

Safer Portsmouth Partnership Plan 2013 – 2018



Reducing Crime and Substance Misuse



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Foreword

Councillor Lynne Stagg
Chair of the Safer Portsmouth Partnership



As a partnership we have made great strides in developing our joint work, from those of us that work at a strategic level, to the work on the front line. Since 2006/07 we have seen a 23% (n6,687) fall in overall crime in the city. Noticeable reductions in crime types include a reduction of 49% (n3,069) in criminal damage and 46% (n2,306) in serious acquisitive crime. In the past few years we have seen large numbers of people receiving drug and alcohol treatment, with nearly 2,000 expected in 2012/13.

I am constantly impressed by the hard work and dedication of our police officers, community wardens, youth workers, nurses, paramedics and substance misuse workers to name but a few. Some of our workers have achieved national recognition for their work beyond the call of duty, something Portsmouth is very proud of.

It has also been fantastic to see the development of the voluntary and community sector, who play an important role within the partnership. Local charities, such as Motiv8, play a crucial role in preventing and reducing crime. It was an emotional experience recently when I attended an awards event for a group of ex-substance clients and carers who have completed an intensive education programme to become 'Peer Recovery Brokers'. Some are now volunteering their time to support current users and their carers in their treatment journey; others

have gone on to paid work. Their stories and journey to recovery was inspiring, and shows you cannot write people off, they can change. Despite all this tremendous work, we do live in challenging times, and are likely to do so over the life of this plan. Partner agencies are facing significant cuts in funding. Often the temptation may be to re-trench to 'core' business, with partnership activities taking a back seat. It is however in these uncertain times that partnership working is ever more important, working together we can achieve much more.

I welcome the election of Simon Hayes our new Police & Crime Commissioner and I look forward to the Partnership working closely with him over the coming years. Together I am sure we can further reduce crime and the harm caused by drugs and alcohol.

“Some of our workers have achieved national recognition for their work beyond the call of duty, something Portsmouth is very proud of”



Introduction

The **Safer Portsmouth Partnership** is the key anti-crime and substance misuse partnership for Portsmouth. We are actively reducing crime and substance misuse in Portsmouth making the city a safe place to live, work and visit.

Members of the Safer Portsmouth Partnership include Portsmouth's Police Commander; Portsmouth City Council's Cabinet Member for Environment & Community Safety, Chief Executive and other councillors; senior leaders from Hampshire Probation Trust, Hampshire Fire & Rescue Service, the NHS's new Clinical Commissioning Group as well as representatives from the voluntary and community sectors.

Our principles

1. The SPP will **forge constructive partnerships**, consult with residents and listen to their concerns.
2. We will make sure services provide a **balance between prevention, support and enforcement** and we'll gather information and do research so that we can tell if what we are doing is working.
3. We **won't make any assumptions about the causes of crime** and disorder in our city and we'll make sure that services are accessible and responsive to the wide range of needs in the city.

4. **We will not discriminate** on the grounds of gender, sexuality, faith, disability, age, culture or ethnic background.
5. **We will compare ourselves against other similar areas** so we can **demonstrate improvement** and we will ensure **value for money** in everything we do by joining up activity across agencies wherever possible to provide efficient, effective and equitable services and interventions.
6. **What works to reduce crime?** With resources available to public services set to reduce even further with new austerity measures, we have to be sure that what we are doing works. Where possible, we will support innovation by investing in small scale pilot programmes but, partners are most likely to support interventions that are known to be effective in addressing our priorities.

For more information about the Safer Portsmouth Partnership and its work, visit:

www.saferportsmouth.org.uk



Image courtesy of Jon Bewlay



Context

Portsmouth is a modern and dynamic city offering a prime location for industry, commerce, leisure and pleasure. It is also one of the most densely populated cities outside central London with some of the highest levels of deprivation in the country, which presents a range of particular challenges.

