Contents

Figures and tables	vii
Acknowledgements	ix
Preface	x
Introduction: Understanding modern juvenile justice	1
I Understanding juvenile justice	1
2 Understanding modern juvenile justice	7
Chapter One: A brief history of intermediate treatment and juvenile justice in Cambridgeshire 1976 - 1989	15
1 The development of IT in Cambridgeshire to 1984	17
2 The DHSS IT Initiative - LAC 83(3)	30
3 An operational policy for juvenile justice and the creation of the Juvenile Justice Teams	49
4 Summary and conclusions	63
Chapter Two: The Structure and Operation of the Juvenile Justice Teams	65
1 The Departmental management of juvenile justice: Linking the Juvenile Justice Teams into broader organisational structures	66
2 The Juvenile Justice Managers	74
3 The work of the Juvenile Justice Officers	94
4 Conclusion	114

Chapter Three: Cambridgeshire Joint Service Strategy	117
1 The origin and structure of the Joint Service Strategy	122
2 The County Young Offender Strategy Group	132
3 The Local Young Offender Stategy Groups	143
4 Conclusion	164
Chapter Four: Modernity, management and juvenile justice	167
1 Time-space distanciation in theory and in Cambridgeshire	168
2 The stretching of time and space across Cambridgeshire	174
3 A modern organisational structure in Cambridgeshire	177
4 The disembedding and re-embedding of social work with juvenile offenders	181
5 Strategic organisational management or strategic professional management?	193
6 The experience of modern managerialism for Juvenile Justice Officers	198
7 Unthinking instrumental managerialism	203
8 Change and the future orientation	207
9 Conclusion	211
Bibliography	215
Index	223