

Norfolk County Community Safety Partnership Scrutiny Sub Panel

Date: **Friday 9th May 2014**
Time: **10.30am**
Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership

MAIN MEMBER	SUBSTITUTE MEMBER	REPRESENTING
Lynda Turner (Vice Chairman)		Breckland District Council
Simon Woodbridge		Broadland District Council
Charles Marsden		Great Yarmouth Borough Council
Anthony Wright	Stephanie Smeaton	King's Lynn and West Norfolk Borough Council
Alison Thomas (Chairman)		Norfolk County Council
Jim Perkins		Norfolk County Council
Mike Sands		Norfolk County Council
Roy Reynolds		North Norfolk District Council
Jo Storie	Lucy Galvin	Norwich City Council
Terry Blowfield		South Norfolk District Council

**For further details and general enquiries about this Agenda
please contact the Committee Administrator:**

Sonya Blythe on (01603) 223029
or email sonya.blythe@norfolk.gov.uk

1. To receive apologies and details of any substitute members attending

2. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

your well being or financial position

that of your family or close friends

that of a club or society in which you have a management role

that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

3. Minutes

(Page **5**)

To confirm the minutes of the meeting held on 13th November 2013

4. To receive any items of business which the Chairman decides should be considered as a matter of urgency

5. Countywide Community Safety Partnership Priorities and Performance

(Page **17**)

(a) Suggested approach by the Head of Democratic Services


(b) Report by Community Safety Co-ordinator

6. **Domestic Abuse Review** (Presentation)
Update and presentation by Ian Sturgess, Domestic Abuse and Sexual Violence Officer
7. **Domestic Homicide Review Update** (Page **118**)
Update report from Ian Sturgess, Domestic Abuse and Sexual Violence Officer
8. **Youth Offending Team and Restorative Practices** (Page **129**)
Update report from Chris Small, Service Manager – Youth Justice
9. **Date of next meeting**

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: Wednesday 30th April 2014

 <p>IN TRAN communication for all</p>	<p>If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Textphone 0344 800 8011 and we will do our best to help.</p>
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**Norfolk County Community Safety Partnership Scrutiny Sub Panel
Minutes of the Meeting Held on 13 November 2013**

Present:	Mrs Alison Thomas Mr Roy Reynolds Mr Anthony Wright	Mr Charles Marsden Ms Jo Storie Ms Lynda Turner
Other Members Present	Mr Dan Roper, Cabinet Member for Public Protection, Norfolk County Council.	
Also present:	Laura McGillivray – Chair of Norfolk Countywide Community Safety Partnership Bob Cronk – Head of Neighbourhood Services, Norwich City Council Nick Dean – Assistant Chief Constable Jon Shalom - Community Safety Co-ordinator, Norfolk County Council Ian Sturgess – Domestic Abuse and Sexual Violence Officer, Office of the Police & Crime Commissioner for Norfolk	

1. To receive apologies and details of any substitute members attending

Apologies had been received from Mr T Blowfield, Mr S Woodbridge and Mr M Smith.

2. Election of Chairman

Mrs Thomas was duly elected as Chairman for the ensuing year.

3. Election of Vice-Chairman

Ms Turner was duly elected vice-Chairman for the ensuing year.

4. Declarations of Interest

Mr Reynolds declared an interest as a councillor for North Norfolk Council, who knew the subjects referred to on page 118 of the Panel reports.

5. Minutes

The minutes of the previous meeting were signed as an accurate record.

6. Items of Urgent Business

There were no items of urgent business.

7. Overview of Community Safety in Norfolk.

The Chair of the Norfolk Countywide Community Safety Partnership gave a presentation on the overview of community safety in Norfolk, which is attached to the minutes as Appendix

A.

8. Countywide Community Safety Partnership (CCSP) Priorities and Performance

8.1 The Panel received a report from the Community Safety Coordinator which outlined the County Community Safety Partnership's priorities and most recent performance against those priorities.

The Chairman requested that it would be useful to have a glossary of acronyms used in reports provided for future meetings.

8.2 The following points were made in relation to priority A; Reduce the incidence of crime and Anti Social behaviour:-

- The 2013/14 target of the CCSP was to reduce antisocial behaviour incidents reported to the police and to maintain the priority crime levels of 2012/13. The priorities had been closely linked with the Norfolk police and crime plan which had targeted reducing priority crime overall. However, ASB is under-reported so development is required to change the focus to reducing repeat victimisation. The key to preventing crime was the proactiveness and good performance of all involved agencies. Good results had been seen so far this year, with the crime rate being 274 reported crimes better than target.
- The reported crime rate in South Norfolk was slightly above the target. There had been some challenges in the area but these were under control.
- The five year target of an 18% reduction in crime was ambitious enough, as Norfolk was already one of the safest counties in which to live.
- There had been a shift in crime trends from high-level goods to lower level crimes, but no change in crime patterns between rural and urban areas. This was due to the unstable economy in the UK and the financial situation this had put many families in. Another reason for the increase in crime was that more had been done to encourage victims to report crimes to the police. Reporting had been much improved which meant that patterns and trends were more easily identifiable.

8.3 The following points were made in relation to priority B; Protect vulnerable people, particularly young people:-

- Good progress had been made in terms of reducing the number of first time entrants into the criminal justice system. The number of people reoffending had reduced but the system had been left with a core group of people with entrenched problems and a high reoffending rate.
- The Multi Agency Safeguarding Hub (MASH) had carried out a lot of work around children and young people, especially in terms of missing children. The police now had a Missing Persons Coordinator in post to ensure early intervention and scrutiny of such cases. Statistics on missing children would be considered annually to ascertain whether there had been any shifts in pattern.
- Members asked to be provided with figures around the restorative justice approach and

around the Youth Offending Team's (YOT) interventions rate. It was noted that the performance of YOT had been excellent.

- Work had been carried out in terms of early help to tackle risk factors which could lead people into offending.
- In terms of crime rates, elderly people were the safest. Victims and offenders were both more likely to be from the younger age group and so prevention strategies had been aimed at them.

8.4 The following points were made in relation to priority C; Protect vulnerable people, particularly people vulnerable to domestic abuse:-

- The proportion of non-police referrals to MARAC (Multi Agency Risk Assessment Conference) was currently at 9% and had not reached the 2013/14 target of 15%. This did not reflect the work of other agencies and in future the figures would be split to show this.
- There had been a drop in domestic violence cases being referred from the police for prosecution. However the figure of a 38% drop which had been quoted in the local press had not compared like for like and was incorrect. The actual drop was 12%, which was a concern but was in line with national figures.
- Domestic abuse was now recorded for people aged 16 and over. However a new initiative had commenced in April 2013 to work with children aged from 4-16 in this area. This would lead to enhanced recording for those aged 16-18 and would allow the Safeguarding Children Board to pick up issues through the younger age range.
- MASH carried out fast and thorough assessments on a daily basis to identify problems. This included tracking individuals who had multiple partners and had carried out repeat offending against them.

8.5 The following points were made in relation to priority D; Reduce the harm caused by the misuse of drugs and alcohol, with improved focus on recovery and abstinence:-

- The system had performed well in terms of young people being treated. Adult figures had fallen below the target. This was due to the bedding in of the Norfolk Recovery Partnership, which would be assessed to ensure that it was meeting all requirements. Officers assured Members that robust clienting of this contract was taking place, and that issues should be resolved within six months. It was suggested that a report giving feedback on the Drug and Alcohol team could be provided as a future meeting if Members wished.

8.6 The following points were made in relation to priority E; Reduce the harm caused by the misuse of drugs and alcohol, within the night-time economy:-

- The first quarter had showed a strong performance against the target. The second quarter had covered the summer period and so rates had risen, which had been expected. The future aim was to reduce alcohol consumption which in turn would reduce crime.

- This was a strong area in terms of agency partnership working.
- The target of crimes in this area was 450 by 2015/16. The current crime rate was one crime better than target.

8.7 The following points were made in relation to priority F; Improve support to offenders to prevent them from re-offending, particularly prolific and other priority offenders:-

- The cohort had significantly reduced crimes in this area. The aim was to make sure that a premium service was available to engage and support offenders. If offenders would not engage with the services then they would be closely monitored to ensure that any transgressions were promptly identified for speedy return to prison.

8.8 The County Community Safety Partnership Priorities and performance Domestic Homicide Review report by the Domestic Abuse and Sexual Violence Coordinator was received. This briefed the Panel on the CCSP's responsibility for undertaking domestic homicide reviews and the work which had been undertaken following a recent domestic homicide review report.

The following points were made in relation to the report:-

- It was the duty of the Chair of the CCSP to consider the need to commission a domestic homicide review in certain circumstances. If a review was commissioned an independent chair would be appointed to produce an independent report.
- Actions plans would be produced as a result of the independent report which officers would have a duty to follow in order to improve performance and ensure that lessons had been learnt. Progress on the current action plan would be reported to the next CCSP Scrutiny meeting.
- Incidents of domestic violence against older people had increased. Victims of all domestic abuse should be encouraged to report these occurrences. In order for this to happen a safe environment, where the victims were alone and free to speak should be provided.

9. **Date of next meeting**

The Panel agreed that they would meet every six months. The next meeting would be timed to correspond with the Norfolk Police and Crime Panel, to give Members an opportunity to witness the Panel meet. It was suggested that Members of the scrutiny panel should ask nominated substitute Members to attend if they were unable to do so.

The meeting ended at 15.55pm

CHAIRMAN



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Community Safety Working in Norfolk

Laura McGillivray

Chair

Norfolk County Community Safety Partnership

What is the NCCSP?

The 1998 Crime and Disorder Act led to the creation Community Safety Partnerships (CSP's) in each local authority area (District or Unitary)

Tackling crime and disorder issues is not just a Police role

There is widespread recognition of the role that effective joint working can play for

In Norfolk the countywide CSP comprises:

District and County Councils, Police, Probation, Youth Offending Team, Drug & Alcohol Action Team, Health, Fire Service, Victim Support and representation from registered housing providers

Crime and disorder in Norfolk

Norfolk is one of the safest parts of England to live, work and visit

There has been significant reductions in crime and disorder but more to be done

Our approach is an evidence-based - using a joint strategic assessment of crime and disorder issues in Norfolk (this combines police and partner data and knowledge)

The result is the following partnership priorities

- Reduce the incidence of priority crime and anti-social behaviour
- Protect vulnerable people, particularly young people, and people vulnerable to domestic abuse
- Reduce the harm caused by the misuse of drugs and alcohol
- Improve support to offenders to prevent them from re-offending, particularly Prolific & other Priority Offenders (PPO's)

Delivery of priorities

The priorities and how we respond to them are set out in the CCSP Partnership Plan 2012-2015

Each priority has an action plan led by an agency which is responsible for championing positive outcomes

The plan is aligned as much as possible with the Policing Plan 2012-15

Norfolk's CSP needs to add value to the crime and disorder agenda - particularly improving collaboration between partners and how they contribute to the priority actions and outcomes

- Norfolk's overall population is predicted to increase
- Growth of the EU migrant population in urban centres
- Norfolk has an older age profile in the UK
- Levels of mental health and physical disability are higher than UK averages
- The economic situation will impact on young people through lack of employment opportunities
- The reduction in a wide range of benefits and introduction of universal credit
- Substance misuse is known to correlate with unemployment and crime
- A smaller and changing public sector

- This indicates an increase in the demand for services against a backdrop of reducing public sector budgets
- Highlights the importance of effective partnership working and the sharing of resources and information to achieve common goals

CCSP partnership plan in place

Working with the Police & Crime Commissioner - the PCC
and CCSP have a duty to work with each other

From April 2013 the CSP's grant funding transferred to the
PCC who can commission community safety services

More dynamic partnership arrangements – identifying gaps,
informing and influencing services,

In Norfolk we are well placed to respond to the challenges

Countywide Community Safety Partnership (CCSP)
Priorities and Performance

Suggested Approach by Head of Democratic Services

1. Background

- 1.1 In June 2011 the Home Secretary gave permission for the seven Community Safety Partnerships (CSPs) in Norfolk to formally merge into one CSP for the whole of the county. Responsibility for scrutiny of the County Community Safety Partnership (CCSP) lies with the County Council and this role has been undertaken by the Community Services Overview and Scrutiny Panel.
- 1.2 On 6th March 2011 the County Council's Community Services Overview and Scrutiny Panel agreed to the formation of a scrutiny sub panel to scrutinise the CCSP and also agreed the terms of reference.
- 1.3 The Countywide Community Safety Partnership Scrutiny Sub Panel first met in October 2012 and considered its role, as agreed in the terms of reference, to:
- scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the Community Services Overview and Scrutiny Panel
 - Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan.
 - Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to the Community Services Overview and Scrutiny Panel.

2. CCSP priorities and performance

- 2.1 The attached report from the Community Safety Co-ordinator outlines the CCSP priorities and most recent performance against these priorities. It also provides further information for the Scrutiny Sub Panel on:
- The alignment of the CCSP Plan priorities 2014/17 with the Police and Crime Plan
 - Performance monitoring of the CCSP priorities
 - Community Safety Funding

3. Suggested approach

It is suggested that the CCSP Scrutiny Sub Panel considers the attached report and:

- Scrutinises the priorities of the CCSP and the performance against these priorities to date.
- Considers whether it wishes to make any reports or recommendations to the CCSP with regard to any of the issues raised in the reports.

**Officer Contact: Karen Haywood
Scrutiny Support Manager
01603 228913**



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County Community Safety Partnership (CCSP) Priorities & Performance

Introduction

The CCSP Plan 2014/17 has been refreshed and is provided for information.

The Plan reflects the findings from the 2013 Strategic Assessment of Norfolk's crime and disorder, with the following priorities retained:

- A. Reduce the incidence of crime and Anti-Social Behaviour (ASB)
- B. Protect vulnerable people, particularly young people
- C. Protect vulnerable people, particularly from domestic abuse
- D. Reduce the harm caused by the misuse of drugs and alcohol, with improved focus on recovery and abstinence
- E. Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy
- F. Improve support to offenders to prevent them from re-offending, particularly Prolific & other Priority Offenders (PPOs).

Some review of action plans (Appendix 3 of CCSP Plan) will be necessary to fully reflect the objectives set. This will take place over the next couple of months

Linkage with the Police and Crime Plan

The CCSP is seeking to ensure that the partnership plan and the Police and Crime Commissioner's Police & Crime Plan are complementary, sharing the same priorities and targets wherever appropriate.

Appendix 1 of the CCSP Plan 2014/17 shows the alignment between the CCSP priorities and the Police & Crime Plan. This identifies that the majority of priorities and targets are shared. However, there are some areas where there are differences: CCSP targets focus on reducing repeat victimisation of under-reported incidents of ASB and Domestic Abuse, whilst the PCC targets refer to a reduction target for incidents of ASB and increased detection rates for incidents of domestic abuse. This has been identified by this year's Strategic Assessment as an area for development.

CCSP Performance

Appendix 1 to this report shows the most recent performance report against CCSP priorities the status of which are assessed on a RAG status as red, amber or green depending on whether it is:

Green – on or better than target

Amber – just below or slightly worsening target

Red – below target and worsening

This identifies:

- Priority A: Reduce the incidence of crime and ASB – green
- Priority B: Protect vulnerable people, particularly young people – amber
- Priority C: Protect vulnerable people, particularly domestic abuse – amber
- Priority D: Reduce the harm caused by the misuse of drugs and alcohol – amber
- Priority E: Reduce the harm caused by the misuse of drugs and alcohol within the night time economy – green
- Priority F: Improve support to offenders to prevent them from re-offending - green

Detailed analysis is contained within Appendix 1.

Community Safety Funding

Government funding to the Community Safety Partnerships ceased in March 2013 when it transferred to the PCC.

Remaining balances are included at Appendix 2 which are being held as contingency including covering the costs of domestic homicide reviews.

Areas for Development

1. Strategic Approach

During the past 2 years, the Norfolk CCSP has set out to refresh its approach and specifically to:

- explore what the partnership is for
- what has worked well
- what we need to do to improve how we work in partnership and be more effective.

This has led to CCSP meetings which are less formal with more of a problem-solving feel and a chance to challenge, resulting in:

- A more informed and streamlined approach with an opportunity to shape what it does and contribute more fully
- Focus on strategic issues but allowing connectivity between people, place and ideas
- A chance to share best practice.

The partnership can therefore be described as an “umbrella:”

- identifying priorities and issues, sometimes led by other agencies or partnerships
- exploring ways for mainstream services to play their part or can be influenced or adapted
- focusing on gaps and blockages
- making a difference.

Specific areas identified for further work is focusing on:

- Strengthening communities – community resilience, thinking differently, improving prevention
- Integration & collaboration – who is on the ground, how might we work differently
- Protection of vulnerable people.

As part of our approach to strategic development, it is vital to ensure that activity is joined up across Norfolk’s key partnerships dealing with vulnerable people, ensuring that:

- there is improved understanding of the purpose of each partnership and its key priorities
- we examine what can fall through the gaps
- this leads to better co-ordination of working on overlaps between partnerships, which will translate into better outcomes

Initial meetings have been held to provide a network for the chairs of strategic partnership boards. This will help in managing the pace of change across partnerships, and that all partnerships stay in step with each other. It also provides a sounding board and learning between partnerships.

Domestic Abuse has been identified as an area that cuts across many partnerships – and CCSP has agreed to pursue this as an improvement area using East of England LGA (EELGA) improvement funding to provide facilitation and challenge to a multi-agency review.

The focus for this review is on looking at a whole system approach, clarity in outcomes and effective commissioning, improving early intervention and better info sharing, developing community capability and improving workforce confidence.

2. Specific CCSP priorities requiring development:

Priority A – Reduce priority crime and ASB

New legislation will come into effect in Autumn 2014 that changes the tools and powers available to tackle ASB. Work is underway to develop appropriate partnership approaches to ensure that the new legislation is effectively implemented in Norfolk.

These measures include the requirement for the CSP partners (specifically local authorities, police and CCGs) to develop a Community Trigger to enable victims of ASB to initiate a case review if they believe that their reports have not been taken seriously.

This will need to be communicated effectively to the public, so is likely to raise the profile of ASB and partner roles in this area.

Priority B – Protect vulnerable people, particularly young people

This priority should reflect early intervention work, rather than being focused on the work of the Norfolk Youth Offending Team (YOT). The challenge is to add value to the early intervention agenda through partnership working prior to YOT involvement – certainly before there is input required from the youth justice system, and Youth Inclusion Support Panel (YISP) activity.

County work on Early Help development is progressing through the Early Help Improvement Board. Piloting of a partnership hub of co-located agencies is planned for Diss.

Priority C – Protect vulnerable people, particularly from domestic abuse

Multi-agency review of Domestic Abuse is underway, which will report in the Summer. This will result in development of targets and the action plan necessary to implement any recommendations agreed.

Priority D – Reduce the harm caused by the misuse of drugs and alcohol, with improved focus on recovery and abstinence

County objectives for the Norfolk Drug & Alcohol Partnership (NDAP) require review to determine the role that wider CCSP partners can play in supporting delivery, rather than being focused on the existing NDAP commissioned activity. Forthcoming changes in National performance measure are another driver for review of targets, ensuring that they meet local needs.

Priority F – Improve support to offenders to prevent them from re-offending, particularly PPOs

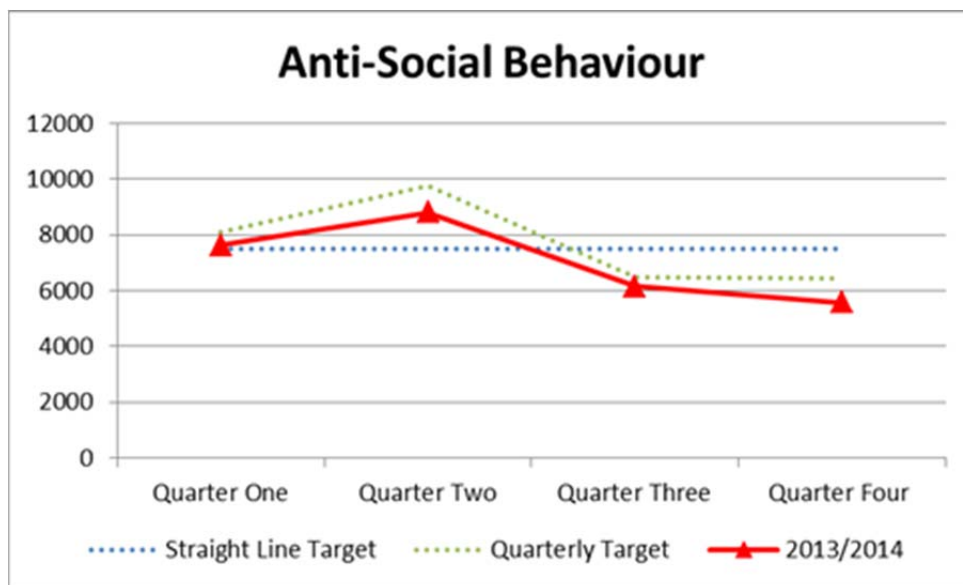
The Government's Transforming Rehabilitation agenda will fundamentally change how low and medium risk offenders are managed, with contracts to be let for Community Rehabilitation Companies (CRC) for defined contract areas. Norfolk and Suffolk have been combined as a single contract area. Norfolk and Suffolk's Integrated Offender Management schemes have been combined into a single scheme so that we are well-placed to work jointly with the incoming CRC contractor from April 2015.

Community Engagement

The CCSP has a requirement to conduct at least one annual 'Face the People' session, where local people can hold senior partners in the Community Safety Partnership to account. The CCSP is looking to hold district-based sessions led by the local district council. There is clear scope for a joint approach with the PCC who has a legal responsibility for obtaining the views of the community concerning the policing of the area.

APPENDIX 1 Performance Monitoring of CCSP Priorities

Priority	A. Reduce the incidence of crime and ASB																								
GREEN																									
Sponsor Agency: Norfolk Constabulary			Lead Officer: ACC Nick Dean																						
Performance data																									
<i>Target 2013/14</i>	<i>YTD progress</i>	<i>1st Qtr 2013/14</i>	<i>2nd Qtr 2013/14</i>	<i>3rd Qtr 2013/14</i>	<i>4th Qtr 2013/14</i>																				
(i) Maintain Priority Crime levels of 2012/13 (and reduce by 18% over period 2011/16)	2013/14 total: 6690 Target (maintain levels) 6976	2165 Target (maintain levels) 2274	2233 Target (maintain levels) 2329	2292 Target (maintain levels) 2448	 Target (maintain levels) 2343																				
(ii) Reduce ASB reported to the police by 2.5% (by 40% over period 2011/16)	2013/14 total: 22564 Target (-2/5%) 24658	6115 Target (-2/5%) 8129	8822 Target (-2/5%) 9754	7627 Target (-2/5%) 6471	 Target (-2/5%) 6466																				
(iii) ASB targets under development																									
<p>NB: The information given above relates only to the 2013/14 target to maintain priority crime figures in line with 2012/13 levels and to reduce ASB by 2.5% from 2012/13 levels. The ASB target levels for each Quarter are based on the four year target to reduce ASB by 30% compared with the 2010/2011 baseline. Therefore the YTD target remains at 2.5% from the 2012-2013 levels in order to achieve this.</p>																									
Summary Narrative – to include reference to graphical trend information																									
<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Priority Crime Data</caption> <thead> <tr> <th>Quarter</th> <th>2013/2014 Actual</th> <th>Quarterly Target</th> <th>Straight Line Target</th> </tr> </thead> <tbody> <tr> <td>Quarter One</td> <td>2165</td> <td>2280</td> <td>2350</td> </tr> <tr> <td>Quarter Two</td> <td>2230</td> <td>2330</td> <td>2350</td> </tr> <tr> <td>Quarter Three</td> <td>2310</td> <td>2450</td> <td>2350</td> </tr> <tr> <td>Quarter Four</td> <td>2320</td> <td>2350</td> <td>2350</td> </tr> </tbody> </table>						Quarter	2013/2014 Actual	Quarterly Target	Straight Line Target	Quarter One	2165	2280	2350	Quarter Two	2230	2330	2350	Quarter Three	2310	2450	2350	Quarter Four	2320	2350	2350
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Quarter Three	2310	2450	2350																						
Quarter Four	2320	2350	2350																						



What milestones have been reached successfully? [N.B. Please refer to milestones in your action plan]

Priority Crime:

- YTD - 9029 which represents a 4.1% reduction YTD (386 offences better than target of maintaining 2012/13 levels)
- Five year (based on rolling twelve months) - 9029 which is 4.5% better than target (430 offences better than target)

One Year Target:

Overall priority crime is 4.1% better than the target of maintaining 2012/2013 levels, with 386 fewer priority crimes this YTD compared with last YTD.

- King’s Lynn and West Norfolk achieved the largest reduction by some distance. King’s Lynn and West Norfolk were 242 crimes lower than the previous year, out of a total countywide reduction of 386 crimes.
- Broadland and Norwich were slightly above the previous year in terms of priority crime.
- South Norfolk recovered performance during the last couple of months to achieve a reduction of 6 crimes over the past twelve months

Five Year Target:

- Priority crime is now 4.5% below the five year target. In the previous report the Constabulary was 4.8% below target.
- Priority Violence remains an outlier in terms of reductions. Priority Violence remains 14.1% above the five year target while most other crime types have achieved many of the reductions required to achieve the five year target.

- South Norfolk, Norwich and Broadland remain the districts with the most to do to achieve the five year target. Reductions of 162, 111 and 65 crimes respectively are required to achieve the five year target. King's Lynn & West Norfolk, Breckland and Great Yarmouth have already achieved their five year target and need to maintain current crime levels over the next couple of years to ensure the target is met at the end of the five year period.

