



Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

Date: **Thursday 8 June 2023**
Time: **10am**
Venue: **Council Chamber, County Hall, Norwich**

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Membership

MAIN MEMBER	SUBSTITUTE MEMBER	REPRESENTING
Cllr Tristan Ashby	Cllr Helen Crane	Breckland District Council
Cllr Natasha Harpley	To be appointed	Broadland District Council
Cllr Penny Carpenter	To be appointed	Great Yarmouth Borough Council
To be appointed	To be appointed	King's Lynn and West Norfolk Borough Council
Cllr Mark Kiddle-Morris	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr Ian Mackie	Norfolk County Council
Cllr Emma Corlett	Cllr Chrissie Rumsby	Norfolk County Council
Cllr Wendy Fredericks	Cllr Tim Adams	North Norfolk District Council
Cllr Vivien Thomas	Cllr Ian Stutely	Norwich City Council
Cllr Gary Blundell	Cllr John Morland	South Norfolk District Council

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

Nicola Ledain on (01603) 223053
or email committees@norfolk.gov.uk

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. Election of Chair**
- 3. Election of Vice-Chair**
- 4. Minutes**

To confirm the minutes of the meeting held on 24 February 2023.

(Page 5)

- 5. 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.

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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

District Council Members will be bound by their own District Council Code of Conduct.

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|---|-------------------|
| 6. Terms of Reference | (Page 14) |
| To consider the Sub Panel's Terms of Reference. | |
| 7. Introduction to the Norfolk Countywide Community Safety Partnership | (Page 19) |
| To consider an introduction to the Partnership. | |
| 8. Partnership Priority – Serious Violence | (Page 70) |
| To consider an overview of what happens following a domestic homicide to inform councillors and support them in their community role. | |
| 9. Forward Work Programme | (Page 83) |
| To consider the proposed work programme. | |

Tom McCabe
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Date Agenda Published: 31 May 2023



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Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel

Minutes of the meeting held at County Hall, Norwich on Friday 24 February 2023 at 10 am

Present:

Cllr Mark Kiddle – Morris (Chair)	Norfolk County Council
Cllr Penny Carpenter (Vice-Chair)	Norfolk County Council
Cllr Wendy Fredericks	North Norfolk District Council
Cllr Alexandra Kemp	King's Lynn and West Norfolk Borough Council
Cllr David King	Broadland District Council
Cllr Emma Corlett	Norfolk County Council
Cllr James Easter	South Norfolk District Council

Also in Attendance:

Mark Stokes	Chief Executive, OPCCN and Chair of the NCCSP Partnership
Amanda Murr	Head of Community Safety, OPCCN
Nicola Allum	Community Safety Officer, OPCCN
Liam Bannon	Community Safety Officer, OPCCN
Insp Matthew Wakefield	Acting Inspector, Community Safety, Norfolk Constabulary
Jo Martin	Democratic Support and Scrutiny Manager, Norfolk County Council (NCC)
Nicola Ledain	Committee Officer

1. Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Alison Webb and substitute Cllr Robert Hambridge, Cllr Graham Carpenter and substitute Cllr Ian Mackie, and Cllr Sarah Butikofer, substituted by Cllr Wendy Fredericks.

2. Minutes

- 2.1. The minutes of the meeting held on 24 February 2022, 28 September 2022 and 8 December 2022 were all agreed as an accurate record and signed by the Chair.

3. Declaration of Interests

- 3.1 Cllr Penny Carpenter expressed an 'other' interest as she was a member of the Safeguarding Adults Board as referred to page 22 of the agenda pack.
- 3.2 With reference to item 5, Cllr Emma Corlett expressed an 'other' interest as she was Chair of Trustees at Leeway Domestic Violence and Abuse Charity.
- 3.3 Cllr Wendy Fredericks expressed an 'other' interest as she was Chair of the Domestic

4. Urgent Business

4.1 There were no items of urgent business.

5. Partnership Priority – Serious Violence

5.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services, setting out an overview of the Domestic Homicide Review process which was requested by the Scrutiny Sub Panel at its 24 February 2022 meeting.

5.2 Before the discussion of this item took place, the Chair reminded those present and watching the live stream that abuse could and did happen to anyone and was indiscriminate of age, gender, race, profession, or social background. It was important to act quickly and anyone with concerns about a child, family or individual could contact NIDAS (Norfolk Integrated Domestic Abuse Service) for free confidential advice. Details could be found online or by calling 0300 561 0555. If anyone was in immediate danger, they should call 999.

5.3 During the discussion that ensued the following key points were made:

- The full Thematic Review was not currently in the public domain, but this could be reviewed, and a copy would be provided to the Scrutiny Sub Panel.
- The work of the Domestic Violence Change Champion Coordinators who were active before the pandemic were now part of the new Norfolk Integrated Domestic Abuse Service (NIDAS) and continued to be active across the county. The Partnership were also working with key stakeholders regarding their agency training so that gaps in education and awareness across the county could be identified.
- With reference to page 18, paragraph d, the Head of Community Safety clarified that when information was being gathered, all information regarding any children involved was gathered. Safeguarding and safety mechanism were put in place for those children by the relevant agencies such as Children's Services and they were very much part of the review. Specific Domestic Homicide Review (DHR) support was now in place and this information was requested to be brought to a future meeting. A written response about what was being done for the child would also be sent to the Scrutiny Sub Panel.
- A timescale of six months to conduct a DHR was acknowledged as being a tight timescale to adhere too by the Partnership. The number of agencies involved in the Partnership who managed the process of the review made it unworkable. There could also be associated panels which were running alongside the review, and those outcomes were needed to feed into the review such as criminal investigations. There could also be joint reviews, such as mental health reviews happening alongside the DHR. It was also important to give the families time to consider a report, and the volume of information, and it was unreasonable to give them a timescale to digest that. The timeframe was a guide, and each domestic homicide was review was different. The timeframe had been alerted to the Home Office as unworkable.
- Each recommendation from the 2019 sample reviews were anonymous and it was unknown which Community Safety Partnership (CSP) those recommendations were associated with. The CSP's were responsible for monitoring the actions, but the agencies were responsible for actioning them. Within Norfolk, actions and

recommendations were moved forward. In relation to recommendation in the reviews conducted in the anonymous, it wasn't possible to be able to tell what had happened due to the anonymous nature.

- Composite action plans were devised from the recommendations from the reviews for the Partnership to respond too. SMART (specific, measurable, achievable, realistic, timely) variables were used on the action plan. All members on the Partnership had a commitment to ensure those actions were put in place. Such examples were given to the Scrutiny Sub Panel.
 - Training:
 - learning events covered specific issues such as dementia,
 - Agreed a standard set of training across the partnership.
 - Raising awareness for the public:
 - hear campaign (help, educate, awareness, respond) which was managed through OPCCN.
 - Targeted communications for certain groups in the community
 - Amending process:
 - All staff in emergency departments would now check patients records and if presented with assault injuries.
 - Operation Encompass which raises awareness in schools.
 - Policy:
 - Named GP for safeguarding adults in Integrated Care Board constructed a template domestic abuse policy and shared with all primary care colleagues.
- The Scrutiny Sub Panel supported the endorsement of rolling out the training for hairdressers and those in the beauty industry. It was critical that impact of that training was measured and to do this the action plan recommendations were SMART and had measurable accountability The Home Office Quality Assurance Panel were ensuring that all CSP's were looking at how it was measurable and had made a difference. There were opportunities to review and disseminate guidance and it would be possible to go back to partners soon to find out how they had used that information.
- There had not been one area or agency that had been identified in the reviews that needed greater focus on professional curiosity.
- With regards to benchmarking, Officers were working with national colleagues but there had been a rise in the DHR's. It was a challenge to compare against another local authority, but the Eastern Region had identified that they had received more DHR's than had been anticipated. There was work being carried out to see if the Covid pandemic had an impact, with less people being visible to friends and families and agencies, and the move of information to predominantly online. The outcome of that review was unknown currently. However, Norfolk was thought to be similar to local and national colleagues.
- A suggestion was made that information regarding NIDAS could be put in places regularly accessible to those of an older generation, such as on local pharmacy prescription labels. Information regarding services such as NIDAS and Childline could also be put on school letter footers.
- The Scrutiny Sub Panel requested a copy of the composite action plans that had been referred to earlier in the discussion.
- The Partnership explained that it engaged with the District Council representatives by way of the quarterly meetings of the NCCSP Board. Those representatives were often leads on various Panels and Boards at their respective Authority and were aware of the detail in the reports provided at the Scrutiny Sub Panel meetings. It was then their responsibility to circulate that to all their elected members and key officers. There was some concern that the information was not being disseminated to all members, but the Chair of the NSSCP assured the Scrutiny Sub Panel that work was being carried out to ensure that this would

happen going forwards.

- The Scrutiny Sub Panel was reassured that any persons attending, dealing with, or witnessing any details regarding domestic homicides were supported and all services across the board were supporting their staff in a trauma informed way.
- Reassurance was given to the Scrutiny Sub Panel regarding the support for those children whose homes had been burgled and heard that this was predominantly carried out by the Safer Neighbourhood Teams.
- The Serious Violence Duty commenced on 31st January 2023 and as a Partnership had been working over the last 12-18 months in preparation of that Duty. The Scrutiny Sub Panel heard that there was a serious violence Partnership Group which was made up of all the responsible authorities which was meeting to progress the response to that Duty.

5.4 The Scrutiny Sub Panel:

- 1) **NOTED** the information provided.
- 2) Made the following **RECOMMENDATIONS** to the Partnership:
 - a) that the Partnership should provide a full report on its thematic review of Norfolk DHRs to a future meeting, together with further information on Domestic Violence Change Champions to explain how they are working in practice in Norfolk.
 - b) that the Partnership should provide further information on how children are supported (written response attached at **Appendix A**).
 - c) that the Partnership should provide an overview of its response to the new Serious Violence Duty, which commenced on 31 January 2023, to a future meeting.
- 3) **AGREED** to delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the next scheduled meeting (22 March 2023).

6 Partnership Priority - Prevent

6.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services which introduced further progress updates on the Prevent priority, which were requested by the Scrutiny Sub Panel at its 24 February 2022 meeting.

6.2 During discussion the following key points were made:

- NCCSP, together with Suffolk Community Countywide Safety Partnership had been successful in obtaining funding for a Preventing Radicalisation Project, which was currently being run by Shout Out UK. They were currently running two projects; a raising awareness conference for professionals and a parents and carers information course about how to stay safe online.
- The Sub Panel were pleased to hear that work was being done regarding venue hire, IT policy and guidance in relation to venues being used by radicalised influencers. However, there was still anonymous far right literature being put through doors in some areas of Norwich and Members wondered if there was a gap in legislation around the requirement to have an imprint on the literature. This would be brought back to a future meeting.
- The Sub Panel requested information regarding the impact of projects raising awareness of radicalisation, such as thoughts of the courses and what they were

then doing with the information that they had been taught. Shout Out UK who were delivering the current projects had built an evaluation into it and the NCCSP team would also be looking at the outcomes of those projects to feed into other projects.

- With reference to page 38, point 9.5, the Hate Crime Review analysed the Constabulary's data to understand what was happening with regards to young people and hate crime. It revealed that a large proportion of perpetrators were school age which led to the recommendation as outlined in the report. It was being managed by the Community Relations and Strategic Group. It was an ongoing piece of work, and it was requested that the outcomes were brought to a future meeting.
- Being parent of teenage children meant it could be difficult to explain what hate crime was. Communication was about reaching people whatever medium they used. Social media was obviously applicable for the younger generation and the communications officer was looking at the best way of reaching all demographics and reviewing those channels for feasibility across all the priorities.
- Independent Review of Prevent MKM asked about any implications arising from the Independent Review of Prevent, published on 8 February 2023. AM confirmed that the Partnership was currently reviewing this. Please could you add a bullet point to cover this.
- Members acknowledged the role that elected members themselves had in supporting the Partnership by highlighting problems in their own areas and highlighting the availability of awareness raising projects through their various community roles. The Chair of the Partnership explained that by working with lead officers across all the authorities and ensuring they engaged more effectively with their members, including those involved with the Sub Panel, would support elected members with awareness about the issues in their wards and know what resources they needed.

6.3 Members discussed the importance of cascading information provided by the Partnership to all elected members and strengthening the connection between lead partnership officers and key councillors at all local authorities. The Chair emphasised that he made a regular report to Norfolk County Council's Scrutiny Committee to raise the profile of the Partnership's work and the challenge brought by the Scrutiny Sub Panel and encouraged district councillors to do the same at their local authorities.

6.4 The Scrutiny Sub Panel:

- 1) **NOTED** the information provided
- 2) **RECOMMENDED** to the Partnership;
 - a. That it should provide clarification on whether there is a gap in legislation around the requirement to include a legal imprint on any leaflet campaign material.
 - b. That it should provide evidence of the impact of projects seeking to raise awareness of radicalisation and extremism to a future meeting.
 - c. That it should report the outcomes of its Hate Crime Review to a future meeting.
- 3) **AGREED** to delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the next scheduled meeting (22 March 2023).

7. Partnership Priority – Neighbourhood Crime

7.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services that updated the Sub Panel on the development of a communication strategy for the Community Trigger process, which was requested by the Scrutiny Sub Panel at its 9 June 2022 meeting.

7.2 During discussion, the following key points were made.

- A comment was made that through the Community Trigger process, an accused perpetrator could be victimised in the neighbourhood. There could be underlying unmet need issues which were the reason for that behaviour such as being criminally exploited, a lack of access to mental health services, a lack of access to child and adolescent services, parents being separated from children and not being helped with the trauma of that situation. The Community Trigger process should not be used to enable people to access a health and social care service. The Head of Community Safety explained that all those who were part of the Partnership understood the duties they were responsible for both as individual organisations and collectively. Through this process, the Partnership would assess if it met the trigger. Although those concerns were valid the Head of Community Safety explained that they would be fed into the Partnership and explored further. There was accountability that the members of the Partnership carried out in their organisation what they were supposed to be doing. An update would be brought to a future meeting.
- There were several actions that could be taken with regards to vehicle noise and nuisance. Local Authorities would take the lead on any noise disturbance but if a driving offence had been committed, Norfolk Constabulary would become involved, either through the local beat managers who had access to traffic teams and the community teams who would also be able to reinforce messages. Encouragement was given to always report any issues. The Trigger Process was more concerned with persistent offences rather than a one-off occurrences.
- There had been success in Great Yarmouth with the installation of a special camera funded by a grant from the Department of Transport. The camera took pictures of number plates and other features and recorded incidents. Thanks were given to Constable Dan Smith in Great Yarmouth for seeing this through.
- The Community Trigger Process was on every District Council website as well as most housing providers, but it was hoped that this would extend to all housing providers in due course.
- The Community Trigger Process would be available to initiate in writing eventually, not just online.
- Once the policy was in place and the staff were informed, then training sessions would be held for elected members. It was also important to make the public aware about what Community Trigger was, the threshold of the trigger, how to access the process and the single point of contacts in the District and Police. The Sub Panel heard that the training would be available to anyone such as parish councillors or practitioners. The Sub Panel urged that this was completed as soon as possible, and the Head of Community Safety reassured them that it would hopefully be completed by Easter 2023.

- 1) **NOTED** the information provided.
- 2) **RECOMMENDED** that the Partnership should consider how constituent partners can ensure that individuals are able to access support for unmet needs, to avoid circumstances where a Community Trigger might be requested, and report back to the Sub Panel at a future meeting.
- 3) **AGREED** to delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the next scheduled meeting (22 March 2023).

8. Resourcing the Community Safety Partnership

- 8.1 The Sub Panel received a verbal update from the Chair of the NCCSP Partnership on progress with the Partnership's internal resource review.
- 8.2 The Sub Panel noted that while there was a core Community Safety Team within the Office of the Police and Crime Commissioner for Norfolk, the success of this area of work was reliant on the engagement of those partner organisations and agencies that constituted the Partnership.
- 8.3 Members were advised that the Government was due to start a national review of Community Safety Partnerships (how they worked, roles and responsibilities), which could influence how they functioned in future. This review was possibly going to start in early March. It could also influence how both Partnerships and Police and Crime Commissioners have greater regard for each other.
- 8.4 The Sub Panel also heard how the Partnership were regarded as carrying out best practice, and they were assisting the Home Office with the review by devising a case study of how Norfolk's Partnership worked and how it could be developed.
- 8.5 The Scrutiny Sub Panel;
 - 1) **NOTED** the information provided,
 - 2) **AGREED** that an update on the national review of Community Safety Partnerships should be provided to the next meeting, and
 - 3) **AGREED** that the Chair would include a summary in his report to the Scrutiny Committee.

9 Forward Work Programme

- 9.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services that set out a proposed Forward Work Programme for the Scrutiny Sub Panel that could be used to shape future meeting agendas and items for consideration.
- 9.2 The Scrutiny Sub Panel **AGREED** the forward work programme and the items identified for consideration at future meetings as set out in Appendix A to the report subject to the following points.
 - Following the schedule elections in May, the membership of the Panel could change. The Chair proposed that the focus of the next meeting on 8 June 2023 should be on an overview of the Partnership, how it functioned currently and effects change, together with an update on the Government's national review. It was also agreed that the introduction should include an overview of what happened following a domestic homicide to help inform new members.

- The work programme for the September 2023 meeting would be considered at the June meeting.
- Following the number of updates requested by members of the Sub Panel previously in the meeting, the Scrutiny Support Manger was asked to liaise with the Partnership to consider the best timings for those updates to be brought to future meetings.

9.3 The Scrutiny Sub Panel considered the forward work programme set out at Appendix A of the report and **AGREED** the following changes:

- Given that the membership of the Scrutiny Sub Panel could change after local elections in May, the focus of the next meeting on 8 June 2023 should be on an overview of the Partnership, how it functioned currently and effects change, together with an update on the Government's national review. That introduction should also include an overview of what happened following a domestic homicide to help inform new members.
- The work programme for the September 2023 meeting would be considered at the June meeting. The Scrutiny Support Officer was asked to liaise with the Partnership to consider timings for the updates that had been requested during the meeting, to support discussion of the Sub Panel's work programme.

