuals respect each other and the place they live in;
- where public services work together and with the voluntary sector to spot those who are struggling at an early stage and help them;
- where opportunities are available to all, especially young people;
- where parents and schools ensure children develop the values, skills and character to make the right choices at crucial moments;
- where the police and the public work together to support the maintenance of law and order; and

- where the criminal justice system punishes those who commit crimes but also commits itself to making sure – for all our sakes – that they don't do it again.

The answers lie in different places: some are about personal or family responsibility and others are about what the state or the private or voluntary sectors should do better or differently.

In our interim report, we set out six key areas that we believe will combine to build social and economic resilience in communities and which we focus on in this final report – **children and parents, building personal resilience, hopes and dreams, riots and the brands, the usual suspects and the police and the public.**

Children and parents

We heard from many communities who feel that rioter behaviour could ultimately be ascribed to poor parenting. We need to consider what can be done to ensure that all children get the right support, control and guidance from parents or guardians to give them the best possible chance of making the most of their lives.

Government has recently established a Troubled Families Programme (TFP) – an intensive scheme to address the needs of the 120,000 most challenged families.¹ We support the work of TFP but the overlap with rioters is limited. In a poll of 80 local authorities conducted by the Panel, only five per cent felt there was a great deal of overlap between the troubled families and rioter families.

¹ The figure of 120,000 comes originally from research carried out by the Cabinet Office based Social Exclusion Task Force, using data from the Families and Children Study.

While the actual overlap might be higher, our evidence suggests that a significant connection between TFP families and the families of the rioters has not yet been established. Instead, public services describe a group of approximately 500,000 ‘forgotten families’ who ‘bump along the bottom’ of society.

We think public services that engage with forgotten families should follow some key principles. These include:

- Timeliness – Early intervention is key. Because of the excellent outcomes it delivers, **we recommend extending the Family Nurse Partnership programme, initially to all first time mothers under 18, and then to all those under 20.**
- Evidence-based support – Communities need to know what actions their local authorities are taking to tackle problem families, and why. **We recommend that all local authorities should have transparent statements setting out what evidence based steps they are taking, at what cost, and what they have achieved.**
- Whole family view – **We recommend that providers work together and plan services around forgotten families rather than focusing on individuals and operating in silos.**
- Supported by quality systems and data – State agencies dealing with the same families do not tell each other what they know or what they are doing, wasting time and money. **We recommend the creation of a legal presumption to share data across local agencies.**
- Asset rather than a deficit approach to children and families – We need to ensure every child’s potential is achieved. **We recommend that every child who needs one should have an advocate to ensure that they get a fair deal from public services.**
- Widening inclusion – Some children grow up without a single positive adult figure in their

lives. Public services should take steps to ensure all children have a positive role model (from a child’s wider family or from the local community). **Where it is in the best interests of the child to do so, we recommend that absent fathers should be contacted by statutory social services and schools about their children as a matter of course.**

Building personal resilience

Many young people the Panel met expressed a sense of hopelessness. However, others, sometimes in the same school class, expressed optimism, self-sufficiency and a belief that their circumstances could be overcome.

We met people who had been convicted of all kinds of riot related offences. We also met many people who had suffered considerable disadvantage, who made a choice not to get involved in the riots. In asking what it was that made young people make the right choice in the heat of the moment, the Panel heard of the importance of character. A number of attributes together form character, including self-discipline, application, the ability to defer gratification and resilience in recovering from setbacks. Young people who develop character will be best placed to make the most of their lives.

Evidence also tells us that employers want to see character in potential recruits. Work programme providers are forced to focus on it in helping young adults find work. In our National Survey, over half of Youth Offending Teams (YOTs) who responded do not rate provision in their areas to build character in young people as ‘good’ or ‘very good’. We feel that the riots demonstrated the need to focus on how we instil character where it is lacking.

Parents are best placed to instil positive attitudes and behaviour in children. However, especially where parents are unable to do so, schools and youth services have an important part to play.

Building character – a new approach

The Panel has seen strong potential in programmes delivered through schools in the UK, US and Australia which are designed to help children build resilience and self-confidence as part of normal school life.

We propose that there should be a new requirement for schools to develop and publish their policies on building character.

This would raise the profile of this issue and ensure that schools engage in a review of their approaches to nurturing character attributes among their pupils. **We also recommend that Ofsted undertake a thematic review of character building in schools.** To inform interventions tailored to individual pupils' needs **the Panel recommends primary and secondary schools should undertake regular assessments of pupils' strength of character.**

Hopes and dreams

Many young people the Panel met following the riots spoke of a lack of hopes and dreams for the future – particularly because they feel there was no clear path to work in an age of record youth unemployment.

We believe that too many of the most vulnerable children and young people are failed by the system. In our Neighbourhood Survey, only 43 per cent of residents feel schools adequately prepare young people for work. Only 22 per cent feel public services are doing enough to address youth unemployment.