The change in classification around ABH Home Office counting rules this year has led to a significant impact on minor assaults. A number that would previously have been recorded as volume crime are now recorded as priority. The impact of this can be seen in the difficulty in reducing violent crime over the past twelve months and will be a challenge going forward. The feeling amongst some in the CPC is that many of the ABH assaults are so minor in nature that it is difficult to justify their inclusion in priority crime.

Harassment is expected to increase with greater compliance around NCRS, alongside the introduction of the new stalking legislation. This is also expected to impact on priority violent crime.

ASB:

- YTD: 28198 which is 8.8% better than target (2718 incidents better than the target).
- Five year (based on rolling 12 months) – 28198 which is 5.8% better than target (1724 incidents better than the target figure)

Norfolk Constabulary has a target this year to reduce incidents of Anti-Social Behaviour (ASB) by 2.5%. 28198 incidents were reported YTD 2013/14, which represents an 11.1% decrease in comparison with the same period last year. The largest decrease over the past year has been seen in King's Lynn & West Norfolk – down 19% (988 incidents). Overall there is a fall in recorded ASB numbers. The smallest improvement was seen in North Norfolk; down 0.5% (eleven incidents). The greatest problems will occur in Norwich simply because of the more dense population.

Increased daylight hours / lighter evenings and the prospect of warmer weather will encourage people to spend greater amounts of time outdoors thereby increasing the potential for disputes. Levels of ASB can be expected to increase in the coming months but based on the current trend the overall direction will continue downward.

Three of the most important factors likely to affect police recorded ASB are:

- Weather – warmer and longer days tend to result in greater concentrations of people and increased opportunity for problems. For example, August tends to be the peak month for most Policing Commands
- Prevailing socio-economic situation; austerity measures continue to have an important effect.
- National Incident Recording Standards and associate factors including changes and recording methods – the current STORM (CAD) system is designed for resource management not a dedicated recording system as used by local authorities.

Have any milestones on the action plan been missed? If so, why, and how are they being addressed?
(iii) No
What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?
Good
Overall traffic light assessment
GREEN

Priority AMBER	B. Protect vulnerable people, particularly young people
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Sponsor Agency: Norfolk YOT	Lead Officer: Chris Small, Service Manager – Youth Justice
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Performance data

<i>Target 2013/14</i>	<i>Baseline (incl. date)</i>	<i>1st Qtr 2013/14</i>	<i>2nd Qtr 2013/14</i>	<i>3rd Qtr 2013/14</i>	<i>4th Qtr 2013/14</i>
(i) Downward trend in reoffending rate of young people (Raw data/actual numbers)	Oct 09 to Sep 10 Rate (Number) 33.8% (460)	Oct 10 to Sep 11 Rate (Number) 34.4% (412)	Jan 11 to Dec 11 Rate (Number) 32.1% (368)	Apr 11 to Mar 11 Rate (Number) 32.7% (349)	
(ii) Downward trend in FTEs into the YJS (Raw data/actual numbers)	Apr 11 to Mar 12 Rate per 1000 (number) 723 (554)	Apr 12 to Mar 13 Rate per 1000 (number) 628 (470)	Jul 12 to Jun 13 Rate per 1000 (number) 631 (472)	Oct 12 to Sep 13 Rate per 1000 (number) 668 (500)	
(iii) Reduction in the use of custody for sentencing or on remand (numbers sentenced / on remand)	Jul 11 to Jun 12 rate per 1000 (number) 0.45 (34)	Jul 12 to Jun 13 rate per 1000 (number) 0.23 (17)	Oct 12 to Sep 13 rate per 1000 (number) 0.19 (14)	Jan 13 to Dec 13 rate per 1000 (number) 0.15 (11)	

Summary Narrative – to include reference to graphical trend information

(i) Downward trend in reoffending rate of young people

The reoffending rate has reduced for the first time in consecutive quarters (against the previous year) – a significant achievement for NYOT, underlining the effectiveness of interventions. Continued downward trend in the overall number of young people reoffending (down 7% for the period), and the overall numbers offending (down 5%). This leaves a hardcore of offenders with more entrenched offending behaviour.

(ii) Downward trend in FTEs into the YJS

The number of First-time Entrants into the criminal justice system has reduced by 70% since July 2007. Continuing downward trend, currently just 1% better than previous year, but this is a slowing down in the rate of decrease which could suggest that a downward trend in FTEs by the year end is in doubt. Norfolk's performance is significantly below that of comparator groups.

(iii) Reduction in the use of custody for sentencing

<p>Acceleration in reduction compared to the previous two quarters data. Performance is substantially better than the regional and family comparator rates.</p>
<p>What milestones have been reached successfully? [N.B. Please refer to milestones in your action plan]</p>
<p>Reporting of other information (around provision of education and appropriateness of accommodation for offenders) has temporarily ceased, due to the implementation of NYOT's new case management system.</p> <p>In Qtr 1, reductions in use of the secure estate for remands was reported as improving, down from 8% last year to 4% for the current year which is within target (equates to 2 remand episodes out of a total of 46). However, there has been a significant increase in Qtr 2 with 12 remand episodes.</p>
<p>Have any milestones on the action plan been missed? If so, why, and how are they being addressed?</p>
<p>Actions on track</p>
<p>What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?</p>
<ul style="list-style-type: none"> • The attainment of a reduction in FTE at the year's end now has to be in doubt for the first time since 2007 • This is the first time a reduction in the re-offending <i>rate</i> has been achieved in consecutive quarters since its introduction and is a significant achievement for the YOT (although <i>numbers</i> reoffending have been consistently reducing). <p>This needs to be sustained, but clearly NYOT interventions have been very successful in achieving this outcome and previous proxy data results would suggest that this may not be a one off</p>
<p>Overall traffic light assessment</p>
<ul style="list-style-type: none"> • AMBER – target causing concern; remedial action taken, impact uncertain

Priority AMBER	C. Protect vulnerable people, particularly people vulnerable to domestic abuse
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Sponsor Agency:	Lead Officer: Lucy MacLeod, Director of Public Health
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Performance data

<i>Target 2013/14</i>	<i>Baseline (incl. date)</i>	<i>1st Qtr 2013/14</i>	<i>2nd Qtr 2013/14</i>	<i>3rd Qtr 2013/14</i>	<i>4th Qtr 2013/14</i>
(i) Repeat incidents of DV kept below national rate (24%)		15%	15%	16%	15%
(ii) Proportion of non-police referrals to MARACs increased from 10% to 15%		10%	9%	23%	24%

Summary Narrative – to include reference to graphical trend information

- i) Repeat incidents are well below National rate investigation into this has shown the MASH process and initial response coupled with our MARAC process is particularly effective at preventing further violence.

Over the twelve month period there has continued to be a large differential between repeat levels as recorded across the 3 geographic areas. West Norfolk has recorded 12%, East Norfolk 13% and Central Norfolk 18%, the explanation for this is not clear. Although there has been a small increase in repeat referrals, the number recorded remains below that recorded within the most similar forces group (20%).

- ii) Although referral rates from non police remain below the CAADA recommended range, (25 – 40%), the level continues to increase (24%). This figure is 4% higher than the end of year figure for 2012/13 and is close to the recommended range (25% - 40%).

The decision to treat Orwell and Leeway figures within the police total would seem to be misleading as both play an independent role in determining MARAC referrals. Both organisations make referrals direct from their services which will include other than the IDVA function they have. Further work is continuing to try and raise the level of non-police referrals.

The Training and Communications task group are reviewing the delivery and effectiveness of current training and further analysis of the barriers to multi agency referral. The Police and Crime Commissioner’s Office is working with the chair of the Training and Comms group and The Domestic Homicide review team to facilitate a focussed approach based on identified need. This is likely to have a positive impact on this area of work.

What milestones have been reached successfully? [N.B. Please refer to milestones

<p>in your action plan]</p>
<ul style="list-style-type: none"> • New Draft cross agency strategy circulated for comment, including a supporting action plan picking up recently identified key areas for action. • Task and finish groups continue to progress specific priorities • Co-ordinator post sitting within PCC office enables better integration of outcomes and commissioning amongst all agencies to meet CSP overarching objectives
<p>Have any milestones on the action plan been missed? If so, why, and how are they being addressed?</p>
<ul style="list-style-type: none"> • Training and awareness raising is ongoing. Progressing actions from DHRs has highlighted the need for the provision of face to face delivery. The PCC in cooperation with NHS England (Norfolk) have funded DA awareness training to every GP Practice during 2014/15. • There is a need to further develop cross agency working. The appointment of Blue Marble consultancy by the CCSP to work with service providers and statutory agencies on re designing our approach to tackling domestic abuse is expected to remove the barriers that continue to exist with respect to full cross discipline working.
<p>What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?</p>
<ul style="list-style-type: none"> • Positive HMIC Review of Norfolk's commitment to DA • Review Norfolk's DA Strategy and ensure senior cross agency ownership • Review commissioned by CCSP will report in August 2014. • Repeat incidents of domestic violence maintained at below the national rate (24%) – On target • 3.5% reduction in the number of repeat domestic abuse offenders who have committed 3+ domestic related crimes within 24 months –figures awaited from constabulary • Proportion of non-police referrals to MARACs increased from 10% to 15% - on target • Reduction in the impact of DA on children & young people – Amber risk: Further coordinated early intervention necessary to address this target satisfactorily • Fewer children referred to children's services with DA as a factor – Amber risk: Further coordinated early intervention necessary to address this target • Perpetrator programme established – On target, pilot programme for detainees attending Wymondham PIC who are released with No Further Action (NFA).
<p>Overall traffic light assessment</p>
<ul style="list-style-type: none"> • AMBER

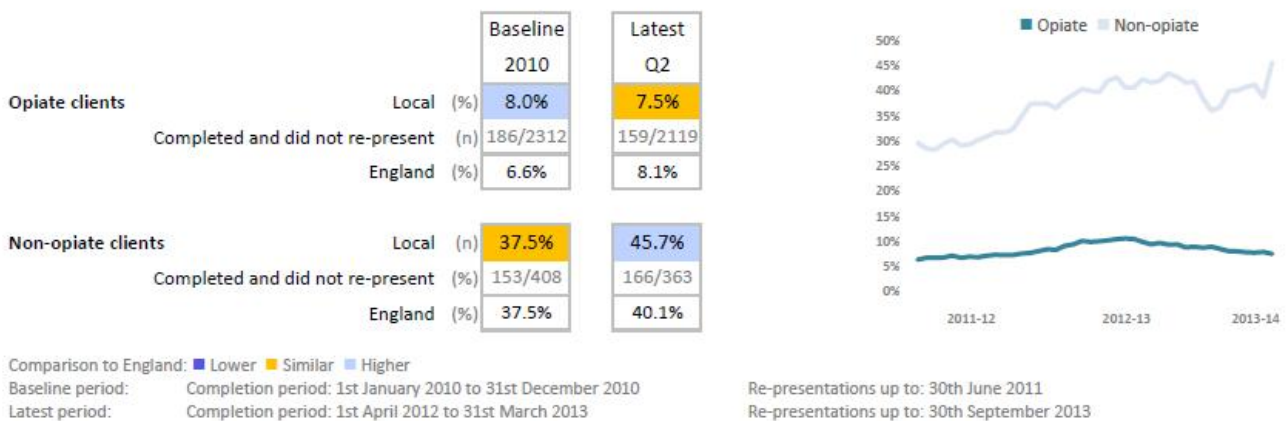
Priority AMBER	D. Reduce the harm caused by the misuse of drugs and alcohol, with improved focus on recovery and abstinence				
Sponsor Agency: Norfolk DAP			Lead Officer: Stephanie Butcher, DAAT Strategy Manager		
Performance data					
Target 2013/14	Baseline (from Q4 2012/13)	1st Qtr 2013/14	2nd Qtr 2013/14	3rd Qtr 2013/14	4th Qtr 2013/14
(i) 70% young people leaving treatment in an agreed & planned way	84% (National = 79%)	88% (National = 80%)	81% (National = 81%)		
(ii) % of family based interventions delivered meets or exceeds national average	24% (National = 9%)	21% (National = 12%)	18% (National = 12%)		
(iii) Test purchasing results for underage sales in areas covered by a Community Alcohol Partnership	2012/13 baseline = 28% of test purchases resulted in illegal sales	N/A (no test purchases in CAP area, 18% rate for rest of Norfolk)	0% (4 attempts) Rest of Norfolk 16%	No test purchases in CAP area, 16.6% failure rate for rest of Norfolk. (33 visits)	
(iv) % adult opiate clients completing treatment meets or exceeds national top quartile	8.1% (National = 9.3%)	7.8% (National = 8.2%)	7.5% (National = 8.1%)		
(v) % adult non-opiate clients completing treatment meets or exceeds national top quartile	N/A as "all drugs" category has been abandoned in favour of opiates/non-opiates	40.8% (National = 40.2%)	45.7% (National = 40.1%)		
(vi) % CARAT (Prison) to CJIT (Community) transfer rate meets or exceeds national top quartile *		Norwich = 75% (135 people) Wayland = 77% (67 people) Bure = 67% (2 people)	Norwich = 75% (129 people) Wayland = 67% (59 people) Bure = 20% (2 people)		
(vii) DRR and ATR completion rates to be agreed with Probation	Progress is being made to agree a Protocol between the provider (NRP) and Probation. Courts are increasing the use of these disposals as NRP are now providing a county wide service.				
Summary Narrative – to include reference to graphical trend information					

Performance is strong on the young people's measures with Norfolk remaining above the national average when leaving treatment in an agreed and planned way. Successful completions by adult opiate clients is still slightly below the national average and is under constant monitoring by monthly and quarterly performance management meetings. This is likely to still be due to the transition between treatment providers and reporting outputs for the adult system which are not yet fully functional; it is anticipated that this data will improve and be available in subsequent reports.

Targets (iv) and (v)

2 PUBLIC HEALTH OUTCOME FRAMEWORK: INDICATOR 2.15 - Successful completion of drug treatment

2.15 Proportion of all in treatment, who successfully completed treatment and did not re-present within 6 months



What milestones have been reached successfully? [N.B. Please refer to milestones in your action plan]

- The YP treatment system is performing well, with continued improvement in performance on target (i) at 81%. This has dropped slightly since Q1 but remains in line with the national average. Performance on target (ii) is still strong; although the proportion of these interventions being delivered has dropped slightly it is still well above the national average. Norfolk is currently sitting at 18% for Q2 in comparison to 21% in Q1, however the national average for this target is currently sitting at 12%. YP performance compares favourably with regional and national figures on most measures, including the rate of planned discharges from structured treatment.
- The adult treatment system is still below target for measure (iv) at 7.5% compared with the national target of 8.1%. This has decreased slightly since Q1 where Norfolk was reaching 7.8%. These percentages represent relatively small numbers and this was to be expected as this trend is not just exclusive to Norfolk but nationally as well. This is being monitored carefully by Norfolk DAAT's performance and Information officer on a continual basis.
- The impact of re-commissioning the entire adult treatment system in Norfolk has yet to be fully seen, although it is anticipated that a short-term drop in performance due to the

disruption caused by the transition will be followed by improved results in future as a result of a better-configured treatment system. As opiate and non-opiate clients are now differentiated in national performance measures, target (v) has been replaced with a measure of how successfully non-opiate drug clients are completing treatment (the old “all drugs” measure counted both opiate and all other drugs in the same measure).

- Norfolk is above the national average on this measure with 45.7% for Q2 against a national average of 40.1% which is positive but demonstrates that the focus needs to remain in improving outcomes for opiate clients.
- % CARAT (Prison) to CJIT (Community) transfer rate meets or exceeds national top quartile (vi). Currently there is no access to a national average or target, however, we have provided transfer rates for all 3 prisons in Norfolk for Q1 and Q2.

* This reports the reason for clients leaving the prison if they have a prison exit date within the period. Released prisoners are broken down by whether or not they had an onward referral to a CJIT and/or community treatment Provider.

Have any milestones on the action plan been missed? If so, why, and how are they being addressed?

- Data for target (vii) cannot currently be provided as the report that this data was taken from is no longer published. We are supporting the agencies involved to develop a protocol to enable this data to be captured and we understand progress has been made on this

What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?

- Success against many of these measures relies on NRP performing as anticipated by the redesign of the treatment system.

Overall traffic light assessment

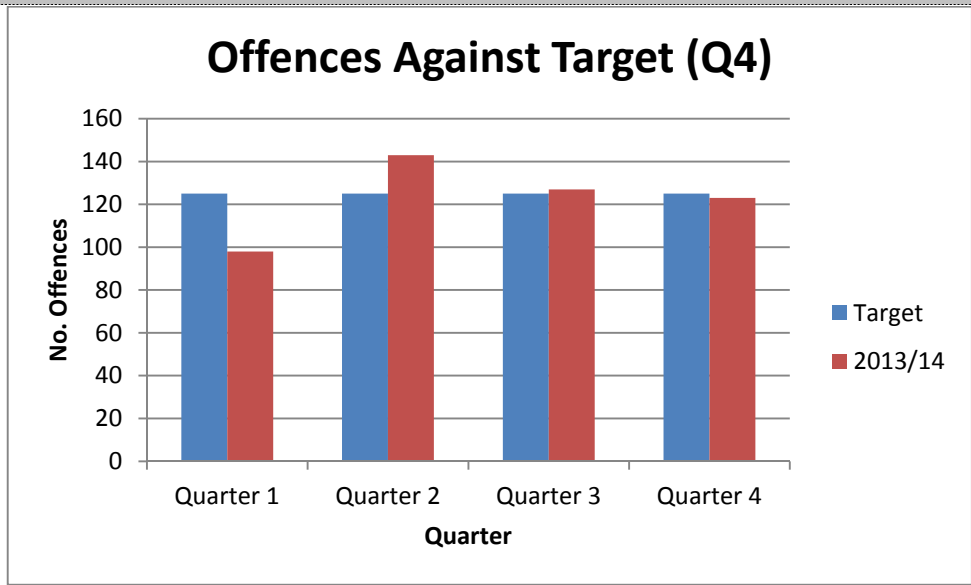
- AMBER – The significant system changes that have taken place will need time to embed and there is still the potential to exacerbate existing negative trends. Robust, proactive contract management is taking place and will need to continue to prevent performance issues from becoming urgent.

Priority GREEN	E. Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy
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Sponsor Agency: Norfolk Constabulary	Lead Officer: ACC Nick Dean
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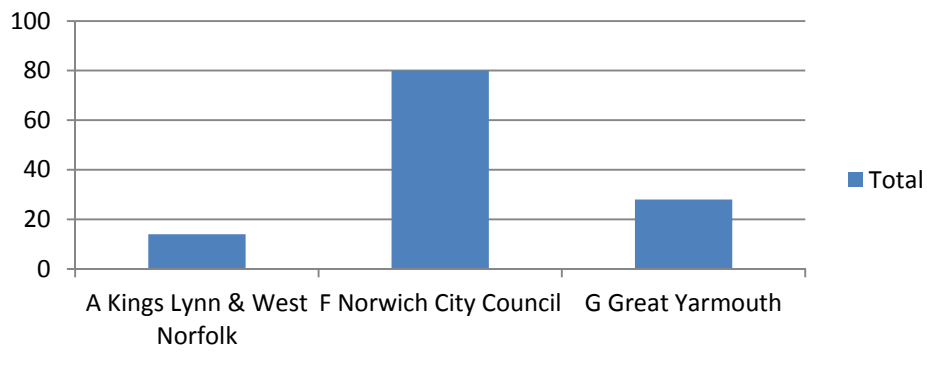
Performance data					
<i>Target 2013/14</i>	<i>Baseline (incl. date)</i>	<i>1st Qtr 2013/14</i>	<i>2nd Qtr 2013/14</i>	<i>3rd Qtr 2013/14</i>	<i>4th Qtr 2013/14</i>
(i) Reduce Alcohol related crime & disorder ¹ in Norwich, GY & KL centres to no more than 450 crimes per year by 2015/16	Target of 500 total Violent and Sexual offences	98 Against a Target of 125	143 Against a Target of 125	127 Against a Target of 125	123 Against a Target of 125
(ii) Number of referrals to ADS Scheme (Norfolk)	Scheme not yet established as at Q1	n/a	27 referrals (12 attendees)	24 referrals (9 attendees)	

Summary Narrative – to include reference to graphical trend information

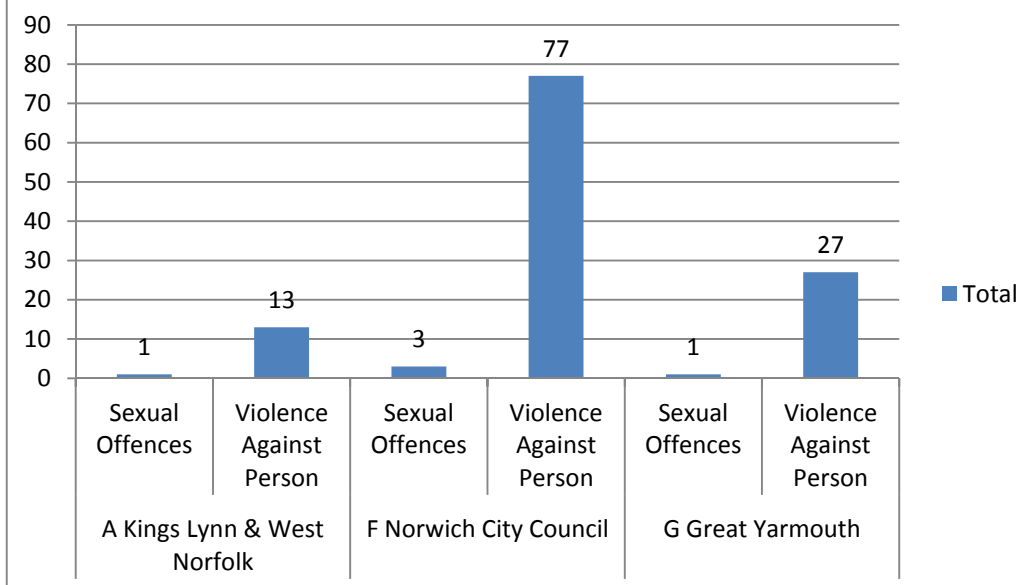


¹ This relates to crimes of priority violence, volume violence & sexual offences, in the 3 main police public order patrol zones (Norwich, GY & KL centres between 9pm and 6am)

Alcohol Related Crime and Disorder (Qtr 4)



Alcohol Related Crime and Disorder (Qtr 4)



What milestones have been reached successfully? [N.B. Please refer to milestones in your action plan]

- The breakdown of alcohol related crime and disorder in the three main Police Public Order Zones for the fourth quarter of 2013-14 show that Norwich has the highest volume of offences, followed by Great Yarmouth to Kings Lynn..

The fourth quarter shows that these main public order zones were over the 125 target by two offences in total.

There were 77 Violent Offences in the Norwich NTE compared with 27 in Great Yarmouth and 13 in King’s Lynn. Sexual offences remained low across all districts.

The 'breathalysed on entry' initiative has been running in Norwich City Centre since the end of November 2013 and has received local and national media attention. It was presented as a best practice initiative at the ACPO National Harm Reduction Conference in March and is now being locally adopted in up to 20 Local Alcohol Action areas across the Country.

Operation Impact has continued to run across the Norwich Night Time Economy. This has included a greater emphasis on partnership and vulnerability multi-agency operations. These initiatives have continued to generate widespread media interest.

There has been significant regulatory enforcement during the last year most notably at Twilight on Anglia Square, Norwich and Kartel, London Street Norwich and Splitz, Dereham. All of these review hearings yielded successful outcomes and demonstrate the benefit of having an effective Licensing Team.

Have any milestones on the action plan been missed? If so, why, and how are they being addressed?
n/a
What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?
Overall traffic light assessment
GREEN

Priority GREEN	F. Improve support to offenders to prevent them from re-offending, particularly PPOs				
Sponsor Agency: Norfolk & Suffolk Probation			Lead Officer: Martin Graham		
Performance data					
Target 2013/14	Baseline (incl. date)	1st Qtr 2013/14	2nd Qtr 2013/14	3rd Qtr 2013/14	4th Qtr 2013/14
(i) Reduce the number of priority crimes committed by prolific offenders being managed by the 180° Norfolk team by 50%	N/A	April 60% May 61% June 59%	July 60% Aug 59% Sept 60%	Oct 60% Nov 59% Dec 56%	Jan 54% Feb 54% March 55%
(ii) Other reoffending targets under development	N/A	N/A	N/A	N/A	
Summary Narrative – to include reference to graphical trend information					
<p>Even with the adjustment of the performance methodology the 2013/14 performance is expected to be maintained at 58%, 18% above the target set by the Police and Crime Commissioner.</p> <p>The slight change in the methodology, whilst making the figures more robust, has had an effect on the percentage rates. This is however explained by the exploits of one individual and again shows how fragile the measure can be. It continues to represent the most cost effective way of recording the reduction in re-offending, with IOM programmes nationally using the process.</p>					
What milestones have been reached successfully? [N.B. Please refer to milestones in your action plan]					
<p><i>Continue to reduce reoffending across the cohort by 40% by the end of March 2014 and 50% by March 2015.</i></p> <p>With the cohort refresh now successfully completed the cohort numbers have increased to 150 ensuring they are the right individuals who will receive the added value of interaction with the 180° Norfolk Team in line with the Vision and Mission.</p> <p>Continued development:</p> <ul style="list-style-type: none"> The business case for harmonisation between Norfolk and Suffolk has been signed off by partners, chief officers and the PCCs and is in the final stages for a go live date of 1st April 2014. It is unfortunate that neither Norfolk nor Suffolk County Councils have been in a position to contribute financially to the programme as this would have added a more robust structure to the partnership. 					