The meeting finished at 12.10 pm

Chair



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**Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel
Friday 24 February 2023**

1) Written response in relation to question asked at paragraph 5.4.b

When the Scrutiny Sub Panel met on 24 February 2023, it requested further information (a written response) about how children are supported within the Domestic Homicide Review process.

Please see below the Partnership's response, provided by the Community Safety Team (OPCCN). This will be appended to the unconfirmed minutes when they are published.

When the police refer children to Children's Advice and Duty Service (CADS) following a domestic homicide, CADS will look at the needs relating to each case and establish the most appropriate social care intervention.

Children and their families open to social care can be offered support via the Intensive and Specialist Support Services. This service offers bespoke support based on needs. If they need provision around parenting, stabilisation or scaffolding work to support the children or families adjust or for example to get them ready to access specialist support around grief or mental health issue, the service can be flexible to meet the family need and compliment the support provided by the family and professional network. The intervention would usually be delivered by child and family therapeutic workers who are therapeutically informed practitioners that can support the system around the child with relational, parenting or trauma related issues. The provision is dependent on the family need and the case holders assessment of the family strengths. This work fits under the banner of holistic support provided to families to meet their individualised need rather than a specific programme to support post domestic homicide.

The Office of the Police and Crime Commissioner for Norfolk has commissioned a service to support children affected by domestic homicide within Norfolk provided by Advocacy After Fatal Domestic Abuse (AAFDA), which Children's Services can refer children to directly. The service aims to help support victims or witnesses by providing emotional and practical, expert and specialist peer support to families following suicide/homicide bereavement after domestic abuse. AAFDA offers those children, where appropriate, safe and agreed by all parties a voice in the Domestic Homicide Review process. Families work with a dedicated specialist case worker who provides bespoke support. The service aims to support families to be better able to cope with the emotional and practical challenges, improve their wellbeing, families report feeling reduced isolation and children have improved emotional health.

Children's Services provides staff with mandatory Domestic Abuse Awareness e-learning package that gives an overview of the different types of domestic abuse, defines domestic abuse, explains the signs and indicators of abuse and details actions staff can take to support victims, including what to do if they are concerned a colleague is experiencing domestic abuse.

Children's Services DASH training covers the intimate partner homicide timeline (IPHT), which addresses Domestic Homicide directly. It is a tool that practitioners can use to help predict the escalation of behaviour and the level of risk.

Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Item No: 6

Report Title: Terms of Reference

Date of Meeting: 8 June 2022

Responsible Cabinet Member: N/A

**Responsible Director: Tom McCabe (Executive Director of
Community & Environmental Services)**

Executive Summary

The NCCSP Scrutiny Sub Panel is asked to consider its Terms of Reference and whether it wishes to propose any amendments to the Scrutiny Committee.

Action Required

The NCCSP Scrutiny Sub Panel is asked to:

- a) **Consider its Terms of Reference; and,**
- b) **Agree whether it wishes to propose any amendments to the Scrutiny Committee.**

1. Background and Purpose

- 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 Norfolk Countywide Community Safety Partnership (NCCSP) lies with the County Council and this statutory scrutiny function is set out at paragraph 4 of Part 7B of the [County Council's Constitution](#). Since the change of governance arrangements at the County Council in May 2019 this role has been undertaken by the Scrutiny Committee, through a dedicated Scrutiny Sub Panel.
- 1.2 The NCCSP Scrutiny Sub Panel has historically considered its Terms of Reference at each annual meeting. Today's meeting is the first that has been

convened since the start of the civic year and Members are therefore asked to review the document attached to this report at **Annex 1**.

2. Proposals

- 2.1 That the NCCSP Scrutiny Sub Panel considers the role, membership, working style and general issues set out in the Terms of Reference, attached to this report at **Annex 1**, and whether any amendments are required.
- 2.2 That, if required, it delegates to the Chair and Vice-Chair the task of proposing any agreed amendments to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.

3. Impact of the Proposal

- 3.1 Regular review of the Sub Panel's Terms of Reference will ensure the governance arrangements for the Partnership remain fit for purpose and support effective scrutiny.

4. Financial Implications

- 4.1 None.

5. Resource Implications

- 5.1 **Staff:** None.
- 5.2 **Property:** None.
- 5.3 **IT:** None.

6. Other Implications

- 6.1 **Legal Implications:** None.
- 6.2 **Human Rights Implications:** None.
- 6.3 **Equality Impact Assessment (EqIA) (this must be included):** None.
- 6.4 **Data Protection Impact Assessments (DPIA):** None.
- 6.5 **Health and Safety implications (where appropriate):** None.
- 6.6 **Sustainability implications (where appropriate):** None.

6.7 **Any Other Implications:** None.

7. Risk Implications / Assessment

7.1 N/A

8. Select Committee Comments

8.1 N/A

9. Action required:

9.1 The NCCSP Scrutiny Sub Panel is asked to:

a) Consider its Terms of Reference; and,

b) Agree whether it wishes to propose any amendments to the Scrutiny Committee.

10. Background Papers

10.1 None.

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

Terms of Reference

1. Role of the Sub Panel

The role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel is to:

- Scrutinise on a quarterly basis the Community Safety Partnership Plan and on such other occasions as are required to scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership [known locally as the Norfolk Countywide Community Safety Partnership] in respect of crime and disorder.
- Scrutinise the priorities set out in the Community Safety Partnership Plan.
- Make any reports or recommendations to the Norfolk Countywide Community Safety Partnership and/or where considered appropriate to Norfolk County Council's Scrutiny Committee.

2. Membership

- 3 County Councillors (politically balanced and can be drawn from the Police and Crime Panel).
- 7 District Council members – one co-opted from each District.
- Each member of the Sub Panel to have one named substitute. No other substitutes are acceptable.
- The Sub Panel may wish to consider co-opting additional non-voting members onto it if appropriate.
- The Chair to be elected from the County Council members on the Sub Panel on an annual basis.
- The Vice Chair to be elected from other members on the Sub Panel on an annual basis.

3. Working Style

- The Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel meetings will be held quarterly to scrutinise the progress being made with delivering the Partnership Plan and on such other occasions as are required.
- The Chair will provide regular update reports to the Scrutiny Committee.
- The quorum for the Sub Panel will be five members.
- Unless otherwise stated meetings of the Sub Panel will be held in accordance with Part 8B of the County Council's constitution.

4. General issues

- Democratic support to the Sub Panel will be provided by the County Council.

Norfolk Countywide Community Safety Partnership (NCCSP)

Scrutiny Sub Panel

Item No: 7

Report Title: Introduction to the Norfolk Countywide Community Safety Partnership

Date of Meeting: 8 June 2023

Responsible Cabinet Member: N/A

Responsible Director: Tom McCabe (Executive Director of Community & Environmental Services)

Executive Summary

This report provides an introduction to the Norfolk Countywide Community Safety Partnership.

Action Required

The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider the introduction to the Partnership;**
- a) Agree what recommendations (if any) it wishes to make to the Partnership – including a view on the transformation principles described in the case study at Annex 2;**
- b) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.**

1. Background and Purpose

- 1.1** With councillors being newly appointed to the Scrutiny Sub Panel following local elections in May 2023, this report provides an introduction to the Norfolk Countywide Community Safety Partnership.

- 1.2 The purpose of the item on today's agenda, requested by the Scrutiny Sub Panel at its 24 February 2023 meeting, is to support councillors' understanding of what the Partnership is, how it functions and effects change. The Scrutiny Sub Panel will then have an opportunity to decide on areas it wishes to explore further through its forward work programme.

2. Norfolk Countywide Community Safety Partnership

- 2.1 Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combating the supply of drugs through county lines and growing levels of domestic abuse, to modern slavery and environmental crime.
- 2.2 The Norfolk County Community Safety Partnership (NCCSP) brings together organisations from across Norfolk to tackle crime and disorder, to ensure the county remains a safe place for people to live, work and visit. The members of the NCCSP represent local councils, policing and fire services, probation, youth offending, health and housing.
- 2.3 In Norfolk, the Community Safety Partnership is hosted and managed by the Office of the Police and Crime Commissioner (OPCCN), supporting and working directly with the Chair of the NCCSP, the NCCSP team aims to maximise use of resources, reduce duplication and improve the effectiveness of the work of the Partnership.

3. Safer Norfolk Plan 2021-24

- 3.1 The Partnership developed a three-year Plan (the [Safer Norfolk Plan 2021-24](#)) to both address county-wide priorities as well as those significant risks and threats that exist at a local level.
- 3.2 The Plan sets out how the Partnership will respond during the period, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.
- 3.3 A full copy of the Safer Norfolk Plan 2021-24 is provided at **Annex 1** of this report.

4. The Office of the Police and Crime Commissioner's role

- 4.1 The Office of the Police and Crime Commissioner (OPCCN) plays a critical role in the work of the NCCSP. The Partnership is managed by the OPCCN and meetings of the NCCSP are chaired by the OPCCN's Chief Executive. OPCCN staff work closely with other members of the Partnership across areas such as crime prevention, safeguarding and vulnerability, and victim support.
- 4.2 Police and Crime Commissioners (PCCs) and Community Safety Partnerships (CSPs) have a duty to take into account each other's priorities, to ensure there is a joined-up approach to tackling shared priorities. The Police, Crime and Community Safety Plan set by Norfolk's PCC is a key driver in the work of the Partnership.

5. Community Safety Partnerships review

- 5.1 The Home Office has reviewed the role of PCCs in two parts and published a range of recommendations.
- 5.2 One area of review is the relationship between PCCs and CSPs, to look at ways of enhancing this relationship to improve community safety outcomes in police force areas.
- 5.3 As part of its Anti-Social Behaviour Action Plan, the Government launched a consultation on CSPs and anti-social behaviour powers, which included questions on the relationship between CSPs and PCCs, the role of CSPs and PCCs in tackling anti-social behaviour and the expansion of anti-social behaviour powers.
- 5.4 In Norfolk, the model for the management of community safety is unique, as it is the only place in the country in which the core community safety duties of responsible authorities are co-ordinated and delivered by the PCC and the Office of the Police and Crime Commissioner for Norfolk (OPCCN).
- 5.5 Consequently, proposals and suggestions in the consultation have already been adopted in Norfolk, where the CSP and PCC/OPCC operate in an aligned and integrated way.
- 5.6 This approach has been developed over the last three years, and to explain this, and share learning with the rest of the country, a case study has been produced, which can be found at **Annex 2** of this report.

6. Suggested Approach

6.1 The following Partnership Leads will attend to provide the Scrutiny Sub Panel with a presentation to further illustrate the role and function of the Partnership, highlight key developments and respond to any questions:

- Mark Stokes - Chief Executive, Office of Police and Crime Commissioner for Norfolk (OPCCN) and Chair of the NCCSP Partnership
- Gavin Thompson - Director – Policy and Commissioning, OPCCN
- Amanda Murr – Head of Community Safety, OPCCN

6.2 The Sub Panel may wish to question them on the following areas:

- a) How the Partnership functions and effects change;
- b) Progress being made with the Community Safety Partnerships review, Norfolk's response, the timescales, likely outcomes and implications for Norfolk;
- c) Norfolk's readiness to respond to core community safety duties;
- d) How Scrutiny Sub Panel Members, and elected members across Norfolk, can support the Partnership to achieve its aims.

7. Proposal

7.1 That the NCCSP Scrutiny Sub Panel considers the introduction to the Partnership and agrees what recommendations (if any) it wishes to make to the Partnership.

7.2 That it delegates to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.

8. Impact of the Proposal

8.1 Elected Members are able to maintain oversight of the progress being made by the Partnership, providing support as well as challenge in carrying out their scrutiny role.

8.2 Regular review of the Scrutiny Sub Panel's activity by the Scrutiny Committee will strengthen the governance of the Partnership's activity and support effective scrutiny.

9. Financial Implications

9.1 None.

10. Resource Implications

10.1 **Staff:** None.

10.2 **Property:** None.

10.3 **IT:** None.

11. Other Implications

11.1 **Legal Implications:** None.

11.2 **Human Rights Implications:** None.

11.3 **Equality Impact Assessment (EqIA) (this must be included):** None.

11.4 **Data Protection Impact Assessments (DPIA):** None.

11.5 **Health and Safety implications (where appropriate):** None.

11.6 **Sustainability implications (where appropriate):** None.

11.7 **Any Other Implications:** None.

12. Risk Implications / Assessment

12.1 N/A

13. Select Committee Comments

13.1 N/A

14. Action required:

14.1 The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider an introduction to the Partnership;
- b) Agree what recommendations (if any) it wishes to make to the Partnership – including a view on the transformation principles described in the case study at Annex 2;

- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.

15. Background Papers

15.1 [Safer Norfolk Plan 2021-24](#)

Officer Contact

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Safer Norfolk Plan 2021-24

Building resilient, safe and supportive communities in Norfolk

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1. Forward

The NCCSP's role is to work together to create safe communities for people to live, work and visit. This plan sets the direction for the Norfolk County Community Safety Partnership (NCCSP) for the next three years.



We need to understand the community safety threats to Norfolk. Our latest assessment of crime and disorder highlighted the most harmful, prevalent or increasing threats in Norfolk, linking these to key national policy agendas. The NCCSP used this to develop its priorities:

- **Serious violence** is a growing issue across England, including in Norfolk. Key drivers are domestic and sexual abuse and County Lines linked drug dealing. We need to take work as a partnership to prevent these crimes.
- **Preventing terrorism** is a statutory responsibility placed on all NCCSP partners to work collaboratively to stop people from becoming drawn into or supporting terrorism.
- **Hate crime and community tension** create fear and can have a devastating impact on individuals and communities. Collectively, we will look to prevent, respond to and support victims of hate crime.
- **Criminal exploitation** is a nationwide issue, including Norfolk. It is often hidden from services which means we must work collaboratively to identify and support victims and to pursue perpetrator.
- **Neighbourhood crimes** like burglary, robbery, vehicle crime and other theft offences as well as anti-social behaviour impact on the quality of life of residents. We need to make people feel safer in their homes and local area.
- **Fraud** leads to over £16 million pounds lost each year in Norfolk alone, not to mention its emotional and practical impact on victims. We can work together to prevent fraud and respond when we identify it.

The NCCSP will continue to develop a robust evidence base of both the demands for community safety locally and an understanding of what works to respond to key priorities. From this, we will implement interventions that have a positive impact on communities in Norfolk.

Norfolk is the 5th largest county in the country and to be effective we need to make sure we work with our different communities across the county. Locality working will ensure we understand and respond to community safety issues unique to local communities.

Finally, only through the concerted efforts of all responsible authorities to work collaboratively as a partnership will we be able to achieve what is an ambitious plan. Together, we will keep Norfolk safe.

Yours Sincerely,

Mark Stokes

Chair of the NCCSP and CEO at the Office of the Police and Crime Commissioner for Norfolk

2. Overview

- 2.1 Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combatting the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. This plan sets out how the partnership will respond over the next three years, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.

Setting the scene

- 2.2 Norfolk is a county of contrast. About half our residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns. It is a county with low crime rates compared to the rest of the country, yet it does have urban areas with significantly higher crime levels than the more rural areas. The different locations bring with them different community safety challenges that all need to receive attention to make Norfolk an attractive place to live and work.
- 2.3 **Domestic abuse** covers a range of crimes of violence and abuse which form part of a wider pattern of coercive and controlling behaviour. Reports to police and other statutory services have increased across Norfolk over the course of our previous strategic plan, part due to better identification and part due to increased levels of reporting. Approximately 22% of all crime reported to Norfolk Constabulary is domestic abuse related. It is seen as a key contributor to demand with the latest strategic assessment completed by Norfolk Constabulary. Parliament have enacted the Domestic Abuse Act 2021, which will bring new powers and responsibilities for responsible authorities. The high level of demand and period of change make domestic abuse a priority for the NCCSP.
- 2.4 The number of **sexual offences** recorded by Norfolk police has increased significantly since 2014. In 2019 recorded sexual offences in Norfolk were 23% higher than the three-year average. Restrictions imposed as a response to the Covid-19 pandemic have led to minor decreases in some sexual offences, however long-term trends show significant increases. These crime types are significantly underreported nationally, often taking place behind closed doors and committed by someone known to the survivor. The impact on survivors can be huge. The partnership is agreed that preventing sexual violence, providing support to and safeguarding victims and targeting perpetrators should be a priority.
- 2.5 **Serious violence** is a key cause of concern for the NCCSP as, whilst it does occur in relatively low numbers, it is very high harm. Knife crime has increased by 11% in Norfolk for the 12 months ending December 2020 compared to the previous 12 months. The increase has been associated with drug supply, in particular the County Lines drug delivery model. The Policing, Crime and Courts Bill will introduce a new legal duty requiring local public services to work together to tackle serious violence and require Community Safety Partnerships to consider “serious violence”.