It starts in schools

The Panel were told that the ability of both primary and secondary schools to address poor attendance and attainment was mixed. Schools sometimes excluded or transferred pupils for the wrong reasons.

A fifth of school leavers have the literacy levels at or below that expected of an 11 year old.²

Given that we spend anywhere between £6,000 and £18,000 per year on each child's education we believe no one should leave school without basic literacy skills. **We recommend that schools failing to raise the literacy rate of a child to an age appropriate standard should cover the financial cost of raising their attainment when they move onto a new provider.**

While it is appropriate for schools to be able to exclude pupils – for example, where a child is highly disruptive, we also heard that exclusions took place for the wrong reasons – and in ways that mask the extent of the problem. In our Neighbourhood Survey, only 42 per cent of residents feel schools are doing enough to address truancy. **We recommend that schools should be required to publish more of their data to ensure they take steps to use exclusion as a last resort and transfer pupils to quality alternative provision.**

At present outstanding rated schools can transfer pupils to unsatisfactory alternative provision. The Panel believe that unless there is a risk of immediate danger, it is unacceptable that a school is able to transfer its most vulnerable pupils to poor quality provision which is not subject to any form of quality control. **We therefore recommend that all alternative providers should be subject to appropriate inspection. We also recommend that no child should be transferred to poor quality provision until it has improved.**

Getting pupils work ready

The Panel has heard repeatedly that young people leaving school are not work ready.

- The quality of careers support is variable and many young people do not have a clear route into work. **We recommend schools develop and publish a Careers Support Guarantee, setting out what a child can expect in terms of advice, guidance,**

² Sheffield University – study into levels of literacy and numeracy, May 2011.

contact with businesses and work experience options

- Links with local employers are often poor. Businesses have a role in careers advice, support and work experience. They will benefit from local school leavers being work ready. **We recommend businesses should play their part by becoming business ambassadors for local schools and working with the public and voluntary sectors across the neighbourhood to promote youth employment.** Local Enterprise Partnerships should play a key role in facilitating these relationships.

Youth unemployment

Our Neighbourhood Survey found that 83 per cent of people feel that youth unemployment is a problem within their local area, and 71 per cent of residents feel that there are insufficient employment opportunities for young people.

Research suggests that, by their 18th birthday, four per cent of young people have been NEET³ for a year or more. These core, entrenched NEETs are those we are particularly concerned about.

We recommend that:

- **Local areas, particularly those with high levels of youth unemployment, establish neighbourhood ‘NEET Hubs’ to join up data and resources to tackle youth unemployment.**
- **Government and local public services fund a ‘Youth Job Promise’ to get as many young people as possible a job, where they have been unemployed for a year.**
- **Government provide a job guarantee for all young people who have been out of work for two years or more.**

Riots and the brands

The riots were particularly characterised by opportunistic looting and very much targeted at brands – 50 per cent of recorded offences in the riots were acquisitive in nature.⁴ The Panel was told that the majority of shops targeted stocked high value consumer products: clothes, trainers, mobile telephones and computers.

Corporate Social Responsibility

Businesses do not exist in isolation. Customers, suppliers and the local community are all affected by the actions of a business.⁵

The Panel particularly welcome businesses undertaking corporate social responsibility (CSR) activity which supports the local neighbourhoods within which they operate and focuses on using the company brand to engage and work with young people. **The Panel encourage more businesses to adopt this model of CSR. The Panel recommends that Government lead by example by publishing its CSR offer, including commitments to key initiatives, for example, number of apprenticeships and work experience placements.**

Wealth inequality and responsible capitalism

Over half of respondents to the Panel’s Neighbourhood Survey believe there is a growing gap between rich and poor in their local area. The Panel believe society must continue to support sustainable growth and promote business expansion. However, alongside this, we believe that businesses have a clear role giving something back to society and making progressive steps to sharing wealth and providing opportunities for individuals to achieve a stake in business.

³ Not in employment, education or training.

⁴ An Overview of Recorded Crimes and Arrests Resulting from Disorder Events in August 2011, October 2011.

⁵ Business in the community 2012 <http://www.businesslink.gov.uk>

The Panel calls for the Government's responsible capitalism work to make shareholder participation a priority and support businesses that take this approach to business planning.

Marketing and consumerism

The Panel's Neighbourhood Survey found that 85 per cent of people feel advertising puts pressure on young people to own the latest products. Over two-thirds (67 per cent) of people feel materialism among young people is a problem within their local area. A similar number (70 per cent) feel that steps needed to be taken to reduce the amount of advertising aimed at young people.

While no one individual brand is to blame, children and young people must be protected from excessive marketing, while supporting business and not harming commerce.