We're confident we can make a difference by focusing on our priorities and delivering on our promises.

We know total crime recorded by the police has been falling across the UK since 1998 – crime is down over 20% in Portsmouth since 2006.

However, not all crime is reported to the police and some types of crime are more difficult to tackle than others, so there is always more to do.

We also know that even with the new **Police and Crime Commissioners** now in office, the police can't reduce crime on their own: community safety partnerships are designed to bring local services together to focus their resources on the underlying causes of crime, anti-social behaviour, substance misuse and re-offending as well supporting the police to enforce the law.

In October 2010 the Safer Portsmouth Partnership hit on a winning formula: we could reduce demand for public services, address our priorities and improve delivery at the same time by focusing on a small number of families and individuals.

With a head start on the government's Troubled Families initiative, Portsmouth's Positive Family Steps service is now up and running. We expect this exciting new work will have a wide-ranging impact on the shared priorities of the SPP, the Children's Trust and the Portsmouth Safeguarding Children Board.

The partnership will monitor how successful we are at achieving these aims at every partnership meeting and will publish this information on the SPP website so that residents can hold us to account.

These six priorities are all equally important: more detail is set out in the following pages.

Crime is down **over 20%**
in Portsmouth since 2006

Over the next five years the Safer Portsmouth Partnership aims to reduce overall crime by a further 20% and in particular we want to make Portsmouth a city where:

- we have an improved reputation, where alcohol is enjoyed responsibly and harm to individuals, families and communities is reduced
- it is a safer, cleaner place to live, work and play, where anti-social behaviour is not considered a problem
- we reduce the harm caused by domestic violence and abuse by providing better support and enforcement services that will encourage more people to come forward earlier to report this and other hidden crime
- young people choose not to use drugs and people that do experience drug problems receive effective help to live drug free
- we provide co-ordinated and effective support for offenders leaving prison, helping them to turn their lives around and reduce the level of re-offending.
- young people can grow up in a healthy and safe environment where they all have every opportunity to achieve their full potential



What have we been doing in 2012/13?

Alcohol harm reduction

- Worked with more people to address alcohol problems increasing the number in treatment from 604 in 2008/9 to over 1000 estimated for 2012/13;
- Supported Alcohol Awareness Week with a series of events and communications campaigns;
- Portsmouth's work has been nationally recognised as effective by the National Treatment Agency for Substance Misuse;
- Frontline workers have achieved national recognition for their exceptional work;
- Published an new Alcohol Needs Assessment

Drug misuse

- Completely redesigned drugs services in the city: new look services will start in Summer 2013
- Trained a group over 20 ex-users and carers to become Peer Recovery Brokers

Young people at risk

- Established the Portsmouth Youth Offending Team within Portsmouth Children's Services
- Redesigned support services for young people displaying risky behaviours
- Launched a new service for families 'Positive Family Steps' our local response to 'troubled families'
- Developed a new information sharing framework

that will improve the way organisations work together

- Launched the 'Joint Action Team' making it easier and quicker for young people and families to get the help they need

Adult re-offending

- Worked with Winchester Prison to improve support to offenders when they leave prison
- Achieved a reduction in re-offending for those with serious drug problems
- Commissioned a 'Specified Activity' to meet the growing need for offenders with alcohol problems

Domestic abuse

- Increased the number of staff that provide support to survivors and their children
- Ran communications campaigns raising awareness of domestic abuse among young people
- Increased and improved the training available to front line staff
- Trained staff to work with children and young people as well as adults
- Worked with GPs to improve awareness and understanding of domestic abuse and the impact on people's health and wellbeing