- 2.6 The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from both Islamic extremists and extreme right-wing group ideologies. The Government introduced the **Prevent Duty** in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. Revised guidance for the Prevent Duty was published in April 2021 and the NCCSP holds the requirement to co-ordinate the new risk-based approach to the duty in Norfolk.
- 2.7 **Criminal exploitation** involves the use of power imbalances for coercion, control, manipulation or deception of adults and children to take part in criminal activity or for the purpose of criminal gains and includes modern slavery, child criminal exploitation, and child sexual exploitation. These crime types are hidden by their nature, although the number of cases locally have risen over recent years. The harm caused by these crimes is often hidden and significant. Preventing these crimes, safeguarding victims and disrupting perpetrators must be prioritised.
- 2.8 **Neighbourhood crimes** (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. The impact of Covid-19 related restrictions on these crimes has been great, reducing the number of neighbourhood crimes with many people spending more time at home. However, neighbourhood crimes are concentrated in certain communities¹ and the societal and economic consequences are likely to have an impact on neighbourhood crime rates. Additionally, anti-social behaviour has a big impact on feelings of safety within communities. By targeting resources and working as a partnership these crime types can be reduced, improving the quality of life for residents.
- 2.9 More than 5,000 reports of **fraud** were made in a year in Norfolk to Action Fraud, with a total reported loss of £16.1m. Clearly it has an impact of victims financially but it also it has an emotional impact on the victim. The exploitative methods used by perpetrators manipulate people affecting their confidence and feelings of safety. However, the methods used are also sophisticated and often target the most vulnerable in society, so present a challenge to law enforcement agencies. A national drive to improve the prevention of fraud and support for victims is needed, and the NCCSP can play a key role in protecting people and targeting perpetrators.
- 2.10 **Substance misuse** is an important driver of crime, strongly associated with both criminal exploitation, neighbourhood crimes and domestic abuse. Criminals use extremely harmful coercive tactics to exploit people for financial profit through drug trafficking. Also, some entrenched drug users turn to criminality themselves, to fund their drug use. Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes. The NCCSP has a duty to work together to tackle substance misuse in Norfolk and will provide shared oversight to this project.
- 2.11 **Hate crimes** are crimes perceived to have been motivated by prejudice or hostility toward a victim characteristic. The impact of this crime type affects the individual, their community and others who share that person's characteristic, resulting in serious psychological and physical and harm. In recent years, a link has been shown between national and world

¹ [safer streets prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

events and incidences of hate crime. Hate crime is significantly underreported, with victims often referring to a lack of confidence in the response to hate crime as a reason for not reporting. The Law Commission is making proposals to change hate crime laws to remove the disparity in the way hate crime laws treat each protected characteristic and is that sex or gender be added to the protected characteristics for the first time. Further, the tensions it creates between communities have a negative impact on people's feelings of safety, something the NCCSP is keen to influence. The partnership will ensure there is an effective, accessible and well publicised, co-produced response to hate crime.

- 2.12 The public sector is currently facing a challenging period for delivery. At the start of 2021 Britain left the European Union, significantly shifting how our economy operates which will impact the nature and prevalence of the key community safety priorities of the NCCSP. The Covid-19 pandemic has created uncertainty for the economic future of the country and significantly restricted how we interact socially. The cost of the pandemic on the public purse, both nationally and locally, will also affect the delivery of the plan. These issues will have a significant impact on all sectors (public, private and voluntary and community), and so we must work together better than ever as a partnership to ensure we deliver an effective response to the identified and new and emerging community safety priorities and a safer Norfolk.

3. Strategic themes and priorities

3.1 The NCCSP has four strategic themes, created to highlight concisely how we will respond to our priorities in a co-ordinated way. To deliver on these themes we will:

- Increase the understanding of key community safety issues locally,
- Increase awareness of key issues amongst professionals and the public,
- Prevent community safety issues from happening where possible, and
- Responding in the right way when they do.

Strategic themes

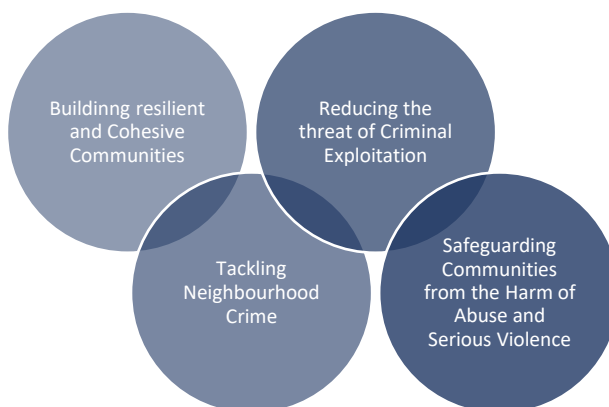


Figure 1: Strategic Themes

3.2 The delivery of this ambitious plan across all seven District's in the county will be supported by a £500k budget. This funding is being provided by the Office of the Police and Crime Commissioner for Norfolk to facilitate delivery against this plan. The members of the NCCSP will work collaboratively to utilise existing resources and bring in extra funding to support the aims of the strategy.

3.3 We will also work with our key strategic partnership boards to ensure join up across the sector. This will include working with the:

- Norfolk Safeguarding Children Partnership,
- Norfolk Safeguarding Adults Board,
- Norfolk and Suffolk Criminal Justice Board,
- Health and Wellbeing Board and
- Other established multiagency working groups.

Priorities

3.4 Based on the local strategic assessment of crime and disorder, the strategic themes and emerging threats, the following are identified as crime and anti-social behaviour priorities.



Figure 2: Priorities

4. Our Approach

- 4.1 The NCCSP will strengthen its response to community safety locally. To do this it will deliver its plan using an evidence led approach, with the Public Health Model of prevention at its heart. This approach has had significant success internationally and will enable us to evidence our positive impact. In addition, we have outlined our approach to communication and the victim-offender dynamic. When implementing these approaches, the overall principles of the NCCSP will be:
- Delivering integrated responses across the partnership to community safety issues in Norfolk
 - Using evidence and research to inform our approach
 - Preventing crime and anti-social behaviour
 - Supporting victims to recover and challenging perpetrators to change their behaviour

Public Health Model

- 4.2 Taking public health approaches means looking behind an issue or problem to understand what is driving it. Often called ‘social determinants’ or ‘structural factors’, these are the circumstances such as housing, education, indebtedness and income that underpin people’s lives and make them more or less likely to, for example, experience criminal victimisation, have contact with the police or enter the criminal justice system. Once these factors are understood preventative interventions are implemented targeting these factors.²

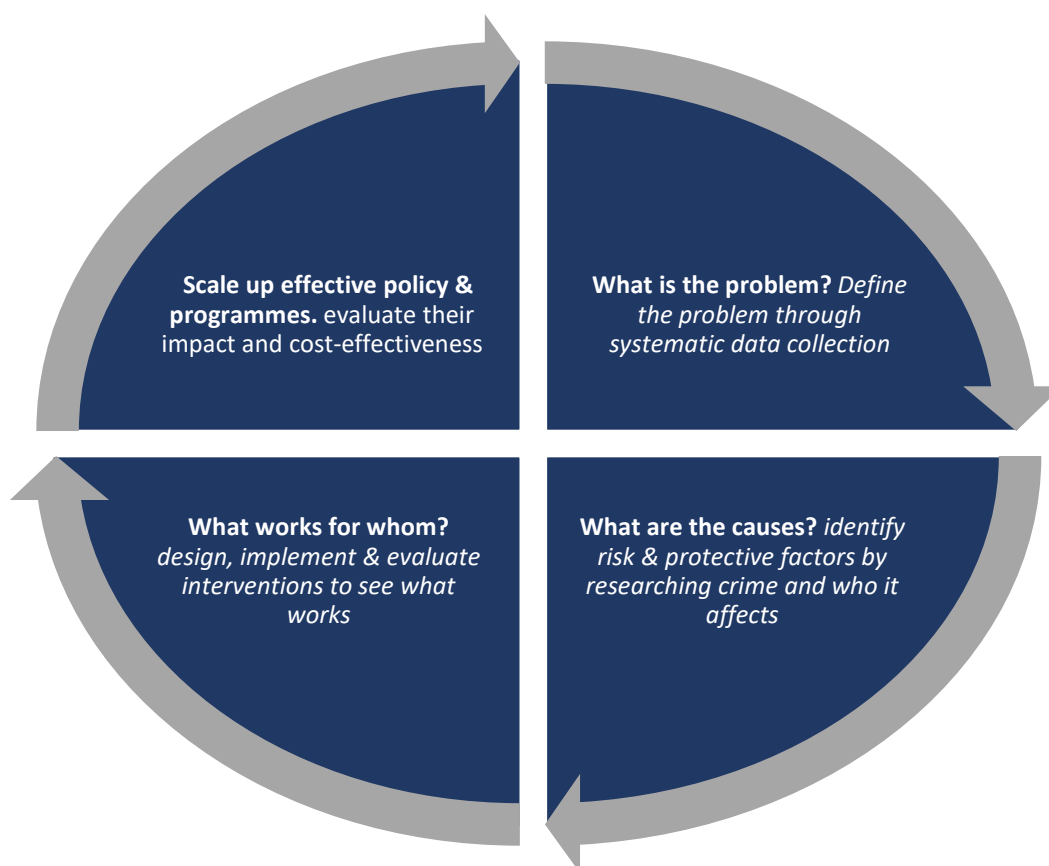


Figure 3: Public Health Model

² [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](https://cleph.com.au)

4.3 Epidemiology is a key principle of the Public Health Model and is achieved through the first two stages of the model. The starting point for this using the Public Health Model is **defining the problem**, which involves understanding the social problem and the risk and protective factors associated with it. This step requires population level analysis looking at the frequency and patterns of events in a group of people. The next step in the model is to **identify the risk and protective factors** are.

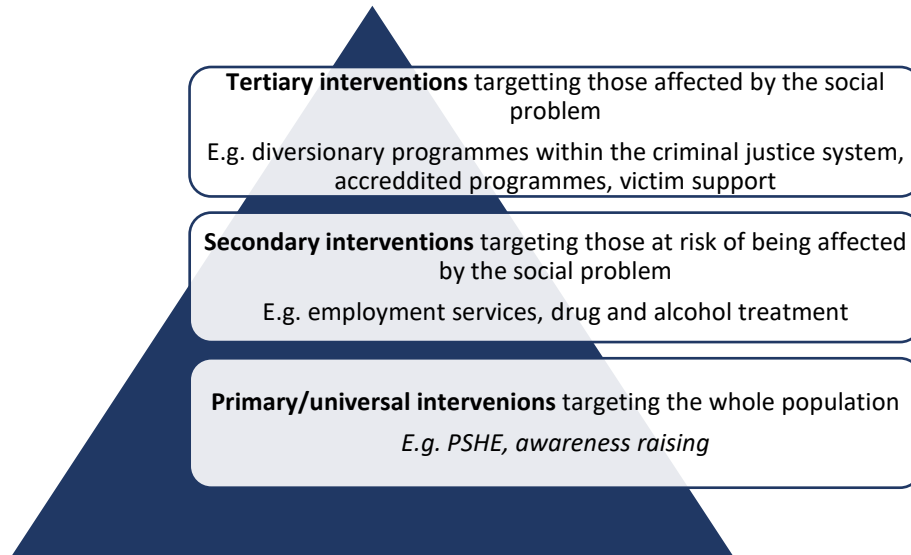


Figure 4: Public Health Model Interventions

4.4 Once the risk and protective factors have been identified the focus shifts to **testing** interventions promoting protective and negating risk factors. Through this we will identify effective measures in responding to crime issues and **scale them up** in order to achieve positive impact on crime prevention and community safety.

4.5 Partnership is central to public health approaches because of the variety of needs that are identified across a population which require responses from many disciplines and services. Different partners have access to different skills, levers and mechanisms to effect change. This makes the NCCSP ideally placed to lead on the adoption of a public health model of crime prevention.

4.6 Interventions within the public health model fit into three overarching categories. Primary/universal, secondary, and tertiary interventions, all focusing on different population groups and all looking to affect factors associated with social problems. As you move up the intervention model the intensity of interventions will increase. As you move down the interventions become less intense and aim to prevent risk factors associated with social problems, often using low level interventions at a universal level.

Responding to risk factors

4.7 Over the course of someone's life, we know that events and circumstances occur that can have an impact on that person's life course. The likelihood of a person committing or experiencing crime and anti-social behaviour are affected by a complex web of risk factors.

4.8 Research has shown that **experiencing certain events** is corelated with experiencing and committing crime and anti-social behaviour. For example, research into Adverse Childhood Experiences (ACEs) has shown that people who have experienced four or more ACEs are

seven times more likely have been involved in violence in the last year, and eleven times more likely to have used crack or heroin or been incarcerated. Whilst the evidence base is still developing and it not predictive at an individual level, it highlights the relationship between experiencing certain events and experiencing or committing crime.

Adverse Childhood Experiences are potentially traumatic events that occur in childhood (0-17 years). For example:

- experiencing violence, abuse, or neglect
- witnessing violence in the home or community
- having a family member attempt or die by suicide
- aspects of the child’s environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with:
 - substance misuse
 - mental health problems
 - instability due to parental separation or household members being in jail or prison

4.9 In addition, we know that there are **socio-economic factors** that are strongly correlated with either being the victim or perpetrator of crime. This include poverty, accommodation, physical and mental health, education, employment and substance misuse. By providing services that directly target factors associated with criminality as early as possible, we will be able to prevent crime and anti-social behaviour in Norfolk.

4.10 Finally, the **environment** within which we live has both a protective and negative impacts on social problems, including crime and anti-social behaviour. Situational Crime Prevention has shown that by carefully considering both public and private spaces, their susceptibility to crime and anti-social behaviour can be designed out.

Locality

4.11 Norfolk’s seven districts are unique, and within each district are communities with diverse community safety needs. These needs vary across different demographic groups and geographic settings. A blanket approach to community safety across Norfolk will not be successful because it would not respond to the diversity of needs. The NCCSP will work to develop understanding of community safety needs on a locality basis and provide support to the localities to provide robust responses to needs.

4.12 It will do this through two Community Safety Officers who will be responsible for working closely with locality leads for community safety to deliver this plan across all priority areas. They will be able to: support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues.

4.13 Communities are at the centre of our approach to community safety and need to be given the capacity to support themselves. Asset Based Community Development empowers local communities to lead statutory organisations to solutions created by and for communities, which help to build safer and healthier places to live, work and grow up. Norfolk has a diverse mix of communities, all of which have assets which we can support our communities to make themselves safer and healthier through Asset Based Community Development.

4.14 District council’s own enforcement policies setting out their approach to key issues in their area. Locality based enforcement policies will be used to contribute to the achievement of this plan’s outcomes. This will require the district councils, other community safety partners and the community itself working together to achieve shared goals. The enforcement policies cover how the district council will robustly respond to:

- Food hygiene and safety
- Licencing
- Health and safety
- Environmental protection and public health

Communications

4.15 Core to our approach is the need to make the public and professionals aware of a variety of community safety issues in order to enable them to identify and protect themselves and others. We believe that by providing Norfolk's residents and its workforce with knowledge about community safety issues we will be able to build resilience and make it harder for criminals to exploit people locally.

4.16 We will deliver communication campaigns targeted at groups where the messages are most needed, such as school aged children, to address key community safety issues in Norfolk, including:

- Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting
- Raising awareness of domestic abuse, what is unacceptable behaviour and how to access the available support
- Promote services providing support to victims of sexual abuse and encourage survivors to access support if they feel they need support
- Highlight to those known to be at risk of criminal exploitation the methods used by criminal exploiters to recruit exploit people
- Increase awareness of how to report anti-social behaviour and how the local authorities respond
- Highlight to residents at risk of neighbourhood crime how they can protect themselves
- Encourage hate crime victims to report their experience and highlight the support available

4.17 Our workforce also needs to be given the latest and best information available to support the community as best it can. We will make sure that the NCCSP member's workforces are given the best and most up to date information possible, including:

- The prevalence of fraud, what the signs of victimisation are and how to support a person to access support
- What hate crime is, how it affects victims and how they can be supported
- Knowledge to support people protect themselves and their community from neighbourhood crime and anti-social behaviour
- Information about abuse in all its forms, including the signs and symptoms of abuse violence and know how to respond.
- The risk factors for serious violence, including the signs and symptom of the risk factors and how to respond to them.

Victim-offender overlap

4.18 There is a growing acknowledgement that the response to victimisation and perpetration should be inter-related as victims and perpetrators share a range of characteristics, such as age and deprivation. This relationship is thought to operate on a number of levels with retaliation and risky behaviour put forward as explanations. The most important explanation for this strategic plan is childhood victimisation leading to adolescent and adult offending³, something which is frequently identified in exploitative and abuse crime types. In addition,

³ https://www.sagepub.com/sites/default/files/upm-binaries/70566_Daigle_Chapter_3.pdf

victims of child criminal exploitation are simultaneously offenders by definition, as they have been coerced into committing crimes. Some effective interventions have used this explanation to develop approaches that take account of life course, as we will do through our ACE and trauma informed approach.

Covid-19 recovery

- 4.19 The 12 months leading to this strategic plan have been extraordinary in many ways. We want and hope the world can return to normal as soon as possible, but we also know it will be a long journey. Our economy has shrunk significantly over the past year and we do not know when it will return to normal. Times of economic uncertainty do impact on crime and anti-social trends so we need to be realistic about what we can achieve and that what we can achieve very much depends on our wider recovery from the pandemic.
- 4.20 Further, the way we interact with one another has changed, with members of the public being unable to socialise in many parts of the entertainments industry. This has been associated with a reduction in violent and sexual crimes. As we work through the Government's roadmap out of the current Covid-19 restrictions, the reduction in violent and sexual crime may reverse. The NCCSP needs to work collaboratively to prevent these crimes and support any victims.

5. Partnership Delivery Structure

5.1 To respond to all strategic priorities, the NCCSP needs a diverse delivery structure. The current delivery structure will be expanded to enable the partnership to effectively target each priority and effectively respond to community safety issues on a locality basis. The below diagram outlines the structure that will deliver this strategic plan. Norfolk Anti-Slavery Network, Cohesion Group and Serious Violence Prevention Task and Finish Group are all examples of an expansion to the NCCSP delivery structure.