To address rising concerns regarding aggressive marketing and materialism the Panel recommends that:

- **The Advertising Standards Authority make the impact of advertising and branding techniques on young people a feature of its new school education programme to raise resilience among children.**
- **The Advertising Standards Authority incorporate commercialism and materialism into their engagement work with young people and take action on the findings.**
- **We also recommend that the Government appoint an independent champion to manage a dialogue between Government and big brands, to further this debate.**

Usual suspects

The Interim Report showed that rioters brought before the courts had on average 11 previous convictions.

People want rioters to be punished, but they also want to make sure we do all we can to stop those people from continuing to offend in future. Victims and the wider public deserve a justice system that is effective at both. Some 66 per cent of residents we surveyed agreed that rehabilitation is the best way of preventing offenders from committing further crimes.

Early intervention

In a process known as 'triage', the Panel has witnessed public services coming together to undertake a thorough assessment of a first-time offender's behaviour and the reasons that lie behind it. **The Panel recommends that Youth Offending Teams adopt triage approaches.**

Young adults

The Panel considers there is considerable scope for improving the way resources are utilised to assess and manage the needs of young adults (18 to 24 years old) in order to help reduce reoffending. **The Panel recommends that all Probation Trusts take a specialist approach to dealing with young adults.**

Effective punishment and rehabilitation

Prison provides an effective punishment and thus serves an important function, through signalling to society that crime carries serious consequences. However, reconviction rates for young adults discharged from custody are higher than for those given community sentences.

The Panel finds that there is a strong case for redirecting some of the resource currently spent on custody into supporting effective community sentencing to reduce reoffending among this age group.

For this to be credible, we need to increase accountability to the public and public confidence in community sentences:

- **More communities should choose those projects to which offenders are sent to do unpaid work.**
- **Probation Trusts publish clearly accessible data on the outcome of community sentences in their area (including details of payback schemes and reoffending rates).**

The Panel was told that short prison sentences provide insufficient opportunity for interventions (help with employment and drugs or alcohol addiction, for example) so they are of little value in providing a platform for rehabilitation. In too many cases they simply result in a cycle of reoffending which damages communities.

Intensive alternatives to short prison sentences have proved effective in significantly reducing re-offending rates among young adults. **The Panel recommends Probation Trusts and their partners develop intensive alternatives to custody schemes for young adults across the country.**

Regardless of the length of prison sentence it is clear to the Panel that the chances of a prisoner reoffending upon release are reduced where that person receives a ‘wraparound’ support package and we have seen persuasive evidence of this at local level:

- Currently, those who have served short sentences are sent back into communities without automatic access to any rehabilitative support at all. **The Panel believes no offender should be placed into a community without wraparound support.**
- Having a mentor can help young people leaving prison feel more positive about their future and act as motivation to prevent a return to offending. **The Panel recommends that probation, prisons and voluntary and community sector partners work together with the aim of ensuring**

every young adult is offered a mentor to support them on completion of their prison sentence.

Police and the public

Increasing trust in the police

Trust in the police is vitally important in any community. It leads to communities getting more involved in policing, it ensures the police can understand local communities’ needs and it helps to break down cultural barriers. When the public trust police motives, they are willing to support them by reporting crimes or anti-social behaviour, by providing local intelligence and acting as witnesses.

Integrity

One in three people think that the police are corrupt, and one in five think that they are dishonest.⁶ While not suggesting this is in any way accurate, this perception must be damaging to the police’s relationship with the communities they serve.

The Panel recommends that police forces proactively engage with communities about issues that impact on the perceptions of their integrity.

Contact with the police

Black and minority ethnic happiness following contact with the police is significantly worse than it is for white people – 64 per cent, compared to 77 per cent.

This is also an issue that affects particular neighbourhoods. In our Neighbourhood Survey, one in four who had recent contact with the police were unhappy at the way they were treated. In some areas it was as high as one in three. These are unacceptably high figures.

The Metropolitan Police (the Met) were cited in particular as having issues around positive or ‘quality’ contact. **In our view, by improving**

⁶ Without fear or favour: A review of Police relationships (December 2011, HMRC).

the quality of minor encounters, the Met can dramatically improve their relationships with communities. Lessons could be learned from other police services that do this better.

Communication

In raising confidence in the police, we believe that communicating about police action, should be seen as equally important as the action itself. The police have acknowledged the need to improve their capability around social media communication. They have also acknowledged that they need to improve the way they chose to engage with their communities. **The Panel believes better use of social media presents huge opportunities and recommends that every neighbourhood team have its own social media capability.**

Accountability

A key aspect of accountability is public confidence in a robust complaints procedure. In England and Wales, complaints against the police are handled either locally by police forces or, in the most serious cases, by the Independent Police Complaints Commission (IPCC).

In an IPCC survey of confidence in the police complaints system, 43 per cent of black people felt a complaint against the police would not be dealt with impartially (compared to 31 per cent of people generally). In our Neighbourhood Survey, over 50 per cent of respondents felt it unlikely that something would be done as a result of a making a complaint against the police. These are worrying statistics.