*Are you their princess
one minute*

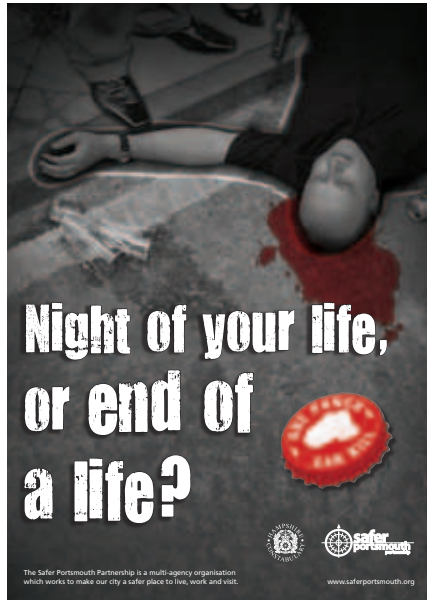
and a **STUPID COW**
the next?

**THIS IS ABUSE.
DON'T STAND FOR IT!**


If you or someone you know is experiencing abuse or if you think you are being abusive in your relationship visit www.saferportsmouth.org.uk/girlfriend



**Night of your life,
or end of
a life?**



The Safer Portsmouth Partnership is a multi-agency organisation which works to make our city a safer place to live, work and visit.



**HOW MUCH IS
TOO MUCH?
STAY IN
CONTROL**



Operation Drink Safe




DAVE'S FEELING A BIT DEFLATED

Drinking too much alcohol can affect your sexual performance.

To tackle your drinking visit www.savedave.info or call (023) 9284 1753





Our Strategic Priorities

Each year the Safer Portsmouth Partnership undertakes a Strategic Assessment, which provides a summary of analysis to assist the SPP in setting and revising its partnership plan by:

- Checking the partnership's current priorities and identifying any emerging priorities
- Providing a better understanding of local issues and community concerns, and
- Providing knowledge of what is driving the problems to help identify appropriate responses

The Strategic Assessment 2012 covers the period 1st April 2011 to 31st March 2012 and reaffirms the previously identified and recommended long-term

priorities for the Safer Portsmouth Partnership (SPP):