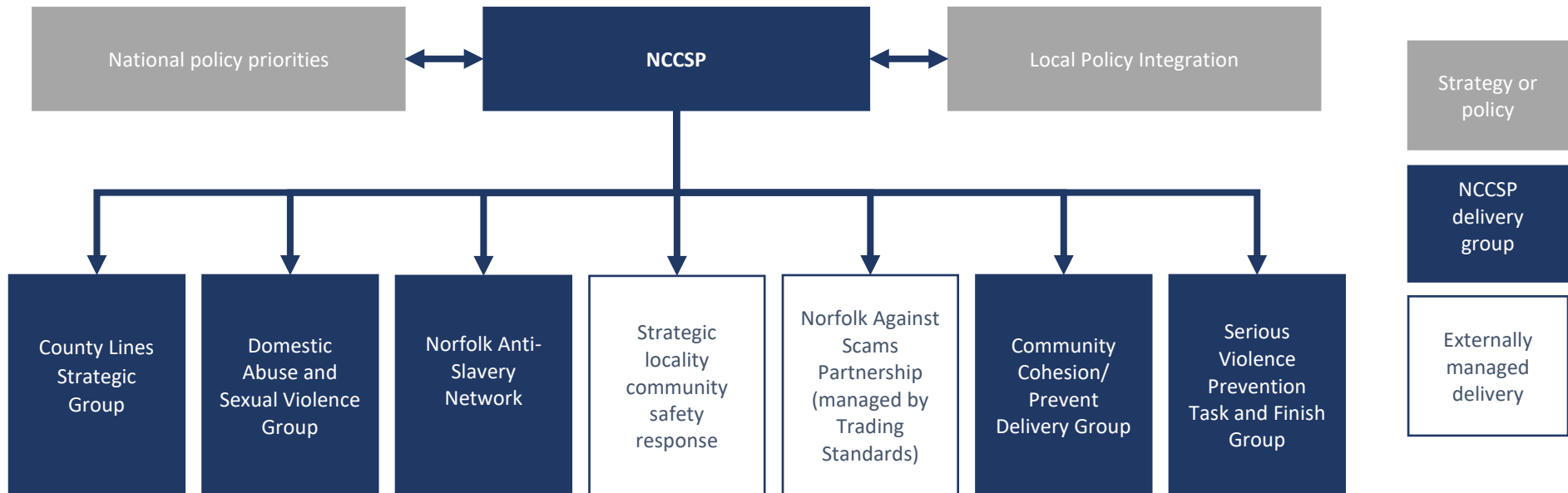


Figure 5: Delivery Structure

- 5.2 NCCSP thematic priority delivery groups will be responsible for responding to NCCSP priorities, including domestic abuse, Modern Slavery, serious violence and community cohesion. In addition, there is an externally managed delivery group supporting the work of the NCCSP fraud – Norfolk Against Scams Partnership.
- 5.3 The NCCSP sits alongside other strategic partnerships, including the Health and Wellbeing Board, Norfolk Safeguarding Adults Board, Norfolk Safeguarding Children Partnership and the Norfolk and Suffolk Criminal Justice Board. To ensure integration between these statutory partnerships,

the Chairs of each meet at the Norfolk Public Protection Forum enabling good co-ordination of response to shared priorities and working together to achieve shared outcomes.

- 5.4 Within each of Norfolk seven districts there are locality-based partnership community safety approaches, which support the delivery of the NCCSP at a more localised level. The NCCSP will support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues. This will include working between district councils and the police to undertake co-ordinated analysis of anti-social behaviours, building on good practice from other local authorities.

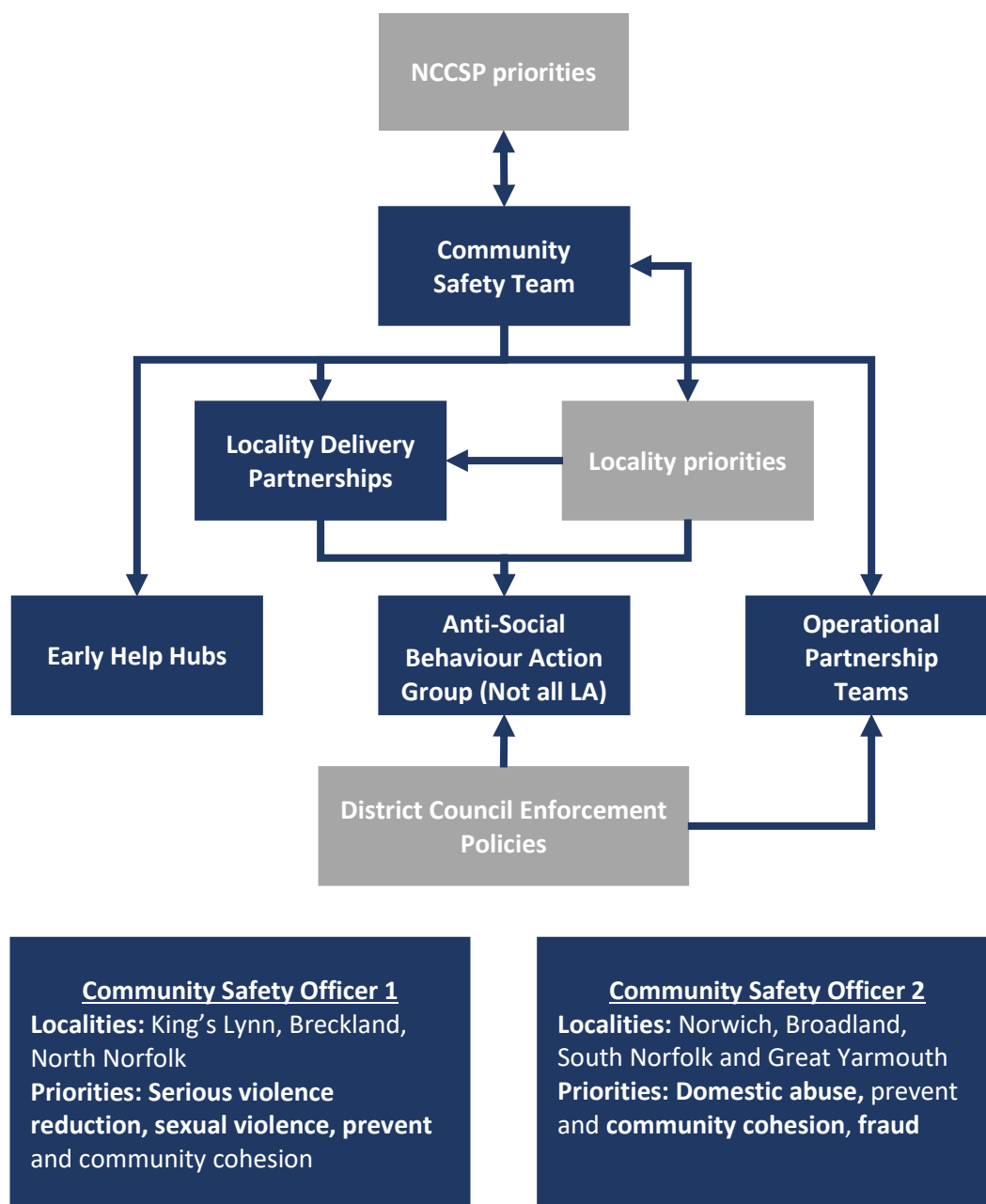


Figure 6: Locality delivery structure

6. Developing our partnership

- 6.1 To improve community safety outcomes across the county in a complex and difficult set of economic, social and health conditions, will require an improvement in the way the NCCSP works.
- 6.2 Improvements have begun to be made, including the development of the basis on which the partnership makes decisions, identifies priorities, sets outcomes and measures the impact of its plans and activity.
- 6.3 The new evidence base comprises an enhanced strategic assessment, the greater use of partnership data and an ongoing review of key community data to ensure the strategic plan remains fit for purpose and responsive to the issues that are affecting our communities.
- 6.4 The strategic assessment has contributed to the development of the Strategic Plan and will underpin the measurements of its success over the next three years through the new performance framework that will be established next, and outlined below.

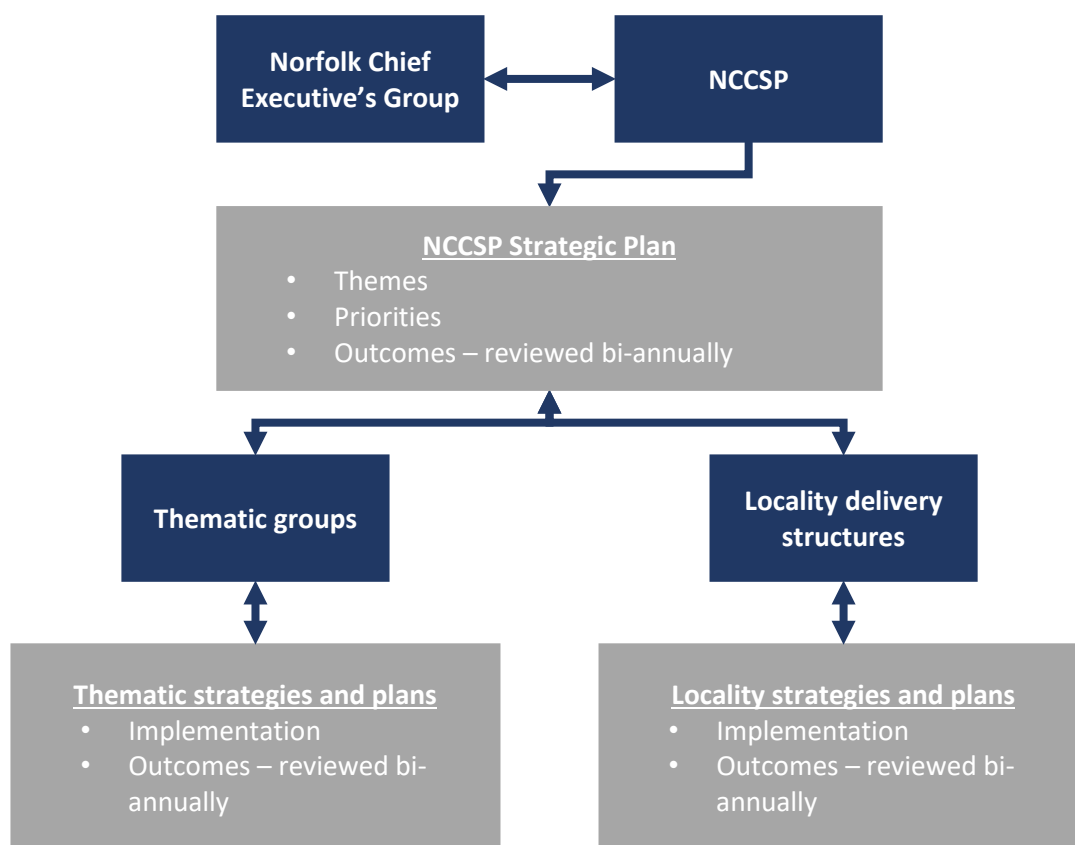
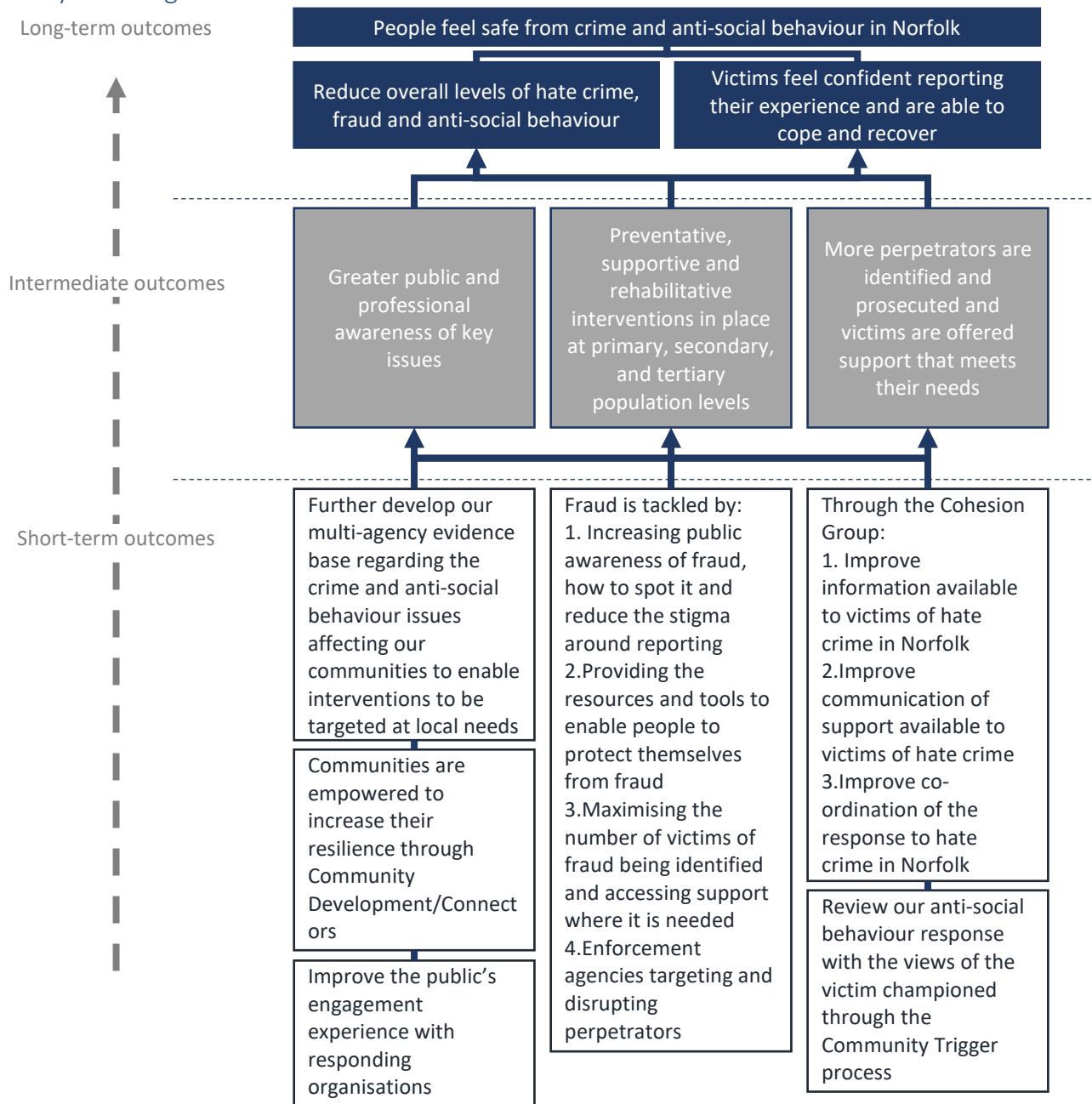


Figure 7: NCCSP Governance Structure

7. Building Resilient Cohesive Communities

7.1 Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and comfortable mixing and interacting with others. Everyone should have the right to feel safe in their local neighbourhood and in town centres. To help Norfolk communities to become more cohesive and resilient the NCCSP wants to achieve the following outcomes and priorities over the course of the plan.

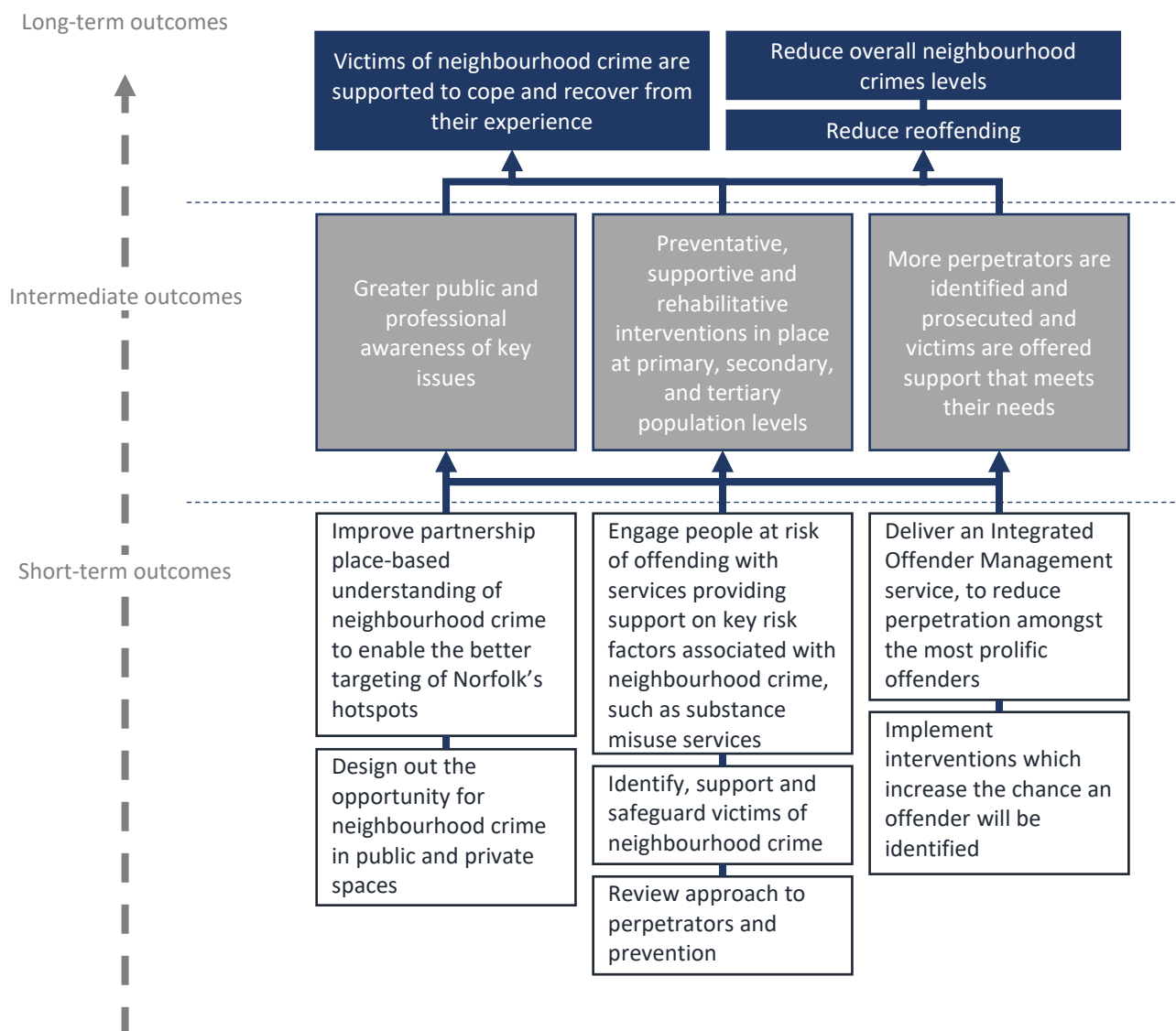
Theory of change



8. Tackling and Reducing Neighbourhood Crime

8.1 Where we live has a huge impact on who we are and how we feel. We want local residents to live without fear of being the victim of crime in their neighbourhood. We know that some neighbourhoods are more affected by neighbourhood crimes than others and we want to work together to tackle neighbourhood crime in these areas.