- The IPCC upheld a third of appeals in 2010/2011. **We recommend that the worst performing police services should review their complaints system in order to lower the number of rejected complaints overturned on appeal.**
- The perception of independence is of paramount importance. **We recommend that the IPCC, over time, phase out its use of ex-police officers as investigators.**

- **We recommend that ‘managed’ investigations – where the IPCC oversee police complaint handling – should be phased out and the resources shifted so that the IPCC directly undertake these investigations.**

Community engagement, involvement and cohesion

Communities we spoke with felt they had a significant role to play in putting right the issues in their neighbourhoods, such as poor parenting. However, residents felt they had lost the ability to intervene in each other’s lives. This ‘disconnect’ may go some way to explaining why in our Neighbourhood Survey 61 per cent did not agree that theirs was a close, tight-knit community or that neighbours treated each other with respect.

Residents want to be involved in improving their areas. By assisting them to do so we can hope to better tackle the issues they face and improve cohesion, but at present only around one in three in our neighbourhood poll felt public services listen to them or involve them in decision making. In the riot affected neighbourhoods we surveyed, this lack of involvement tends to be even worse.

The riots highlighted how far behind many public services are around the use of widely used modern methods of communication, such as social media. We believe that public services need to work together to develop better neighbourhood level engagement capabilities.

The Panel recommends that the Department for Communities and Local Government work with local areas to develop better neighbourhood level engagement and communication capabilities.

Neighbourhood engagement to neighbourhood involvement

By interacting with individuals at the neighbourhood level, we can increase the number of those willing to get involved in tackling shared concerns.

We do not believe, at present, that local public services are paying sufficient attention to creating and publicising opportunities for individuals to make a difference in their own communities. Organisations regularly using volunteers report excellent results – often because those at the receiving end of interventions better relate to a ‘peer’ than an ‘official’.

Public services – from local authorities to schools to housing associations – can help create and publicise wide ranging, high quality neighbourhood opportunities that will interest different individuals and groups.

The Department for Communities and Local Government should work with public services and neighbourhoods to develop community involvement strategies, with volunteering at their heart.

Conclusions

The neighbourhoods we visited are facing significant issues. These are areas of high crime and youth unemployment. Many feel their quality of life is poor. There are concerns around cohesion, with the majority of people feeling individuals do not treat each other with respect.

In these communities, where parents struggle or are unable to play their part, the system fails. At this point, just when children and families need support the most, they are unable to obtain it.

The recommendations we make as part of this report are together designed to tackle these issues – ensuring public services work together and accept accountability for turning around the lives of individuals, families and, in turn, communities. In addition, we want to create

a series of ‘red lines’, outlining the sort of treatment every child, family and community can expect from public services. **We ask the three party leaders and local public services to sign up to these red lines to help ensure individuals and communities are put back on their feet.**

- Every child should be able to read and write to an age appropriate standard by the time they leave primary and then secondary school. If they cannot, the school should face a financial penalty equivalent to the cost of funding remedial support to take the child to the appropriate standard.
- No child should be transferred into an unsatisfactory Pupil Referral Unit or alternative provision until standards are improved (unless there is a risk of immediate danger).
- Every child should have the skills and character attributes to prepare them for work, when they leave education.
- No offender should be placed back into a community on leaving prison without wraparound support, otherwise the community is put at risk.
- No young person should be left on the work programme without sufficient support to realistically hope to find work.
- Government and local public services should together fund a ‘Youth Job Promise’ scheme to get young people a job, where they have been unemployed for one year or more.
- All families facing multiple difficulties should be supported by public services working together, not in isolation. This will require joining up help for the 500,000 forgotten families.

A summary of our interim report can be found in Section 1. A table outlining all the recommendations in this report can be found at Appendix A.

Appendix A

The Panel's final recommendations

THEME	RECOMMENDATION
1. Children and parents	The Family Nurse Partnership programme has already demonstrated clear social and economic benefits. The Panel therefore recommends that all local areas should have commissioned the Family Nurse Partnership programme for all first time teenage mothers by the end of the next Spending Review Period.
2. Children and parents	In order to be able to properly hold local authorities to account, communities need to know what actions their local authorities are taking to tackle forgotten families, and why. The Panel recommends that all local authorities should immediately produce fully transparent family intervention commissioning statements supported by a robust evidence base. These statements should set out what steps they are taking, at what cost, the evidence base supporting it, and what outcomes they achieve.
3. Children and parents	The evidence is clear that the most effective interventions are those that take a whole family approach. The Panel recommends that all local public services should work with partners to identify all families with multiple issues and coordinate relevant interventions by the end of the current Spending Review period.
4. Children and parents	Despite calls over very many years, existing advice on best practice for data sharing is still not being followed. The Panel recommends that Government immediately produce statutory guidance to public services. This guidance should create a presumption to share data around the early warning signs of criminal behaviour or child protection concerns.