Alcohol Misuse

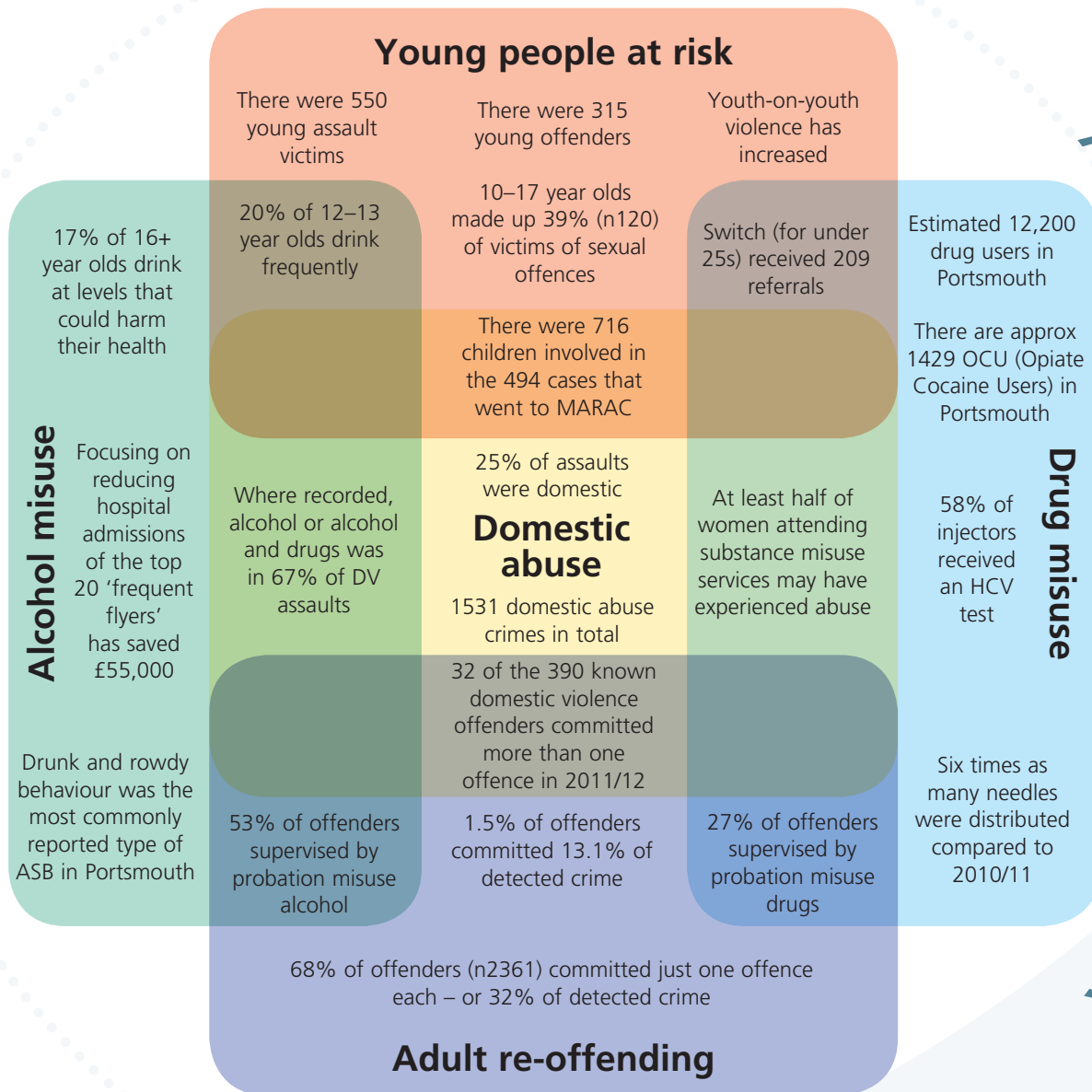
Domestic Abuse

Drug Misuse

Reducing Re-offending

Young People at Risk

These long-term underlying priorities are not mutually exclusive, can be inter-related and are most often the driving factors behind, or contributors to, a range of crime, including violent crime, and anti-social behaviour types as highlighted in the diagram (right):



Making Portsmouth a city where alcohol is enjoyed responsibly and harm to individuals, families and communities is reduced.





Making Portsmouth a place where domestic abuse is reported and support is provided

Image courtesy of Jon Bewlay



Alcohol Harm Reduction

Our achievements:

- Developed a comprehensive alcohol strategy which helped to deliver additional investment with new prevention and treatment services
- Established an award winning Alcohol Specialist Nurse Service at Queen Alexandra Hospital
- Developed an innovative 'Frequent Flyers' project, supporting frequent attendees at hospital to overcome their alcohol problems, achieving 'High Impact Innovation' status from the South East Alcohol Innovation Programme
- Seen reductions in the percentage of under 18s drinking and getting drunk
- Seen significant falls in violence within our night time economy areas
- Developed and improved services for alcohol-misusing parents
- Developed a physical activity programme to improve clients' health and sustain their recovery

Summary

Alcohol is consumed responsibly by the majority of residents of Portsmouth. However a minority of residents, approximately 40,000, drink at levels which could harm their health. Of these, around 9,000 drink at a level which is a high risk to their health. In addition to the health harms caused by excessive alcohol consumption, there are significant other problems such as anti-social behaviour, criminal damage, violence, family breakdown, debt, work place absenteeism and unemployment all of which is estimated to cost Portsmouth in excess of £74 million per year.

In a wide range of indicators Portsmouth demonstrates significant challenges with alcohol. We are among the worst local authorities in England for alcohol-related hospital admissions, although the gap is closing. We have high alcohol mortality rates with life expectancy reduced in Portsmouth as a result. Alcohol related violence and sexual violence is significantly higher than the England average. In addition we have significantly more people claiming incapacity benefit or severe disability allowance due to alcoholism. Our young people under 18 are more likely to drink alcohol and get drunk than the national average. A significant proportion of 'children in need', known to Social Services, is due to parental alcohol misuse.