- The program lead for Norfolk 180 will become the joint lead across both counties.
- Analysis of the GPS tracking pilot shows that offenders wearing the trackers reduced their offending by 50%, and maintained this level of reduction for a 3 month period after the devices were removed. There is a business case going before the JCOT to establish if funding will be made available to go to a full tenure process.
- Councils have been in a position to contribute financially to the programme as this would have added a more robust structure to the partnership.
- The program lead for Norfolk 180 will become the joint lead across both counties.
- Analysis of the GPS tracking pilot shows that offenders wearing the trackers reduced their offending by 50%, and maintained this level of reduction for a 3 month period after the devices were removed. There is a business case going before the JCOT to establish if funding will be made available to go to a full tenure process.
- There has also been a National Policing College stock take of IOM which again provided very positive feedback.
- The work that IOM has been doing with the DWP has provided an opportunity to offer work experience placements for graduates coming out of university at no cost. This is being developed around project work such a media and communications, performance management and exit interviews.

Have any milestones on the action plan been missed? If so, why, and how are they being addressed?

Establishing a volunteer program to support 180° Norfolk has proved to be impractical. Given the difficulties there is no intention to continue with this strand of the action plan.

What are the prospects for the delivery of the targets for this priority? Are there any specific risks to delivery?

Transforming Rehabilitation continues to dominate the thoughts of team members within the probation service although it has now been clarified that IOM programs will sit within the Community Rehabilitation Companies and will therefore fall within the area to be subject to competition. Potential providers will need to demonstrate how they will continue to engage with and deliver IOM.

Issues of how this will affect the cohorts are a long way from being clarified, although we continue to work closely with the MOJ's regional lead to ensure our voice is being heard and selling the excellent work we have achieved over the past 2 years.

The Norfolk PCC continues to be a strong supporter of the 180 program and has continued

to fund certain areas of the business, whilst also being fully engaged with the Transforming Rehabilitation agenda and how this will fit into the 180 ethos.

Overall traffic light assessment

- GREEN

Appendix 2

Community Safety Funding Summary

Introduction

The CCSP has received annual grant funding from the Government in the form of the Community Safety Fund.

This funding transferred to the Police & Crime Commissioner (PCC) from April 2013.

The only dedicated funding that the CCSP now has is what remains from the LPSA Reward Grant funding received from the previous government.

Revenue Funding

- £171k remains from the LPSA Reward Grant that has not been allocated
- CCSP has agreed that this is retained as a contingency to deal with any gaps identified. All spending proposals will need to be approved by the CCSP
- Any future Domestic Homicide Reviews will need to be funded from here – 2 reviews last year totalled £23k.

Capital Funding

- LPSA Reward Grant funding was shared equally between Operational Partnership Teams (OPTs) for their use during 2013/14.
- Proposals were completed and endorsed by the OPT police & district leads for submission to the County Council Community Safety Team for approval.
- £67k remains unallocated.

Norfolk's County Community Safety Partnership (CCSP)

Community Safety Partnership Plan

2014 – 2017

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Appendix 1 Alignment of CCSP Plan Priorities with Police & Crime Plan Priorities 2014/17

Appendix 2 Partner Contributions to CCSP Priorities

Appendix 3 Action Plans

Appendix 4 Glossary

Executive Summary

Introduction

The 1998 Crime and Disorder Act led to the creation Community Safety Partnerships (CSPs) in each local authority area. This recognised that tackling crime and disorder issues should not be left to the police alone to deal with.

There is now widespread recognition of the role that effective joint working can play. This applies to current crime and disorder issues, as well as their underlying causes which cut across social, economic and environmental agendas. This is a central plank of public service policy that seeks to improve the quality of life for all local communities.

In Norfolk the countywide CSP comprises of the following statutory responsible authorities: District and County Councils, Police, Probation, Health (through Clinical Commissioning Group representation) and the Fire Service. In additions, wider partners participate, including the Police & Crime Commissioner, Youth Offending Team, Drug & Alcohol Action Team, Trading Standards, Victim Support and representation from housing Registered Providers.

Crime and Disorder in Norfolk

Norfolk is one of the safest parts of England to live, work and visit. There has been a significant reduction in crime and disorder in recent years. However, we recognise that there is always more that can be done to improve the quality of life in our local communities. In particular, our efforts to protect and safeguard the most vulnerable people in society cannot be relaxed.

Our approach is evidence-based, and follows from a Strategic Assessment of crime and disorder issues in Norfolk. This combines police and partner data with professional knowledge from other stakeholders. The result is the following Priority Outcomes:

- Reduce the incidence of priority crime and anti-social behaviour
- Protect vulnerable people, particularly young people, and people vulnerable to domestic abuse
- Reduce the harm caused by the misuse of drugs and alcohol
- Improve support to offenders to prevent them from re-offending, particularly Prolific & other Priority Offenders (PPOs).

Delivery of Priorities

Each priority is led by an agency which is responsible for championing positive outcomes based on an agreed action plan. The plans are included in this document (see Appendix 3).

We are working to ensure that Norfolk's CSP adds value to the crime and disorder agenda, improving engagement of partners and how they contribute to the priority outcomes agreed for the partnership.

Challenges Arising from the Current Economic Environment

There will be challenges. Norfolk's overall population is predicted to increase, particularly in rural areas. Growth of the EU migrant population in urban centres is anticipated. Generally, Norfolk has the oldest age related profile in the UK and this is increasing. Mental health and physical disability levels are also higher than the UK averages and are increasing, particularly in residents aged 65 and over. This all indicates an increase in the demand for services against a backdrop of reducing public sector budgets.

The economic situation will also impact on young people through lack of employment opportunities and the reconfiguration of benefits. Substance misuse is known to correlate with unemployment and crime.

The economic situation will have profound implications for public expenditure and services for the foreseeable future, and further compounded by the demographic and social issues that need to be addressed, as well as changes to benefits. This highlights the importance of effective partnership working and the sharing of resources to achieve common goals.

Merged Community Safety Partnership for Norfolk

Norfolk's 7 district-based CSPs were merged into a single Norfolk-wide County Community Safety Partnership (CCSP) from 2011. The benefits accruing from a single merged CCSP for Norfolk are as follows:

- Clarity in leadership of the community safety agenda in Norfolk, providing a focus for engagement across all responsible authorities and other key stakeholders.
- This brings a sharper focus to strategic arrangements across the county, aligning partners to best effect.
- Development of improved local delivery arrangements through investment in Operational Partnership Teams (OPTs). This has improved our response to ASB, and will result in a more consistent approach to partnership working.

Norfolk's Police & Crime Commissioner

Following elections in November 2012, Norfolk has its first Police and Crime Commissioner (PCC) who replaces the police authority. The PCC is Stephen Bett, an independent candidate. This is a fundamental change to the crime & disorder landscape, affecting not only policing but all criminal justice agencies, local government, health services and the voluntary & community sector.

The PCC and the CCSP have a duty to take account of each other's priorities. In practice this means that we will work together to ensure that activity is co-ordinated. We are well placed to be able to work effectively with the PCC in Norfolk – the partnership structure around community safety provides a single countywide and force wide partnership conducive to working together for a safer Norfolk. The deputy PCC, Jenny McKibben, attends the CCSP.

In addition to policing, the PCC commissions community safety services. From April 2013 the CCSP's government grant funding transferred to the PCC.

Partnership Principles & Purpose

We aspire to keeping Norfolk one of the safest parts of the country to live, work and visit. We recognise that community safety cannot be delivered successfully by the police alone, but must involve broadly based partnerships ensuring that we tackle the causes of crime as well as crime itself.

We will work together across agencies to ensure that:

- crime and anti-social behaviour is tackled effectively and consistently
- early preventive activity addresses the causes
- we actively involve local communities in solving problems.

Key values are openness, honesty and an approach that encourages and welcomes challenge.

The purpose of this plan is to:

- highlight crime & disorder priorities determined through Strategic Assessment
- summarise the objectives agreed for tackling priorities
- provide the focus for stakeholders to work together on the priorities identified
- show how partners are contributing to the key priorities for improving safety in Norfolk
- identify development areas to improve how the partnership adds value to the crime and disorder agenda.

Background

Introduction

The Crime and Disorder Act of 1998 required the establishment of statutory Community Safety Partnerships (CSPs) in each local authority area. In accordance with this legislation seven CSPs operated across Norfolk for a number of years.

Merged Community Safety Partnership for Norfolk

During 2010 responsible authorities agreed that Norfolk's CSPs be merged into a countywide CSP to gain more effective use of resources in local arrangements, improving operational delivery to continue to drive down crime and disorder.

Formal approval of the merger to form a single County Community Safety Partnership for Norfolk was granted by the Home Secretary in 2011.

Norfolk is one of only a few areas of the country where the CSP covers the same geographic area as many of the criminal justice services including the police force, and the PCC. The benefits accruing from a single merged CSP for Norfolk are as follows:

- Clarity in leadership of the community safety agenda in Norfolk, providing a focus for meaningful engagement across all responsible authorities, the PCC and other key stakeholders.
- This brings a sharper focus to strategic arrangements across the county, aligning partners to best effect with rationalisation providing a practical solution to the resourcing of meetings.
- Development of improved local delivery arrangements through investment in Operational Partnership Teams (OPTs). This has improved our response to ASB, and will result in a more consistent approach to partnership working across the crime and disorder agenda in each district.
- Partnership support from the police and county council community safety team enables effective business support to the County CSP and local OPTs.

Rationalisation of the partnership structure around community safety in Norfolk puts us in a better position to work more smartly to make further reductions to crime and disorder. Many of the CJS delivery structures are countywide and need to join up effectively with local partners in a coherent way across Norfolk.

Statutory Requirements for CSPs

Government guidance and legislation has been issued which requires:

- A Strategic Assessment undertaken to produce a Partnership Plan, revised annually
- One or more public meetings to be held during each year, and be attended by all responsible authorities at senior level
- The CSP Chair is responsible to the Home Office for determining whether there should be a multi-agency Domestic Homicide Review conducted as a result of any homicides within the CSP area.

Hallmarks have been issued by the Home Office which prescribe the core elements that underpin effective partnership working.

Links with Other Norfolk Partnerships

There are close links between the CCSP and Norfolk YOT Board and the DAAT Chief Officer Group. The service heads for the YOT and the DAAT are members of the CCSP.

Linkage across Norfolk's key countywide partnerships is an important area of development which the CCSP is promoting. This ensures that there is good visibility and understanding of the priorities of each partnership, with improved recognition of the overlaps between partnerships and the need to make sure that these are co-ordinated effectively. It also provides a focus for issues that do not fit neatly into a structural system, and cut across a number of partnerships, such as tackling domestic abuse, and improving early intervention.

There are significant reductions in the mainstream budgets for public services, and an uncertain economic climate that will impact on these areas. This highlights the need for effective partnership arrangements that enable us to do more together than we can achieve in isolation

Norfolk's Police & Crime Commissioner

Following elections in November 2012, Norfolk has its first Police and Crime Commissioner (PCC) who replaces the police authority. The PCC is Stephen Bett, an independent candidate. In addition to policing, the PCC has wider responsibilities around crime – a statutory duty to commission community safety services.

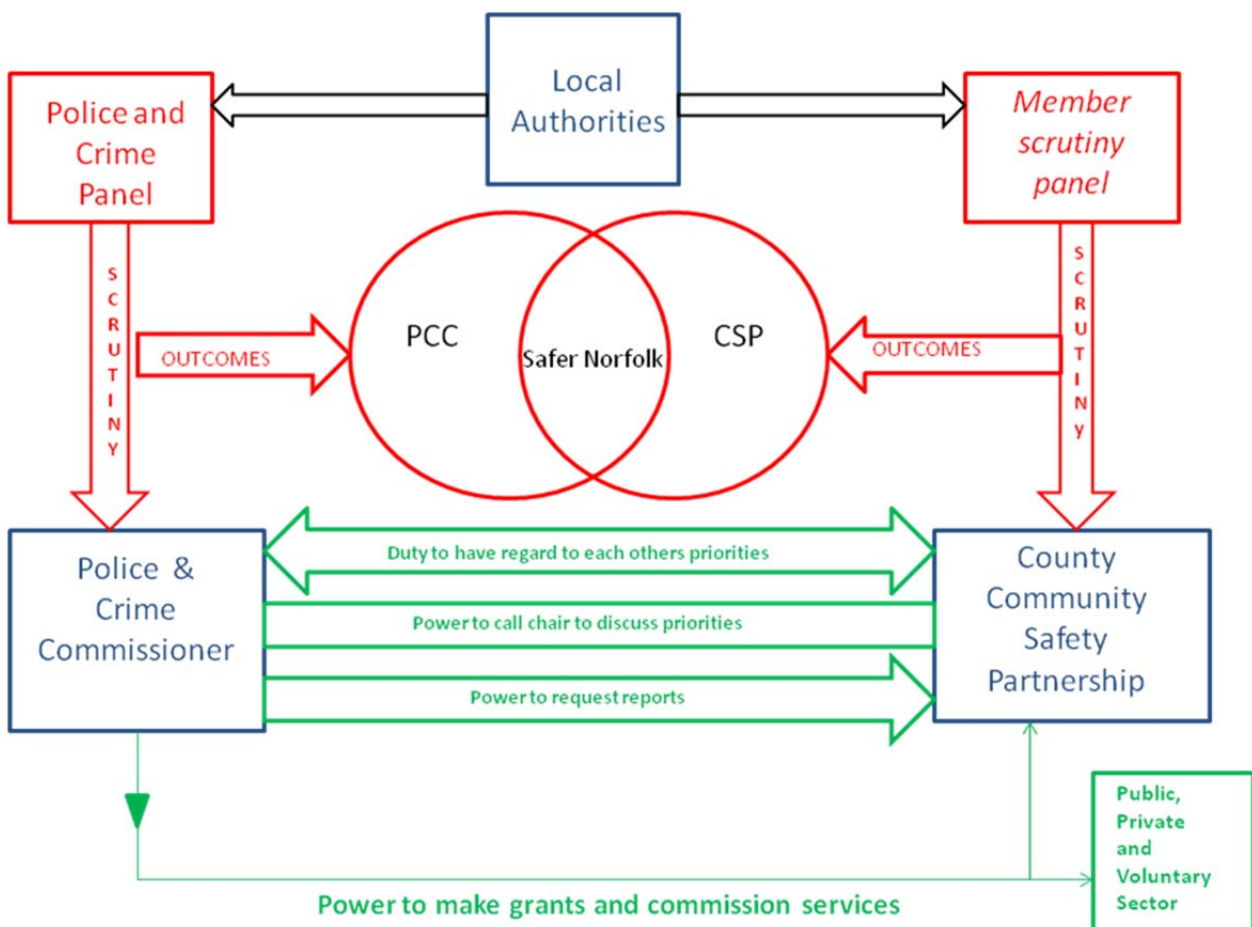
This is a fundamental change to the crime & disorder landscape, affecting not only policing but all criminal justice agencies, local government, health services and the voluntary & community sector.

The PCC and the CCSP have a duty to take account of each other's priorities. In practice this means that we will work together to ensure that activity is co-ordinated.

We are well placed to be able to work effectively with the PCC in Norfolk. Rationalisation of the partnership structure around community safety provides a single countywide and force wide partnership conducive to working together for a safer Norfolk. The PCC will be represented on the CCSP through his deputy, Jenny McKibben.

The relationship between the PCC, local authorities and the CCSP can be shown by the following diagram:

Relationship between the PCC, local authorities and the CCSP:



Norfolk's Strategic Assessment & Priorities

The annual Strategic Assessment provides information to inform decision making in determining partnership priorities for the coming year, combining police and partner data for 2013, and professional knowledge from stakeholders.

This confirmed the need for the partnership to continue focusing on similar strategic priority areas for Norfolk as determined for the 2013/16 Partnership Plan. These have been rolled forward for continued focus in the current plan for 2014/17.

Priority Outcomes identified, of equal importance:

- Reduce the incidence of *priority crime*¹ and Anti-social Behaviour (ASB)
- Protect vulnerable people, particularly young people, and people vulnerable to domestic abuse
- Reduce the harm caused by the misuse of drugs and alcohol
- Improve support to offenders to prevent them from re-offending, particularly PPOs.

Priorities remain aligned with the Police & Crime Plan for 2013/17 – see Appendix 1. Common targets have been agreed wherever possible.

Underpinning all of these priorities is the need to improve the confidence that the public has in the police and other criminal justice agencies. The public will be more likely to engage with all agencies (e.g. reporting crimes or antisocial-behaviour, and providing local intelligence) if they have confidence that their issues will be dealt with effectively.

How We Will Deliver Our Priorities

Norfolk's County CSP is accountable for preparing this planning framework and working closely with the key partners involved. To ensure that we are working effectively as a partnership, the following approach has been used to determine and deliver our programme:

- Each priority has a designated lead agency
- Lead agency sponsors and champions delivery action plans required to meet the priority
- Delivery action plans to contain specific tasks, timescales and targets for each area of work
- The sponsor agency brings together a range of partners to ensure the priority is delivered, and this group will be accountable for delivery through the CCSP.

¹ *Priority Crime* is defined as crimes which are a high risk to public safety. This comprises: Burglary, Robbery, Theft of & from Motor Vehicles, Serious Violence and Arson

A summary for each priority is shown on the following pages, showing key information pertaining:

- Why is this a priority?
- What was achieved in 2013/14
- Objectives for 2014/17
- Targets

Action plans for each priority are shown at Appendix 3.

CCSP Priorities

Priority A: Reduce the incidence of crime and ASB	
Sponsor Agency: Norfolk Constabulary	Lead Officer: ACC Nick Dean
<p>Why is this a Priority?</p> <ul style="list-style-type: none"> • Reducing crime and ASB will result in fewer victims • Although there have been significant reductions in ASB reported to the police over the last year, around three-quarters of ASB remains unreported to authorities • Focus is on the delivery of more effective methods to identify vulnerable victims to better reflect the need to manage threat, risk and harm and ensure the identification and protection of repeat victims and vulnerable people. • Reducing repeat victimisation will improve the quality of life and safeguarding of those targeted • 90% of the public's SNAP priorities relate to ASB • Targeting ASB is expected to also reduce crime volumes • Tackling the main public concerns should directly improve public confidence. 	
<p>What was Achieved in 2013/14</p> <p>Progress continues to be made in reducing the levels of crime & disorder in Norfolk; (reductions quoted refer to April 2013 to end September 2013 unless otherwise stated):</p> <ul style="list-style-type: none"> • Based on current performance and trajectories, Norfolk is on track and expected to meet and exceed the Police and Crime Objectives in relation to priority crime, serious violent crime detections, anti-social behaviour and re-offending for both the year-end milestone and five year targets. • Year to date, priority crime (that causing the most harm to victims & communities) is showing reductions of 4%. Reductions have been achieved in the majority of crime types. This continues the downward trend seen in recent years, keeping Norfolk one of the safest places in the country. • Based on projections, this year's target of maintaining the 2011/12 priority crime levels will be achieved. • Against the PCC's five year target (to reduce priority crime by 18% by 2015/16 against 2010/11 levels), a reduction of 20% is currently being achieved. Reductions have been recorded against all crime types, with the largest in priority arson, mugging and car theft. • ASB Reductions continue to be significant. Year to date ASB has reduced by 12% against the same period last year. Against the PCC's five year target, to reduce ASB by 40% against the 2010/11 volumes, the Constabulary is currently achieving a reduction of 44%. • Ensuring there is a consistent countywide approach for tackling ASB through the review of the Operating Model for Operational Partnership Teams (OPTs). This includes the Police expanding the current model to expose vulnerability across other calls for service rather than remain focused on one call type. This involves risk assessment when the initial call is made, a review by the respective OPT, improved 	

linkage with neighbourhood policing teams, appropriate interventions and escalation, and victim feedback being applied more consistently.

- Improved information sharing practices are being introduced across the partnership to ensure that a more consistent approach to sharing information is applied to identify risk. A more consistent approach to the early identification of and intervention with repeat offenders will ensure that the risk of harm to our communities will be reduced and also reduce demand on front line resources. The investment into this area ensures that Norfolk is well-placed to respond to recent legislative changes around the ASB agenda.

Objectives for 2014/17

1. Review consistency of approach to victim risk assessment across partners
2. Apply the agreed model for early intervention and offender management across the county
3. Develop the performance management framework used for High Risk ASB and include reduction of risk in performance reporting.
4. Establish a county framework for implementation of the community trigger and other ASB legislative changes and what these mean for both the public and partnership working with ASB in Norfolk
5. Establish minimum standards for ASB and inform the public what they are
6. Improve data sharing between partners on ASB

Targets

- (i) Reduce Priority Crime² by 10% over the period 2012/15
- (ii) Reduce ASB reported to the police by 30% over the period 2012/15
- (iii) Other ASB targets under development

² *Priority Crime* is defined as crimes which are a high risk to public safety, and comprises: Burglary, Robbery, Theft of & from Motor Vehicles, Serious Violence and Arson

Priority B: Protect vulnerable people, particularly young people	
Sponsor Agency: Norfolk YOT	Lead Officer: Chris Small, YOT Manager
<p>Why is this a Priority?</p> <ul style="list-style-type: none"> • Young people are prone to drifting into offending behaviour by a range of criminogenic risk factors, linked to deprivation and social pressures. • It is important to target the causes of crime to provide opportunities for making informed decisions, and preventing offending becoming habitual. • This prevents young people becoming the career criminals of the future, improving the likelihood that they can become productive members of society. 	
<p>What was Achieved in 2013/14</p> <ul style="list-style-type: none"> • Continued reduction in the number of first time entrants (FTEs) into the youth justice system in Norfolk but at lower rates than all comparator groups. The number of FTEs into the criminal justice system in Norfolk has reduced by 64% since July 2007 and continues to fall • Continued reduction (by 20%) in the absolute numbers reoffending from 460 to 368 in 2011 and over a 2% reduction in the proportionate rate for both of the latest two reporting periods; better than the regional, family and national comparator rates. • Reduction in the use of youth custody on sentence. In 2013 the rate fell substantially in comparison with 2012 from 26 young people to 11 young people; a 58% reduction. This is an improvement on previous years' performance, a better performance than all the comparator groups and an acceleration in reduction compared to the previously reported data. • Reduction in the use of youth custody on remand. The metric changed within the year. In the period April 2013 to March 2014 shows that there were 13 secure remands, for a total of 568 nights. The rate slowed substantially with only one new remand in the second half of the year. • YISP prevention services accepted and worked with 135 of the 164 referrals made during the 2013/14 year. 95% of the 94 referrals in 2012/13 did not reoffend. 	
<p>Objectives for 2014/15</p> <ol style="list-style-type: none"> 1. Continued reduction in FTEs to the Youth Justice System 2. Continued reduction in the number of young people reoffending 3. Ensure education, training & employment (ETE) provision for young people who offend or are at risk of offending or involvement in anti-social behaviour 4. Work in partnership to assist the development of the Early Help Strategy in Norfolk, improving how we tackle the risk factors linked to negative outcomes, including offending behaviour 	
<p>Targets</p> <ol style="list-style-type: none"> (i) Downward trend in the number of young people reoffending (ii) Downward trend in the number of First-time Entrants into the Youth Justice System 	

- (iii)** Maintain or reduce use of custody either sentenced or on remand
- (iv)** Increasing number of prevention cases in Early Help.

Priority C: Protect vulnerable people, particularly people vulnerable to domestic abuse	
Sponsor Agency: Public Health	Lead Officer: Lucy Macleod, Director of Public Health
<p><i>Why is this a Priority?</i></p> <p>Domestic Abuse (DA) is still a largely under-reported crime. Estimated cost to society in Norfolk is £96 million p.a. (this rises to £263 million when human and emotional cost included).</p> <ul style="list-style-type: none"> • Major public health problem because of the long-term health consequences for victims, and for their children who witness the overt violence and coercion. • It affects around 1 in 4 women during their life, with repeat incidents often becoming more serious and sometimes fatal. Nationally, two women are killed each week by their partner or ex-partner. • The Home Office requires independent Domestic Homicide Reviews to be conducted so that response within and between agencies can be improved. • Domestic abuse is a central issue in child protection, and is a factor in the family backgrounds in two thirds of serious case reviews where a child has died. • An estimated 80% of Norfolk’s ‘troubled families’ have been in contact with the police or the NHS in relation to domestic violence. • Children who face or witness family violence in the home are significantly more likely to commit other crimes in later life – including a dramatic increase in their likelihood to commit sexual assault. • Establishing healthy relationships between young people is crucial to reducing long term demand on services. 	
<p><i>What was Achieved in 2013/14</i></p> <p>The Domestic Abuse & Sexual Violence Board (DASVB) provides the multi-agency focus for delivery of this priority and has been supported in this work by the Office of The Police and Crime Commissioner for Norfolk.</p> <ul style="list-style-type: none"> • The OPCCN has funded the majority of Norfolk’s Independent Domestic Violence Advocacy (IDVA) service, and recruited the Norfolk Domestic Abuse and Sexual Violence Co-ordinator. • Multi Agency Safeguarding Hub (MASH) which improves the timeliness of information sharing has developed and now provides a comprehensive multi agency decision-making hub. IDVAs comprise a vital member of the MASH in early identification and support of high risk DA cases • Multi-Agency Risk Assessment Conferences (MARACs) – for safety planning across agencies for DA victims at high risk of serious harm – cases have continued to rise and have now passed 1000 referrals for the year. • Domestic Homicide Review (DHR) reports published in respect of two Norfolk homicides occurring in 2012. CCSP Chair has responsibility for DHRs, with DASVB monitoring the delivery of the DHR action plans. A number of these actions have been completed 	

- Work to improve strategic leadership of the Domestic Abuse agenda has been highlighted and work proceeds to ensure commitment from partners. A comprehensive review of how we tackle domestic abuse in Norfolk commenced March 2014, and is due to report in the summer
- Training to improve awareness of domestic abuse & sexual violence has been delivered to around 230 staff across a range of different agencies. In accordance with DHR recommendations, training to GP practices is commencing
- Repeat victimisation rates over the calendar year for 2013 are well within target at 15%, in comparison with a national average of 24%
- The “Norfolk Says No” campaign highlighted the risks to of young people of abuse during their early relationships, reaching out to a countywide audience.
- The recent HMIC report in respect of Norfolk Constabulary highlighted good and effective partnership working to safeguard victims of DA
- Referrals from non- police agencies to MARAC have increased from 20% in 2012/13, to 24% in 2013/14.