THEME	RECOMMENDATION
5. Children and parents	<p>In order to ensure that every child gets a fair deal from public services, the Panel recommends local authorities should work with other public services and local neighbourhoods to ensure that every child without an appropriate parent or adult has an advocate who is able to effectively represent the best interests of a child to ensure services are delivered properly.</p>
6. Children and parents	<p>Where it is in the best interests of the child, public services should seek to build positive relationships between children and adults. The Panel recommends:</p> <ul style="list-style-type: none"> – Where it is in the best interests of the child, public services should work to facilitate the inclusion of all members of the family who can make a positive contribution to a child's development, including fathers and grandparents. – All targeted support, including Family Nurse Partnerships, should seek to engage with fathers around their responsibilities and provide support and advice. – Where safe to do so and in the best interests of the child, there should be a presumption that schools and statutory children services should, as a matter of course, contact fathers at the same time as mothers about their children. This should be considered by inspectorates as part of wider engagement strategies, for example by Ofsted. – There should be a presumption that public services should share data about vulnerable families. Using this information, local public services should seek to provide high risk groups of fathers with support and guidance about their rights and responsibilities. – Local leaders should consider the case for rolling out mentoring programmes for vulnerable children nationwide. Government should look to provide match funding to support this in areas of high deprivation. – The Panel recommends that local public services look at ways, such as the Community Mothers Programme, to ensure the community can become more engaged in supporting children in their neighbourhoods.
7. Personal resilience	<p>There are many families who are often unable to provide the level of support required to help build character in their children. Many children are leaving school with out the essential skills needed in the workplace and more widely.</p> <p>The Panel recommends that a new requirement should be made of schools to publish their policies for building the character of their pupils, by September 2013.</p>

THEME	RECOMMENDATION
8. Personal resilience	<p>Because of its importance to future success, steps to build positive character traits in the most at risk pupils must be mainstreamed within the curriculum.</p> <p>The Panel recommends that character building should form a central part to the Government's review of Personal, Social, and Economic education.</p>
9. Personal resilience	<p>Schools should take steps to identify all those pupils in need of support to build their resilience.</p> <p>The Panel recommends that primary and secondary schools should undertake regular assessments of pupil's strength of character, as standard practice within three years.</p>
10. Personal resilience	<p>Schools must be accountable for helping to build character in the most at risk pupils.</p> <p>The Panel recommend that Ofsted undertake a thematic review into how primary and secondary schools build character in their pupils. The Panel would expect a thorough review could be timetabled to commence by October 2013.</p>
11. Personal resilience	<p>Schools must have the best information available about the most effective support to help build character.</p> <p>The Panel recommends that local authorities should maintain a register of local specialist service providers. In future, programmes and services in the register could be made subject to validation by the Early Intervention Foundation. The timing is subject to the timescales of the EIF, but the Panel expects that preliminary work could be carried out by local authorities within six months.</p>
12. Personal resilience	<p>Youth services can play an important part in supporting young people to build character.</p> <p>The Panel recommends that councils review youth service provision with the aim of maximising its impact on strengthening the character of young people in the most deprived areas at the earliest practical opportunity.</p>
13. Personal resilience	<p>Local uniformed groups, such as the Girl Guides and Air Cadets, and other youth groups provide opportunities for young people to build character.</p> <p>The Panel recommends that local authorities make a public commitment to driving up the numbers of volunteers in their local areas, uniformed groups at the earliest practical opportunity.</p>

THEME	RECOMMENDATION
14. Personal resilience	<p>Local services should work together to ensure that youth groups and services can operate to maximum capacity.</p> <p>The Panel recommends local authorities work with local services to maximise the availability of buildings, facilities, and equipment, to local youth groups and services, and challenge instances where this is not happening. The need is urgent and so work should commence on this at the earliest opportunity.</p>
15. Personal resilience	<p>It is important that youth services and activities are delivered when young people need them most.</p> <p>The Panel recommends that local authorities ensure that young people have access to youth groups and services at weekends and over the school holidays.</p>
16. Hopes and dreams	<p>Young people are not prepared for the workplace. No child should leave school without basic levels of literacy. There should be more transparency in the levels of literacy children achieve.</p> <p>Schools should publish data on literacy levels for all pupils on entering and leaving an establishment.</p>
17. Hopes and dreams	<p>To improve accountability and ensure value for money in the funding for a child's education the Panel recommends that primary and secondary schools failing to raise the literacy rate of a child to an age appropriate minimum standard should receive a financial penalty to cover the cost of raising their attainment as they move on to a new provider. The financial penalty should cover remedial learning to bring the child's literacy levels up to the appropriate standard and allocated to the new provider.</p>
18. Hopes and dreams	<p>Transparency on the number of school exclusions and suspensions is required to improve accountability for the education of all children. The number and type of transfers (managed moves) to Pupil Referral Units and alternative provision is required to understand where pupils are transferred to and how often. The Panel recommends that schools publish the full details of the number of pupils suspended, excluded or transferred (including the destination) to PRUs and alternative provision on a fixed or permanent basis. This information should be made available on all school websites by the end of the next full academic year (September 2014) and refreshed annually.</p> <p>The Government should consider how to make transparent the number of Special Education Needs and Free School Meals pupils suspended, excluded or transferred whilst paying regard to data protection and not identifying any individual child.</p>