Making Portsmouth a city with an improved reputation, where alcohol is enjoyed responsibly and harm to individuals, families and communities is reduced.

Portsmouth has however made great progress in addressing alcohol misuse in the past 3 years. Significant additional investment was made by Portsmouth City Primary Care Trust from 2010 onwards to fund prevention and treatment services. This has seen an increase in young people receiving education and advice, thousands of adults receiving simple alcohol advice at the hospital, pharmacies and GP surgeries. In addition in 2012/13 the Safer Portsmouth Partnership will meet its 2009 target to increase the numbers of people in alcohol treatment by 75%, rising from 604 people to an expected 1100.

Crime within our night time economy areas has reduced in the past few years, with a 22% fall since 2006/07. This has been achieved through the hard work of the partner agencies and the positive engagement of the pubs and clubs in our main night time economy areas.

Where do we want to be in 5 years?

- A reduction in the rate of alcohol related hospital admissions to at or below the England average by 2018
- An increase in the number of people completing alcohol treatment successfully
- An accreditation scheme to recognise safe and varied evening and late nights out
- To achieve Purple Flag status for Portsmouth's main evening and night time economy areas by 2017/18
- A reduction in alcohol related crime from 12.2 crimes per 1,000 population to 10 crimes per 1,000 by 2017/18
- A reduction in the percentage of under 18s getting drunk



Anti Social Behaviour

Our achievements:

- Year on year reduction in the number of arsons
- Decreased levels of criminal damage by targeted multi-agency action
- Decreased incidents of anti-social behaviour with a combination of support and enforcement
- Working closely with Portsmouth University to tackle complaints about students
- Using mobile CCTV cameras to enable partners to flexibly deploy to hotspots in the city

Summary

Despite a downward trend in almost all measures of anti-social behaviour, it is the high volume of incidents (partly because of the wide ranging and varying definitions of anti-social behaviour), combined with residents' perceptions that levels of anti-social behaviour are high that means it is a priority for the partnership.

Anti-social behaviour is a factor in the 5 long term priorities, often as an early warning indicator of more serious crime, so by tackling anti-social behaviour we will contribute to achieving positive and sustainable outcomes for Portsmouth's residents.

Alcohol misuse is particularly relevant for general nuisance, criminal damage and noise complaints. 'Drunk and rowdy behaviour' in a public place is a particular problem but we need to know more about what is driving this.

Substance misuse is directly linked to anti-social behaviour in terms of drug litter and the impact of 'crack houses', where drug dealing takes place, in the community. Support and enforcement action continues to be taken to tackle these concerns.

Making Portsmouth a safer, cleaner place to live, work and play, where anti-social behaviour is not considered a problem

Both adults and young people engaging in anti-social behaviour are at risk of committing more serious crimes. Identifying this cohort early is vital to help prevent the risk of this escalation. A twin track approach of support and enforcement is vital to achieve positive outcomes.

There continues to be a slightly higher perception of anti-social behaviour amongst our residents than is actually experienced. However the gap between experiencing this kind of behaviour and being concerned about it is closer than that for crime.

Dog fouling and littering remains a concern for Portsmouth residents.

There is a need to ensure vulnerable and repeat victims are identified early by partner agencies. The police and partners will use appropriate tools to assess risk and provide support. This is an area of work that needs to become more inclusive across all partners to prevent the risk of harm.

Where do we want to be in 5 years?