Objectives for 2014/17

Our objectives are consistent with Government principles for the reduction of Violence Against Women & Girls:

1. Improve work in partnership between agencies, voluntary groups and with local communities to obtain the best outcomes for victims and their families
 2. Prevent violence from happening in the first place by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it
 3. Provide adequate levels of support where abuse occurs, according to need & risk of harm, ensuring access for communities facing disadvantage
 4. Protection & Justice – reduce risk to victims & ensure perpetrators brought to justice
- In addition we will seek to underpin these objectives by achieving White Ribbon status for Norfolk.

Targets

To be confirmed following the conclusion of the DA Review currently underway

Priority D: Reduce drug & alcohol related crime/ASB	
Sponsor Agency: Norfolk Drug & Alcohol Partnership (N-DAP)	Lead Officer: Steph Butcher, Public Health
<p><i>Why is this a Priority?</i></p> <ul style="list-style-type: none"> • Substance misuse and drug dealing has a debilitating effect on our communities and the cycle of crime, hopelessness and entrapment that individuals, families and communities experience • Drug supply drives a significant proportion of serious and organised crime, with the resultant drug use often causing ASB • Alcohol is a contributory factor in at least 5,000 ASB incidents a year in Norfolk. This includes reports of street drinking, disturbances linked to the night time economy and domestic disputes. Although only around 650 of these ASB incidents are explicitly linked to drugs, illicit drug use undermines communities making them vulnerable to ASB • There are around 3,500 alcohol-related crimes recorded in Norfolk each year, with the highest rates in Gt Yarmouth & Norwich (around twice the Norfolk average) • One third of violent crimes reported in Norfolk are linked to alcohol. • For 2011/12 there were 18,500 detentions in Norfolk custody suites. <ul style="list-style-type: none"> ➤ 46% (8,500) appeared to be under the influence of either alcohol or drugs ➤ 28% admitted to being dependent on a substance (22% on some kind of drug and/or 10% on alcohol). • Nationally, between 33% - 66% of acquisitive crime is related to substance misuse. • A recent study compared the differences in the conviction rates of offenders during the 2 years before their initial assessment for drug treatment and the 2 years after: <ul style="list-style-type: none"> ➤ The individuals retained in treatment for the entire two-years (4,677) showed an average 47% reduction in convictions ➤ Those retained for the full period reduced their convictions by three times more than those who dropped out of treatment, who achieved just 15%. 	
<p><i>What was Achieved in 2013/14</i></p> <ul style="list-style-type: none"> • The National Treatment Agency was abolished and its functions absorbed into Public Health England. Drug and Alcohol services are now funded as part of the Public Health grant allocated to top tier Local Authorities, with the accountability for substance misuse services resting with each Director of Public Health • Review of the governance for drug and alcohol service commissioning and partnerships in Norfolk has now been completed, with the NDAP Board still continuing to maintain a strategic overview regarding drug and alcohol services across Norfolk with a stronger focus on partnership involvement. 	

- The Norfolk Recovery Partnership for adult treatment is bedding in. This is being monitored closely to ensure delivery against contract.
- The appointment of a Locality post to co-ordinate partnership working around the night time economy to tackle alcohol and drug related crime and disorder.
- Locality working is continuing to be developed in Great Yarmouth and Norwich, with each area having their own alcohol strategy and implementation plan in place. The Great Yarmouth Group has joined with Waveney to explore opportunities for joint working on common issues.
- The Public Health Drug & Alcohol Action Team (DAAT) continues to support the YOT in providing substance misuse related support within the service.

Objectives for 2014/15

1. Ensure the new Norfolk Recovery Partnership (NRP) service supports a reduction in drug and alcohol related crime through service delivery and integrated working with wider partners and services, including IOM.
2. Coordinate the delivery and support of the Norfolk Drug & Alcohol Strategy and expand locality working
3. Ensure that the Public Health DAAT re-commission a young people service and the YOT continue to work with criminal justice colleagues to support the reduction of young people’s substance misuse related harms.

Targets

Please note that targets are under review to ensure that they reflect forthcoming changes in National performance measure, and meet local needs.

- (i)** Growth in the rate of successful completions by criminal justice clients as a percentage of the total criminal justice clients in treatment.
- (ii)** Increase in the proportion of criminal justice clients successfully completing treatment (in the first 6 months of the latest 12 month period) who do not re-present within that period.
- (iii)** Number of formal outreach sessions delivered by Under 18 service – target of 144 contacts in 2014/15*
- (iv)** Number of informal outreach session delivered by the Under 18 service – target 576 contacts in 2014/15*

**The under 18’s service is currently being re-commissioned and this target may be subject to change*

Priority E: Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy (NTE)	
Sponsor Agency: Police	Lead Officer: ACC Nick Dean
<p>Why is this a Priority?</p> <ul style="list-style-type: none"> • The impact of the Night-time Economy (NTE) on residents – particularly within our city and town centres – has a significant impact on local quality of life • The majority of violence against the person is related to the Night-time Economy • Alcohol related crime represents a significant proportion of overall volume crime • Tackling late night disorder and violence (incl sexual violence) in public places will improve safety and promote our city and town centres as safe places to socialise. 	
<p>What was achieved in 2013/2014</p> <ul style="list-style-type: none"> • Continued reductions in violence and sexual violence across the Night-time Economies of Norfolk. • An initiative aimed at restricting access to licensed premises of drunk people was rolled out across Norwich during December 2013. #Deepbreath campaign provided breathalyser devices to pubs, clubs and bars and has received national media attention as well as contributing towards reductions in alcohol related violence. • Although a consultation was run by Norwich City Council on whether to implement an Early Morning Restriction Order in the City this has been subsequently withdrawn following representation from the licensed trade. A new action plan to address the issues associated with the NTE has been developed including a stated desire for a cumulative impact saturation policy. • Operation Impact: a large scale NTE operation involving in excess of 70 police officers plus partner agencies to drive down crime and improve feelings of safety. This has been run 7 times with each operation building on the success and lessons learned from previous operations, receiving positive media coverage. • Multi-agency regulation compliance visits targeting most vulnerable / highest risk locations offering advice and support to businesses. • Notable premises license reviews at Twilight (Norwich), Kartel (Norwich) and Splitz (Dereham) • Norfolk ‘Reducing the Strength’ scheme aimed at removing cheap, super strength alcohol from stores was launched with a Public Health lead during December 2013 • 2 more major venues (Mercy and New York, New York) have now moved to using polycarbonate / plastic glassware, reducing risk the of glassing incidents • Launch of Alcohol Diversion Scheme in July 2013 to highlight the consequences of irresponsible drinking • Launch of ‘Vulnerability’ operations across the NTE focusing on ‘Lone Female’ initiatives. 	
<p>Objectives for 2014/17</p> <ol style="list-style-type: none"> 1. Sustained reduction in alcohol related violence associated with licensed premises 2. Sustained reduction in misuse of drugs associated with licensed premises 3. Closer working with licensing authorities to tackle problem premises 	

4. Reduction in irresponsible / cheap drinks promotions
5. Further development of data sharing on assault victims presenting at A&E enabling identification of vulnerability and problem locations
6. Reduction in glass-related incidents at licensed premises
7. Reduction in sexual offences associated with the NTE
8. Reduce re-offending of drug and alcohol related offenders
9. Reduction in the availability of 'super strength alcohol' across Norfolk

Targets

- (i)** Reduce Alcohol related crime & disorder in Norwich, GY & KL centres to no more than 450 crimes per year by 2015/16.
- (ii)** Reduction in misuse of drugs associated with licensed premises – Zero Tolerance Venue standards to be implemented
- (iii)** Increase referrals to the Alcohol Diversion Scheme for Norfolk to provide improved awareness for those receiving a Fixed Penalty Notice for their behaviour and reduce re-offending related to alcohol

Priority F: Improve support to offenders to prevent them from re-offending, particularly Prolific & other Priority Offenders (PPOs)	
Sponsor Agency: Probation	Lead Officer: Martin Graham, Chief Exec, Norfolk & Suffolk Probation Trust
<p>Why is this a Priority?</p> <ul style="list-style-type: none"> • The 10% most prolific offenders in Norfolk are responsible for 32% of crime. • Partners all contribute to the '7 Pathways out of offending' – housing, substance misuse (drugs and alcohol), health, employment education and training, debt and financial management, family and friends/associates and thinking skills. • 180° Norfolk is the joint team established for Integrated Offender Management (IOM), co-locating police and probation staff and working with wider partners to provide sustained focus on those causing the most harm to our communities. Concerted support is provided to enable offenders to turn their lives around, with non-engagement and reoffending promptly dealt with through the courts. 	
<p>What was Achieved in 2013/14</p> <ul style="list-style-type: none"> • The IOM Scheme continues to deliver a reduction in re-offending by the 180° cohort above the targets set over the last two years, in particular achieving a reduction of 56% across all crime in 2013/14 • The Pathways Co-ordinator role has been upgraded to allow day to day management of partner agency staff ensuring performance targets are reached across all areas of business • 180° Norfolk continues to be recognised nationally as a beacon of good practice in many areas of IOM, with our performance methodology being shared across several counties • The selection process for the Norfolk 180° cohort continues to be refined ensuring Norfolk's most prolific offenders causing most harm to our communities are included in Norfolk's IOM scheme • Following the successful pilot of GPS tracking countywide showing a 50% reduction in offending by those wearing the equipment, Norfolk and Suffolk Constabularies are looking to fund a GPS tracking program across the two counties • Full harmonisation of 180° Norfolk and 180° Suffolk into a single IOM scheme for the two counties takes place from April 2014, bringing both programmes under one governance structure, with an increase in the size of the cohort. 	
<p>Objectives for 2014/17</p> <ol style="list-style-type: none"> 1. Demonstrate a sustained reduction in re-offending of at least 50% by the rolling 180° Norfolk cohort by March 2015 2. Seek to achieve a stretch target of reduced re-offending of 60% by March 2016 3. Continue to improve the proportion of 180° offenders who are accessing services under the 7 Pathways out of offending by March 2015 4. Ensure continuation of IOM arrangements following the national restructuring of 	

probation services

5. Complete harmonisation of the Norfolk and Suffolk programmes, ensuring that continuity and performance is maintained across both counties.

Targets

- (i) Reduction in 'Harm in the Community' caused by criminal behaviour by the 180^o cohort of:
 - o 50% by March 2015
 - o A stretch target of 60% by March 2016

Local Working

Effective partnership working at the operational level is crucial to delivering improved community safety at the local level. Each district has an Operational Partnership Team (OPT) which is the focus for improving local working on crime and ASB. This approach has been delivered through:

- co-location of local authority and police staff, ensuring that ASB is effectively 'gripped'
- investment in police staff
- risk assessment on initial contact
- improved systems for information sharing
- better join up with Safer Neighbourhood Teams.

Further development of OPTs will improve the effectiveness of local partnership working across the crime and disorder agenda, consistent with agreed strategic priorities. Norfolk's Family Focus approach to the Government's Troubled Families agenda is currently being piloted within OPTs.

Partnership Development

The CCSP is seeking to ensure that it adds value to the crime and disorder agenda. Development work will focus on:

- Multi-agency review of Norfolk's approach to tackling Domestic Abuse, using improvement funding from the East of England Local Government Association. This is focused on improving collaborative working across partners, with increased prevention through community resilience, ensuring that vulnerable people are effectively protected.
- Improving engagement of partners and developing how they contribute to CCSP priorities (Appendix 2 provides summary information on current contributions)
- Improving linkages between key partnerships to ensure effective overlap of agendas, with each partnership playing to their strength
- Improving community engagement and involvement in community safety.

Membership of Norfolk's County CSP

This section lists the agencies that make up the members of the CCSP. Please follow the links for more information.

Breckland District Council, <http://www.breckland.gov.uk>

Broadland District Council, <http://www.broadland.gov.uk>

Great Yarmouth Borough Council, <http://www.great-yarmouth.gov.uk>

King's Lynn & West Norfolk Borough Council, <http://www.west-norfolk.gov.uk>

North Norfolk District Council, <http://www.north-norfolk.gov.uk>

Norwich City Council, <http://www.norwich.gov.uk>

South Norfolk District Council, <http://www.south-norfolk.gov.uk>

Norfolk Constabulary, <http://www.norfolk.police.uk>

Norfolk & Suffolk Probation Trust, <http://www.nsprobation.org.uk>

North Norfolk Clinical Commissioning Group, <http://www.northnorfolkccg.nhs.uk>

South Norfolk Clinical Commissioning Group, <http://www.southnorfolkccg.nhs.uk>

West Norfolk Clinical Commissioning Group, <http://www.westnorfolkccg.nhs.uk>

Norwich Clinical Commissioning Group, <http://www.norwichccg.nhs.uk>

Gt Yarmouth & Waveney Clinical Commissioning Group,
<http://www.greatyarmouthandwaveneyccg.nhs.uk>

Norfolk County Council, <http://www.norfolk.gov.uk>

Norfolk Drug and Alcohol Action Team
<http://www.nordat.org.uk/CSS/n-dap/norfolkdaat.html>

Norfolk Youth Offending Team
http://www.norfolk.gov.uk/Council_and_democracy/Council_departments/Resources/Youth_offending_team/index.htm

Norfolk Fire Service, <http://www.norfolkfireservice.gov.uk>

Victim Support, <http://www.victimsupport.org.uk/Contact%20us/east%20of%20england>

Office of the Police & Crime Commissioner for Norfolk, <http://www.norfolk-pcc.gov.uk/>

APPENDIX 1 Alignment of CCSP Plan Priorities 2013/16 with Police & Crime Plan Objectives 2013/17

KEY
<p>Priority</p> <ul style="list-style-type: none"> • Performance measure ➤ <i>Target</i>

CCSP Priorities 2014/17 (% reduction / increase targets relate to period 2011/16)	Police & Crime Plan 2013/17 (% reduction / increase targets relate to period 2011/16)	Comments
<p>Reduce the incidence of crime</p> <ul style="list-style-type: none"> • Crimes which are a high risk to public safety ('Priority Crime') ➤ <i>18% reduction over period 2011/16</i> 	<p>Reduce the number of priority crimes</p> <ul style="list-style-type: none"> • Crimes which are a high risk to public safety ➤ <i>18% reduction over period 2011/16</i> 	Aligned – common targets to be ensured
<p>Reduce drug & alcohol related Crime/ Anti-Social Behaviour (ASB) within the Night-time Economy</p> <ul style="list-style-type: none"> • Alcohol related crime & disorder (priority violence, volume violence & sexual offences) in the 3 main police public order patrol zones (Norwich, GY & KL centres betw 9pm and 6am) ➤ <i>No more than 450 crimes per year by 2015/16</i> • <i>Reduction in misuse of drugs associated with licensed premises following introduction of Zero Tolerance approach</i> ➤ <i>??% reduction – target to be developed</i> • <i>Increase referrals to Norfolk's Alcohol Diversion Scheme</i> ➤ <i>?? referrals– target to be developed</i> 	<p>Reduce violent & sexual crime within the key Night-time Economy areas</p> <ul style="list-style-type: none"> • Alcohol related crime & disorder (priority violence, volume violence & sexual offences) in the 3 main police public order patrol zones (Norwich, GY & KL centres betw 9pm and 6am) ➤ <i>No more than 450 crimes per year by 2015/16</i> 	<p>Aligned for the 3 key urban centres</p> <p>CCSP targets under development for rest of Norfolk</p>
<p>Reduce the incidence of ASB</p> <ul style="list-style-type: none"> • Under development – focus on reducing risk and addressing vulnerability by reducing repeat victimisation 	<p>Reduce the impact of ASB</p> <ul style="list-style-type: none"> • Number of ASB incidents reported to the police ➤ <i>40% reduction</i> 	CCSP targets will focus on reducing vulnerability and repeat victimisation rather than absolute reduction. ASB is

CCSP Priorities 2014/17 (% reduction / increase targets relate to period 2011/16)	Police & Crime Plan 2013/17 (% reduction / increase targets relate to period 2011/16)	Comments
<ul style="list-style-type: none"> • % of total opiate and crack cocaine clients successfully completing treatment <ul style="list-style-type: none"> ➤ <i>to be in the top quartile nationally</i> • CARAT to CJIT transfer rate <ul style="list-style-type: none"> ➤ <i>to be in the top quartile nationally</i> ➤ <i>monitor client's representation rates into criminal justice and community services – potential target for future years</i> 		Linkage to 180° Norfolk
Improve support to offenders to prevent them from re-offending, particularly PPOs <ul style="list-style-type: none"> • Number of priority crimes committed by prolific offenders being managed by the 180° Norfolk team <ul style="list-style-type: none"> ➤ <i>reduce by 50%</i> • Measures of 'Harm in the Community' caused by criminal behaviour by 180° offenders are under development 	Reduce reoffending of the most prolific offenders <ul style="list-style-type: none"> • Number of priority crimes committed by prolific offenders being managed by the 180° Norfolk team <ul style="list-style-type: none"> ➤ <i>reduce by 50%</i> 	Aligned
Protect vulnerable people, particularly people vulnerable to domestic abuse – for reconsideration in the light of the DA Review reporting Summer 2014 <ul style="list-style-type: none"> • Repeat incidents of domestic abuse (NI32) <ul style="list-style-type: none"> ➤ <i>the rate of repeat referrals to the Multi Agency Risk Assessment Conference (MARAC) at below the national rate (currently 24%)</i> • Repeat domestic abuse offenders <ul style="list-style-type: none"> ➤ <i>3.5% reduction in the number of offenders who have committed 3+ domestic related crimes within 24 months</i> • Proportion of non-police referrals to MARACs <ul style="list-style-type: none"> ➤ <i>increased from 10% to 15%</i> 	Reduce vulnerability, promote equality and support victims <ul style="list-style-type: none"> • Detection rate for incidents of domestic abuse <ul style="list-style-type: none"> ➤ <i>Increase to 55%</i> 	The published Police & Crime Plan only includes the police target for increasing the detection rate for domestic abuse. However, discussions have confirmed that the overall context for domestic abuse work across partners is for a reduction in repeat victimisation.

CCSP Priorities 2014/17 (% reduction / increase targets relate to period 2011/16)	Police & Crime Plan 2013/17 (% reduction / increase targets relate to period 2011/16)	Comments
<ul style="list-style-type: none"> • Impact of DA on children & young people <ul style="list-style-type: none"> ➤ <i>Reduction in number of families affected by DA</i> • Children referred to children's services with DA as a factor <ul style="list-style-type: none"> ➤ <i>Reduction in numbers</i> 		
Protect vulnerable people, particularly people vulnerable to domestic abuse <ul style="list-style-type: none"> • Self referrals to the Sexual Assault Referral Centre (SARC) <ul style="list-style-type: none"> ➤ <i>Self referrals to the SARC increased by 50% from 2010/11</i> 	Increase serious sexual offence detection rate <ul style="list-style-type: none"> • Serious sexual offence detection rate <ul style="list-style-type: none"> ➤ <i>Increase to 35%</i> 	Constabulary focus; supported by SARC
Protect vulnerable people, particularly young people <ul style="list-style-type: none"> • Rate of proven re-offending by young offenders <ul style="list-style-type: none"> ➤ <i>Downward trend in number reoffending</i> • First time entrants into the YJS aged 10-17 <ul style="list-style-type: none"> ➤ <i>Downward trend in FTEs</i> • Use of Custody <ul style="list-style-type: none"> ➤ <i>Reduced use of Custody</i> 	Reduce vulnerability, promote equality and support victims <ul style="list-style-type: none"> • The PCC and Constabulary remain fully committed to the protection of vulnerable people, including young people and the many initiatives developed by and with the CCSP. • The needs and issues of young people, particularly in a worsening economic climate, have been fully considered and included in determining priorities. • The PCC and Constabulary will continue its commitment to the young people of Norfolk which includes working to prevent them entering the criminal justice system, and continued appropriate use of restorative approaches as a resolution 	Consistent Review needed of CCSP Priority to ensure partner involvement on Early Intervention properly reflected
	Reduce the number of people killed or seriously injured (KSI) on Norfolk's roads	Links to the Norfolk Casualty Reduction Partnership, not CCSP

APPENDIX 2 Partner Contributions to CCSP Priorities

Priority A	Reduce the incidence of Crime and ASB
Norwich City Council	<p><u>City Development services</u></p> <ul style="list-style-type: none"> • Parking Services provide on street enforcement for ASB parking related issues • City centre based Civil Enforcement Officers issuing fixed penalty notices for dog fouling, and littering as well as parking enforcement • Alert scheme - radio system and online database information sharing system. Over 200 retail and NTE businesses are part of the scheme with 24/7 co-ordination provided by Chapelfield and Castle Malls. The scheme also links live with both Norwich city council and Police CCTV provision • Vacant shop campaign – placing art and posters in empty retail units in the city centre, improving the visual streetscape. This reduces levels of graffiti and fly posting. <p><u>Citywide Services</u></p> <ul style="list-style-type: none"> • Environmental Protection (EP) team input into OPT development project group • EP provide enforcement role for ASB noise processes – where there is a statutory nuisance under EP Act • EP enforcement role in areas of licensing, Food and Safety and planning • EP & Licensing team regular data sharing with Police • Parks & Open spaces teams liaison with SNTs re crime & ASB in parks (graffiti, fly posting, vandalism etc) • Dealing with abandoned vehicles - removal and enforcement • Provide access to parks CCTV recordings to police re activity in 3 parks where system un use • Training provided to new entry police officers • Working with homelessness team and Police regarding rough sleepers in public parks and open spaces • Authorisation of PCSOs to issue fixed penalty notices for littering and dog fouling on behalf of the city council <p><u>Housing</u></p> <ul style="list-style-type: none"> • Form part of an extensive team of officers who deal with ASB comprising neighbourhood housing officers (with neighbourhood wardens) and ABATE team (Anti-social Behaviour and Tenancy Enforcement) • The service hosts a rough sleeper co-ordinator who oversees partners work to reduce and support individuals who are rough sleeping in conjunction with partners. • The ABATE team acts as a council wide enforcement team that deals with cases that require court/legal action and forms part of the Norwich OPT.

Priority A	Reduce the incidence of Crime and ASB
	<ul style="list-style-type: none"> • The housing services issues introductory tenancies for new tenants to ensure they are able to manage a council tenancy. Tenants will be visited three times per year to monitor the new tenancy and if a new tenant is known to become a perpetrator of ASB, they can lose their tenancy. • The council hosts a long standing and successful families unit which is now part of the county FIP network • Property services uses secure by design principles for the design of new housing sites as well as refurbishment programmes in existing housing stock e.g. new windows programme • Many flat and leasehold properties have secure door entry systems to reduce inappropriate access • CCTV system in the city centre, and several neighbourhood locations that were identified through problem solving work with the police • Active input into ASB Action Group – through service teams’ contributions and Chairing the meeting. <p><u>Local neighbourhood services</u></p> <ul style="list-style-type: none"> • 4 neighbourhood based neighbourhood wardens teams, which responds to all ASB reported to the council • Issuing of fixed penalty notices through Neighbourhood warden service – dog fouling • Local problem solving led by four geographical based neighbourhood managers who work collaboratively with local policing commanders – pooling and sharing data to agree local problem locations and vulnerable people and develop local solutions • A pilot data sharing project is being developed jointly with the police to share personalised ASB data which will identify vulnerable individuals and locations and repeat callers <ul style="list-style-type: none"> • The council’s waste and street cleaning contract has a hit squad that deals with issues of fly tipping, accumulations of street debris that can lead to areas spiralling into ASB. Support oversight of council community safety activity and section 17 responsibilities • Supports front line staff to: <ul style="list-style-type: none"> ○ Implement ASB risk assessment processes • Implement ASB minimum standards and processes reflect this Strategic input into improved data sharing– internal and external • Supports and oversees community cohesion work at strategic and practical level (hate crimes and incidents, community tension monitoring) & contributes to county level working • Co-ordination of grant funding to VCS organisations to address council priority of ‘safe & clean city’

Priority A	Reduce the incidence of Crime and ASB
Great Yarmouth Borough Council	<p data-bbox="450 233 909 264"><u>Civil Parking Enforcement Team</u></p> <ul data-bbox="450 272 2058 376" style="list-style-type: none"> • Team provide on and off street parking enforcement and are also trained to issue fixed penalty notices for ASB issues such as dog fouling and littering. Pay and display car parks gradually being re-designed to be more open and have achieved Park Mark status. <p data-bbox="450 419 837 451"><u>Enforcement and Licensing</u></p> <ul data-bbox="450 459 1973 563" style="list-style-type: none"> • Environmental Health, Licensing, Housing, Planning and Seafront teams all carry out enforcement duties around noise, nuisance, licenses, private sector and social housing, planning, parks, open spaces and beaches. <p data-bbox="450 606 689 638"><u>Key partnerships</u></p> <ul data-bbox="450 646 2040 750" style="list-style-type: none"> • Membership of key community safety and cohesion partnerships both at district, sub-regional (with Lowestoft) and at Norfolk level around crime and community safety issues including Restorative Approaches Strategic Board; DASVB, CCSP, Hate Free Norfolk, Community Relations & Equality Board (CREB), etc <p data-bbox="450 793 981 825"><u>South Beach Parade Car Enthusiasts</u></p> <ul data-bbox="450 833 2011 898" style="list-style-type: none"> • Multi-agency working group involving the South Beach Residents Association to tackle the ongoing issue of car enthusiasts causing disturbance to local residents. <p data-bbox="450 941 925 973"><u>Neighbourhood Policing Priorities</u></p> <ul data-bbox="450 981 2058 1166" style="list-style-type: none"> • Each of Great Yarmouth's three urban neighbourhood management areas have gatherings / meetings where members of the Neighbourhood Board raise policing concerns to either the local beat manager or sergeant in order to set local priorities together on a quarterly basis. • Our neighbourhood offices also host "surgeries" or drop-in sessions where members of the public can speak to a PCSO or police officer in confidence away from police stations or other potentially intimidating environments. <p data-bbox="450 1209 788 1241"><u>Environmental Priorities</u></p> <ul data-bbox="450 1249 2018 1426" style="list-style-type: none"> • Neighbourhood Boards, gatherings and street forums are used to gain residents' opinions about anti-social behaviour associated with things such as dog-fouling, fly-tipping, litter and bin collection issues. • The Council's Environmental Health team have adopted the "systems thinking" approach within their service which means that they now work with the complainant to find out what really matters to them and help them deal with all of the issues they may have rather than just purely Environmental Health concerns.