THEME	RECOMMENDATION
19. Hopes and dreams	It is unacceptable that a school is able to transfer its most vulnerable pupils to poor quality provision which is not subject to any form of quality control. We recommend that all alternative providers should be subject to appropriate inspection.
20. Hopes and dreams	Schools should have the right to exclude but this needs to be in the best interest of the child. Where pupils are transferred we must ensure they are transferred to quality provision. The Panel recommends that schools should not be allowed to transfer pupils to an unsatisfactory PRU or alternative educational provision until standards are improved (unless there is an immediate risk).
21. Hopes and dreams	There should be an increased emphasis on data sharing to support transfers where they are necessary and appropriate. The Panel recommends placing a legal obligation on schools, PRUs and special schools to share knowledge of the circumstances of individual pupils among themselves and organisations they refer their pupils to, using the Common Assessment Framework as a model.
22. Hopes and dreams	Young people at risk of becoming NEET are not being identified in time to support them to improve their chances. The Panel recommends that the Government produces an agreed suite of indicators shown to work in identifying those at risk of becoming NEET, by 2015. This should be done by fully evaluating, publishing and implementing the findings from the Risk of NEET Indicator (RONI) trials, immediately following the current trials.
23. Hopes and dreams	To support young people not in education, employment or training we recommend that local authorities flag those identified as at risk of becoming NEET on their current young people's database to enable local providers to take action. This should be carried out from at least age 11. To be taken forward when indicators are agreed.
24. Hopes and dreams	Careers guidance in schools is not preparing young people for work. Too many young people are leaving school without a clear route into work. Unaware of their options. The Panel recommends that all schools develop and publish a Careers Support Guarantee by 2013 – setting out what a child can expect in terms of advice, guidance, contact with businesses and work experience options. This should make clear what links the school has to businesses. This should form part of the planned Department for Education guidance.

THEME	RECOMMENDATION
25. Hopes and dreams	<p>The private sector has a role to play in helping young people into work.</p> <p>The Panel recommends that businesses become part of the solution acting as Business Ambassadors for local schools. The Panel believe schools could put initial arrangements in place by September 2013. Local Enterprise Partnerships should play a key role in establishing and supporting these relationships. Business Ambassadors would work with schools, the public and voluntary sector across communities to promote youth employment.</p>
26. Hopes and dreams	<p>There are too many low quality vocational courses that do not lead to jobs. The Panel recommends that all schools and colleges publish destination data, by course for all of their provision within the year of completion.</p>
27. Hopes and dreams	<p>It is vital to get businesses in deprived areas to offer opportunities to local young people, particularly through providing Apprenticeships. We recommend that the Department for Business, Innovation and Skills work to specifically engage businesses from the most disadvantaged areas in offering apprenticeships over the next year. If the number of apprenticeship places in the most deprived neighbourhoods lags behind the rest of the country, the employer subsidy should be raised for those businesses offering true apprenticeships in the most deprived neighbourhoods.</p>
28. Hopes and dreams	<p>There are very high levels of NEETs in some areas so services must be targeted at them effectively. The Panel recommends local areas develop NEET hubs in neighbourhoods with high numbers of NEETs led by local authorities, in their strategic role, and bringing together key players including schools, colleges, alternative providers, Local Enterprise Partnerships, businesses and work programme providers. Given the scale of this issue we believe areas should take action now.</p> <p>A clear neighbourhood plan would promote joint working, data sharing, clear accountability, ensuring all young people in the neighbourhood are accounted for, to achieve full participation up to age 19. Youth Contract funding could be specifically targeted to these areas to facilitate this.</p>
29. Hopes and dreams	<p>No one should be left on the Work Programme with insufficient support to get a job. The Panel recommends that DWP identifies whether and to what extent young people furthest from work are left on the Work Programme with insufficient support to realistically hope to obtain work, and if so set out what they intend to do as a result. This should be done within a year.</p>