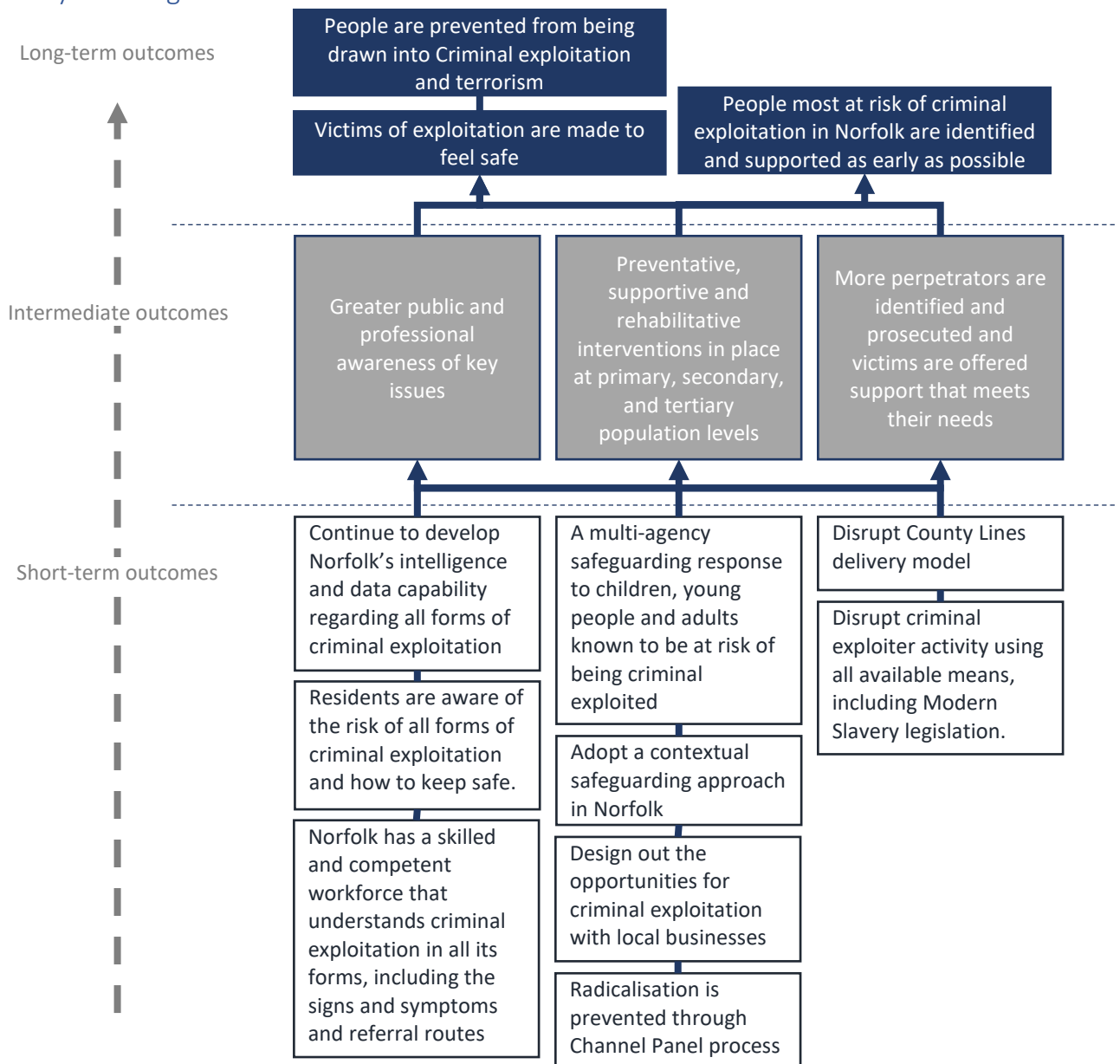
Theory of change



9. Reducing the Threat of Criminal Exploitation

9.1 Criminal exploitation takes many forms, all of which are affecting Norfolk currently. It occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person or vulnerable person for criminal purposes. A prominent example currently is County Lines, a model of drug trafficking that exports drugs from major cities to rural areas, often exploiting children and vulnerable adults to move and store the drugs and money. However, this is not the only form of criminal exploitation and this strategic plan aims to set a framework for the NCCSP to tackle all forms through this strategic theme's priorities.

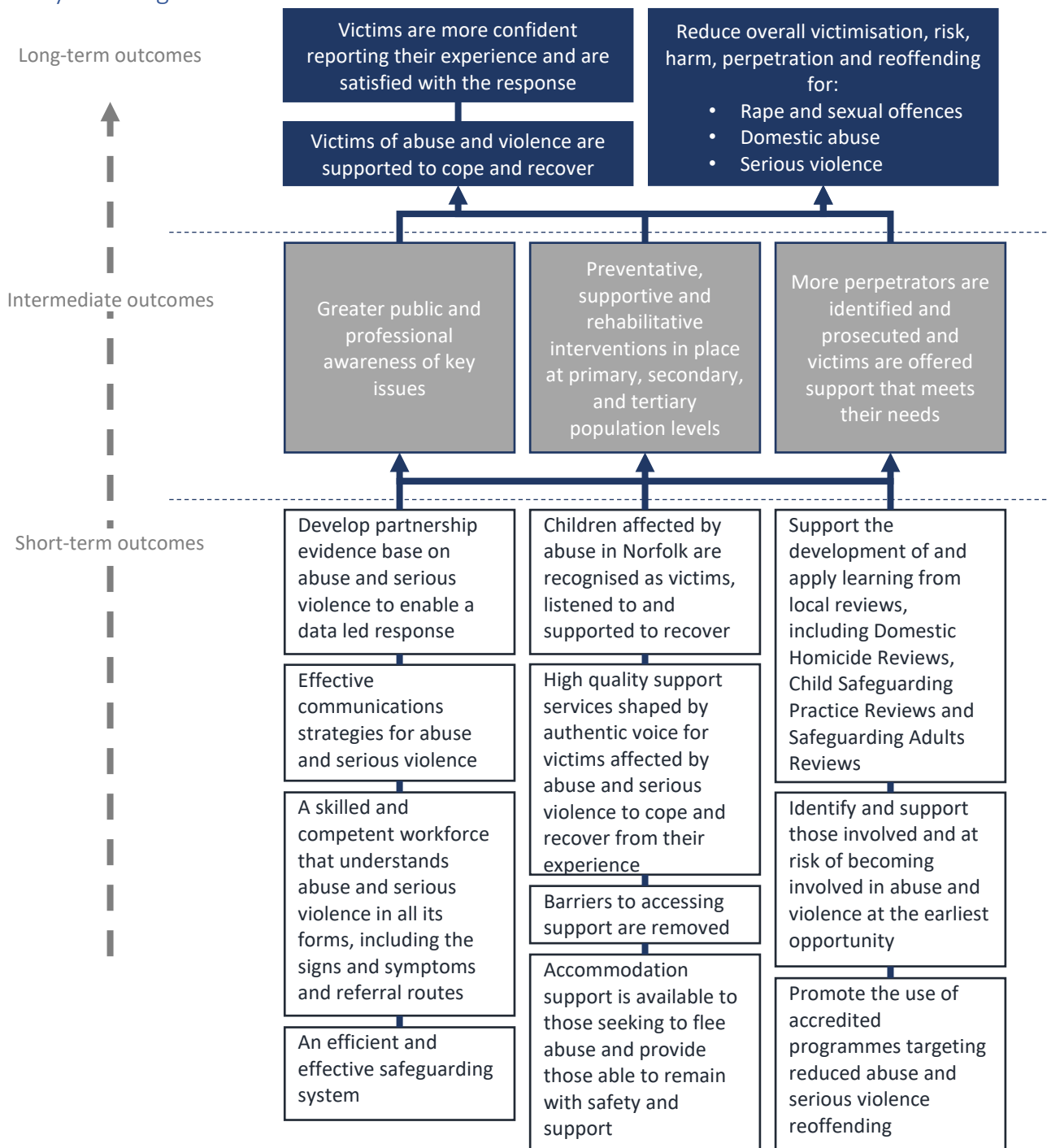
Theory of change



10. Safeguarding Communities from Abuse and Serious Violence

- 10.1 Domestic and sexual abuse have seen significant increases in reports to police over recent years. The impact on victims can be very damaging and perpetrators can continue abusive behaviour in future relationships. We cannot accept this in Norfolk and must prevent it from occurring, support victims recover and prevent perpetrators continuing their behaviour.
- 10.2 There is evidence to show that knife crime, gun crime and homicide have increased nationwide. We cannot accept serious violence taking place in our county and the NCCSP will work to drive it down locally through an evidence based, robust and holistic response.

Theory of change



Appendix 1: Outcomes, Delivery Planning and Impact Assessment

- A1.1 The following outcomes and associated measures have been set for each strategic theme, and will be measured at both a county wide, district and locality level (wherever appropriate). For each priority a separate delivery plan exists, or will be developed, to performance manage delivery and monitor the impact of the plan on the outcomes in our theories of change over the next three years.
- A1.2 The NCCSP acknowledges that data accuracy issues mean that the ideal direction of travel is not always clear. For example, hate crime is significantly underreported, so a change in the number of hate crimes reported to police would not necessarily show a similar change in the number of hate crimes committed. Therefore, where this is the case the intended impact has been listed as neutral, and other measures will be required to show whether intended long-term outcomes have been achieved.

Measures	
Long-term outcome 1: People feel safe from crime and anti-social behaviour in Norfolk	
1	Anti-social behaviour reported to police and councils
2	Qualitative feedback from Norfolk residents on feelings of safety and fear of crime
3	Satisfaction with the service provided by responsible authorities
Long-term outcome 2: Reduce overall levels of hate crime, fraud and anti-social behaviour	
1	Hate crime reported to the police
2	Fraud reported to Norfolk Constabulary and Action Fraud
3	Anti-social behaviour reported to police and councils
Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover	
1	Satisfaction with the response to crime and anti-social behaviour from responsible authorities
2	Public confidence in reporting crime and anti-social behaviour to the responsible authorities
3	Victims who access support service feel they have been supported to cope and recover
Long-term outcome 4: Reduce overall neighbourhood crimes levels	
1	Number of reported burglaries in Norfolk
2	Number of reported robberies in Norfolk
3	Number of reported vehicle crimes in Norfolk
4	Number of reported violent offences in Norfolk
5	Reduce levels fly tipping
Long-term outcome 5: Reduce reoffending	
1	Number of reoffences
2	Number of reoffenders
3	Seriousness of reoffending, measured using Cambridge Crime Harm Index
Long-term outcome 6: People are prevented from being drawn into criminal exploitation and terrorism	
1	Children and young people arrested for drug offences
2	Number of referrals to channel panel process
3	Deliver against the 'Prevent Duty Toolkit for Local Authorities and Partner Agencies'
Long-term outcome 7: Victims of exploitation are made to feel safe	
1	National Referral Mechanisms referrals for children and young people
2	National Referral Mechanisms referrals for adults

Long-term outcome 8: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible

1	Trend in the Children and young people screened through the Multi-Agency Criminal Exploitation (MACE) process
2	Trend in adults screened through the Vulnerable Adult Risk Assessment Conference (VARAC) process (Norwich only)
3	Number of Modern Slavery offences recorded
4	Number of children and young people diverted from the criminal justice system

Long term outcome 9: Reduce overall victimisation, risk, harm, perpetration and reoffending for:

- Rape and sexual offences
- Domestic abuse
- Serious violence

1	Number of reported rapes, serious sexual offences and other sexual offences in Norfolk
2	Number of historic rapes, serious sexual offences and sexual offences reported
3	Number of victims referred to sexual violence services by the police
4	Number of sexual offences referred to Crown Prosecution Service
5	Number of sexual offence reports resulting in a conviction
6	Number of child sexual offences reported
7	Number of domestic abuse crimes reported
8	Number of repeat domestic abuse victims and offenders
9	Number of hospital admissions for serious violence
10	Number of knife crimes recorded
11	Number of homicides

Appendix 2: What is a Community Safety Partnership?

- A2.1 Community Safety Partnerships were created by the 1998 Crime and Disorder Act, which required a partnership to be created between the Responsible Authorities. The responsible authorities are Local Authorities (County & District), Police, Probation, Fire and NHS Clinical Commissioning Groups. They have a duty to work together to:
- reduce reoffending
 - tackle crime and disorder
 - tackle anti-social behaviour (ASB)
 - tackle alcohol and substance misuse, and
 - tackle any other behaviour which has a negative effect on the local environment.
- A2.2 This duty is underpinned by a requirement on Responsible Authorities to:
- form a Community Safety Partnership (CSP)
 - undertake an annual strategic assessment of the crime and disorder in the area
 - determine priorities
 - consult with the public on the priorities identified
 - draw up and publish a partnership plan, revised annually
- A2.3 In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities (A2.1) to ensure delivery:
- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
 - Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
 - at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
 - protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
 - certain defined sets of depersonalised information must be shared quarterly
- A2.4 Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities. Wider partners also participate in the NCCSP, including:
- Police & Crime Commissioner
 - Youth Offending Team
 - Trading Standards
 - Victim Support
 - Housing Registered Providers senior representative.
- A2.5 In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner (OPCCN) for Norfolk and Norfolk County Council was signed which

confirmed that the OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.⁴

- A2.6 Scrutiny of the NCCSP is required at least annually, and is undertaken by the County Council through a sub-panel called the Community Safety Scrutiny Panel, which includes a representative from each district council.

⁴ [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

Appendix 3: Local policy context

A3.1 The policy landscape in Norfolk has several other key partnerships operating within a similar space to the NCCSP. The key groups and their priorities at the time of writing this strategy are set out in the below table.

Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> • Priority areas: <ul style="list-style-type: none"> ○ Neglect ○ Child Exploitation
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> • Preventing abuse and neglect
Norfolk Criminal Justice Board	<ul style="list-style-type: none"> • Provide support to Victims and Witnesses throughout the CJS • Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour
Norfolk Reducing Reoffending Board	<ul style="list-style-type: none"> • Prevention – Intervening early to help to prevent the onset of offending behaviour • Diversion – Diverting people involved in minor offences away from unnecessary contact with the criminal justice system • Offender Management – Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future • Rehabilitation and Resettlement – Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime
Norfolk Health and Wellbeing Board	<ul style="list-style-type: none"> • Prioritising prevention • Tackling inequalities • Integrating our way of working • All working towards a Single Sustainable Health and Wellbeing System



Protecting Norfolk

Transforming partnerships to keep
communities safe

leadership - vision - collaboration

Contents

Executive summary

1. Introduction and background to transformation
2. Transforming partnerships – joined-up and effective leadership across community safety and Criminal Justice
3. The PCC role
4. One county, one team
5. Funding
6. Governance and scrutiny – local democracy and communities matter
7. Ready for the future
8. What next?



Executive summary

Community Safety Partnerships are made up of representatives from the police, local authorities, fire and rescue authorities, health and probation services (the 'Responsible Authorities'). The Responsible Authorities work together to protect their local communities from crime and to help people feel safe.

In 2011, the Home Secretary approved a review in the way that Norfolk's local authorities work with the police and other bodies to tackle crime and community safety. Previously, there were eight community safety partnerships representing each district council area and one for the whole of Norfolk. Each worked to help co-ordinate ways to prevent crime and anti-social behaviour. The partnerships were streamlined into one single body for the whole of Norfolk. Its creation also anticipated the setting up of new elected PCCs, to be introduced the following year.

Police and Crime Commissioners (PCCs) are directly elected politicians who are responsible for securing an "efficient and effective" police force for their area. The role was created in 2012 to replace police authorities, with the first elections taking place that year. The role of the Office of the PCC is to support the statutory functions of a PCC, with a key focus on supporting delivery against the PCC's Police and Crime Plan.

In 2020, all Responsible Authorities took the decision to formally transfer responsibility for leading and managing the countywide Community Safety Partnership to the OPCCN. Strategic partners recognised the importance of the relationship with the PCC, and how the OPCCN was best placed to lead and transform community safety to deliver change and improvements within local communities.

"The merits of OPCC management of community safety in Norfolk were clear, and the opportunity presented itself at a time when the County Council was focussed on protecting lives and communities during the Covid 19 Pandemic. The new model for community safety has contributed to the development of our post Covid 19 leadership and partnership structure, building on the success of partnership working over the three years and making a real difference in our communities."

Tom McCabe, Head of Paid Service - Norfolk County Council

This innovative new approach reflected the continuing development of the roles and responsibilities of the PCC and OPCCN in the partnership landscape, with key partners recognising the value and good business sense of integrating leadership and management of community safety with the everyday work of the OPCCN.

From 2020, the OPCCN has overseen core responsibilities including conducting annual strategic assessments, the creation of a four-year strategic plan, carrying out domestic homicide reviews, and co-ordinating the work of partners to prevent terrorism.

Working with the PCC and key partners, the Norfolk Community Safety Partnership is intelligence-led, strategy is focussing on the right priorities and resources are targeted to key issues and specific geographical

areas and commissioning is fully integrated. Also, Domestic Homicide Reviews are conducted with greater rigour with involvement of partners and stakeholders including bereaved families and leading to risks in communities being identified and responded to.

In managing the Community Safety Partnership and co-ordinating the delivery of statutory responsibilities, the OPCC benefits from mature, trusting and effective strategic relationship with all Responsibilities Authorities, including both leaders and operational teams. The Responsible Authorities engage and together drive key countywide priorities ensuring that specific locality issues are reflected within the partnership and addressed collectively. This has created a unique one team environment spanning different parts of the county and a range of organisations. As a result, in every locality, the response to domestic abuse, modern slavery, county lines and preventing terrorism is stronger, and there have been notable joint investment and improvements.