Priority A	Reduce the incidence of Crime and ASB
	<p data-bbox="450 233 864 264"><u>Neighbourhood Management</u></p> <ul data-bbox="501 272 2058 563" style="list-style-type: none"> • Council teams for Neighbourhood Management, Services for Older People and Community Housing each organise or co-ordinate activities for vulnerable people in our communities such as lunch clubs, allotments, diversionary activities and sports activities – all of which contribute to the protection of the vulnerable in our communities by reducing social isolation and giving people who organise the activities a chance to meet with a person regularly and notice any deterioration in the person or be a person of trust so the service user may report issues that they would not do so otherwise. Projects include involvement with Great Yarmouth and Waveney MIND, the Green Light Trust, Activating CIC, Shrublands Youth and Adult Trust, the Bridge Project, arts and sports projects, etc <p data-bbox="450 603 651 635"><u>Empty Homes</u></p> <ul data-bbox="450 643 2024 823" style="list-style-type: none"> • The Council has made a long term commitment to tackling empty and problem accommodation across the district, with a particular focus in the Nelson Ward. All owners of empty properties have been contacted to work with them to bring properties back into use / up to decent standards. Some properties have been purchased by the Council and converted into social housing. Joint working with the Police, Fire Service and other agencies to help identify properties that particularly attract negative activities such as ASB and arson. <p data-bbox="450 863 808 895"><u>Joint Enforcement Group</u></p> <ul data-bbox="450 903 2024 1083" style="list-style-type: none"> • The Council hosts a multi-agency “Joint Enforcement Group” which includes the Fire Service, Environmental Health, Housing, Planning, Housing Benefits, the Police and other partners upon request to discuss common issues relating to private sector housing. The team are focussing on private sector sub-standard residential accommodation – both HMOs and single family dwellings and are working with Landlord Associations and other agencies to help tackle these properties and their landlords. <p data-bbox="450 1123 779 1155"><u>OPT – Great Yarmouth</u></p> <ul data-bbox="450 1163 2058 1270" style="list-style-type: none"> • A member of GYBC staff is co-located within the OPT to assist with partnership working. However, operational relationships between the OPT and the Council teams in Housing, Environmental Health, Neighbourhood Management, etc have been established for a long-time and work very successfully. <p data-bbox="450 1310 712 1342"><u>ASB Action Group</u></p> <ul data-bbox="450 1350 2013 1422" style="list-style-type: none"> • Our housing staff (and any other staff as required) attend the ASBAG meetings organised by the Police and information sharing around ASB happens on a daily basis.

Priority A	Reduce the incidence of Crime and ASB
	<p><u>CCTV Company</u></p> <ul style="list-style-type: none"> The Council gives funding and support to the Great Yarmouth Community Safety (CCTV) company and is a member of the Board. <p><u>Great Yarmouth Safer Communities Partnership</u></p> <ul style="list-style-type: none"> The Council is a member of the partnership which meets monthly to progress cross-organisation community safety issues in the Great Yarmouth district. <p><u>Abandoned Vehicles</u></p> <ul style="list-style-type: none"> The Council, through its contractual partnership with Great Yarmouth Borough Services / NORSE, operate the Abandoned Vehicles / Car Clear scheme for the district. The officer appointed to deal with these issues is co-located within the OPT for Great Yarmouth <p><u>Kickz</u></p> <ul style="list-style-type: none"> Funding and support for the Norwich City FC Kickz programme. <p><u>Illegal Money Lending Team</u></p> <ul style="list-style-type: none"> Partnership working and neighbourhood activities with Loan Shark team to increase awareness of loan sharking in Great Yarmouth and carry out educational activities with schools and communities.
King's Lynn & West Norfolk Borough Council	<ul style="list-style-type: none"> Part of Operational Partnership Team (Community Safety & Neighbourhood Nuisance Officers & Neighbourhood Team) includes hosting co-located office. Nine Safer Neighbourhood Action Panels in West Norfolk for the public to raise issues & report ASB Part of ASBAG – sharing of information on perpetrators responsible for ASB in West Norfolk & using information to formulate intervention responses. Investigate numerous areas of statutory responsibilities e.g. noise, odour, drainage, waste, planning enforcement, fraud, licensing etc Provision of Public space (and non public space) CCTV

Priority A	Reduce the incidence of Crime and ASB
Broadland District Council	<ul style="list-style-type: none"> • Refresh the Broadland Community Safety Strategy • Continue to provide core funding to support the work of the Operational Partnership Team • Host the Broadland OPT/Family Focus Practitioners • The Community Safety Manager works with the SNTs to deliver targeted projects to emerging trends • Participate in multi-agency operations to target vehicle ASB • Maintain current level of response to environmental crime • Host ASBAG and ensure representation as appropriate • Participate actively in the DASVB; Training & Comms Sub-Group; White Ribbon Campaign Planning Group; Children & Young People’s Network and YAB to identify joint working opportunities • Fully use the newly developed Communications Plan for Community Safety • Maintain Community Safety pages on the council’s website – keep up to date with projects, spend, emerging trends and useful information on crime prevention.
North Norfolk District Council	<ul style="list-style-type: none"> • Support for the North Norfolk OPT • Regular involvement with North Norfolk ASBAG arrangement • Operation of North Norfolk CCTV system • Partner in Norfolk Hate Crime initiative
South Norfolk District Council	<ul style="list-style-type: none"> • Contribute 1 FTE post to OPT and host OPT for South Norfolk. • Chair monthly case conference partnership meeting. • Full partner in fortnightly Police Tasking and Coordination Group process.
Breckland District Council	<ul style="list-style-type: none"> • Host agency to the Breckland OPT • Chairs, facilitates and administrates the monthly multi agency ASBAG meetings • Provides CCTV system for the district • Engages and facilitates mediatory and restorative approaches to resolve cases • Facilitates, funds and leads on diversionary and social inclusion projects in the area to prevent young people from engaging in ASB • Works in liaison with partners to provide special measures for tackling rural crime in the district • Supports SNAP and CAG meetings in the five market towns • Provides Architectural Liaison Support for ASB cases

Priority A	Reduce the incidence of Crime and ASB
	<ul style="list-style-type: none"> • Effective liaison with internal and external partners to address ASB issues in the district in a joined up way • Work in partnership to identify and support repeat and the most vulnerable victims of ASB • Host agency for Norfolk Family Focus team, working in collaboration to support and assist resource intensive families, specifically focusing on improving issues around unemployment, crime & ASB and poor educational attendance.
Norfolk County Council	<ul style="list-style-type: none"> • Promoting the involvement of communities in restorative justice approaches for victims of crime • Encouraging the extension of schools, libraries, fire stations and other public buildings as centres for the communities they serve • Ensuring good highway design and maintenance that minimises the opportunities for vandalism & other crimes • Providing appropriate quality street lighting • NCC Resilience Team does not engage directly in crime and disorder issues. However, work with partners in the Norfolk Resilience Forum promotes a safer community in preparedness, response and recovery to emergency incidents, building community capacity. • Trading Standards carries out a range of intelligence-led enforcement activities, addressing detrimental and rogue trading, supporting (the most) vulnerable victims. This includes: <ul style="list-style-type: none"> ○ Doorstep Crime ○ Illegal Money Lending Enforcement and prevention ○ Scams enforcement and prevention activities ○ Intellectual property crime including illicit alcohol/tobacco and food fraud ○ Enforcement of age restricted sales (alcohol, solvents, knives, etc) ○ Multi-agency and partnership activities and initiatives ○ Crime prevention activities such as No Cold Calling Zones, Trusted Trader and Market Fair schemes ○ Consumer engagement activities, including Consumer Champions scheme and Norfolk Homeshield • Youth Offending Team (YOT) working with young people and their families to overcome the causes of offending behaviour to prevent reoffending • Maximising the engagement of victims of young offending in restorative approaches • Through Drug and Alcohol Action Team (DAAT) partnership activity, help young people resist drug misuse, and work with people with drug problems to overcome them and live healthy and crime free lives • Enforcement of age restricted sales (alcohol, solvents, knives, etc) • Support for safe shelters

Priority A	Reduce the incidence of Crime and ASB
Norfolk Drug & Alcohol P'ship (N-DAP)	<ul style="list-style-type: none"> The provision of drug and alcohol treatment within Norfolk enabling people to be in sustained recovery. This significantly contributes to reducing levels of crime and anti-social behaviour.
Norfolk & Suffolk Probation Trust	<ul style="list-style-type: none"> NSPT work with convicted offenders in a range of ways which will impact on the incidence of crime and ASB specifically through the delivery of accredited programmes designed to address offending behaviour and offenders' deficits in their thinking and attitudes Specific Community Payback projects (under which offenders provide reparation to communities) aimed at Crime Reduction e.g. clearing overgrown areas which provide opportunities for crime
Fire & Rescue Service	<ul style="list-style-type: none"> Introducing a County wide working practice, where Incident commanders inform Station Managers when they attend fires which have been deliberately set. ARO attending strategic meetings with partner agencies. These include ASBAGs, CCTV steering groups, police CPO/ALO meetings, OPT Managers meetings and strategic partnership tasking groups. Fire Setter Intervention Scheme. RJ interventions in relation Arson Offenders. Site surveys/reports/advice following an arson incident. Linking with Norfolk PACT crime awareness days in schools. Courses for 'fire setters' run with the NYOT to help reduce incidences of arson, run Fire Cadets and Prince's Trust programmes engage children and young people in positive activities Lead role in organising the multi-agency Crucial Crew programme on safety awareness for schools Investigation of suspected arson incidences, coordinating and intelligence gathering with the Police.
Police	<ul style="list-style-type: none"> Operational Partnership Teams were developed specifically to deal with and reduce ASB with partner agencies. Each District works with partners to prioritise and case manage ASB and Vulnerable Victims of ASB and to support and coordinate the activities of police and other agencies. Future work will involve supporting Troubled Families and links specifically with MASH, Children's Services, Education, and Benefits Office

Priority A	Reduce the incidence of Crime and ASB
Voluntary & Community Sector	<p>Many of the people that the sector works with are at risk of offending; for example alcohol is a contributory factor in 5,000 ASB incidents a year. In addition to its support for people with alcohol issues, local groups also support victims and:</p> <ul style="list-style-type: none"> • actively promote community and individual well-being • deliver supported housing services and hostels • provide positive engagement opportunities and activities • deliver commissioned services including case managing offenders • provides a range of psychosocial interventions aimed at reducing harm associated with substance misuse and problem gambling • provides welfare information and advice and advocates on behalf of individuals so that they are more able to claim entitlements • supports witnesses of ASB in giving evidence in courts and also supports victims of crime and ASB.
Registered Providers (RPs) for Housing	<ul style="list-style-type: none"> • Proactive joint working between Neighbourhood Housing and Safer Neighbourhood Police teams on individual cases and community “hot spots” • Regular training and legal updates for staff dealing with ASB • Proactive approach to tackling ASB by use of enforcement action; for example ABC’s, injunctions and possession orders. • Most legal action brought in-house at Wherry to provide a swifter response and ensure staff are upskilled • Use of mediatory and restorative approaches to resolve cases (mediation services funded by RPs) • Use of RP properties for surveillance by the Police • Use of starter tenancies and where ASB proven and no willingness to change, the ending of tenancies. • Clear deadlines and targets for dealing with graffiti and vandalism. • Provision of Police access to CCTV • Secure door entry systems in blocks of flats. • Attendance and joint working at ASBAGs and OPTs. For some RPs this includes hosting and/or co-location of OPTs • Partnership working with the Illegal Money Lending Team • Cotman has several cold calling zones in place • Supporting and referring to organisations that work with ex-offenders, such as Mow & Grow, 4Women, Stonham and Probation Services

Priority A	Reduce the incidence of Crime and ASB
	<ul style="list-style-type: none"> • Inviting the Police, as appropriate, to resident meetings/activities to encourage reporting of incidences of crime/ASB • Funding of diversionary and social inclusion interventions/ projects in the area to prevent young people from engaging in ASB, for example Kickz, Wherry's Living with Adults programme • Wherry to pilot instant reward scheme in 2013, to reward positive behaviours • Effective liaison with internal and external partners to address ASB issues in the district in a joined up way. • Working in partnership to identify and support repeat offenders and the most vulnerable victims of ASB. • Partner in Norfolk Hate Crime initiative • Most RPs have a dedicated officer for all incidences of serious ASB (Victory to introduce specialist housing ASB team Feb 2013)

Priority B	Protect vulnerable people, particularly young people
Norwich City Council	<p><u>Citywide Services</u></p> <ul style="list-style-type: none"> • Multiple grants in kind across Norwich parks and open spaces providing opportunities for young people to undertake diversionary activities free of charge (BMX & skateboarding tracks, MUGAs (Multi-Use Games Areas), various sports facilities for clubs' use etc.) • Restorative justice meetings and subsequent restorative work co-ordination with Police • Removal of 'sharps' (syringes) from public areas. <p><u>Housing</u></p> <ul style="list-style-type: none"> • Families unit work (FIP) • The council is a signatory and participant to a young people's homelessness strategy • The homeless team provide housing advice to vulnerable young people • The Council & St Martin's Housing Trust's Learning Employment Accommodation Project (LEAP) supports vulnerable and homeless people by incorporating employment, education and training with accommodation opportunities in the private rented sector. • The council has allocated properties to 3rd sector providers who support vulnerable individuals – this includes St Martin's Housing Trust, YMCA etc • Provision of CCTV service in Norwich city centre and certain neighbourhood locations • Work is ongoing to promote contractors and suppliers responsibilities under safeguarding and robust processes are in place for reporting such issues. <p><u>Local neighbourhood services</u></p> <ul style="list-style-type: none"> • Provides small community grants to local youth groups and for activities for young people, to provide positive diversionary activities and experiences in supportive and nurturing environments. • Contribution to county and district level multi work to address issues of child sexual exploitation • Co-ordination and delivery of training packages for council staff to raise awareness of issues of child sexual exploitation <p><u>Strategy, people and democracy</u></p> <ul style="list-style-type: none"> • Co-ordination of the council's engagement with the Youth advisory board. Contribution toward district and county community cohesion work at strategic level (hate crimes and incidents).
Great Yarmouth	<u>Youth Advisory Board</u>

Priority B	Protect vulnerable people, particularly young people
Borough Council	<ul style="list-style-type: none"> • Great Yarmouth Borough Council is a key member of the Youth Advisory Board for the borough. <p><u>Activities and schools</u></p> <ul style="list-style-type: none"> • All three neighbourhood management areas support or run a large number of youth activities including a summer activities programme across South Yarmouth. • In two of our neighbourhood management areas, agencies have worked with local schools on speed awareness campaigns and road safety. <p><u>Bike Project</u></p> <ul style="list-style-type: none"> • Activating CIC has been working closely with the Council to develop a bike project with new premises opening in 2014. The project so far has engaged young people from YOT and adults from the youth offending team in short courses in cycling / bike maintenance and other positive activities. <p><u>Teenage Pregnancy</u></p> <ul style="list-style-type: none"> • Children's Services and health partners are working with the Council and voluntary partners to identify new ways of working together to tackle this issue in Great Yarmouth. Funding of accommodation at charity GFS Platform for teen mums. <p><u>Safeguarding</u></p> <ul style="list-style-type: none"> • Refresher training of staff during early 2014 on how to recognise safeguarding issues around children and young people and refresh of processes within the Council around safeguarding and vulnerability across all age groups. <p><u>Homelessness Strategy</u></p> <ul style="list-style-type: none"> • Strategy re-written and launched during 2014, including the particular needs and pressures on vulnerable young people and housing <p><u>The Den Family Connectors Project</u></p> <ul style="list-style-type: none"> • Project with funding from DCLG to create “community connectors” for the Southtown area. Connectors are people who live in the community, who are available to the families in their neighbourhood to help them connect with each other and with services to help in identifying positive activities in their area and elsewhere.

Priority B	Protect vulnerable people, particularly young people
	<p><u>Supporting People Outreach Service and Safe at Home teams</u></p> <ul style="list-style-type: none"> • Both provide advice, support and some grant funding to older people either in privately owned or rented accommodation including handy-person service, benefits advice, housing advice, home safety tips and equipment, etc.
King's Lynn & West Norfolk Borough Council	<p>Alternative educational provision for vulnerable/at risk young people, including:</p> <ul style="list-style-type: none"> • 'The Challenge' – residential camp • Open Road West Norfolk
Broadland District Council	<ul style="list-style-type: none"> • Senior Officer lead for Safeguarding Children • Hosts and supports YAB • Mainstream provision within services to provide opportunities for young people to training to gain skills, qualifications and access to apprenticeships • Funding provided to support new and existing youth clubs / diversionary activities • Deliver in partnership new housing provision for young people • Participate in MAPPA meetings as appropriate • Fund IDVA service for the District • 1 member of staff fully trained in completing DASH referrals – to be released to provide training both in-house and out-of -house
North Norfolk District Council	<ul style="list-style-type: none"> • Housing Options and Advice Service to meet accommodation needs of vulnerable young people • Support for provision of/operation of young people's supported housing schemes at Fakenham and N Walsham
South Norfolk District Council	<ul style="list-style-type: none"> • Contribute financial and human resource to run Crucial Crew for South Norfolk. • Starting a 2 year project to improve youth provision in South Norfolk and support young people in work, education and employment. • Full partner on South Norfolk Youth Advisory Board. • Host project and contribute human resources to the Southern Family Intervention Project. • Specific remit to provide accommodation to 16/17 year olds who are homeless and have proactive policy about re-homing young people.
Breckland	<ul style="list-style-type: none"> • Liaison/information sharing with other professionals i.e. children's services, health professionals when

Priority B	Protect vulnerable people, particularly young people
District Council	<p>vulnerability issues are identified</p> <ul style="list-style-type: none"> • Risk assessment carried out by officers at point of contact i.e. when taking details of complaints – also working intensively through the OPT to manage vulnerability through the new Police risk assessment process. Supporting and maintaining regular contact with repeat victims and those assessed as high risk • Diversionary and positive activities offered where appropriate • Commissioning of outreach youth work when necessary • Commissioning of educational/support services, i.e. Matthew Project • Referrals to YISP/MASH/FIP etc where appropriate • Case Conferences facilitated to develop formal action plans • Telephone advice and support provided as and when required for some of the most vulnerable, elderly people • Officers take part in Citizenship lessons and assemblies in schools with the SSP when required to raise awareness of ASB and crime issues and the impact of choice and consequence • Attendance and participation on Norfolk Safeguarding Children Board • Attendance and involvement in Child Protection meeting and Family Support meetings.
Norfolk County Council	<ul style="list-style-type: none"> • Implementation with partners of the Multi Agency Safeguarding Hub (MASH) to deliver a multi-agency model for the safeguarding of adults and children • Developing a comprehensive multi agency early help offer which is improving outcomes for children and young people, their families and local communities • Providing support and challenge to schools to improve attendance, reduce exclusions and under-performance • Commissioning support for those excluded from school • Commissioning alternative education provision for young people where appropriate • Enforcing the law on school attendance • Increasing the percentage of young people who proceed to Higher Education • Increasing the percentage of 16-19s participating in education or training, including apprenticeships • Ensuring that a large majority of young people subject to prevention interventions are fully engaged in education, training and employment • Lead on providing multi agency support in local areas to troubled vulnerable families through Norfolk Family Focus • Commissioning positive activities for young people • Supporting local communities to respond to young people’s needs through district based multi-agency Youth

Priority B	Protect vulnerable people, particularly young people
	<p>Advisory Boards</p> <ul style="list-style-type: none"> • Protecting children from abuse and neglect • Commissioning good quality placements for children who are looked after • Improving the quality of education and achievement for looked after children • Improving the employment, education and training options for young people leaving care • Providing support as corporate parent of young people leaving care • Commissioning Children's Centres to bring together early education, childcare, health and family support • Maximising the engagement of victims of young offending in restorative approaches • Enforcement of age restricted sales (alcohol, solvents, knives, etc) • Ensuring appropriate education is accessed and standards of pupil attainment raised for children within vulnerable groups • Youth Offending Team (YOT) working with young people and their families to overcome the causes of offending behaviour to prevent reoffending • Ensuring that a majority of young offenders are fully engaged in education, training or employment • Ensuring that a large majority of young offenders have suitable accommodation • Highways team work with schools to provide road safety advice and interventions, run awareness raising communication campaigns, have recruited road safety volunteers across the county, recently worked with Public Health to research the causes of road traffic accidents in the county and possible responses to them.
Norfolk Drug & Alcohol Partnership (N-DAP)	<ul style="list-style-type: none"> • N-DAP commissions young people's substance misuse services across the county. Part of these services responsibilities is to specifically focus targeted work on groups of young people that are more at risk of harms relating to drug and alcohol use, helping young people resist drug misuse, and working with people with drug problems to overcome them and live healthy and crime free lives
Norfolk & Suffolk Probation Trust	<ul style="list-style-type: none"> • NSPT work with convicted offenders in a range of ways which will protect vulnerable people e.g. domestic violence and sex offender programmes, MAPPA etc • NSPT is a statutory partner of the Norfolk Safeguarding Children's Board and the Safeguarding Adults Board
Fire & Rescue	<ul style="list-style-type: none"> • Delivery of the Prince's Trust Team Programme through the Youth Development section

Priority B	Protect vulnerable people, particularly young people
Service	<ul style="list-style-type: none"> • Linking with the Youth Offending team. • Linking with MAPPA • NFRS work with NCC adult social care and the Mental Health Trust on identifying vulnerable people most at risk of dwelling house fires to target home fire risk checks and other interventions
Police	<p><u>Safer Schools</u></p> <ul style="list-style-type: none"> • Senior Schools are prioritised for ASB and Crime and the top 10 have a full time PC or PCSO present, as Tier 1 schools. The aim is that the remaining will all be Tier 2 schools with a PC /PCSO presence for several hours each week. At this time half of these schools are established Tier 2 and work is ongoing to ensure the remaining will be by end September 2012 providing the schools are in agreement. • Safer Schools Partnerships support the 5 outcomes of Every Child Matters (2003), achieved through a multi-agency, problem-solving approach involving representatives from all partners relevant to the issues being addressed: <ul style="list-style-type: none"> ○ To provide an environment that improves students' motivation and attitudes to learning. ○ To ensure that members of the partnership follow problem-solving principles and operate within a multi-agency approach to reduce incidents of crime, anti-social behaviour and substance misuse. <p><u>Youth Offending Team</u></p> <ul style="list-style-type: none"> • The Constabulary commits staff resources and cash to the YOT. The YOT will be able to provide performance figures. <p><u>Child Abuse Investigation Unit</u></p> <p>The main remit of the CAIU is to:</p> <ul style="list-style-type: none"> • Deal with criminal allegations of sexual, physical and emotional abuse or neglect against children and young people under the age of 18 that occur within the family environment and the care/education system by a person who has authority over the child or young person. The Child Abuse Investigation Unit (CAIU) is also responsible for the criminal investigation of historical offences committed against adults when they were children under identical circumstances. • Attend 100% of Child Protection Case Conferences that fall within its main remit • Represent Norfolk Constabulary on the Norfolk Local Safeguarding Children Board, appropriate sub-groups and the Local Safeguarding Children Group
Voluntary &	The sector:

Priority B	Protect vulnerable people, particularly young people
Community Sector	<ul style="list-style-type: none"> • provides supported housing, hostels and a range of 'halfway' measures for people in need • works with offenders who may themselves be vulnerable for a range of reasons • works with families of offenders to support rehabilitation and reduce re-offending. This includes a dedicated project for young people who may be caring for a parent with substance misuse issues • delivers domestic violence services for children and young people in one to one and group sessions as well as part of educational programmes • runs the Appropriate Adult scheme for juveniles and adults considered to be mentally vulnerable • offers consultancy and support for organisations supporting young people with substance misuse related needs. This includes: <ul style="list-style-type: none"> ○ identifying young people who may be using drugs and/or alcohol ○ screening those young people to assess the extent of their use of substances ○ providing information on the use of substances and their effects • delivers targeted work with young people identified as highly vulnerable to substance misuse • works with young people who have had mental health issues • runs specialist drop in services and a 24/7 helpline • works in schools and colleges on bullying issues • works with young people with learning difficulties • works with young people around hate crime • delivers safeguarding training, information and advice
Registered Providers for Housing	<ul style="list-style-type: none"> • Referrals to relevant support agencies, including Julian Housing and Stonham • Referrals to FIPs and Children Services and subsequent involvement in case conferences. • Alliance members hold the FIP and WFE contracts for the County • Positive engagement opportunities, including training and diversionary activities • Tenancies offered to under 18 year olds • Employment of debt/benefit advice workers/SLAs with Citizens Advice Bureaux and promotion of financial inclusion by link in with Credit Unions • Liaise with children's services, vulnerable adults team and health professionals when vulnerability issues are identified • Frontline staff have undergone safeguarding and CAF training. Officers contribute to CAFs when invited • Cotman residents run a lunch club which is open to non-residents and also includes activities - contributing to

Priority B	Protect vulnerable people, particularly young people
	<p>the protection of vulnerable older people</p> <ul style="list-style-type: none"> • Cotman run an Outreach service for older people, providing assistance with; tackling isolation, bereavement, hospital discharge, accessing care services, setting up alarm systems or assistive technology. • A provider of The Families Programme, part of the Troubled Families agenda • Holding engagement events that help with reducing social isolation, encourages engagement of the community • Work with Leeway, a dedicated charity dealing with domestic abuse • Employment support provided for residents. Apprenticeship and volunteering placements offered • Close working with a number of mental health providers/charities such as Julian Support, MIND • Provision of supported housing schemes for persons with enduring mental health problems.