THEME	RECOMMENDATION
30. Hopes and dreams	<p>The Work Programme should lead to jobs. The Government are committed to providing different support where the Work Programme has not been successful after two years. The Panel recommends that following two years on the Work Programme any claimant under 25 is offered a guaranteed job and additional support.</p> <p>However, two years is a long time. Having a job is key to people feeling that they have a stake in society. Therefore we also recommend that the Government and local public services should fund together a Youth Job Promise to get as many young people as possible a job, who have been unemployed for one year or more.</p>
31. Hopes and dreams	<p>To prevent Work Programme providers 'parking' those hardest to reach from the most disadvantaged areas we recommend that when contracts are reviewed the Government consider ways to incentivise providers to work successfully with those in the most deprived areas – introducing financial incentives in the payment structure.</p>
32. Brands	<p>To harness and promote effective CSR activity. The Panel recommends the Government and local authorities should lead by example by publishing their CSR commitments, making clear what they are doing to support key Government initiatives such as the number and type of Apprenticeships offered, work experience opportunities and links to local communities. The Department for Business, Innovation and Skills should take this forward in their role as CSR champion in 2012.</p>
33. Brands	<p>To promote Shareholder Participation schemes which give employees a stake in the businesses within which they work the Panel calls for the Government's responsible capitalism work to focus on shareholder participation. It should be a priority to support businesses who take this approach.</p>
34. Brands	<p>Following the Social Value Bill awareness should be raised of social value provided by employers. The Panel recommend that all contracts over a significant value (£50,000) make transparent how the successful contractor benefits the local community, for example by publishing details of: the number of local jobs and apprenticeships created, work experience offered and links to schools, colleges and wider youth provision.</p>
35. Brands	<p>Better information should be provided to parents and schools about marketing techniques and the way they seek to influence behaviour. The Panel recommends that the Advertising Standards Authority make the impact of advertising and branding techniques on young people a feature of its new school education programme to raise resilience amongst children.</p>

THEME	RECOMMENDATION
36.Brands	Communities are concerned about the aggressive marketing by brands to young people, who often cannot afford their products. The Panel recommends that the Advertising Standards Authority incorporate commercialism and materialism into their engagement work with young people and take action on the findings.
37.Brands	Children must be protected from excessive marketing, whilst supporting business and not harming commerce. We also recommend that the Government appoint an independent champion to manage a dialogue between Government and big Brands to further this debate.
38.Brands	The Panel heard that the press promotes negative images of young people which shapes society's views of this cohort and the value they can add to society. The Panel therefore recommends that Brands use their marketing expertise, working together to launch a campaign promoting positive perceptions of young people. This could particularly consider what opportunities the Olympics provide for show casing Britain's young people.
39. Usual suspects	Evidence shows that young offenders that are provided a second chance often go on to turn their lives around. Youth Offending Teams which adopt a 'triage' approach, where teams work in partnership to assess first time youth offenders before decisions are made about their sentences appears to have had a positive impact on reducing re-offending and encouraging victim engagement. The Panel recommends that all Youth Offending Teams adopt the triage approach, within the next two years.
40. Usual suspects	Restorative Justice can lead to high levels of victim satisfaction and may also have a positive impact on reducing reoffending. The Panel recommends that the Youth Justice Board, National Offender Management Service and the Police undertake a joint review, within six months, of the use of restorative justice in riots related cases. The review should seek to establish why restorative justice has not been used more extensively.
41. Usual suspects	Giving a nominated officer responsibility for management of cases transferred between the youth and adult justice systems can help with effective transfer of information, multi-agency engagement and supporting the offender through the transitional period. The Panel recommends that a nominated officer be assigned to each young adult whose case is passed between Youth Offending and Probation teams. This approach should be routinely adopted in all areas within the next 12 months.

THEME	RECOMMENDATION
42. Usual suspects	Young adult offenders often have a different set of circumstances from older adult offenders. For example, by establishing teams specialising in young adults probation services resources could be better targeted to provide the skilled, specialist workers needed to assess and manage their needs. The Panel recommends that all Probation Trusts take a specialist approach to dealing with young adults within the next two years.
43. Usual suspects	Members of the public in high crime areas should be able to influence community payback schemes, which help reduce reoffending. The Panel recommends that Probation Trusts and local authorities work together to raise awareness of local people's ability to influence schemes and to help boost support for them.
44. Usual suspects	Community sentences are shown to be effective in reducing reoffending, but public confidence in them is not always high. The Panel recommends that Probation Trusts publish clearly accessible data on the outcome of community sentences in their area (including details of payback schemes and reoffending rates) to improve accountability and public perception, within the next two years.
45. Usual suspects	Intensive alternatives to short prison sentences have proved effective in significantly reducing re-offending rates among young adults. The Panel recommends that Probation Trusts and their partners develop intensive alternatives to custody schemes for young adults across the country, with roll out in those areas which experience the highest levels of reoffending within two years.
46. Usual suspects	Having a mentor can help young people leaving prison feel more positive about their future and act as motivation to reoffending. The Panel recommends that Probation, Prisons and voluntary and community sector partners work together with the aim of ensuring every young adult (aged 18 to 24) is offered a mentor to support them on completion of their prison sentence. Mentors should be positive and inspirational role models, such as former offenders who have turned their lives around. The Panel consider this should be achievable within three years.
47. Usual suspects	We need to ensure that communities are provided with easily accessible information on the performance of services working to reduce reoffending. The Panel recommends that local partners agree to publish a shared action plan to tackle high local reoffending rates, where those rates are higher than the average rates among comparable local authority areas, by the end of the current Parliament.