The OPCC set up a new structure to work together to coordinate and support all partner authorities through the transition. The primary aim was to ensure the Partnership was set up with the right resources, policies, and processes to deliver core business effectively and to the highest standard.

The transition was also supported by the development of a new web hub for Community Safety and updated content which is now hosted on the PCC website: www.norfolk-pcc.co.uk

The focus then turned to the main priorities and delivery groups in the county, transforming the response to domestic abuse, county lines, modern slavery, anti-social behaviour, serious violence, and community relations.

In under three years, community safety has become an integral part of OPCC business, placing the PCC at the heart of community safety in the county. The Partnership is making a significant difference in our communities, supported by all the Responsible Authorities who are now investing further and looking to the future to take advantage of the opportunities this model brings.

Norfolk's Community Safety Partnership is effective, funded and ready to take on the challenges ahead. For example, this includes the response to serious violence, combatting drugs and the national commitment and efforts to address violence against women and girls.

The Partnership continues to seek opportunities to develop the model, including bringing closer together the community safety and criminal justice partnerships to work even smarter, make the best use of resources and the biggest difference.

The Government's review of PCCs and Community Safety is welcomed. The consultation sets out a number of key lines of enquiry that Norfolk supports and is already delivering within the county model.

The PCC recognises the advantages of an integrated and coordinated partnership, bringing together key priorities including policing governance, community safety and criminal justice to deliver a public health approach.

Introduction and background to transformation

1.1 Since the introduction of PCCs in 2012, the policy and partnership landscape has slowly become more complex with new roles, responsibilities and policy priorities to address the most high demand and high harm community safety issues nationally. For example, domestic abuse and sexual violence, drug dealing, serious violence, human trafficking, and modern slavery.

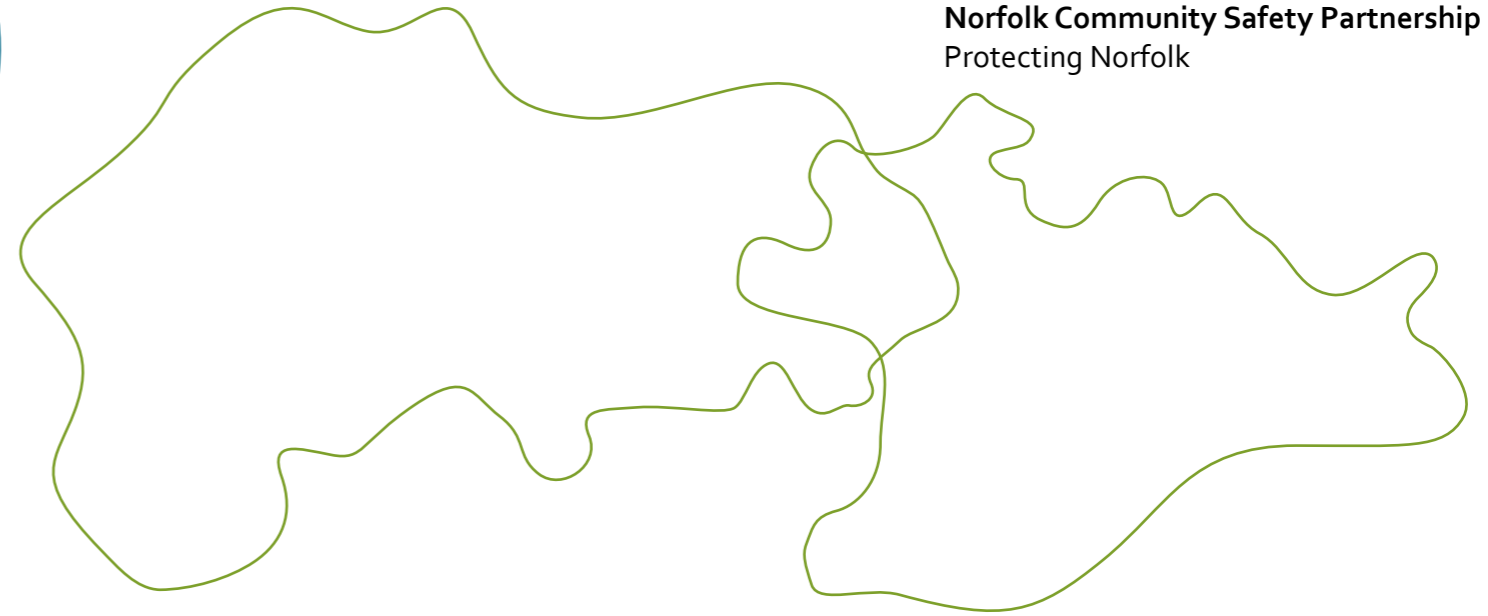
1.2 In principle, the roles of and responsibilities of different agencies responding to community safety issues are clear, set down in guidance, funding agreements, and legislation including the:

- Crime and Disorder Act 1998.
- Anti-social Behaviour, Crime and Policing Act 2014.
- Police Reform and Social Responsibility Act 2011.
- Domestic Abuse Act 2022.
- Police, Crime, Sentencing and Court Act 2022.

1.3 The overall list is extensive with each new development and those planned, including for example the Victims Bill, further add to the list of requirements for local criminal justice agencies, health bodies, local councils, and voluntary and community sector organisations to organise, plan and respond to effectively.

In practice, demand is high placing strain on agencies and partnerships with scarce resources to respond to and manage expectation both nationally and within local communities.

1.4 The Government's Beating Crime Plan draws together priorities from across government setting out its plan to deliver less crime, fewer victims and a safer country. This enables departments to work together more cohesively and



provides local areas with a greater sense of comprehension of the interconnected policy and local delivery requirements.

1.5 In Norfolk, Responsible Authorities agreed to deliver against a range of community safety and criminal justice priorities, with demonstrable outcomes within our respective communities. This enabled Norfolk as a partnership to address the key community safety issues facing our communities. Furthermore, to ensure that the partnership met all its statutory requirements, including National Crime and Police Outcomes.

"The new model in Norfolk creates a better space for partners to work together on common issues, and for us as two District Councils to work with a range of stakeholders on concerns in our communities in Broadland and South Norfolk. We can also share learning and can influence priorities to target resources rapidly. The partnership is making a real difference to people.**"**

Phil Courtier, Director of Place - Broadland Council and South Norfolk District Council

1.6 This thinking coincided with a growing recognition that in Norfolk the PCC and the OPCCN were fully engaged with all Responsible Authorities, recognising the synergies between the Police and Crime Plan and Community Safety Plan priorities enabling strategies and integrated commissioning at a county and locality level to prevent and reduce crime and support victims.

There was already a positive relationship across several community safety priorities including, domestic abuse and sexual violence, county lines and modern slavery.

- 1.7** The PCC and OPCC have been at the forefront of driving partnerships and partnership working to reduce offending, reoffending and to respond to the unique challenges for women in the criminal justice system; utilising the powers and taking a public health approach to tackling root causes.

[Reducing offending](#)

- 1.8** The PCC supported by the OPCC, is an integral member of a range of partnerships including, the NCCSP, Children's Strategic Partnership, Norfolk and Suffolk Criminal Justice Board, Youth Offending Board, Safeguarding Boards and specific policy-based task and finish groups including the multi-agency Child Exploitation Group.

The OPCC has also led on a number of strategic partnership projects including, the transformation of the Multi-Agency Child Exploitation (MACE) project, utilising Home Office funding to transform the response in Norfolk to reduce vulnerability to exploitation by serious and organised crime groups and the associated violence of county lines drug dealing in the Norfolk. The programme was shortlisted for a World Class Policing Award in 2019.

[Specialist team tackling child exploitation nominated for international award](#)



Section

2

Transforming partnerships joined-up and effective leadership across Community Safety and Criminal Justice

2.1 A strong and effective relationship between Responsible Authorities and the PCC is founded on legislative requirements and overlapping statutory responsibilities as set out below:

- Responsible Authorities have a duty to work together to tackle:
 - Reoffending
 - Crime and disorder
 - Anti-social behaviour (ASB)
 - Alcohol and substance misuse,
 - and any other behaviour which has a negative impact on the local environment.
- This Duty to work together is underpinned by a requirement on Responsible Authorities to be reviewed annually:
 - Form a Community Safety Partnership (CSP)
 - Undertake an annual strategic assessment of the crime and disorder in the area
 - Determine priorities
 - Consult with the public on the priorities identified
 - Draw up and publish a partnership plan, revised annually

- Under the Police Reform and Social Responsibility Act (PRSR) 2011, the PCC must:
 - Set the police and crime objectives for their area through a police and crime plan.
 - Bring together Community Safety and Criminal Justice partners, to make sure local priorities are joined up.
- The PRSR provides a clear legal basis for the relationship between Police & Crime Commissioners and Community Safety Partnerships:
 - A transfer of funding from CSPs to PCCs to award crime and disorder reduction grants.
 - A power of accountability over CSPs and call-in procedure.
 - PCC and CSP must have regard to each other's priorities within their respective plans.
 - A mutual duty to cooperate to reduce crime and disorder and offending, encouraging joint working on shared priorities.
 - A requirement to consider the PCC's Police and Crime Plan in developing the community safety strategy.

2.2 From 2016, the PCC and the OPCCN began to play a stronger and more influential role in determining wider Community Safety priorities, integrating resources to achieving common policing and community safety goals. Also, the centrality of the PCC/OPCCN in partnership working arrangements due to the increasing number of funding streams, including victims commissioning, Early Intervention Youth Fund and Safer Streets Funding, coming through them, to maximise the use of resources to deliver improved community safety outcomes.

2.3 All the Responsible Authorities committed to a new structure transferring the leadership and management of the Community Safety Partnership to the OPCC. The OPCC, therefore, led and managed the creation of a new and innovative fully integrated delivery structure, placing the PCC at the heart of Community Safety in the county.

2.4 The case for change and benefits arising were clear:

- Improved relationships, through the PCC/OPCC/Norfolk Constabulary, between the Home Office and Ministry and Justice and Community Safety Partners.
- Greater policy interaction with central government to enhance preparedness for change.

- Integrated delivery teams and activity, to reduce duplication and improve outcomes.
- Development of a public health approach to community safety by strengthening the evidence base for NCCSP strategy through the creation of a new outcomes framework that could identify simultaneously county wide priorities, district level priorities, trends and emerging issues, harm to communities, the impact of strategy and interventions and improvements in outcomes.
- Utilising improved analytics, knowledge, and insight to inform funding strategy and optimise access to external funding streams in the short-term funding environment.
- Greater stakeholder and community engagement in partnership activity; informing strategy and co-production of solutions.
- Alignment of Police and Crime Plan and Community Safety Strategy objectives, priorities, and resourcing.
- Stronger strategic alignment and joint working with other strategic boards and partnerships, to take a holistic approach to tackling the root causes of crime and disorder including serious violence.
- NCCSP and Strategy more responsive to the priorities and community safety activity in districts.
- A stronger focus on local delivery through the development of high-level local delivery plans – reflecting both local and county wide priorities.
- Strengthening accountability for delivery of the NCCSP Strategy and delivery plans, including the Norfolk County Council Community Safety Scrutiny Sub Panel.
- Aligning resources, pooling budgets, and integrating commissioning and funding for community safety, both county wide and district level.

- 2.5** By Autumn 2020, with unanimous support from the Responsible Authorities, the OPCCN had become the first OPCC in the country to lead on community safety and manage the function, together with a Service Level Agreement signed transferring all responsibilities and resources.
- 2.6** The transformation plan was implemented immediately and the overall direction of travel was supported, endorsed, and adopted by the new PCC after his election in 2021, taking up a principal leadership role over Policing, Community Safety and Criminal Justice on behalf of the County and making significant investments into all three areas.



Section

3

The PCC role

3.1 To deliver an effective safety partnership, working together with all Responsible Authorities, the following approach was adopted:

Engage

- Utilising the role, responsibilities, and profile of the PCC.
- Political leaders and lead officers from Responsible Authorities.
- Key strategic partnership to maintain the strategic line of site from one to another to co-ordinate the response to shared policy priorities, regulatory responsibilities, and delivery activity.
- To understand the needs and requirements of different partners and ensure solutions respect and support these.
- Governance and information leads to facilitate the sharing of data, information, and insight.
- Communities and communities of interest across the county to build insight and co-produce responses to their community safety issues.

Enable

- Utilising the PCCs power to convene and transforming it into the 'Power to Enable'.
- Building connections and sharing knowledge and insight across agencies and partnerships to build and strengthen collective action.
- Filling critical gaps in leadership on policy areas created by regulatory boundaries and scarcity of resources in other agencies.
- Through team with the knowledge, skills and experience necessary for successful partnership working and multi-agency transformation
- Working SMARTLY to share resources and integrate commissioning, to make the most

- effective of use of scare resources to achieve more
- Through the creation of a partnership hub, with the most up to date facilities to foster relationships and build a culture of collaboration.



Enhance

- Sharing best practice and facilitating specialist learning.
- By developing and adopting new and innovative solutions.
- Through policy awareness and taking a proactive response.
- By maximising access to external funding streams and managing delivery.

Energise

- By challenging the status quo.
- Through ambition and demonstrating effects on the ground.
- By creating opportunities and providing support to take them.
- Through improved communication, learning and development.
- By maintaining a focus on outcomes and delivery.
- By building the 'Team Norfolk' culture.

Section

4

One county, one team

4.1 The business case for change required a number of activities to be undertaken, in conjunction with the Responsible Authorities:

- A policy stocktake, to review existing roles, responsibilities, expectations and outcomes, and a scan of the horizon to future proof the partnership; particularly in the context of policy and strategy emanating from national government, including the Homes Office and national Police and Crime Outcomes and the Ministry and Justice.
- A strategic partnership scan to identify interrelationships, expectations and opportunities for joint working and sharing of resources with other key partnerships in Norfolk; to strengthen collaboration, improve outcomes and reduce waste.
- A refresh of the Community Safety Strategic Assessment and the creation of a new priority/outcome framework through which the action could be based and impact measured.
- The creation of One (Community Safety) Team at the OPCCN.
- The development of a new NCCSP Strategic Plan.
- A review and redesign of the NCCSP partnership structure to deliver the plan, the agreed outcomes and measure the impact.

4.2 This approach enabled the NCCSP to focus on major cross cutting priorities, including Prevent, Domestic Abuse and County Lines.

The NCCSP recognised the importance of working at a county level but also understanding and responding to issues at a local level too.

4.3 The Strategic Plan published in 2021 adopted the following Strategic Themes:

- Building resilient and cohesive communities
- Tackling neighbourhood crime
- Reducing the threat of criminal exploitation
- Safeguarding communities from harm and a set of supporting priorities
- Serious violence (including domestic abuse, sexual abuse, and county lines linked violence)
- Preventing extremism (including uphold responsibilities under the Prevent Duty)
- Criminal exploitation (including modern slavery and county lines)
- Neighbourhood crime (including acquisitive crime, anti-social behaviour, community tensions and hate crime)
- Fraud

4.4 The Strategic Plan also committed the partnership to adopt a public health approach to responding to these; working to identifying key risk factors associated and adopting ways of working that target risk factors and focus on prevention.



4.5 The revised delivery structure reflected the new themes and priorities of a Serious Violence Task and Finish Group. From the policy stocktake it was clear that Norfolk, as a non-VRU area, had to establish leadership and increase levels of preparedness to meet the requirements of the new duty when enacted through legislation.

4.6 The new Community Safety Partnership Team has been instrumental in making this new structure work and effective by:

- Leading on a number of policy areas including Domestic Abuse, Sexual Violence, Community Relations and Prevent Strategy
- Managing the partnership and its subgroup structure
- Managing statutory processes including Strategic Assessments, Prevent Duty and Domestic Homicide Reviews
- Networking with other partnerships, locality partnership and other leaders
- Offering specialist policy support on priorities areas and to localities
- Playing a locality liaison and support role
- Authoring and co-ordinating funding bids
- Commissioning interventions.

4.7 The team have been at the forefront of driving delivery and making an impact across all priorities, and this is summarised in the sections below.

Anti-Social Behaviour

4.8 Anti-social behaviour continues to be an issue of great concern in communities from across the county with greater focus since the publication of the new Strategic Plan in 2021.

Through the work of the partnership, local authorities identified the true extent of their concerns, which in turn provided a new stimulus which resulted in the review of the new Community Trigger process to ensure victims are supported.

The review has been led jointly by Norfolk Constabulary and South Norfolk and Broadland District Councils, supported by the Community Safety Team and to date has achieved the following:

- A review and standardisation of information provided by respective agencies on Community Trigger.
- Training by ASB Help on Community Trigger to over sixty multi-agency staff in December 2022.

- Commencement of a review of the NCCSP Multi Agency Community Trigger policy and procedures supported by ASB Help. The review will utilise national best practice to assist in identification of requests that require further partnership response and a consistent approach across all partners regarding how Community Trigger processes will be managed.

Through the NCCSP quarterly meeting, local authorities identified a joint emerging issue of vehicle nuisance and related ASB. This provided a catalyst for local authorities to collaborate across Norfolk on best practice approaches, responding to the issues and delivering interventions to meet local needs. This highlights how the new NCCSP approach has put localism back on the agenda.

Neighbourhood Crimes – Safer Streets

4.9 Through the new Community Safety Team in conjunction with locality partnerships and teams, there has been an numerous range of projects undertaken to tackle neighbourhood crime, funded locally and through Safer Streets funding.

[Funding boost set to enhance safety across the city](#)

[New £190,000 boost for Great Yarmouth anti-crime work](#)

[Over £400,000 secured to tackle violence against women and girls in Norfolk](#)

[People still fear becoming spiking victim admits Norfolk PCC](#)

[Norwich: Drug spiking test kits hit bars and clubs in pilot](#)

4.10 The OPCCN bid for funding and managed a range of interventions in Norwich through safer Streets 1 to tackle acquisitive crime in an area blighted by the supply of drugs and also enhanced CCTV capabilities in Great Yarmouth. Bids for Safer Streets 2 and 4 were also co-ordinated and supported.