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
Norwich City Council	<p><u>Citywide Services</u></p> <ul style="list-style-type: none"> • All officers (and contractors) meet the duty to report, when witnessing suspect domestic behaviours when visiting properties, in carrying out regular duties. <p><u>Housing</u></p> <ul style="list-style-type: none"> • Direct commissioning of Leeway to provide refuge and support services to Norwich victims of domestic abuse • Officer resource provided for Leeway, a dedicated charity dealing with domestic abuse, to offer housing advice drop in sessions for people suffering domestic abuse • Officer resource provided for Norfolk Community Law Service, to offer fortnightly housing advice surgeries for people suffering domestic abuse • Ongoing programme of training and awareness on DA indicators and referral routes for front line staff • Work is ongoing to promote contractors and suppliers responsibilities under safeguarding and robust processes are in place for reporting such issues • The council has a wide range of services for residents who are victims of domestic abuse which are overseen by the ABATE team: <ul style="list-style-type: none"> ○ Outreach service ○ Free legal advice ○ Specialist domestic violence housing advisor ○ Involvement in MARAC case conferences and service development. <p><u>Local neighbourhood services</u></p> <ul style="list-style-type: none"> • Council represented on DASVB (Vice Chair role) • Co-ordination and delivery of training packages for council staff to raise awareness of indicators of domestic abuse, 'Honour' based abuse & female genital mutilation, and the processes for safeguarding victims utilising DASH risk assessment and MARAC referral • Co-ordination of Norfolk Says No campaign, as well as supporting delivery of local campaign activities • Contribution to DA service review project – governance and solutions development <p><u>Strategy, people and democracy</u></p> <ul style="list-style-type: none"> • Co-ordination of grant funding to relevant VCS support organisations (Sue Lambert Trust) • Contribution toward district and county community cohesion work at strategic level (hate crimes and incidents)
Great Yarmouth	<u>Key Partnerships</u>

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
Borough Council	<ul style="list-style-type: none"> • Member of the DASVB with links into Norfolk Says No activities and planning. • Close working relationship with Leeway and GFS Platform <p><u>Gypsy and Traveller Community:</u></p> <ul style="list-style-type: none"> • Our Make it Happen neighbourhood management team have been pivotal in getting a greater buy-in for services from our local gypsy and traveller community. They continue to support development of the facility and work with the community to get the services they want. <p><u>Migrant Communities:</u></p> <ul style="list-style-type: none"> • ComeUnity, the Yarmouth neighbourhood team are planning a “diversity summer” with key partners such as GYROS, DIAL and other groups who are based in the South Yarmouth area to come up with a series of event during 2014 to bring migrant and indigenous communities together to diffuse tensions and increase cohesion in the area. <p><u>Yare Care Alarm Service, Supporting People and out-of-hours telephone service:</u></p> <ul style="list-style-type: none"> • All three of these services offer reassurance and emergency care and support to vulnerable people. <p><u>Hate Crimes</u></p> <ul style="list-style-type: none"> • The Council supports Hate Free Norfolk and is a member of the core county-wide working group. A refresh of our approach to being a third party reporting centre will be undertaken during 2014 / early 2015. During Hate Free Norfolk week in 2014, all staff and councillors were reminded of our obligation to take hate crime reports and a revised reporting form was launched • Great Yarmouth Hate Crime Forum, led by the Police and the Council will undertake a review of its terms of reference and membership during the summer of 2014. • <p><u>Operation Gunpowder</u></p> <ul style="list-style-type: none"> • The Council’s Community Housing team go out on visits, follow up referrals and offer administrative assistance to the Operation Gunpowder project organised by Norfolk Constabulary. <p><u>Emergency Planning and Community Resilience:</u></p>

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
	<ul style="list-style-type: none"> • 3 neighbourhood management areas have all created emergency planning and community resilience plans and groups. These groups facilitate communication between the emergency services and the community, provide additional support to vulnerable people with a dedicated resident group empowered to lead on the project. <p><u>Credit Unions</u></p> <ul style="list-style-type: none"> • The Council supports financial inclusion by hosting Rainbow Savers Anglia Credit Union at one of our neighbourhood centres and in one of the Council's main offices in Great Yarmouth. <p><u>Housing</u></p> <ul style="list-style-type: none"> • We fund and provide access to emergency accommodation for victims of domestic abuse and their families.
King's Lynn & West Norfolk Borough Council	<ul style="list-style-type: none"> • Operational Partnership Team (Community Safety & Neighbourhood Nuisance Officers & Neighbourhood Team) includes hosting co-located office meet twice weekly to discuss, risk assess cases and task actions to reduce the vulnerability of each person involved
Broadland District Council	<ul style="list-style-type: none"> • Work with the multi-agency Domestic Abuse and Sexual Violence Board to develop perpetrator prevention programmes (subject to funding)
North Norfolk District Council	<ul style="list-style-type: none"> • Housing Options and Advice Services to meet accommodation needs of victims of Domestic Violence • Support for operation of Domestic Violence refuge in North Norfolk • Member of sanctuary scheme • Identified lead officer within Housing Services re partnership working in providing support to victims of Domestic Violence
South Norfolk	<ul style="list-style-type: none"> • Starting 2 year project to develop services to support vulnerable people to help them stay in their homes, feel

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
District Council	<p>safer and signpost to service.</p> <ul style="list-style-type: none"> • Provide training support for County awareness raising session and host several sessions at SNC. • Provide financial resource to PACT for safe and secure scheme. • Provide financial support for Haven Outreach worker to support victims of domestic abuse.
Breckland District Council	<ul style="list-style-type: none"> • Work with other relevant agencies both internally and externally to address domestic abuse • Signposting and referrals to support services • Liaison with MASH & MARAC • Facilities provided for Leeway, a dedicated charity dealing with domestic abuse, to offer monthly drop in sessions for people suffering domestic abuse. • Housing advice and options provided for people who decide to deal with the situation they are facing. • We offer the opportunity to have their accommodation enhanced through the sanctuary scheme to offer tighter security. • We offer support through a range of agencies to support independent living • We provide access to refuge accommodation where appropriate.
Norfolk County Council	<ul style="list-style-type: none"> • Implementation with partners of the Multi Agency Safeguarding Hub (MASH) to deliver a multi-agency model for the safeguarding of adults and children • Co-ordination of Homeshield to ensure effective referrals between agencies for vulnerable people • Advice and support to help protect the most vulnerable people in Norfolk who are susceptible to exploitation and harm, ensuring they have access to the basic services that they need • Promote personal safety and protection of property, including access to adult protection for those more vulnerable • Trading Standards Illegal Money Lending Team (Loan Sharks)
Norfolk & Suffolk Probation Trust	<ul style="list-style-type: none"> • NSPT delivers the Integrated Domestic Abuse Programme which includes the provision of Women's Safety Officers to work with partners who may be actual or potential victims of individual offenders on the programme • NSPT also delivers a Women's Emotional Wellbeing Specified Activity Requirement (WEWSAR) as part of a Community Order
Fire & Rescue	<ul style="list-style-type: none"> • Direct Link with Norfolk Constabulary's Domestic Violence Unit

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
Service	<ul style="list-style-type: none"> • Sanctuary scheme visits/reports/recommendations.
Police	<ul style="list-style-type: none"> • The Constabulary develops an analytical product that identifies people who have contacted us due to crime or ASB who are vulnerable (general vulnerability not just DV). Where appropriate the SNTs are tasked to work with other agencies and provide support in such a way that reduces chances of being a victim of crime or ASB and helps to improve life quality • Where Domestic Violence is reported or suspected, the Constabulary has specific protocols and procedures to support victims and manage risk, which all officers do when attending such an incident. The lead department is the DAIU which specialises in investigation, risk mitigation and victim support. <p><u>Domestic Abuse Investigation Unit</u></p> <p>The main purpose of DAIU is to:</p> <ul style="list-style-type: none"> • Review the initial risk factors for DA incidents. Take investigative lead in those cases which after review: <ul style="list-style-type: none"> ○ remain at high risk ○ are medium risk but where the victim has sustained a serious injury ○ are medium risk but where the victim has been subject to a sexual assault ○ are medium risk but where information indicates changing circumstances ○ may result in an imminent return to high risk ○ are medium risk but where there is a repeat perpetrator with two or more victims • Represent Norfolk Constabulary at a Multi Agency Risk Assessment Conference (MARAC) and be responsible for disseminating tasks to operational staff • Investigate allegations of DA where the alleged perpetrator is a member of Norfolk Constabulary. • Investigate incidents of Honour Based Violence (HBV) • Ensuring that DA victims receive appropriate support including advocacy services or safety measures through effective partnership working
Voluntary &	The sector provides specialist support for victims including:

Priority C	Protect vulnerable people, particularly people vulnerable to domestic abuse
Community Sector	<ul style="list-style-type: none"> • emotional and practical support with issues such as safety, housing, finance, education, employment, family, and legal advice • refuges offering temporary safe accommodation • providing Independent Domestic Violence Advisor (IDVA) services both in courts and hospitals for people at high risk of further harm • outreach services • services to help children and young people come to terms with their experiences and develop safe healthy relationships • empowering women to rebuild their lives and make active contributions to their community • drop in services in the community, telephone helpline and training and volunteering programmes • supporting people experiencing substance abuse which is often associated with domestic abuse
Registered Providers for Housing	<ul style="list-style-type: none"> • Involvement in MARACs • Joint working with support agencies to support victims • Training for staff • Domestic abuse toolkits, policies and procedures for staff to effectively support victims and take enforcement action against perpetrators • Officers have a duty to report when witnessing suspect domestic violence or potential safeguarding issues • Provision of women's refuges in the county, managed by specialist providers • Work closely with organisations such as 4Women who provide support for victims and perpetrators of domestic abuse

Priority D	Reduce drug and alcohol related crime/ASB, with improved focus on recovery and abstinence
Norwich City Council	<p><u>Citywide Services</u></p> <ul style="list-style-type: none"> • Work with Matthew Project and young people in parks re alcohol and substance misuse – outreach facilities • Visits to youth groups to talk about responsible alcohol consumption from Licensing and Food & Safety teams • Promotion of responsible alcohol management to bars and off licences from Licensing team • Removal of ‘sharps’ (syringes) from public areas • Licensing contribution to Norwich alcohol strategy activity • Provide council licensing function <p><u>Housing</u></p> <ul style="list-style-type: none"> • Families Unit work (FIP), which includes parenting support <p><u>Local neighbourhood services</u></p> <ul style="list-style-type: none"> • Contribute to the development of the Norwich alcohol strategy and action plan implementation <p><u>Strategy, people & democracy</u></p> <ul style="list-style-type: none"> • Coordination of the council’s Healthy Norwich work and related health improvement activities
Great Yarmouth Borough Council	<p><u>Herbie’s</u></p> <ul style="list-style-type: none"> • A multi-agency drop-in centre for vulnerable people and street drinkers, hosted by the Salvation Army and supported by a range of partners, including the Neighbourhood Manager for South Yarmouth and including other partners such as the local GP, Barclays Bank, NORCAS and MIND <p><u>Licensing and Environmental Health teams</u></p> <ul style="list-style-type: none"> • Licensing work with bars, hotels, night-clubs, holiday accommodation and off-licences to promote responsible alcohol management. Environmental Health remove needles / “sharps” from public areas <p><u>Community Alcohol Partnership</u></p> <ul style="list-style-type: none"> • The Council is a key partner in the South Yarmouth Community Alcohol Partnership which is aimed at tackling binge and under-age drinking in the South Yarmouth area. <p><u>Great Yarmouth and Waveney Alcohol Strategy</u></p>

Priority D	Reduce drug and alcohol related crime/ASB, with improved focus on recovery and abstinence
	<ul style="list-style-type: none"> • Member of the steering group to design a co-ordinated approach to licensing, health and crime issues related to drug and alcohol use and mis-use.
King's Lynn & West Norfolk Borough Council	<ul style="list-style-type: none"> • Applications made for Designated Public Places following consultation from the police covering King's Lynn, Hunstanton and Downham Market.
Broadland District Council	
North Norfolk District Council	<ul style="list-style-type: none"> • Minor contribution through partnership working with health professionals, and Licensing function. • Host team of NHS Health Trainers
South Norfolk District Council	
Breckland District Council	<ul style="list-style-type: none"> • Access to supported housing options where effort is being made to deal with drug and alcohol issues. • Opportunity for those with substance misuse issues to move in to independent living with support • Housing advice and housing options for those experiencing substance misuse issues. • We work closely with the Norfolk Recovery Partnership and with communities to tackle rough sleeping especially where this a result of substance misuse
Norfolk County Council	<ul style="list-style-type: none"> • Countywide education programme about drugs and alcohol for young people in schools • Dedicated plans for tackling underage sales via an intelligence-led test purchasing programme • Preventative work in areas such as Community Alcohol Partnerships and through education and training activities such as the Fair Trading Award
Norfolk Drug & Alcohol P'ship (N-DAP)	<ul style="list-style-type: none"> • N-DAP leads on setting the strategic direction of the drug and alcohol agenda and commissioning of substance misuse services in Norfolk. The partnership shares an objective with the CCSP to reduce drug and alcohol related crime
Norfolk &	<ul style="list-style-type: none"> • NSPT work with drug and alcohol misusing offenders either on Community Orders with specific requirements

Priority D	Reduce drug and alcohol related crime/ASB, with improved focus on recovery and abstinence
Suffolk Probation Trust (NSPT)	<p>or on licence on release from prison. Requirements include:</p> <ul style="list-style-type: none"> ○ Drug Rehabilitation Requirements (DRR) ○ Alcohol Treatment Requirements (ATR) ○ Alcohol Specific Activity Requirements (ASAR) ○ Drink Drive Specific Activity Requirement (DDSAR)
Fire & Rescue Service	
Police	<ul style="list-style-type: none"> ● Key partner of N-DAP, supporting the work of the DAAT
Voluntary & Community Sector	<ul style="list-style-type: none"> ● Sector services are usually: <ul style="list-style-type: none"> ○ recovery-focused and encourage abstinence ○ delivered through both one to one programmes and in group settings. ● Successful treatment is known to reduce the incidents of crime linked to substance misuse. (It is estimated that nationally between 36 and 66% of acquisitive crime is related to substance misuse. Treatment provided in 2010/11 and the sustained recovery of opiate or crack users over the last five years resulted in 38,000 fewer acquisitive crimes. Overall this equates to a cost-saving of over £16m.) <p>Organisations specifically:</p> <ul style="list-style-type: none"> ○ work with users in need of housing and intensive support ○ provide a 24/7 helpline ○ promote opportunities through peer mentoring and volunteering programmes for service users to improve their skills and confidence for employment, as well as giving something back to the community ○ develop initiatives to tackle street drinking and related ASB ○ provide a range of services with a preventative focus for under 18s ○ deliver educational sessions with clear messages about risk taking, harm minimisation and raising awareness of substance abuse, often linking this to crime and encouraging people to think before they act
Registered Providers for Housing	<ul style="list-style-type: none"> ● Refer to agencies who provide support ● NORCAS have delivered awareness training to staff and customer groups.

Priority E	Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy (NTE)
Norwich City Council	<p><u>City Development</u></p> <ul style="list-style-type: none"> • Parking enforcement relating to the NTE • Alert scheme – radio system and online database information sharing system. Over 200 retail and NTE businesses are part of the scheme with 24/7 co-ordination provided by Chapelfield and Castle Malls. The scheme also links live with both Norwich City Council and Police CCTV provision • Long term grants in kind (free use of council services) provided to VCS organisations working in the NTE (Norfolk Street Partnership, First responders) <p><u>Citywide Services</u></p> <ul style="list-style-type: none"> • Enforcement against illegal taxi drivers • Cleaning and clearing the area of the NTE following night time activity • Management and maintenance of licenses • Work with Police and other partners on the Best Bar None scheme • Promotion of responsible alcohol sales through the council’s HONor business merit awards, to businesses operating in the NTE <p><u>Housing</u></p> <ul style="list-style-type: none"> • Provision of CCTV service in Norwich City Centre <p><u>Local neighbourhood services</u></p> <ul style="list-style-type: none"> • Local partnership working and problem solving is undertaken in response to issues reported to the council that relate to the impact of the night time economy. <p><u>Strategy, people & democracy</u></p> <ul style="list-style-type: none"> • Input into partnership development of Norwich alcohol strategy
Great Yarmouth Borough Council	<ul style="list-style-type: none"> • Issue and enforcement of licences for taxis and premises • Cleaning and clearing the areas most associated with the NTE • HONor award scheme launched in early 2014 • Working with partners to refresh the Great Yarmouth and Waveney Alcohol Strategy

Priority E	Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy (NTE)
	<p><u>Community Alcohol Partnership</u></p> <ul style="list-style-type: none"> The Council is a partner in the South Yarmouth Community Alcohol Partnership and is committed to taking actions around binge, street and youth drinking in the district as part of the partnership. Environmental Health, Housing, the Partnerships Officer, Neighbourhood Manager for South Yarmouth, the ward councillor for Nelson Ward and the Licensing team are all carrying out actions as part of the partnership <p><u>Tourism BID</u></p> <ul style="list-style-type: none"> The Greater Yarmouth Tourist Authority are pulling together a Business Improvement District proposal for the main tourist areas which include the key NTE locations. The approach towards handling alcohol / other negative issues associated with the NTE will be addressed within the BID approach and documentation.
King's Lynn & West Norfolk Borough Council	<ul style="list-style-type: none"> Project Safe Haven (King's Lynn) – a place of safety for any individual who presents themselves in a situation of crisis due to alcohol consumption or with any other similar related need Focus on NTE – various contributions
Broadland District Council	<ul style="list-style-type: none"> Operation of statutory licensing service
North Norfolk District Council	<ul style="list-style-type: none"> Council's Licensing function responds to complaints through Licensing and Environmental Protection Teams
South Norfolk District Council	
Breckland District Council	<ul style="list-style-type: none"> CCTV coverage over five market towns Implementation of the DPP Zones in Partnership with the Police Licensing Service provided Referrals of individuals to specialist agencies such as Matthew Project, Norfolk Recovery Partnership etc
Norfolk County	<ul style="list-style-type: none"> Responsible Authority for Licensing Act & member of Licensing forum. Recently contributed to development of

Priority E	Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy (NTE)
Council	<ul style="list-style-type: none"> revised Norfolk Licensing Enforcement Concordat (now Licensing 'Guide') • Working with Best Bar None and similar schemes regarding underage sales and wider Trading Standards requirements/opportunities for joint working • Multi-agency regulation compliance visits targeting most vulnerable / highest risk locations offering advice and support to businesses • Partner role in purple flag scheme
Norfolk Drug & Alcohol Partnership (N-DAP)	<ul style="list-style-type: none"> • Partnership activity to help young people resist drug misuse, and working with people with drug problems to overcome them and live healthy and crime free lives
Norfolk & Suffolk Probation Trust	<ul style="list-style-type: none"> • NSPT work with drug and alcohol misusing offenders either on Community Orders with specific requirements or on licence on release from prison. Requirements include: <ul style="list-style-type: none"> ○ Drug Rehabilitation Requirements (DRR) ○ Alcohol Treatment Requirements (ATR) ○ Alcohol Specific Activity Requirements (ASAR) ○ Drink Drive Specific Activity Requirement (DDSAR)
Fire & Rescue Service	Multi-agency regulation compliance visits targeting most vulnerable / highest risk locations offering advice and support to businesses.
Police	<ul style="list-style-type: none"> • Dedicated Licensing Team that reviews all reported incidents and crimes on licensed premises in Norfolk. From this information a range of measures and interventions are developed, prioritising those with the most problems, and delivered with police resources, working with other agencies including Trading Standards, Fire Service, Local Authorities and with Licensees
Voluntary &	The sector's support for people affected by the night-time economy reflects the multi-agency approach seen in

Priority E	Reduce the harm caused by the misuse of drugs and alcohol, within the Night-time Economy (NTE)
Community Sector	<p>other priority areas. Organisations working in this field link with the SOS Bus, Street Pastors, Norfolk Constabulary and licensed premises (including clubs), and the University.</p> <p>Services delivered include:</p> <ul style="list-style-type: none"> • developing programmes in collaboration with licensees, police, young people and adults to support the reduction of risky behaviour • 24/7 on call service to support housing association residents • creating and supporting mentoring and volunteering opportunities • raising awareness of issues and available support through print and electronic media as well as group and individual sessions

Priority F	Improve support to offenders to prevent them from re-offending, particularly PPOs
Norwich City Council	<p><u>Local neighbourhood services & Citywide Services</u></p> <ul style="list-style-type: none"> • Input into restorative justice activity through wardens and neighbourhood teams • Work with probation service regarding work in public realm including parks and open spaces clients • Restorative justice meetings and subsequent restorative work co-ordination with Police. <p><u>Housing</u></p> <ul style="list-style-type: none"> • Homelessness team advice work • Properties allocated to supporting agencies and hostels • Staff contribute to MAPPA case work • Monitoring of PPO and identifying support routes with relevant partners, as appropriate, at Norwich ASBAG
Great Yarmouth Borough Council	<ul style="list-style-type: none"> • Housing Staff (and other staff as appropriate) attend MAPPA meetings whenever needed in Gt Yarmouth • Our key partner, GYB Services, works with the Probation and Youth Offending Teams, to provide “community payback” opportunities on environmental schemes and open spaces. • Provide support to 6-bed PPO accommodation unit operated by Stonham Housing in the district • Host an adviser on the Improving Financial Confidence scheme in one of our neighbourhood management offices and have linked this person into the Target Opportunities programme, to provide assistance in helping ex-offenders move closer to employment or work experience opportunities.
King’s Lynn & West Norfolk Borough Council	
Broadland District Council	
North Norfolk District Council	<ul style="list-style-type: none"> • Housing Options and Advice Service supports identification and resolution of accommodation needs of PPOs in partnership with Probation Service, housing providers etc <p>Secretariat support for HMP Bure Liaison Committee</p>
South Norfolk	<ul style="list-style-type: none"> • Agreement in place to provide housing for PPO participants

Priority F	Improve support to offenders to prevent them from re-offending, particularly PPOs
District Council	
Breckland District Council	<ul style="list-style-type: none"> • We work closely with Stonham and Move East to support offenders into appropriate accommodation, with the aim of independent living in area suitable to the offender. • Housing advice and housing options at crisis points to prevent rough sleeping and reoccurrence of offending • Through support, providers work closely to encourage offenders into employment and education • Liaison with 180° Norfolk team regarding multi agency approach to reoffending and ASB issues
Norfolk County Council	<ul style="list-style-type: none"> • increase the number of adults with improved basic skills through Adult Education • encourage urban regeneration projects and improving strategic employment sites • work through the New Anglia Local Enterprise Partnership to stimulate jobs growth
Norfolk Drug & Alcohol Partnership (N-DAP)	<ul style="list-style-type: none"> • N-DAP Commission the county Drug Intervention Programme which focuses on engaging offenders into substance misuse treatment and sustaining engagement within their recovery pathway. Part of the programmes roles are to identify and engage clients through PIC and court settings support the work of Norfolk 180 and coordinate care post prison release.
Norfolk & Suffolk Probation Trust	<ul style="list-style-type: none"> • NSPT contributes staffing and other resources to work with partners on the Norfolk & Suffolk Integrated Offender Management (IOM) scheme. This is resulting in significant reductions in re-offending by offenders on the scheme • In particular the scheme seeks to address through a co-located, multi-agency approach those factors which are known to pre-dispose an offender to re-offend e.g. lack of employment, lack of accommodation, misuse of alcohol and drugs, illiteracy and innumeracy etc • Crucially, IOM works with non-statutory cases who have been sentenced to under 12 months custody and who currently receive no supervision or support from the Probation Service on their release. This offender group has the highest level of reconviction.
Fire & Rescue Service	
Police	<ul style="list-style-type: none"> • Constabulary commits 1 inspector, 1 sergeant and 8 detective constable posts to the 180 Norfolk scheme (PPO) working on offender management with Probation Service, alongside other agencies
Voluntary &	The sector:

Priority F	Improve support to offenders to prevent them from re-offending, particularly PPOs
Community Sector	<ul style="list-style-type: none"> • supports all ex-offenders to access and maintain appropriate benefits and re-integrate with society. Some initiatives have a particular focus on the needs of older prisoners. • works with hostels, probation and the DIP team to support continued engagement • offers counselling alongside a broad range of low intensity open access groups and activities • devises and maintains support plans to avoid re-offending, maintaining contact with offender management and other support services and actively working towards stable accommodation and appropriate employment or training. • supports Restorative Justice initiatives • devises and supports mentoring programme that offer a supportive pathway to constructive engagement, training and volunteering for former offenders (among others) and integrates ex-offenders where appropriate.
Registered Providers for Housing	<ul style="list-style-type: none"> • Prevention – Offenders are a priority group in our Big Lottery Funded project to improve financial confidence of first time social housing tenants in order to help them sustain tenancies • Work with Stonham/Move on East/4Women to ensure offenders are fully supported • Partner in Changing Lives, Strengthening Communities partnership which looks at holistic ways of addressing issues around money, employment and learning opportunities

APPENDIX 3 Action Plans

CCSP Priority	A. Reduce the incidence of crime and ASB
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Develop a performance management framework for ASB to reduce harm	Norfolk Constabulary	<p>A performance management framework exists to record, prioritise and reduce ASB representing the highest risk and harm. This can now be applied to performance reporting for Norfolk</p> <ul style="list-style-type: none"> • Establish a system to identify vulnerable victims of crime, trial in Breckland and evaluate before wider roll out • Introduction of Athena to improve case management • Roll out of Athena to partner agencies for management of high risk cases • Measure reduction of repeat offending against interventions applied 	<p>Jul-Sept 14</p> <p>June 2014</p>	<p>Review and sign off by CSP</p> <p>Ability to monitor OPT performance against those ASB victims who are 'High Risk'</p>	Information on ASB (including a 'High Risk' measure) will be available from Qtr 2.	
2. Improve data sharing between partners around ASB and Vulnerable Victims and apply a consistent method to inform the OPT review of risk process across the partnership	Norfolk Constabulary	<ul style="list-style-type: none"> • OPT operating model updated to include an agreed workflow method for consistent validation of risk • Explore whether GYBC have adopted the county risk assessment for victims 	July 2014	Review and sign off by CSP	OPT operating model updated	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
3. Reduce repeat victimisation of the most vulnerable – as measured within the performance framework shown at 1 above	Norfolk Constabulary	<ul style="list-style-type: none"> • OPT Sergeants have a system to review performance and act on it • Link to monthly Police Tasking and Coordinating Group and ASBAG • Include vulnerability identified from other call types linked to ASB. 	Initial (ASB) completed Jan 2014 July 2014	Reduction in repeat victimisation of the most vulnerable		
4. Review the OPT operations compared to the original operating model	Norfolk Constabulary	<ul style="list-style-type: none"> • Impact of Athena- (Victim risk assessment, risk reviews, supervisory reviews, question sets) • Closeness to model • Differences to model • Good practice 		Review and sign off at practitioner level and by CSP		
5. Apply the agreed model for early intervention and offender management across the county		<ul style="list-style-type: none"> • A variety of processes are currently applied across the county to attempt to record/track offender behaviour for non crime ASB. Athena provides a consistent method to do this and allows for non crime behaviour to feature alongside crime behaviour and inform early interventions and report on these. 	March 2015	Earlier interventions will reduce repeat offending across crime and non crime incidents, reduce harm to communities and demand on resources.	Athena provides holistic view for improved risk management and victim safety	
6. Establish a county framework for implementation of the community trigger and other ASB legislative changes and what these		<ul style="list-style-type: none"> • The impact of the IPNA and other condensed powers will need to be understood, trained and implemented • The community trigger for Norfolk to be developed 	Aug 2014	tbc	A recording framework needs to be agreed and a measure of what satisfaction looks like linked to this.	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
mean for both the public and partnership working with ASB in Norfolk		<ul style="list-style-type: none"> Information provided to the public 			The guidance when published by the college of policing should be used to help deliver the new legislation. Early consultation is required on the impact of the IPNA.	