THEME	RECOMMENDATION
48. Usual suspects	The Panel is encouraged by pilots designed to test the ability of prisons to reduce the reoffending of their inmates. The Panel recommends wider rollout of models to incentivise probation and prisons to tackle reoffending, as soon as practicable.
49. Police and public	It is important that communities' perceive the police to act with integrity at all times. The Panel recommends that police services proactively engage directly with their communities to debunk myths on issues that affect the perception of their integrity, in particular around deaths of black men in police custody. In doing so they must be entirely transparent with the data and explain and evidence the accountability mechanisms in place.
50. Police and public	Communities want better engagement and better quality contact with all levels of police, not just community police officers. There should be a common set of values across the entire police force. The Panel recommends that police services continue integrating community policing values into wider teams. Services should look to give greater recognition to excellence in building community relationships when considering advancing officers. Police services should look to improve the percentage of people happy with their contact with the police – as measured by the IPCC confidence survey.
51. Police and public	Police services that use social media well are more likely to have better engagement with communities. The Panel recommends that every neighbourhood policing team should have its own social media capability by the end of 2013.
52. Police and public	Communities with diverse community reference groups can help to defuse tensions and provide accurate intelligence to the police. The Panel recommends that all police services immediately review their mechanisms for engaging with the community and in particular the use of community reference groups. These must be relevant and representative, in particular including young people, and their membership should be refreshed on a regular basis.
53. Police and public	Communities trust the police more when they feel involved in decision-making processes and have a better understanding of why the police take certain decisions. The Panel recommends that all police services put strategies in place to ensure the views of their communities are taken into account and to clearly demonstrate how and why they carry out their activities. This should be done within six months.

THEME	RECOMMENDATION
54. Police and public	<p>Many communities, but particularly those in London, do not feel that stop and search is conducted fairly. The Panel recommends that:</p> <ul style="list-style-type: none"> – The MPS needs to improve success rates and satisfaction levels, particularly amongst black and ethnic minority communities, in their use of stop and search powers. – The MPS needs to be more transparent in the justification for and use of their stop and search powers. In particular demonstrating the link between stop and search and crime reduction.
55. Police and public	The Panel recommends that police services should identify all 'trust hotspots' – particular neighbourhoods where there is very low trust in the police – and immediately put in place a programme to improve confidence in these areas.
56. Police and public	Greater public confidence in the police complaints system will also lead to greater trust in the police service as a whole and this in turn will contribute to increasing the overall effectiveness of the police service. The Panel recommends that the IPCC should develop and implement a strategy to close the gap in trust levels in the police complaints system between the overall public and black and minority ethnic communities by 2013.
57. Police and public	Over half of people the Panel surveyed felt that nothing would be done as a result of complaints they made against the police. The Panel recommends all police services should make their local arrangements for dealing with complaints more widely known and understood in order to prevent escalation of issues.
58. Police and public	A third of rejected complaints are currently overturned on appeal and there are considerably variations across public services. The Panel recommends that police services should review their individual complaints system in order to reduce the number of rejected complaints subsequently overturned on appeal.
59. Police and Public	Information transparency is vital to proper accountability. The Panel recommends that when rejecting a complaint, the police should highlight the percentage of complaints from their force that are overturned on appeal.
60. Police and public	The very high percentage of former police officers currently serving as senior investigators in IPCC creates a risk that it will not be perceived as sufficiently independent from the police. The Panel recommends that the IPCC should look to reduce its use of former police officers and staff as investigators, particularly at senior levels.

THEME	RECOMMENDATION
61. Police and Public	The Panel recommends that managed investigations should no longer be undertaken by the IPCC. Resources should instead be transferred so the IPCC’s own investigators can undertake more independent investigations.
62. Police and public	It is vital that the Mutual Aid mechanism continues to function following the introduction of Police and Crime Commissioners. The Panel recommends that the Home Office introduces a mechanism to ensure the principle of mutual aid can still function effectively once Police and Crime Commissioners are appointed.
63. Community engagement, involvement and cohesion	Residents in the most deprived areas display worrying signs of community cohesion issues, and are concerned that public services aren’t listening or engaging with them around resolving neighbourhood issues. The Panel recommends that the Department for Communities and Local Government work with local areas to develop better neighbourhood level engagement and communication capabilities, and consider what performance information can be provided to communities at neighbourhood level. The Department for Communities and Local Government should work with public services and neighbourhoods to develop community involvement strategies, with neighbourhood volunteering at their heart.

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