- 4.11** Other initiatives include co-ordinating a multi-agency response to ASB and the safeguarding of young people gathering around King's Lynn bus station – leading to the provision of a supported safe space to resolve the issue and keep young people safe.

Domestic Abuse and Sexual Violence

- 4.12** Domestic abuse and sexual violence have been a priority for the NCCSP for over a Decade, with partners working together through the Domestic Abuse and Sexual Violence Board (DASVB).

The focus of the Board had been on transforming the response to domestic abuse and this was supported by system wide review in 2014 by Blue Marble, resulting in a number of innovative responses including the introduction of a Domestic Abuse Champion Network, providing a community point of contact, advice and support, specifically in health and education settings. Originally funded by the OPCCN and Norfolk County Council's Children's Service, the Champion Network later received Home Office Funding and was recognised through an LGA award.

[Norfolk County Council – A network of 2,000 domestic abuse change champions](#)

- 4.13** Other notable achievements include a partnership with Safelives through which Norfolk was one of two Beacon areas that tested the Connect Model of whole family support for domestic abuse. This was a collaboration between Safelives (funded through the National Lottery) and four local funding partners and was subject to evaluation by the University of Central Lancashire as part of a national programme delivering a range of new innovative approaches.

Safelives Beacon Project

- 4.14** In 2014, the Domestic Abuse and Sexual Violence Board, proposed to transform the commissioning of domestic abuse services in the county.

The OPCCN led on this project based on the following:

- PCC role as local Victim Champion and scrutiny of delivery of the Victim Code of Practice.
- Police and Crime Plan priorities of Domestic Abuse and Sexual Violence.
- Leadership role of PCC/OPCCN in the Local Criminal Justice Board and Community Safety Partnership.

- PCC role as commissioner of victims' services.
- Channelling of external funding streams to the PCC/OPCCN.

- 4.15** During the Covid 19 pandemic, the DASVB refocused its priorities to respond to community needs.

- 4.16** The DASVB became an operational group, comprising the main strategic leads, to direct the response and operate with great agility to meet new and emerging challenges. The three main priorities were:

- Rapid development of an analytical dashboard to measure on a weekly basis and the demand for, supply and resilience of domestic abuse and sexual violence services.
- Engagement with providers and victims/survivors to understand and respond to conditions, experiences and risks.
- Restructuring delivery of services in restrictive conditions.
- Joint commissioning to fill gaps in provision and meet new and unexpected needs including practical support for children to learn remotely in refuge accommodation.
- Channelling national funds to local service providers.
- Communications to raise awareness to victims/survivors and professionals and build confidence to raise abuse and seek support.

- 4.17** The group formed part of the Local Resilience Forum structure providing a tactical response to the pandemic.

For example, the Clinical Commissioning Group's Safeguarding lead secured the provision of domestic abuse information and awareness raising in Covid 19 testing centres within 24 hours of this being noted in other areas as a place of safe disclosure.

- 4.18** A major achievement over the last two years has been the integration of the commissioning of community based domestic abuse services. This was achieved in January 2022 when the Norfolk Integrated Domestic Abuse Service (NIDAS) was launched.

Home - NIDAS (nidasnorfolk.co.uk)

4.19 This unique new £2 million per year service is jointly funded by the OPCCN, Norfolk County Council, Norwich City Council, South Norfolk and Broadland District Councils and has been co-produced with survivors and built on best practice developed both locally and nationally. The service has many dimensions including:

- A commissioning strategy that supports local providers.
- County wide service provision – no postcode lottery.
- Client need and not risk based service – supporting high and medium risk victims.
- Support for the whole family.
- Specialist support for men and boys, vulnerable adults with complex needs, LGBTQ+ and BAME clients working with, by, and for organisations.
- Integrated delivery of sanctuary and target hardening.
- Integration with perpetrator programmes.
- Delivery consortium of local partners using the NIDAS specification and standards.
- County wide programme of recovery programmes.
- Integration of delivery with the countywide early help hub structure.
- Joint commissioning, contract management and reporting.
- A commissioning framework for future provision including specialist stalking provision (outside of relationships) and counselling.
- Training and development function – supporting the service and funding partners.
- Management and development of a Domestic Abuse Champion

Network of 1000 Champions.

- Long term funding commitment to local providers (5 years).
- Single case management structure and performance framework.
- Integrated community/accommodation-based pathways.
- No waiting lists for clients at medium risk of harm.
- Support for health agency to complete DASH risk assessment.
- Service embedded in the Multi-Agency Safeguarding Hub – supporting development of Multi Agency Risk Assessment Conferencing to Co-ordination.

4.20 The DASVG has also overseen the development and funding of a Perpetrator Strategy, leading to the Director of Public Prosecutions providing permission to Norfolk to take part in the expansion of the CARA (Conditional Cautioning and Relationship Abuse) pilot and the roll out of the Domestic Abuse Perpetrator Partnership Approach based in the MATAC (multi-agency risk assessment conference) approach pioneered in Northumbria.

4.21 The Communications Group, led by the OPCCN and Norfolk Constabulary has undertaken numerous impactful campaigns including the HEAR Campaign, developed during the height of the Covid 19 Pandemic to increase support through private sector employers.

4.22 DASVG focusses on areas where a partnership approach is required, taking a public health approach, and working with the Children's Safeguarding Partnership and Safeguarding Adults Board. This includes conducting a system wide review, sector by sector, healthcheck to share knowledge, provide space for constructive challenge and test new ideas.

4.23 This makes DASVG system aware and ready to take advantage of new funding opportunities and delivery programmes effectively including for example the Safer Streets 3 funding round, which focussed on the VAWG, and is supporting several projects in Norfolk in line with the priorities set out in the Sexual Violence Strategy. This work directly led to the continuation of interventions working in local schools to upskill students on how to be active bystanders in relation to VAWG, funded through the OPCCN.

- 4.24** The strength of the approach taken in Norfolk has been recognised by the National Police Chief’s Council VAWG Taskforce as Best Practice.

Domestic Homicide Review

- 4.25** Like all CSPs, the NCCSP is responsible for deciding, in the event of a domestic homicide, whether a review should be carried out, and if so, oversee the review process.
- 4.26** Following a review of the DHR process, the NCCSP has strengthened its policies and procedures, ensuring partners are challenged effectively and that subsequent learning is implemented, embedded and outcomes.
- 4.27** Consequently, developments in Norfolk have enabled the county to respond positively to expectations nationally.

The key achievements in this area include:

- Redesign of the Norfolk DHR composite action, a central repository for all the learning and actions from published DHRs, to strengthen accountability, improve performance management of delivery and review.
- Updating the DHR Management Protocol and creating robust local policy guidelines for the management and progression of DHR’s.
- Development of transparent tender process for appointment of certified skilled and experienced DHR authors from a national and local provider market; sharing this best practice to a national panel of CSP leads and DHR Chairs on the request of Advocacy After Fatal Domestic Abuse (AAFDA).
- In partnership with the Norfolk Safeguarding Adults Board, developed a policy guidance on parallel Safeguarding Adult Reviews. This supports the process to dovetail with other investigations that are running in parallel, such as an NHS investigation, a criminal investigation, or an inquest.

- A thematic review of 11 DHRs commissioned by Norfolk County Community Safety Partnership since 2011 based on national analysis: Home Office Key findings from analysis of domestic homicide reviews 2022 and Vulnerability Knowledge and Practice Programme Learning for the police from domestic homicide reviews.
- Collaboration with Advocacy After Fatal Domestic Abuse (AAFDA) to train strategic leads and panel members to assist DHR responses.
- Development of enhanced coordinated communication strategies and messaging for all internal and external key stakeholders with regards to DHR learning through Domestic Abuse and Sexual Violence Group Communication Group.
- Working collaboratively with respective safeguarding boards: Norfolk Safeguarding Children’s Partnership and Norfolk Safeguarding Adults Board to disseminate DHR thematic learning.

Domestic Homicide Reviews

County Lines, Serious Violence and Vulnerability

- 4.28** County Lines has been a priority for the NCCSP since 2016, leading to the establishment a specific strategic group to co-ordinate the countywide response. As a policy area, County Lines transcended a range of other policy areas and strategic partnerships including serious and organised crime, child exploitation and youth offending.

This necessitated the establishment of strategic oversight to ensure the response continued to be co-ordinated, involved both county and district-based organisations and was effective. The NCCSP was the natural place, leading to the creation of a County Lines Strategic Group (CLSG) supported was provided through a dedicated temporary joint resource.

The CLSG is led by Norfolk Constabulary Safeguarding and supported by the Community Safety Team have driven the response and had significant success to date including:

- A reduction in County Lines from 75 to 30 compared to increases nationally.
- Over 100 line holders being arrested, charged or remanded.
- Training on adults at risk of exploitation for Adult Social Services.

Modern Slavery and Human Trafficking

4.29 The Norfolk Anti-Slavery Partnership (NASP) was originally established and funded by the OPCCN. Following the wider partnership review in 2020, the NASP, chaired by a senior manager from Norfolk County Council's Children's Services, was integrated into the wider NCCSP structure and managed accordingly.

4.30 More information about the network can be found on the [Norfolk Anti-Slavery](#) website which is the first resource in Norfolk to raise awareness and provide invaluable information to both practitioners and those directly affected.

Community Relations and Prevent

4.31 Through the development of the Strategic Plan, a new Community Relations and Prevent Strategic Group (CRPSG) was formed. This has enabled greater community engagement, collaboration and support to all partners including the voluntary and community sector, Parish Councils and representatives from the PCC's Independent Advisory Group.

4.32 The CRPSG has been reinvigorated and:

- Reviewed the response to Prevent and associated duties, including a local risk assessment, and created a new set of priorities and delivery plan.
- Strengthened the knowledge base and the routine sharing of information.
- Rolled out Prevent and Channel briefings to local authority members across the county.
- Collaborated with Suffolk County Council to bid successfully for a Prevent Project to deliver Preventing Radicalisation Awareness programmes for parents in Norfolk and Suffolk during January to March 2023.

- Provided support to put in place policy and guidance on venue hired and to prevent the access of extremist materials by users of networks
- Reviewed and updated webpages to provide a range of accessible, relevant and up to date content including information on Prevent, Channel Panel, the role of the partnership, reporting routes, and links to Prevent training, national policy and guidance and further Prevent resources.
- Worked in partnership with the Home Office through the new East of England Regional Advisor and completed a Prevent Benchmarking exercise.
- Hosted a continuing professional development event for Norfolk's Prevent Leads and Single Points of Contact (SPOCs) across the partnership in July 2022; covering an overview of the Prevent Duty, the current picture locally, regionally and nationally, an overview of the referral process, Channel panel and the role of agencies, a selection of Norfolk case studies and discussion and questions and answers.

NORFOLK AND SUFFOLK PARENT AND CARERS: FREE COURSE

PREVENTING ONLINE RADICALISATION AND EXTREMISM

WHAT WILL I LEARN?

- How to identify fact from fiction online
- Understand new and emerging social media sites and their role in spreading conspiracy theories
- How to start the conversation with your young person about what they see online

SOUK

IN PARTNERSHIP WITH

NCCSP

CHOOSE ONE DATE THAT SUITS YOU:

- MARCH 21: 17:00-19:00
- MARCH 23: 18:00-20:00
- MARCH 29: 12:00-14:00

REGISTER HERE

✉ contacteshoutoutuk.org

If you are worried about a young person, please contact the Emotional Wellbeing Hub at 0345 600 2090.

All events will take place online via Google Meets.

- Worked with the Adult and Children’s Safeguarding Partnerships to integrate systematically Prevent into safeguarding policies, processes and programmes.
- Published updated information for victims of hate crime on its website to help them to access support.
- Implementing learning from best practice guidance on Community Cohesion published by the LGA.
- Developed a community tension monitoring mechanism for Norfolk, which is currently being trialled and is connected to Norfolk Constabulary’s reporting pathway for any professional to highlight a community tension. Analytical outputs inform multiagency responses and where necessary the National Community Tension Team.
- Reviewed the local response to Hate Crime Review resulting in:
 - Relaunch of the Stop Hate in Norfolk campaign, providing third party reporting centres.
 - Exploration of hate crime interventions working with children and young people.
 - Improvements to data regarding hate crime and community cohesion.

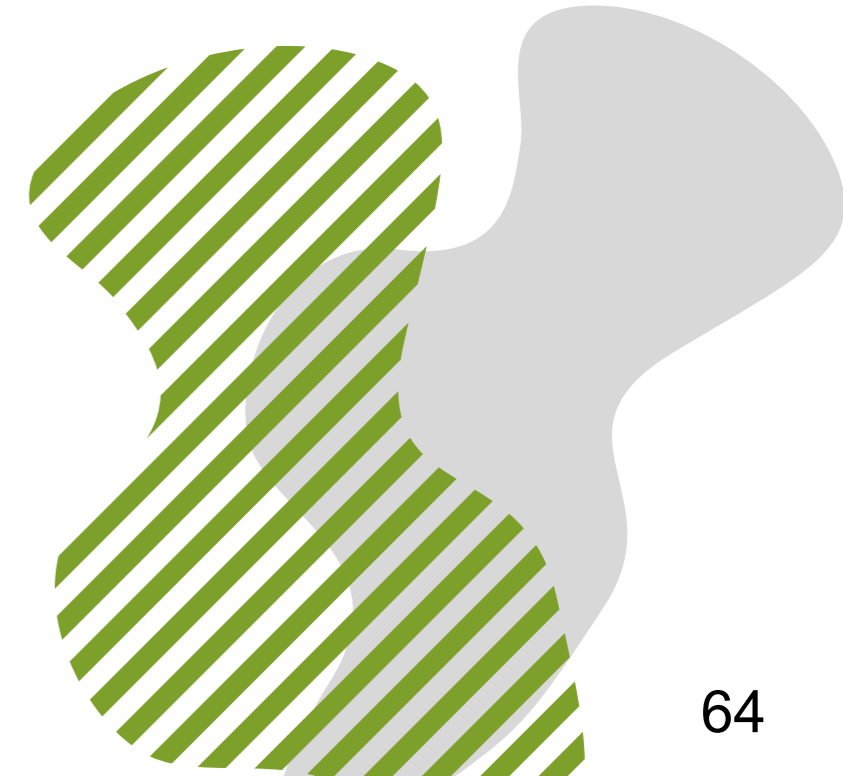


Working Across the Safeguarding System

4.33 The responsibilities, priorities, and commissioning of NCCSP make it a key safeguarding body that must work collectively with the Children’s Safeguarding Partnership and Safeguarding Adults Board to protect some of the most vulnerable people in the county. This relationship and joint working have been strengthened during the last two years and formalised through a Protocol of Joint Working adopted by all three partnerships: [Shared Statements of Intent](#)

4.34 Some examples of joint working arising from the protocol include:

- Development of co-owned domestic abuse and sexual violence strategies.
- Agreement on policy on conducting joint DHRs and SARs.
- Domestic Abuse awareness campaign for domiciliary care worker.
- Provision of information of victim support services to Norfolk’s warm spaces.



Section

5

Funding

5.1 Norfolk County Council entered into an agreement to provide core funding to provide the human resources required to manage the NCCSP and ensure that Responsible Authorities were meeting the duties placed on them by the Crime and Disorder Act 1998 and subsequent legislation.

5.2 This allowed the OPCCN to review its structures and pool its own resources to create a fit for purpose team with the resource and skill levels required to deliver on behalf of the both the OPCCN and the NCCSP. This provided the opportunity to redefine policies and processes, reducing unnecessary duplication and work together with a wealth of officer knowledge and experience with local authorities.

5.3 A new funding strategy was created to ensure that the operating model was sustainable to ensure that all statutory responsibilities were met to a high standard to support the delivery of an ambitious strategic plan across the county and in local communities

5.4 The Strategic Funding Review had four aims:

- Reflecting changes in the organisational status of Responsible Authorities.
- Aligning funding to activity and priorities.
- Increasing funding levels to reflect costs, required resource levels and ambitions.
- Streamlining and strengthening governance.

5.5 All partners agreed to the funding strategy, and financial contributions, to be reviewed every four years in line with the strategic plan.

5.6 The agreement also sets out the roles and responsibilities of the OPCCN in managing the functions of the NCCSP.



Section 6

Governance and Scrutiny

local democracy and communities matter

- 6.1** It was essential that the new model could demonstrate robust governance and scrutiny to support the partnership.
- 6.2** Formal scrutiny of the NCCSP is via the Norfolk County Council Community Safety Scrutiny Sub Panel, which at the request of the OPCCN, has moved from meeting once to four times a year, to review delivery of the Partnership, the 2021-24 Strategic Plan and outcomes across Strategic Themes and priorities.
- 6.3** Further reporting lines have been established between the Norfolk Public Sector Leaders Board and Chief Executive Group to provide other routes of assurance for the political leadership of the Police, Crime and Community Safety Portfolio and to ensure a whole system approach is being taken to deliver it.
- 6.4** The PCC and OPCCN are also scrutinised via regular attendance at District Council Scrutiny Panel meetings, covering the wider Police, Crime and Community Safety Portfolio and delivery of the Police and Crime Plan and the Community Safety Strategic Plan, which are symbiotic and now share delivery structures.
- 6.5** The leadership and delivery structures across Norfolk for Community Safety are now fully connected and effective at a political and managerial level, with the PCC and OPCCN central to both.



“Keeping us up to speed with the national agenda and helping Norwich City Council meet our statutory obligations. The broad range of partners fully engaged with the NCCSP means it is a valuable forum for identifying key issues and developing joint responses. The PCC’s practical support for the NCCSP is really valued.”