CCSP Priority	B. Protect vulnerable people, particularly young people
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Please see Youth Offending Team action plan: Click on link below

[Microsoft Word - YOT SERVICE PLAN FINAL.doc ...Norfolk Youth Justice Plan \[Chris Small: Se2rvi0ce 1M2an-a1ge5...and major stakeholders. 1. Our service Service profile Our customers Our primary...reflects very well on Norfolk YOT. Reported perceptions of the employee... http://www.norfolk.gov.uk/.../ncc105588](#)

CCSP Priority	C. Protect vulnerable people, particularly people vulnerable to domestic abuse
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Action plans to follow from development of targets once the current DA Review reports Summer 2014

CCSP Priority	D. Reduce drug & alcohol related crime/ASB, with improved focus on recovery and abstinence
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Action Plan under development

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Ensure the new NRP service supports a reduction in drug and alcohol related crime through service delivery and integrated working with wider partners and services, including IOM.	Public Health DAAT	Monitor NRP contract to ensure service delivery against KPI's	On going	National and local performance indicators for crime, drug and alcohol misuse	Improved links with IOM and other partners	Improved support to offenders to prevent them reoffending Reduce the incidence of crime and ASB
2. Coordinate the delivery of the Norfolk Drug & Alcohol Strategy and support locality working in Norwich and Gt Yarmouth with the view to extending this to other areas.	Public Health DAAT	Support Locality work in Norwich and Gt Yarmouth and increase areas	March 13 and ongoing through 2014	Action plans for locality groups and hold regular meetings	To have established productive locality groups in Norwich and Gt Yarmouth and to have established a group in the West of the County	Reduce the incidence of crime and ASB
		Deliver and support projects in localities with partners	March 2013 and ongoing through 2014	Reducing the Strength campaign launched and working across the County where appropriate	Sign up of venues, Reduction in street drinking Reduction in alcohol related ASB	Reduce the harm caused by the misuse of drugs and alcohol within the Night-time economy
			March 2015	Launch Cannabis Diversion Scheme	Reduce re-offending rate of attendees (1 yr	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
		Work in partnership to reduce the incidents of Domestic Abuse associated with substance misuse across the County	Ongoing On going	Alcohol Diversion scheme increase participation Reduction in the number of Domestic Abuse incidence	evaluation) Increase in numbers attending the scheme Reduce re-offending rate of attendees (1 yr evaluation)	Protect number of vulnerable people particularly those people vulnerable to domestic abuse
3. To ensure that the Under 18 Service and the YOT continue to work with criminal justice colleagues to support the reduction of young people's substance misuse related harms.	Public Health DAAT	To commission an effective substance misuse service for Under 18's To work in partnership with criminal justice agencies	On going	National and local KPI's Reduction in children and young people's substance misuse Reduction in children and young people's reoffending rates Reduction in the numbers of young people going into		Reduce the incidence of crime and ASB Improved support to offenders to prevent reoffending Protect vulnerable people, particularly young people

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
				custody		

CCSP Priority	E. Reduce the harm caused by the misuse of drugs and alcohol within the Night-time Economy
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Sustained reduction in alcohol related violence associated with licensed premises and night time economy hub areas as defined by police patrol zones in Norwich, King's Lynn and Great Yarmouth (Priority, Sexual and Volume Violence)	Police	<ul style="list-style-type: none"> Alignment of police resources with seasonal predicted demand Targeted licensing enforcement 	March 2015 2014 (reviewed annually)	Priority and Violent Crime Figures	Aligned to Constabulary reduction target (no more than 450 by 2015/2016)	
2. Sustained reduction in misuse of drugs associated with licensed premises	Police	<ul style="list-style-type: none"> Use of ION Track Itemiser to target risk licensed premises Work alongside licensed premises to introduce Zero Tolerance Venue (ZTV) status 	March 2015 (Reviewed annually)	ZTV accreditation (Best Bar None Standard)	To accredit 5 ZTV venues during 2014/2015	
3. Closer working with licensing authorities to tackle problem premises	Police / LA	<ul style="list-style-type: none"> Multi-agency Best Practice initiatives and enforcement 	March 2015 (Reviewed annually)	Top 3 Problem Premises Document (Tracking)	TBC	
4. Reduction in irresponsible / cheap drinks promotions	Police / LA	<ul style="list-style-type: none"> Enforcement of new mandatory licensing conditions regarding sale of alcohol below cost price 	March 2015 (Reviewed annually)	Number of premises who withdraw cheap price points on the sale of alcohol or who adopt licensing condition.	n/a	
5. Further development of data sharing on assault victims presenting at A&E enabling identification of vulnerability and problem locations	NCC Community Safety Team	<ul style="list-style-type: none"> Liaison with hospitals to ensure quarterly provision of depersonalised data 	March 2015	Is data being provided in the format required?	Data quality	
6. Reduction in glass related	Police / LA	<ul style="list-style-type: none"> Polycarbonate or plastic 	March 2015	Priority Crime Figures	Increase in venues	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
incidents at licensed premises		glassware to be used in premises where they have had glass related incidents	(Reviewed annually)		using plastic / polycarbonates	
7. Reduction in sexual offences associated with the Night-time Economy	Police	<ul style="list-style-type: none"> NTE safety awareness campaigns / Lone female initiatives 	March 2015 (Reviewed annually)	Priority Crime	TBC	
8. Reduce re-offending of drug and alcohol related offenders	Police	<ul style="list-style-type: none"> Alcohol Diversion Scheme Cannabis Diversion Scheme 	March 2014	Numbers attending schemes Re-offending rate of attendees (1 year evaluation)	Increase referrals to scheme	
9. Reduce the availability of 'super strength alcohol' across Norfolk	Police / LA	<ul style="list-style-type: none"> Reducing the Strength Campaign 	March 2014	Number of participating venues Street drinking reports Alcohol related ASB	Increase number of venues participating	

CCSP Priority	F. Improve support to offenders to prevent them from re-offending.
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Finalise IOM Governance Board arrangements for Norfolk and Suffolk 180 programme, to ensure transparent strategic leadership	Harmonisation Governance Board	<ul style="list-style-type: none"> Identify the most appropriate governance structure Identify partner agencies that should be represented on the group Finalise terms of reference 	Sept 2014	<ul style="list-style-type: none"> Interim Governance Board in place by May 2014 Final Governance Board established by September 2014 	Ensure clear strategic leadership, in line with both counties' crime reduction strategies	
2. Plan and develop strategies to deal with the funding gap anticipated under the Transforming Rehabilitation agenda	IOM Governance Board	<ul style="list-style-type: none"> Identify funding shortfalls Develop strategy to bridge shortfalls 	Jan 2015	<ul style="list-style-type: none"> Balanced budget set for 2015/16 	Ensure IOM continues to be delivered effectively and productively across both counties	
3. Submit business plan to support the purchase of GPS Tracking services across both counties	IOM Scheme Manager	<ul style="list-style-type: none"> Statistically evaluate GPS tracking pilot Submit business plan Address procurement issues 	January 2015	<ul style="list-style-type: none"> Re-offending rates of tracked offenders reduced by at least 50% 	Reduce reoffending and offer support to those offenders wanting to change their offending behaviour.	
4. Ensure continuation of integrated offender management under new Probation arrangements	IOM Governance Board	Identify approach to ensuring that new providers recognise the achievements of the 180 Norfolk scheme in reducing reoffending.	Mar 2015		New provider's approach is based on integration with Norfolk and Suffolk IOM.	

APPENDIX 4 Glossary

180° Norfolk	Norfolk's Integrated Offender Management Scheme
AAIU	Adult Abuse Investigation Unit
ACC	Assistant Chief Constable
ABATE	Anti-social Behaviour & Tenancy Enforcement team (Norwich City Council)
ACPO	Association of Chief Police Officer
ASB	Anti Social Behaviour
ASBAG	Anti Social Behaviour Action Group
ATR	Alcohol Treatment Requirement
BCS	British Crime Survey
BME	Black, minority, ethnic
CARAT	Counselling, Assessment, Referral Advice, Throughcare
CAADA	Coordinated Action Against Domestic Abuse
CAP	Community Alcohol Partnership
CJS	Criminal Justice System
CPS	Crown Prosecution Service
CCSP	County Community Safety Partnership
CAIU	Child Abuse Investigation Unit
CREB	Community Relations & Equality Board
DA	Domestic Abuse
DAAT	Drug & Alcohol Action Team
DARC	Domestic Abuse Reduction Co-ordinator
DASH	Domestic Abuse, Stalking/Sexual assault, Harassment/Honour-based violence (Risk Indicator Checklist)
DAST	Domestic Abuse Safeguarding Team
DASVB	Domestic Abuse and Sexual Violence Board
DIP	Drug Intervention Programme
DHR	Domestic Homicide Review
DRR	Drug Rehabilitation Requirement
DV	Domestic Violence
EP	Environmental Protection
FGM	Female Genital Mutilation

FIP	Family Intervention Project
FMU	Forced Marriage Unit
HBV/A	Honour Based Violence / Abuse
HMIC	Her Majesty's Inspectorate of Constabulary
HMIP	Her Majesty's Inspectorate of Prisons
HO	Home Office
HWB	Health & Well-being Board
IDVA	Independent Domestic Violence Advocacy Workers
IOM	Integrated Offender Management
ISVA	Independent Sexual Violence Advisor
KSI	Killed or Seriously Injured (road traffic collisions)
LSP	Local Strategic Partnership
LGBT	Lesbian, Gay, Bisexual, Transgender
MARAC	Multi Agency Risk Assessment Conference (case management for high risk victims of Domestic Abuse)
MAPPA	Multi-agency Public Protection Agreement (case conference for managing serious offenders)
MASH	Multi Agency Safeguarding Hub
MUGA	Multi-use games area
N-DAP	Norfolk Drug and Alcohol Partnership
NRP	Norfolk Recovery Partnership
NTE	Night Time Economy
OPT	Operational Partnership Team
PACT	Partners Against Crime Taskforce (a Norfolk community safety charity)
PCSO	Police Community Support Officer
PCC	Police and Crime Commissioner
PCP	Police & Crime Panel
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender
PPU	Public Protection Unit
RA	Restorative Approaches
RJ	Restorative Justice
RDS	Research, Development and Statistic Directorate of the Home Office
RIU	Rape Investigation Unit

RP	Registered Provider (of social housing)
SNT	Safer Neighbourhood Team
SARC	Sexual Assault Referral Centre
SNAP	Safer Neighbourhood Action Panel
VAWG	Violence Against Women and Girls
VCS	Voluntary & Community Sector
VSS	Victim Support Scheme
VPD	Vulnerable People Directorate (Norfolk Constabulary)
YAB	Youth Advisory Board
YOT	Youth Offending Team
YISP	Youth Inclusion Support Panel (youth crime prevention)

Domestic Homicide Reviews (DHR) Update

Purpose of Report:

To brief the CCSP scrutiny panel on the status of the work being undertaken in respect of the actions arising from domestic homicide reviews, (North Norfolk and South Norfolk).

Recommendation

Panel members are asked to note the progress against the action plan timetable and consider issues set out in respect of Action 1NN and 4SN.

Introduction

Domestic homicide reviews are undertaken where a homicide has taken place and the violence appears to have been undertaken by:

- (A) A person who is age 16 years or older and with whom the deceased was related, or has had an intimate relationship or
- (B) Is a member of the same household.

Currently the county has two published domestic homicide reviews with outstanding action plans. These action plans contain a number of similar areas for action and have thus been combined into a composite plan, showing clear differentiation where necessary (NN = North Norfolk, SN = South Norfolk). Progression of the action plan has been delegated to the Domestic Abuse and Sexual Violence Board (DASVB). The County DASV Coordinator is chairing a task and finish group with responsibility to progress the actions.

A copy of the action plan is submitted in support of this report and shows the current position in respect of action progress. The majority of the actions are completed or on target, I would draw attention to the below listed actions which are considered as at risk of not being delivered within appropriate time scales:

- Action 1NN. GP practices to implement the Identification and referral system (IRIS) in coordination with independent advocacy services: (*This relies on new contract negotiation with GP practices for 2015/16*)

It is the view of the Health representatives that GP Practices are unlikely to accept the inclusion of IRIS provision within any new contract, particularly if there is any cost burden.

Further discussion necessary with NHS England and Health and Well Being Board necessary.

- Action 4SN. Timescales for the transfer of clinical notes between GP practices should be reduced to enable efficient, effective and safe continuity of care for patients:

Delivery against this action is reliant upon all GP Practices having IT systems that talk to each other. This is not the case within Norfolk as there are currently 5 or 6 different IT systems in use across practices. There are, as far as we know, no plans for the migration to one system.

Although all practice managers have access to NHS net this is not a suitable medium for the transfer of clinical Notes.

It may be considered appropriate for this issue also to be highlighted in writing to NHS England.

Currently, there is a multi-agency review of Norfolk's approach to tackling Domestic Abuse underway. This review will have significant cross over with a number of the actions contained within the DHR action plan and will assist in completion. The review is due to report at the end of July 2014.

A further report on progress against the action plan will be available for future meetings as required and until all actions have been completed. Listed below are those agencies forming the DHR task and finish group

Members of the DASVB task and finish group are:

Norfolk County Council

Norwich City Council

Broadland District Council

Leeway

Orwell Housing

Victim Support

Home Group

Norfolk Constabulary

NHS England

Office of the Police & Crime Commissioner Norfolk


Ian Sturgess

Domestic Abuse and Sexual Violence Coordinator

Office of the Police and Crime Commissioner Norfolk

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
Training	1 (NN)	GP practices to implement the Identification and Referral to Improve Safety (IRIS) system in coordination with Independent Domestic Violence Advocacy Services.	<ul style="list-style-type: none"> Liaise with NHS England to be added to contracts for independent contractors, which includes GPs, dentist, etc CCSP to write to NHS England requesting implementation 	Mavis Spencer	<ul style="list-style-type: none"> Contract negotiating rounds missed for 14/15 Further liaison with NHS England to prepare for 2015/16 CSP does not accept the delay linked to contracts. 	Relies on new contract content.	2015/16
	4 (NN)	Training for all Health professionals should include mandatory training about domestic abuse separate from safeguarding training. This training should be a rolling programme to encompass new staff.	<ul style="list-style-type: none"> Canvas Primary Care regarding take up of training and how they may like this provided 	Howard Stanley	<ul style="list-style-type: none"> Requests made to attend Practice Manager forums 	Partially completed	Jan 2014
					<ul style="list-style-type: none"> Letters prepared to go to all practices, via GP Gateway 	Completed	Dec 2013
			<ul style="list-style-type: none"> Establish funding for a Primary Care Event in each CCG Area 	Howard Stanley	<ul style="list-style-type: none"> Funding released from Adult Safeguarding/CCGs to support OPCCN released funds to support training events for CCG areas 	Completed	May 2014
			<ul style="list-style-type: none"> Training needs analysis to be undertaken 	Howard Stanley	<ul style="list-style-type: none"> Training sub group to progress with OPCCN – on hold until DA Review completed 	On hold	Jul 2014
			<ul style="list-style-type: none"> Mandatory training for GPs, dentists, military health 	Mavis Spencer	<ul style="list-style-type: none"> All Norfolk GP Practices receiving training from Leeway during 2014-15 	Ongoing	Apr 2015
	6 (NN)	To recommend the Royal College of General Practitioners e-learning course for guidance and practice advice regarding domestic violence to GPs	<ul style="list-style-type: none"> To communicate RCGP e-learning course to all Primary Care Providers via GP gateway 	Mavis Spencer	<ul style="list-style-type: none"> Guidance has been sent to GPs (reported at 7th Jan 2014 meeting) 	Completed	Jan 2014



Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
	14 (NN)	The Police to ensure that all frontline Officers and relevant support staff complete training in the DASH risk assessment. Training should include ensuring that firearms are included when asking questions about weapons	<ul style="list-style-type: none"> DASVB to receive a quarterly update on police officers trained and how many are outstanding Firearm specific question included in DASH training 	<p>Julie Wvendth</p> <p>Julie Wvendth</p>	<ul style="list-style-type: none"> The Constabulary Training dept will now be leading on all DA training internally with QA provided from within the command. Whilst the DASH booklet does not contain a reference to firearms access, this has now been added to the training content so officers think to ask the question. The improved processes around risk assessment and the review by the CCR also assist with this approach 	Completed	Apr 2014 onwards
			<ul style="list-style-type: none"> Compliance/knowledge checks to be undertaken by supervisors. 	Ian Sturgess		Ongoing	Dec 2014
	1 (SN)	Health and Social Care professions to be skilled in identifying risk and prevalence of domestic abuse among clients with mental health disorders	<ul style="list-style-type: none"> See rec. no 4(NN) 	Saranna Burgess	<ul style="list-style-type: none"> NSFT; Domestic Abuse awareness training is given to all staff at induction and within 6 mths of employment via the Level 2 Mandatory Safeguarding training. There is also a stand-alone level 3 Domestic Abuse and HBV module. Within Care Programme Approach (CPA) the assessment, care Plan and Risk Assessment all address the risk of Domestic Abuse 	Completed	Apr 2014
2 (SN)	Healthcare professionals including GPs should ensure that their knowledge of Safeguarding is up to date and they are clear about their statutory duty and actions to be taken	<ul style="list-style-type: none"> See rec.no 4 (NN) 		<p>See updates</p> <ul style="list-style-type: none"> NSFT; see 1 (SN) All staff in NHS organisations have mandatory adult and child safeguarding training All GPs have mandatory training for child safeguarding, adult is optional 	Completed	Apr 2014	

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
	8 (SN)	Professionals seeing a patient who has been given a mental health diagnosis should be aware of the NICE guidelines best practice: Arrangements to follow up with the client are made and shared with them before leaving the consultation.	<ul style="list-style-type: none"> To ensure that this information is promulgated to all staff. 	Saranna Burgess	<ul style="list-style-type: none"> The Nice guidelines are integral to the NSFT Domestic Abuse policy (attached), and are referred to within all training modules related to Safeguarding and Domestic Abuse. Guidance is available on the staff intranet pages including; signposting, support and information sheets (attached).  <p>C:\Documents and Settings\saranna.bur C:\Documents and Settings\saranna.bur</p>	Completed	Jun 2014
			<ul style="list-style-type: none"> Quality checks to be completed 	Ian Sturgess	<ul style="list-style-type: none"> Need to quality check knowledge levels 	ongoing	
Information Sharing	2 (NN)	That NHS England support primary care services to be more aware of their responsibilities to share relevant information to ensure the safety of their patients and members of the public.	<ul style="list-style-type: none"> Invite local LMC contacts to the info sharing presentation 	MS/WLS	<ul style="list-style-type: none"> MS/WLS to update as per 7th Jan 2014. This has traditionally been a difficult area to address 	Ongoing	Apr 2014
			<ul style="list-style-type: none"> Liaise with NHS England 	Mavis Spencer	<ul style="list-style-type: none"> Invite Mavis Spencer to attend a MARAC 	Ongoing	Apr 2014
			<ul style="list-style-type: none"> Prepare a summary report for DHRs to present to CCG Governing bodies 	Howard Stanley	<ul style="list-style-type: none"> Action completed 	Completed	Apr 2014
	13 (NN)	Information sharing protocols should be reviewed to ensure that all agencies have appropriate agreements in place for the timely and accurate sharing of information	<ul style="list-style-type: none"> Comes within the training theme 	All agencies	<ul style="list-style-type: none"> This will be an important area for the Blue Marble process to examine. The Multi Agency Safeguarding Policy, does everyone need to sign up who aren't statutory 	Ongoing	Jun 2014
3 (SN)	There should be accurate and timely information sharing to ensure holistic and effective case management of a patient's care	<ul style="list-style-type: none"> Liaison with relevant health service deliverers to achieve consistent case management 	Howard Stanley/ Mavis Spencer	<ul style="list-style-type: none"> Referral routes subject to ongoing review 	Ongoing	Aug 2014	
				<ul style="list-style-type: none"> Mental Health Op and SPO access for all commissioners referring to their service 			

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
	4 (SN)	Timescales for the transfer of clinical notes between GP practices should be reduced to enable efficient, effective and safe continuity of care for patients.	<ul style="list-style-type: none"> Ensure consistent approach used for transfer of clinical notes between GP practices 	Mavis Spencer	<ul style="list-style-type: none"> From Dr David Geddes: there is an option to transfer e-files immediately, although not all practices have this facility 	Partially complete.	Jun 2014
					<ul style="list-style-type: none"> Follow up with practices who don't have access to facility 	Relies on IT provision	
			<ul style="list-style-type: none"> Write high profile letter to NHS England 	Ian Sturgess	<ul style="list-style-type: none"> IS to talk to Lucy Macleod 	Ongoing	Jul 2014
Firearms Safety	3 (NN)	That there is a national review of the Firearms (Amendment) Act 1997 to improve the criteria by which an individual is granted a shotgun certificate.	<ul style="list-style-type: none"> Local action to support this recommendation: Norfolk Police to write to ACPO nationally to raise the issue and to contribute to any national consultations 	Julie Wwendth	<ul style="list-style-type: none"> PCC has written to the Home Secretary Gaynor Mears letter has also been sent to the Home Secretary This action is already being progressed by ACPO at a national level. 29/1/14 letter received from Norman Baker MP acknowledging points a – e inclusive and outlining how they are already addressed. 	Partially completed Requires national action to achieve more than this.	Apr 2014
Policies	5 (NN)	That all Health agencies and GP practices develop domestic abuse policies and protocols which clearly outline the responsibilities of staff to understand and respond to the needs of domestic abuse victims. Policies and protocols should include: a. A domestic abuse care pathway b. Specific trainer within the agency for specialist support c. Protocol ensuring that an individual can be seen in a safe and confidential setting d. to take forward NICE recommendations with CCGs	<ul style="list-style-type: none"> That policy is developed which interlinks with the countywide integrated strategy for identification and management of domestic violence (to cross reference with recommendation 7) There is a contractual requirement for Health providers and GP practices to have localised policies and systems in place which takes into account the revised definition of domestic abuse. 	Mavis Spencer Howard Stanley	<ul style="list-style-type: none"> To check that policy has been written and is now embedded across service 	Ongoing	Sept 2014
			<ul style="list-style-type: none"> A generic policy for client needs to be written for all agencies to use 		<ul style="list-style-type: none"> A task and finish group to be formed from the DASVB – raise at April DASVB 	Ongoing	Sept 2014