- A reduction of 3% each year in anti-social behaviour reported to the police.
- Less people believe anti-social behaviour is a problem in their area.
- Reduced fly tipping and littering
- Reduced complaints about noise
- Vulnerable and repeat victims are identified early and have appropriate support in place

ASB



Domestic Abuse

Our achievements:

- Reviewed all domestic abuse services in the city and produced a comprehensive commissioning strategy approved by the Children's Trust Board and the Children's Safeguarding Board. The outcomes of the review include improved recording and processes, as well as increased investment in support services resulting in at least 13 additional advocacy and support workers
- Developed a sustainable communications campaign aimed at young people and at the general public, to raise awareness of domestic abuse and encourage survivors to come forward to seek help earlier
- Developed the existing children's safeguarding training to provide more information and focus on the impact of domestic abuse on children and in families
- Developed 3 tiers of domestic abuse training at no additional cost to the city and significantly increased the number of staff trained, improving our capacity to identify the signs of domestic abuse and to make sure the right level of support is put in place

²Domestic violence refers specifically to violent domestic abuse crimes

³Assault without injury, assault with less serious injury and most serious violence

⁴It should be noted that there is a slight possibility of duplicates appearing from one month to the next

- Retendered the contract for providing refuge provision in the city, redesigning the service to provide outreach, and reach more people
- Trained staff to work with children and young people suffering domestic abuse, as well as adults
- Introduced the IRIS (Identification, Referral, Improve Safety) programme with the city's GPs, to increase the number of people identified as needing support to deal with domestic abuse, improving awareness and understanding of domestic abuse and the impact on health and wellbeing
- Started to change the way we do things so that more front line staff know how to identify domestic abuse and know what to do in response to disclosures

Summary

Domestic violence² accounts for at least 25% of assaults³. Domestic violence has consistently been the largest driver of violence since 2006/07 – something we are working hard to reduce.

The majority of domestic violence cases that go to court are considered to have a successful

Making Portsmouth a place where the harm caused by domestic violence and abuse is reduced by providing better support and enforcement services that will encourage more people to come forward earlier to report this and other hidden crime

outcome (67%, n639). Of those cases considered unsuccessful, it is usually because of lack of evidence following a not guilty plea suggesting more could be done in this area. Whilst this is consistent with the national picture the cases at court only represent a tiny proportion of the 4,340 incidents reported to the police.

In Q1 2012/13, 60% (n111) of Child Protection Plans involved domestic abuse. A snap shot of child protection conference reports showed there were 198 children subject to child protection plans for Q2 2012/13⁴. Of these, 64% (n128) had domestic abuse as a specific contributory feature.

Demand for support services is likely to rise as a result of improving awareness and understanding as well as the impact of added stresses in already conflicted relationships driven by unemployment, welfare reforms, and other austerity measures.

Where do we want to be in 5 years?

- Co-ordinated community response where each individual agency understands their unique role in responding to domestic abuse.

- Residents in the city, particularly young people, understand the difference between a healthy relationship and domestic abuse and come forward to seek support at an early stage.
- Front line staff from key public services are confident to 'ask the question'; they can identify domestic abuse (it is not just violence) and are confident in assessing risk in order to target demand for specialist services.
- Those working with children and families fully understand the impact of domestic violence, substance misuse and mental health on healthy child development and family functioning. They are confident to work with children and families to reduce risk and increase safety and capacity for recovery.
- Specialist services have sufficient capacity to manage an open referral process, including self referrals, and provide a high quality, nationally accredited and effective service.

Making Portsmouth a safer place to work and play, where anti-social behaviour is not considered a problem





Making Portsmouth a place where offenders are helped to turn their lives around



Drug Misuse

Our achievements:

- Access to effective drug treatment is now quickly and easily available to those who need it, resulting in more people in treatment
- A range of treatment options have been developed to support people to overcome dependency and lead drug-free lives
- Peer-support services and support networks have been supported to develop pathways into recovery from drug problems
- We have pioneered the development of “peer recovery brokers” – people with an experience of substance misuse given training that enables them to provide support to people with current drug and alcohol problems, thus growing a vibrant recovery community
- Effective Harm Reduction Services have been developed through partnership with community pharmacies to reduce the spread of blood borne viruses
- The Switch young peoples’ service has been established to help people up to age 25 to deal with drug problems and avoid becoming entrenched substance misusers
- A family-based service has been developed to work directly with young people caring for parents who are misusing drugs or alcohol

Summary

The Home Office estimates that Portsmouth has 1,429 heroin (opiate) and crack cocaine users (OCU), there have been no statistically significant changes in the estimated number over the past 3 years.

Changing patterns of drug use, such as the increase in use of cocaine powder and previously “legal highs”, have been noted nationally and locally, and we are seeing increasing evidence of people presenting with treatment needs related to these substances, suggesting we have to consider the needs of these drug users in addition to the more traditional OCUs.

In 2011 we had 755 people in drug treatment, of these 676 were OCUs.

The national drug strategy and local programme to re-model treatment pathways, with a focus on recovery, aims to be less substance-specific, thus making systems more attractive to users of a broader range of substances. The national strategy has shifted the focus of treatment from engaging more people, to an outcome focused recovery agenda. Whilst we do continue to monitor engagement of people in effective drug treatment and set this as a key performance target in order to ensure numbers

Making Portsmouth a place where young people are supported to choose not to use drugs and people that experience drug problems receive effective help to live drug-free

do not significantly decrease, the main indicator of success is the proportion of those engaged who successfully complete treatment.

In summary the key issues are:

- Changing pattern of drug use, which may be masked by overall reduction in numbers of people using drugs, particularly opiates
- Impact of drug use on families, particularly children, and need for services to operate in a more integrated way to address this, including supporting the Troubled Families wirj
- Need to implement more recovery focused model in line with national and local priorities
- Drug dependency remains a significant contributory factor for acquisitive and some violent crime.

Where do we want to be in 5 years?

- A successful outcome-focused, user-led community treatment model established within the city
- An Increased number of people successfully completing drug treatment and achieving sustainable recovery
- Fully implemented family-focused working across the substance misuse treatment and recovery services to improve outcomes for young people affected by familial substance misuse
- An increased range of peer-led support and interventions, to further increase the visible recovery community in Portsmouth
- An increased number of people accessing detoxification in an appropriate and effective setting leading to long-term sustained recovery
- A reduction in rates of substance misuse related offending, including acquisitive crime and violent crime.



Reducing Adult Reoffending

Our achievements:

- Developed our multi-agency, co-located Integrated Offender Management service to manage those offenders who commit the largest number of offences
- Piloted a 'meet at the gate' project for those, who are released from sentences of under 12 months, most of whom have substance misuse problems, so that they are met at the prison gate, taken to their accommodation and immediately introduced to appropriate support services
- Achieved a reduction in offending against the predicted rate for offenders subject to Drug Rehabilitation Requirements
- Commissioned a 'Specified Activity' to support those individuals whose harmful use of alcohol has led them to offend.

Summary

Of the 21,872 crimes committed in Portsmouth in 2011/12, the police only have details of the offender for about 6,300. We know that about 3,400 offenders were responsible for committing these crimes. The Probation service in Portsmouth work with about 840 of these offenders – i.e. those that have been caught, prosecuted and received a 'disposal' or sentence of some sort. In the past the SPP have focused on the most prolific offenders but our Strategic Assessment shows that these offenders are not responsible for as much crime as we thought.

Most of these offenders on the probation caseload had their first contact with the police between 10 and 20 years of age and this is likely to be the case for most offenders. We need to know what proportion of the 3400 offenders are 'first time' offenders and look for ways of diverting them away from crime to stop them becoming more prolific, as we have done successfully with young offenders in Portsmouth.