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
	11 (NN)	CCSP should monitor the implementation of revised protocols within the Police concerning domestic abuse and checking firearms databases Annual review of the number of licences revoked due to incidents of domestic abuse	<ul style="list-style-type: none"> To be monitored by the DASVB on behalf of the CCSP 	Julie Wwendth	<ul style="list-style-type: none"> This process is now fully documented and working in the MASH. 	Completed	Jun 2014
			<ul style="list-style-type: none"> Report to include number of revoked licences against number of holders Police to undertake review of period 010114 to 300614 and report to DASVB 	Ian Sturgess (Richard Kennett)	<ul style="list-style-type: none"> There has been no analysis as yet requested re the effect of the policy on license refusals etc First report to be presented at DASVB 	Ongoing	Sept 2014
	12 (NN)	CCSP should support and monitor the implementation of domestic abuse policies within Health partner agencies and give appropriate 'expert' guidance from board partners from the specialist domestic abuse sector.	<ul style="list-style-type: none"> Task and Finish group of DASVB looking at a generic workplace policy for all agencies 	DASVB T& F group	<ul style="list-style-type: none"> Final draft being approved ready for January DASVB meeting Once approved, this will be made available through the Norfolk County Council website and relevant agencies 	Completed	Feb 2014
				Ian Sturgess	<ul style="list-style-type: none"> Check compliance DASVB April 2014 meeting 	Ongoing	April 2014
Leadership	7 (NN)	That the Director of Public Health and a lead representative for the county Clinical Commissioning Groups provide leadership to drive forward Health's contribution to an integrated multi-agency domestic abuse strategy for the whole county by June 2014.	<ul style="list-style-type: none"> Director of Public Health and CCGs to contribute to an integrated multi-agency domestic abuse strategy 	Lucy Macleod/ Howard Stanley/ Ian Sturgess	<ul style="list-style-type: none"> LM now chairing DASVB group and will be achieved through this group, Draft strategy being circulated 	Ongoing	Apr 2014
					<ul style="list-style-type: none"> Strategy to be confirmed and published following the DA Review 	Ongoing	Jul 2014
Communications	8 (NN)	Information about domestic abuse, help lines and routes for support locally and nationally should be provided for victims, family members, friends and work colleagues. The information should include identifying the signs of domestic abuse, what constitutes increased risk to victims, and where to go for help. It should be available in a variety of formats, including a size which	<ul style="list-style-type: none"> GP practices display posters & leaflets & have leaflets in consultation rooms to give to patients as required 	Mavis Spencer	<ul style="list-style-type: none"> This is currently taking place in some GP practices 	Completed	Mar 2014
			<ul style="list-style-type: none"> Develop, consult & put into action a county wide communications plan: variety of media-social networking sites etc. 	Training & Comms group, DASVB	<ul style="list-style-type: none"> Using the Norfolk Says No platform as a multi-agency wide plan Norfolk Men Say No campaign also extending into using Twitter and Facebook to gain momentum 	Ongoing	Apr 2014

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
		can be easily given discretely and safely to victims at the time of an incident, consultation, or disclosure to a friend.	<ul style="list-style-type: none"> Information to be made available through as many media formats as possible and kept updated 	Training & Comms group, DASVB	<ul style="list-style-type: none"> Suggestion to use the Norfolk County Council Domestic Abuse page for items with links from all relevant agencies websites 	Completed	Apr 2014
			<ul style="list-style-type: none"> Action by partners to disseminate as widely as possible information to reach victims, family members and work colleagues 	All agencies	<ul style="list-style-type: none"> Leeway, Orwell and Police producing a small leaflet which can be easily hidden. Leaflet contains DA and Harbour Centre information. 		Apr 2014
					<ul style="list-style-type: none"> Norfolk PACT have a DV survival card which is available to all agencies to use, all year round 	Completed	Apr 2014
Recording data	9 (NN)	GP Practices should provide a protocol for staff involved in patient care by December 2013 which clarifies expectations relating to written record keeping and the maintenance of electronic records which should provide a high level of detail and information pertaining to the treatment and assessment of patients; include the rationale for decision making; outlines what is offered to patients along with reasons for options being declined, but most importantly offers a clear chronological account of care provided.	<ul style="list-style-type: none"> Practices to develop agreed standards of documentation which can be applied to practice records and monitored to ensure continuity of care and rationale for clinical decision making 	Mavis Spencer	<ul style="list-style-type: none"> To be worked into the policy development for Primary Care and incorporated into governing body reports Close action, but cross referenced in training – ongoing updates and regular training 	Completed	Apr 2014
			<ul style="list-style-type: none"> CCSP to request compliance review 	Jon Shalom	<ul style="list-style-type: none"> Dip sampling takes place according to CQC standards 	Ongoing	

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
Patient Care	10 (NN)	<p>The following are recommended when assessing and monitoring patients suffering from longstanding depression and should be disseminated throughout GP practices and Mental Health by December 2013:</p> <p>(a) NICE Guidance is available to support the management of Depression in Adults and Depression in Adults with Chronic health problems.</p> <p>(b) A clear risk assessment process should be undertaken for patients with depression which gauges the behaviour of a patient and determines how they may react to various methods of treatment. It should identify the level of depression and identify any suicidal ideation; this is clearly stated within NICE Guidance.</p> <p>(c) Where treatment of depression is being managed between primary care and mental health community or secondary care services, information should be complete and accurate, providing a clear chronology of case management activity, treatment and actions taken through the duration of input.</p>	<ul style="list-style-type: none"> Incorporate assessment and monitoring of patients who are suffering from longstanding depression throughout GP practices and Mental Health including using the NICE guidance, clear risk assessment process, full and complete information of method of treatment used is documented and that clear chronology of case management is updated and accessible to the patient's GP 	Mavis Spencer/ Saranna Burgess	<ul style="list-style-type: none"> This is already in place, comes down to training and policy Inspection process in place All service users assessed will be subject to an assessment of emotional well-being which will include depression. All GP's will receive a letter from NSFT following assessment, this will include; plans for ongoing referral and treatment if appropriate. On discharge from NSFT all GP's will be informed in writing this will include; diagnosis, treatment/medication plan, advice on re referral process if needed. On discharge consideration will be given to any Safeguarding concerns (see attached Discharge policy)  <p>C:\Documents and Settings\saranna.bur</p>	Completed	Jun 2014
			<ul style="list-style-type: none"> To undertake a compliance review 	Saranna Burgess		Ongoing	Jun 2014
	5 (SN)	<p>Cases where Clients have multiple needs should have a case manager or Care Co-ordinator to ensure effective coordination of referrals and access to services, especially where dual diagnosis is a factor.</p>	<ul style="list-style-type: none"> Effectiveness checks to be undertaken 	Saranna Burgess	<ul style="list-style-type: none"> NSFT service users subject to CPA will have a Care Coordinator in place; this is a nationally accepted pathway (see attached CPA policy).  <p>C:\Documents and Settings\saranna.bur</p>	Completed	Sept 2014
			<ul style="list-style-type: none"> Compliance review 	Saranna Burgess		Ongoing	

Theme	Rec. No.	Recommendation (precised)	Action	Owner	Update / Progress	Status	Deadline
	6 (SN)	It is recommended that GP Commissioners commission a service which gives them the option of bypassing the set pathway of care, and to opt for appropriate access to support or diagnosis for any patient the GP feels needs to see a Psychiatrist to ensure their patients safety, wellbeing and best management of their care.	<ul style="list-style-type: none"> To work with GP practices to see if their current arrangements are working effectively 	Saranna Burgess	<ul style="list-style-type: none"> GP's are able to contact individual Psychiatrists within NSFT for consultation and advice, and to make specific referrals. However the usual process would be to contact the Access and Assessment Team Consultants for professional advice in the first instance. 	Completed	Jun 2014
			<ul style="list-style-type: none"> Request information re working effectively 	Howard Standley	<ul style="list-style-type: none"> Compose a questionnaire to randomly select cases for review 	Ongoing	Jul 2014
	7 (SN)	The Norfolk and Suffolk Foundation Trust should review its Domestic Abuse and Service Users Policy 2013 to ensure that it includes guidance to staff regarding the risk and prevalence of domestic abuse where Personality Disorder and other mental disorders are affecting clients/patients, and equips them with information relating to specialist agencies or practitioners with expertise in these dual areas. Collaborative working should be actively encouraged.	<ul style="list-style-type: none"> Review DA and Service users police and update/amend accordingly 	Saranna Burgess	<ul style="list-style-type: none"> See 8 (SN) 	Completed	Apr 2014
			<ul style="list-style-type: none"> Need to quality check knowledge levels – develop audit process 	Saranna Burgess		Ongoing	Jun 2014
Alcohol and Substance misuse	15 (NN)	Where a victim is found to be under the influence of alcohol or other substances at an alleged incident of domestic abuse attended by the police, a call should be made the following day, or as soon as practicable, to follow-up the incident and to provide advice when the victim is unaffected by substances and the perpetrator is not present.	<ul style="list-style-type: none"> Establish if procedure can be achieved 	Julie Wvendth	<ul style="list-style-type: none"> To achieve this three additional case investigators required (applied for). This will enable all DA crime and incident reports to be risk assessed and presence of alcohol identified 	Ongoing	Jun 2014

Key:

Complete	On target	Threats to completion
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Norfolk Youth Offending Team and Restorative Practices

1. Introduction

1.1 Restorative Justice (RJ) activities provide opportunities for victims to be heard and to have a say in the resolution of offences committed against them. RJ has the potential to transform the way in which the needs of the victim are met. Importantly, it also provides an opportunity for offenders to face the consequences of their actions and the impact that it has had upon others. This has been shown to be effective in motivating offenders to change, make use of support being offered, and reduce re-offending.

1.1.1 It can involve victims:

- explaining to an offender the impact of the crime on them;
- seeking an explanation (and apology) from the offender; and
- playing a part in agreeing restorative or reparative activity for the offender e.g. working for free for a charity, repairing any material damage, or
- keeping the victim informed of their progress

1.2 RJ processes are used in both the youth and adult criminal justice system.

1.2.1 Within communities there is an increasing use of restorative approaches by Neighbourhood Justice Panels, voluntary sector organisations and the education sector.

1.3 RJ is not the same as Community Resolution which is an informal police disposal that enables the police to deal more proportionately with low level crime and anti-social behaviour, outside the formal criminal justice system. Community Resolutions are primarily aimed at first time offenders where they have taken responsibility for their behaviour and actions and where the victim has agreed that they do not want the police to take formal action.

1.3.1 Community Resolution can in some cases include RJ approaches.

1.4 The benefits of restorative justice are well known by those working within the sector. For offenders who take part in restorative justice, there is a 14% reduction in reoffending rates. Current evidence suggests that a face-to-face meeting between victim and offender is the most effective form of RJ in terms of outcomes for victims and offenders. 85% of victims who go through restorative justice conferences find it helpful. However, it is important that the right type

of RJ is delivered for the individual circumstance, therefore wherever possible, a face to face meeting should be the aim, but with a suitable alternative used where a face to face meeting is against the wishes of participants or is not safe.

2. Restorative Approaches

2.1 In broad terms Restorative Approaches constitutes an innovative approach to conflict, offending and inappropriate behaviour which puts repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment (Wright 1999).

2.2 Put more simply, it is about asking the following questions:

- What happened?
- Who has been affected and how?
- How can we put right the harm?
- What have we all learnt so as to make different choices next time?

2.3 The emphasis on 'we' is crucial, because it implies that all those affected by what has happened are also involved in finding the way forward.

2.4 Contrast this approach with a more traditional one that asks

- What happened?
- Who is to blame?
- What is the appropriate punishment?

and one can begin to see why a restorative approach is, for some people, a completely new way of dealing with a problem.

2.5 The processes and interventions of Restorative Approaches aim to make things as right as possible after some behaviour or event which has adversely affected people. These interventions share certain essential steps. Everyone affected by harmful behaviour, a conflict situation or a problem has the opportunity to talk about what has happened, explain how they have been affected by it, describe how they are currently feeling about the situation and what they want to do to repair the harm caused. Restorative Approaches stress the importance of relationship and seek at all times to restore the relationships between people when these have been damaged by inappropriate or offending behaviour.

2.6 As the Restorative philosophy developed so a number of process have come to be associated with it, Thus victim/ offender mediation,

family group conferencing, peer mediation and circle time are all acknowledged to have a place under the restorative umbrella.

3. In November 2012, the Ministry of Justice produced a **Restorative Justice Action Plan for the Criminal Justice System**. It reported on progress against this action plan in November 2013 and also produced a refreshed version of the original plan. The plan sets out a series of actions which the Government will drive forward, with partners in the restorative and criminal justice fields, to bring about real change in the delivery and provision of restorative justice across England and Wales. This has included new investment in restorative justice activity at a local level, some of it utilising income from the 'Victim Surcharge'. Additional funding has been provided to both Police and Crime Commissioners and Youth Offending Teams in all areas.
 - 3.1 In 2013/14 Norfolk Youth Offending Team received £900 increasing to £19 868 in 2014/15. The 'terms and conditions' of the grant received from the Ministry of Justice via the Youth Justice Board require it to be spent on activity from a set 'menu' of options.
4. **The Code of Practice for Victims of Crime** (Victims' Code) published in October 2013 by the Ministry of Justice in accordance with section 33 of the Domestic Violence Crime and Victims Act 2004, sets out the services to be provided by criminal justice organisations in England and Wales to victims of criminal conduct.
 - 4.1 Victims of crime should be treated in a respectful, sensitive and professional manner without discrimination of any kind. They should receive appropriate support to help them, as far as possible, to cope and recover and be protected from re-victimisation.
 - 4.2 Locally the joint Norfolk and Suffolk Criminal Justice Board has assumed responsibility for conducting an assessment ('gap analysis') of the services to be provided under the 'Victims' Code' detailing the extent to which the duty is currently being met by criminal justice organisations locally and setting out and monitoring individual agency plans to 'fill' the gaps identified. The work is being led by the Divisional Manager for Victim Support. NYOT has contributed to the 'gap analysis' in relation to victims of offences committed by young people under the age of 18.
 - 4.3 If the offender is under the age of 18, victims are entitled to the following from a Youth Offending Team [YOT], to:
 - Participate in voluntary restorative justice activities where available
 - Ask to be informed about the progress of the offender's case if they agree to participate in a restorative justice activity;

- If they ask for additional support, information on how and where to access appropriate victims' services

4.4 Under the Victims' Code Youth Offending Teams are required to provide the following services to victims:

- Consider whether to invite the victim to (participate in) a restorative justice activity
- Keep victims' personal data securely and separate from data relating to offenders
- When contacted by victims, explain the YOTs' role to allow victims to make an informed choice on whether they wish to participate in restorative justice activities
- Consider when it is inappropriate to offer restorative justice given the particular sensitivities of the case and/or the vulnerability of the victim
- Ensure victims' safety by providing all necessary safeguards throughout the preparation for the restorative justice activity and the activity itself
- Ensure appropriate training is provided to staff working with victims
- When requested, keep victims informed about the progress of the case and notify them when the activity concludes
- Give victims information on appropriate victims' services when they ask for additional support and are involved in restorative justice activity

5. Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership hosted within Norfolk County Council. Its purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Its aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life.

5.1 Three primary outcomes, prioritised nationally by the Ministry of Justice Business Plan, are reflected in the statutory annual Youth Justice Plan for Norfolk. These are:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

- 5.2** The Council's ambition for Norfolk is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities. All NYOT activity directly contributes to Norfolk's strategic ambition and priorities as it seeks to enable young people who have offended 'to succeed and fulfil their potential'. NYOT firmly believes that every single child (and young person) matters and aims to enable young people to make a positive contribution to their communities, prevent negative impacts on others and make Norfolk a safer place to live and work and 'a great place to do business'.
- 5.3** A restorative approach to work with young people and making amends to the victims of youth crime is a key theme running throughout NYOT activity.
- 5.4** Successful delivery of NYOT priorities would mean that:
- Children and young people would be law abiding, engaged in positive behaviour and show respect for others.
 - Parents take responsibility for their children's behaviour.
 - Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police.
 - Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected.

6. Norfolk Youth Offending Team's approach to Restorative Justice including Reparation

- 6.1** The Crime & Disorder Act 1998 contains a key principle of Restorative Justice (RJ), whereby victims are invited to have input to the process of dealing with a young person who has offended against them. Research conducted by the Youth Justice Board indicates that victims are more satisfied with restorative procedures than with the traditional justice system. This is because they receive fair and respectful treatment and an opportunity to participate.
- 6.2** Restorative Justice focuses on two key elements:
- Victim satisfaction - reducing the fear of the victim and ensuring they feel 'paid back' for the harm that has been done, and
 - Engagement with the young offender to ensure they are aware of the consequences of their actions, giving them the opportunity to show remorse and make restoration or reparation

If these two elements are achieved, increased public confidence in the criminal justice system should follow.

- 6.3** At all times the victim's needs must be paramount in order that they are empowered by the process and are not further affected by the crime as a result of taking part in any restorative process.
- 6.4** NYOT has developed a Restorative Justice Policy (last updated May 2013), which provides for a local procedure. This means that ALL identified victims will be contacted and offered a service from NYOT, subject to risk assessment.
- 6.5** The policy sets out the process to be followed by NYOT staff to ensure that restorative processes are integrated across all YOT interventions, leading to a YOT wide commitment to improving outcomes for victims through the use of restorative justice and that these processes are delivered in an effective and consistent way, which adheres to our commitment to principles of diversity and equality.
- 6.6** Restorative Justice is important because:
- It is a fair and inclusive, needs led process giving victims an opportunity to participate
 - It puts repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment
 - It is a powerful tool in assisting young offenders to understand the impact of their actions and therefore promotes victim empathy
 - Research suggests it brings about a greater sense of closure for both victims and offenders
 - By repairing relationships, it promotes and facilitates more ready acceptance of young offenders back into their community.
- 6.7** Victims are able to get involved in restorative justice in a number of ways.
- 6.7.1** Restorative Justice Officers and other NYOT staff offer a range of restorative processes, which can be delivered direct to the victim or indirectly to the community, preferably under the direction of the victim. These include:
- Restorative Justice Conferencing
 - Victim/Offender mediation
 - Face to face meetings between victims and offenders
 - Provision of information to the victim
 - Transmission of an apology to the victim
 - Reparation
- 6.7.2** Reparation is unpaid work carried out by the young person. NYOT offers a range of reparation schemes, detailed in a brochure, that involve clear activities that benefit the wider community. The activities

undertaken are aimed at ensuring that the young offender sees the relevance to either the offence directly, or to the factors related to the harm they have caused. A trained Reparation Worker provides individual, or where assessed as appropriate, group supervision for all reparation activities. The Courts and Youth Offender Panels are both fully aware of the available programmes.

- 6.8** In consultation with the Norfolk County Council Health and Safety Officer, it is the responsibility of the Reparation Workers and the Area Manager to ensure that all activities operate within all the requirements that protect the health and safety of the young offenders, beneficiaries of any activities or any community organisation providing access to reparative activities. This involves an individual assessment of the young person and the project that they are undertaking.

7. Performance

- 7.1** NYOT measures its performance in relation to restorative justice using two local measures developed from the metrics that were previously required to be reported nationally.

- 7.1.1** The detailed local performance information we usually report has had to be temporarily ceased, due to the implementation of a new case management system Childview. The reporting mechanisms currently available in Childview are not yet as sophisticated as those developed in its predecessor, YOIS. We are aiming to rebuild and reinstate the reporting of local performance information as part of the priority development work. Currently though reporting on local performance measures is not available after the end of Quarter 1, 2013/14.

7.2 Number and percentage of victims participating in the restorative process

County				
	Target	Closed	Participating	Outturn
2007/08	25.0%	666	170	25.5%
2008/09	25.0%	513	182	35.5%
2009/10	25.0%	699	256	36.6%
2010/11	25.0%	507	178	35.1%
2011/12	25.0%	530	248	46.8%
2012/13	25.0%	427	174	40.7%
2013/14	25.0%	103	60	58.3%
Quarter 1	25.0%	103	60	58.3%

7.3 Number and percentage of victims participating in a restorative process and subsequently commenting on their level of satisfaction

County				
	Target	Commenting	Satisfied	Outturn
2005/06	75.0%	119	119	100.0%
2006/07	75.0%	143	142	99.3%
2007/08	85.0%	80	80	100.0%
2008/09	85.0%	161	160	99.4%
2009/10	85.0%	151	150	99.3%
2010/11	85.0%	116	115	99.1%
2011/12	85.0%	160	159	99.4%
2012/13	85.0%	96	96	100.0%
2013/14	85.0%	30	27	90.0%
Quarter 1	85.0%	30	27	90.0%

7.4 Current performance against the three priority outcomes detailed at section 5.1 above is:

- Reducing the number of children and young people coming into the youth justice system (First-time Entrants)

7.4.1 The absolute numbers of young people reoffending in the period January to December 2011 decreased from 460 to 368 (-20%). The published data (a proportionate measure) shows a reduction of 2% (from 34.1% to 32.1%) compared to the previous year. This is the first time a reduction in the re-offending rate has been achieved since this way of measuring it was introduced and is a significant achievement. The rate of decrease is better than the regional, family and national comparator rates (-0.2%, -1.1% and +0.5% decreases and increase respectively). This performance is achieved despite another large decrease in the overall numbers offending in the period from 1347 to 1146 (a 15% drop). This reduction in reoffending needs to be sustained¹, but clearly our interventions were more successful than ever at achieving this outcome and our previous proxy data results would suggest that this may not be a one off. The continued reduction in First-time Entrants means that those left in the criminal justice system, as evidenced by assessment data, have more persistent, chronic and entrenched offending behaviours which are more difficult to moderate.

¹ Draft data published by the Youth Justice Board on 24/02/2014 for the Quarter 3, 2013/14 period suggests performance has been sustained and evidences a 2.2% decrease in the April 2011 to March 2012 cohort compared with the same period in the previous year.

- Reducing re-offending by children and young people

7.4.2 The number of FTE into the criminal justice system in Norfolk has reduced by 63.8% since the period July 2007 to June 2008 and continues to fall. FTE performance (derived from PNC) for the period July 2012 to June 2013 shows a 10.5%² decrease over the previous year (from 539 to 472), 73 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year. The reductions in FTE across all comparator groups are better than Norfolk's: Eastern Region 26.2%; Family 21.7%; National 24.6%. It must be remembered that that the baseline period of July 2007 to June 2008 was on average 7% higher than all comparators, following Norfolk Constabulary's success in achieving 'Offences Brought to Justice'.

- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

7.4.3 Data relating to those sentenced to custody is expressed as a rate per 1000 of the Norfolk 10 - 17 population on a rolling 12 month dataset. For the period October 2012 to September 2013 the rate fell substantially in comparison with the same period in the previous year from 0.43 (32 young people) to 0.19 (14 young people)³. This is a 56% reduction (18 young people) from the previous year. This is an improvement on previous years' performance, a better performance than all the comparator groups and an acceleration in reduction compared to the previously reported data.

7.4.4 Local monitoring of Remands to Youth Detention Accommodation (YDA) and Remands to Local Authority Accommodation (RLAA) commencing in the period April 2013 to end February 2014 shows that there were 12 Remands to YDA and 4 RLAA, for a total of 530 nights (predicted) and 185 nights respectively. Individual stays ranged from 5 nights to 182 nights (predicted). These young people are awaiting sentence and not yet convicted. All 10 individual young people involved were male. There have been no new secure remands since end September 2013. Total cost to the Local Authority (Children's Services), who are responsible for the cost is predicted at £95 110. The budget received from the Ministry of Justice to pay for this is based on previous year's performance and is currently £121,273 per annum. If no further secure remands are made by year-end the maximum outturn would be less than £100,919, so within budget.

² Draft data published by the Youth Justice Board on 24/02/2014 for the Quarter 3, 2013/14 period suggests a further 0.9% fall in the period October 2012 to September 2013 from 516 young people to 500 young people

³ Draft data published by the Youth Justice Board on 24/02/2014 for the Quarter 3, 2013/14 period suggests performance has been sustained and evidences a reduction in the 2013 calendar year compared with 2012 from 0.35 (26 young people) to 0.15 (11 young people)

Most but not all of those remanded in custody will subsequently move to being sentenced to custody so there will be overlap between the two cohorts.

8. Norfolk Youth Justice Plan 2014 -15

8.1 The Norfolk Youth Justice Plan 2014 -15 includes detail of actions that the service will deliver in order to meet its priorities.

8.2 The following priorities relate specifically to restorative justice.

<p>Maximise the engagement of victims by ensuring at least 40% have a say in the restorative process</p>	<ul style="list-style-type: none">• Review, update and revise the Restorative Justice Policy and Procedures to include (a) National Standard 7 (b) the requirements of the revised Victim Code of Practice and (c) process and legislation updates• Shift the practice emphasis away from securing the young person's consent to ensuring the victim's needs and wishes are paramount and met• Early identification of victims' views, at least in principle on participation in the restorative justice process• Increase positive victim contribution to Pre-Sentence and Referral Order Panel reports• Increase victim attendance at Referral Order Panels• Early identification of young person's views about participation in the restorative justice process• Improve consistency of use of the Writing Wrongs intervention packs across and within units• Work with the Office of the Police and Crime Commissioner to maximise the effective use of the ring-fenced funding for restorative justice provide by government from the Victims Surcharge monies• Deliver restorative justice activity to meet the requirements and recommendations of the Ministry of
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	<p>Justice's; 2013 Restorative Justice Action Plan for the Criminal Justice System</p> <ul style="list-style-type: none"> • Audits and action plans show maintained performance • Embed a Total Quality Management approach
<p>Ensure the services provided to victims by NYOT are compliant with the requirements of the revised Victims' Code of Practice 2013</p>	<ul style="list-style-type: none"> • Complete the Norfolk and Suffolk Joint Criminal Justice Board' Victim and Witness Sub-group Victims' Code of Practice 'Gap Analysis' focusing on areas where the Code has placed new duties on YOTs • Identify gaps and ensure work is taking place to address these
<p>Consider relevant recommendations from the 2012 joint inspectorate thematic inspection report on restorative practices</p>	<ul style="list-style-type: none"> • Victims' views are fully and effectively represented at appropriate Referral Order panel meetings • Victims' needs and wishes are prioritised in initial Referral Order agreements