We know that the offenders on the Probation caseload have major problems with drug and alcohol misuse, and mental health but even with support a high proportion of these re-offend. We need to improve the quality of support/interventions and

Making Portsmouth a city where we provide co-ordinated and effective support for offenders leaving prison, helping them to turn their lives around and reduce the level of re-offending.

review measures of success to reduce reoffending and provide a better reflection of the work being undertaken. We need to promote positive engagement of individuals in activities which will impact on their behaviour i.e. employment or training programmes.

At the time of developing this plan the government has announced significant changes to the way offenders will be managed in the future, with all but the most high-risk offenders being managed by the private or voluntary sector. It is not clear how this will impact our work in Portsmouth, however we will seek to engage with these new partners constructively to reduce re-offending.

The reducing reoffending plan links significantly to other theme plans including:

- Domestic abuse: 37% of the probation caseload were current or previous domestic abuse perpetrators
- Alcohol: 48% of offenders are assessed as having alcohol needs
- Drugs: 30% of offenders are assessed as having issues around drugs
- Young people: once young people reach the age of 18 management transfers from the YOT to the Probation Service. The management of this transition is crucial to addressing individual offending.

Where do we want to be in 5 years?

- Less adult re-offenders and less first time entrants going on to re-offend
- Jointly commissioned behaviour change community programme for perpetrators of domestic abuse
- Reconviction rate is consistently lower than predicted
- Routine identification and diversion of low risk, adult first time entrants away from more prolific offending
- A fully integrated offender management team engaging with intervention across the seven pathways of offending
- An integrated service to offenders with mental health issues via the Post Sentence Support Service in order to reduce re-offending
- 'Meet at the Gate' project is 'business as usual'



Young People at Risk

Our achievements:

There has been a sustained reduction in the number of young offenders and offences committed over recent years.

From 2005/06 to 2011/12 there has been:

- a reduction in numbers of young offenders from 801 to 315
- a reduction in the number of first time entrants to the criminal justice system (rate per 100,000 of 10 – 17yrs) from 447 to 128
- a reduction in the number of offences by young people from 1929 to 923
- a reduction in young offenders as a proportion of the 10 – 17 population from 4% to 1.8%

Summary

There are approximately 16,750 young people aged 10-17yrs in Portsmouth, and 1.8% of them committed an offence in 2011/12, which is the lowest proportion since data has been collated (highest rate of 4% in 2007/08).

Theft and handling has been the most common offence by males and females followed by violence against the person. In 2011/12, 80% of offenders were male and young black people are over represented in the youth justice system while Asian and Chinese are under-represented. There is disproportional representation of young offenders from specific wards in the city.

The rate of first time entrants to the youth justice system saw a dramatic reduction between 2009/10 and 2010/11 but has now stabilised with no change between 2010/11 and 2011/12. There has been an increase in the rate of re-offending. This is probably because those young people recorded as youth offenders are more likely to be at risk of re-offending as many low risk young people would have received a triage intervention and are no longer counted as young offenders. The most prolific young offenders (5%, n11) were responsible for approximately 28% of offences committed by young people.

Making Portsmouth a city where young people can grow up in a healthy and safe environment where they all have every opportunity to achieve their full potential

There have been significant changes to young people's services in the past year, including:

- The disaggregation of Wessex Youth Offending Team and the set up of Portsmouth Youth Offending Team
- Redesign of targeted provision for young people with the introduction of the Integrated Targeted Youth Support Service providing support to young people at risk of multiple poor outcomes in the City. This service is being delivered by 3 hubs (2 delivered by Portsmouth City Council, 1 delivered by Motiv8)
- The introduction of the national Troubled Families agenda to the city



Where do we want to be in 5 years?

- To significantly reduce the number of young people committing 5 or more offences
- To continue to reduce the number of first time entrants into the criminal justice system
- To continue to reduce the number of young people entering custody
- To support other city priorities to reduce poor outcomes for young people around:
 1. Substance misuse
 2. Child sexual exploitation
 3. Reducing the number of children with repeat child protection plans
 4. Young people Not in Education Employment or Training (NEET)