Chris Hancock, Acting Community Safety Manager & Housing Partnerships
- Norwich City Council



Section

7

Ready to Face the Future

“ The overarching structure of the OPCCN hosting the NCCSP and its derivative functions, is a strong and now, well established model that supports Norfolk’s ambition of meeting its responsibilities in community safety, in a logical and joined up approach.

With community safety affecting a large amount of services in the breadth of the work they undertake, it is important with the key stakeholders to have efficiency, consistency, and a coordinated system wide response, that avoids duplication and provides opportunities to build and develop strong relationships. I believe that the OPCNN hosting of the NCCSP achieves this.”

Gary Woodward - Adult Safeguarding Lead – Norfolk and Waveney Integrated Care Board

7.1 The new model for Community Safety in Norfolk has created strong leadership, a culture of trust between partners, effective communication, the systematic sharing of knowledge and an informed, skilled and experienced delivery team regarded highly by those that rely upon them.

7.2 As a result, the response to new policy direction and initiatives in Norfolk has been swift, efficient, and effective in the last few years and there is now an established structure through which future challenges will be met.

Examples of this include:

- Beating Crime Plan: local integrated delivery model.
- National Policing Measures: integrated into the Strategic Plan 2021-24.
- Domestic Abuse Act: support for the commissioning of accommodation-based support and integration with community-based support pathways.
- End to End Rape Review: local response to findings.
- Safer Streets Funds: bidding and delivery Rounds 1 and 3 and co-ordinating Round 2.
- Serious Violence Duty: co-ordinated through the NCCSP and managed by the newly entitled Violence Reduction and Community Safety Partnership Team (VRCST) at the OPCCN.
- Combatting Drugs Partnership: collaborative approach involving the NCCSP and the VRCST and its Serious Violence Team.
- PCC oversight of the implementation of learning from DHRs: already in place and able to deliver the model promoted by the Home Office.



- Victim's Bill: integrated commissioning duties.
- Enhanced working between Probation and PCCs.
- Prevent Review.
- Refugee resettlement: community tensions and hate crimes.

7.3 In Norfolk the Community Safety model and the One Team approach is making the delivery of the Serious Violence duty in a non-VRU area almost seamless. And, is supporting further integration of working and joint responsibility over the Combatting Drugs Partnership and connected activity including needs assessments, as drugs and alcohol are major drivers of serious violence in the county.



Section 8

What next?

- 8.1** When the current PCC was elected in 2021, the new model for managing community safety in Norfolk had already been established, and in the proceeding years this has been developed and enhanced in several ways, including placing a greater emphasis on the wider community safety landscape in the Police and Crime Plan as the vehicle for delivery.
- 8.2** As a result of established PCC/OPCCN leadership of the Police, Crime and Community Safety Portfolio in Norfolk, the opportunity exists to streamline further policy, partnerships, and governance.
- 8.3** Recently, the NCCSP agreed to scope the opportunity to bring together the Police and Crime Plan and Community Safety Strategic Plan, to form one cohesive strategy, setting out the Police, Crime and Community Safety priorities for the area.
- 8.4** This approach would further reduce duplication of engagement with stakeholders and communities, allow for the development of a combined strategic assessment, and reduce confusion amongst the public and strengthen collective accountability.
- 8.5** In practice the PCC already sets out a range of key CSP objectives in the Police and Crime Plan. The two plans are already strategically aligned creating the opportunity to review the potential for a more integrated approach to one plan in the future.

Published by the Office of the Police and Crime Commissioner for Norfolk on behalf of Norfolk County Community Safety Partnership and the following Responsible Authorities:

Breckland District Council

Broadland District Council

Great Yarmouth Borough Council

King's Lynn and West Norfolk Borough Council

Norfolk and Waveney Integrated Care System

Norfolk Constabulary

Norfolk County Council

Norfolk Fire and Rescue Service

North Norfolk District Council

Norwich City Council

Probation Service

South Norfolk District Council

Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Item No: 8

Report Title: Partnership Priority – Serious Violence

Date of Meeting: 8 June 2023

Responsible Cabinet Member: N/A

**Responsible Director: Tom McCabe (Executive Director of
Community & Environmental Services)**

Executive Summary

This report provides an overview of what happens following a domestic homicide to inform councillors and support them in their community role, as requested by the Scrutiny Sub Panel at its 24 February 2023 meeting. It describes the criteria and purpose of Domestic Homicide Reviews and the Partnership's process for managing them.

Action Required

The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider an overview of what happens following a domestic homicide;**
- b) Agree what recommendations (if any) it wishes to make to the Partnership;**
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.**

1. Background and Purpose

- 1.1 The Partnership has developed a three-year Plan (the [Safer Norfolk Plan 2021-24](#)) to both address county-wide priorities as well as those significant risks and threats that exist at a local level.**

1.2 The purpose of the item on today's agenda is for the Scrutiny Sub Panel to consider an overview of what happens following a domestic homicide, requested by the Scrutiny Sub Panel at its 24 February 2023 meeting, to inform councillors and support them in their community role. The information provided describes the criteria and purpose of Domestic Homicide Reviews (DHRs) and the Partnership's process for managing them.

2. Suggested Approach

2.1 When the Scrutiny Sub Panel met on 24 February 2023, it considered a report from the Partnership which described the DHR process and set out progress against actions in the Safer Norfolk Plan 2021-2024 to respond to the management of DHRs. The [agenda and minutes](#) from that meeting are available to view.

2.2 For today's meeting, the Partnership has provided an updated overview of the DHR management process (at **Annex 1** of this report) and will talk Members through the diagram at Figure 1, to explain what happens following a domestic homicide to support councillors' understanding.

2.3 The following related updates, also requested by the Scrutiny Sub Panel at its 24 February 2023 meeting, are to be scheduled on the forward work programme:

- A full report on the Partnership's thematic review of Norfolk Domestic Homicide Reviews, together with further information on Domestic Violence Change Champions to explain how they are working in practice in Norfolk;
- An overview of the Partnership's response to the new Serious Violence Duty, which commenced on 31 January 2023.

2.4 The following Partnership Leads will attend to introduce the report and respond to any questions:

- Mark Stokes - Chief Executive, Office of Police and Crime Commissioner for Norfolk (OPCCN) and Chair of the NCCSP Partnership
- Gavin Thompson - Director – Policy and Commissioning, OPCCN
- Amanda Murr – Head of Community Safety, OPCCN

2.5 The Sub Panel may wish to question them on the following areas:

- a) How the Community Safety Partnership Team has reviewed and strengthened the partnership approach to Domestic Homicide Reviews (DHRs);
- b) Progress being made with the review of statutory guidance for Domestic Homicide Reviews (DHRs), including Domestic Abuse Commissioners' responsibilities.

3. Proposal

- 3.1 That the NCCSP Scrutiny Sub Panel considers an overview of what happens following a domestic homicide and agrees what recommendations (if any) it wishes to make to the Partnership.
- 3.2 That it delegates to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.

4. Impact of the Proposal

- 4.1 Elected Members are able to maintain oversight of the progress being made by the Partnership, providing support as well as challenge in carrying out their scrutiny role.
- 4.2 Regular review of the Sub Panel's activity by the Scrutiny Committee will strengthen the governance of the Partnership's activity and support effective scrutiny.

5. Financial Implications

- 5.1 None.

6. Resource Implications

- 6.1 **Staff:** None.
- 6.2 **Property:** None.
- 6.3 **IT:** None.

7. Other Implications

- 7.1 **Legal Implications:** None.
- 7.2 **Human Rights Implications:** None.

7.3 **Equality Impact Assessment (EqIA) (this must be included):** None.

7.4 **Data Protection Impact Assessments (DPIA):** None.

7.5 **Health and Safety implications (where appropriate):** None.

7.6 **Sustainability implications (where appropriate):** None.

7.7 **Any Other Implications:** None.

8. Risk Implications / Assessment

8.1 N/A

9. Select Committee Comments

9.1 N/A

10. Action required:

10.1 The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider an overview of what happens following a domestic homicide;
- b) Agree what recommendations (if any) it wishes to make to the Partnership;
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 21 June 2023 meeting.

11. Background Papers

11.1 [Safer Norfolk Plan 2021-24](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Telephone no.: 01603 223814

Email: jo.martin@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Norfolk County Community Safety Partnership

Report title:	Update on Progress – Domestic Homicide Reviews
Date of meeting:	8th June 2023

Executive Summary

Domestic Abuse is a Norfolk County Community Safety Partnership (NCCSP) priority and the NCCSP has a statutory responsibility for managing the Domestic Homicide Review (DHR) process for Norfolk.

This report describes the criteria and purpose of DHRs and the NCCSP's process for managing them in section 1. The subsequent sections all detail progress made by the NCCSP and the Community Safety and Violence Reduction Coordination (CS&VRC) team. This includes:

- 1 Adapting the local DHR process to improve decision making by adapting information sharing processes
- 2 Collaborating with the Norfolk Safeguarding Adults Board to deliver joint reviews
- 3 Improving transparency for appointing DHR Authors
- 4 Completed a thematic review of completed local DHRs that delivered recommendations on improving NCCSP procedure
- 5 Engagement with national DHR policy development
- 6 Expanding provision of support and advocacy to families affected by domestic homicide
- 7 Implementation of DHR recommendations and action plans

This work builds on the reports presented to the NCCSP Scrutiny Panels in February 2022 (rescheduled from December 2021) and NCCSP Scrutiny Panel in January 2023 covering the key priorities for the NCCSP with regards to DHRs.

For consideration and awareness:

- **There are robust DHR procedures implemented by the NCCSP CS&VRC team for management of the reviews on behalf of the partnership.**
- **DHRs Continue to provide learning and recommendations require response from NCCSP.**
- **National developments on DHR governance are expected.**
- **Services are being provided to support families and children bereaved by domestic homicide in Norfolk.**
- **Recommendations from DHRs lead to positive action by the NCCSP regarding domestic abuse.**

1. Domestic Homicide Reviews

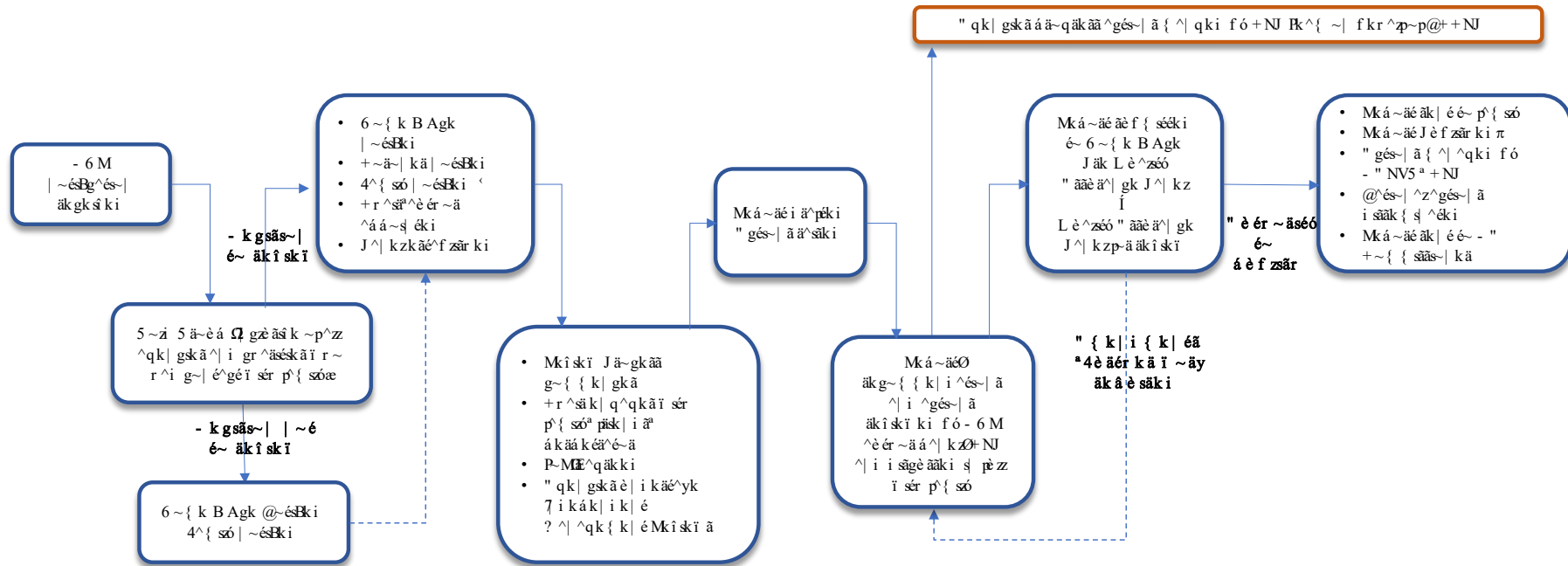
- 1.1 The Home Office's Multi-agency Statutory Guidance for the Conduct of Domestic Homicide Reviews (see section 7: Useful links) establishes the criteria, purpose and process for undertaking a Domestic Homicide Review. The DHR management process is summarised in Figure 1.
- 1.2 A Domestic Homicide Review (DHR) is required where the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:
 - A person to whom he was related or with whom he was or had been in an intimate personal relationship,
 - a member of the same household as himself, held with a view to identifying the lessons to be learnt from the death.
- 1.3 This includes where a person died by suicide and the circumstances give rise to concern, even if a suspect is not charged with an offence or they have been tried and acquitted.
- 1.4 The purpose of a DHR is to establish what can be learned from the death regarding the way in which local professionals and organisations work individually and together to safeguard victims. They are a way to ensure that public bodies understand and learn from the circumstances that led to the death. DHR's allow family members and friends to help those public bodies identify what lessons should be drawn from this tragedy, so their voices need to be heard.
- 1.5 The NCCSP is responsible for applying the Home Office guidance locally and the Community Safety and Violence Reduction Co-ordination Team (CS&VRC) manage this, including the management of the Norfolk DHR Composite Action Plan, which contains the learning from all completed DHRs relating to Norfolk. In managing this responsibility locally several improvements have been made which are summarised in the following sections.

2. Updated DHR Management Process

- 2.1 The local guidance setting out how the statutory guidance is applied was updated, which included:
 - Improving the domestic homicide notification process to ensure prompt sharing of information relevant to the case, supporting effective decision making on whether a DHR should be commissioned.
 - Increasing opportunities for families to have their voice heard.
 - implementing a transparent tender process for the appointment of DHR Authors
 - Collaborating with the Norfolk Safeguarding Adults Board to co-ordinate the commissioning of parallel DHRs and Safeguarding Adults Reviews.

- Presented this updated process and learning from its adoption to a panel of Community Safety Partnership managers and DHR Chairs.

Figure 1: DHR Management Process



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3. Thematic Review of Norfolk DHRs

- 3.1 11 completed NCCSP DHR reports were thematically reviewed, following the same methodology as the Home Office's Key Findings From Analysis of Domestic Homicide Reviews and the Vulnerability Knowledge and Practice Programme's Learning for the police from domestic homicide reviews (see section 7: Useful links).
- 3.2 Locally, the lessons learnt are generally reflective of findings from national analysis:
- Recognition of physical and psychological barriers to seeking help and advice
 - Training and awareness is needed to improve professional curiosity, cultural competence, maximising opportunities to advise or support
 - Increasing confidence in using Domestic Abuse Stalking Harassment (DASH) Risk Assessment across agencies and how to provide advice and support is important
 - Leadership, supervision, and partnership working are important aspects the response to domestic abuse
 - Co-occurrence of mental health and domestic abuse
 - Information sharing and record keeping are important for effective safeguarding
- 3.3 The report's recommendations have supported the CS&VRC team to:
- Provide bespoke training for NCCSP strategic leads and panel members delivered by Advocacy After Fatal Domestic Abuse (AAFDA) covering panel members role and responsibility, how to develop evidence-based action plans, and approaches to reviews involving suicide and unexplained death.
 - Collaborate with the Safeguarding Adults Board and Safeguarding Children Partnership to disseminate review learning effectively.
 - Develop co-ordinated communication strategies for stakeholders on DHR learning through the Domestic Abuse and Sexual Violence Communications Group.
 - Establish areas for further analysis, including the vulnerability and risk factors present in Norfolk DHRs and reviewing the partnership domestic abuse training provision

4. Domestic Abuse Commissioner and Multi Agency Statutory DHR Guidance Review

- 4.1 The Domestic Abuse Commissioner adopted a formal role for DHRs through the 2021 Domestic Abuse Act. This requires all DHRs to be sent to the Commissioner who is in turn responsible for identifying key themes and learning opportunities and advising the Home Office and local areas of areas for improvement. The NCCSP is collaborating with this and providing feedback to the development of national, searchable repository of DHR reports.
- 4.2 The Home Office is currently refreshing the statutory guidance for conducting a DHR and the CS&VRC team have been provided feedback on ways to improve the process with consideration to the family and NCCSP members.

5. DHR Service Provision - Support for families and children

- 5.1 Navigating systems can be an added strain for families after a domestic homicide. Advocacy services, such as AAFDA, Hundred Families and the Victim Support Homicide Service, provide support to families and children bereaved by domestic homicide (see Section 7: Useful links for more info on these services). These services are promoted by DHR Chairs, the CS&VRC team and professionals working with these families to provide as much support as possible.
- 5.2 The role of advocacy services is varied, but generally last for at least the duration of the DHR and can include:
- Ensuring the families wishes are identified as part of review process
 - Acting as a primary contact where this is requested
 - Updating families on progress throughout duration of review
 - Ensuring the victim's voice is represented throughout the DHR and explain how families can contribute to and influence the report
 - Obtaining pseudonyms and pen portraits from family members
 - Where requested, being present with family at interviews with the chair and panel members
 - Reading through draft reports with and supporting the families
 - Support during the publication of a report
 - Recommend other organisations that may be able to provide specialist help
- 5.3 Families accessing the Victim Support Homicide Service can also access specialist services such as trauma therapy and bereavement counselling. This service is for family members from any age group whose family member was a homicide victim.
- 5.4 The Office of the Police and Crime Commissioner for Norfolk has commissioned AAFDA to provide support to families bereaved by domestic homicide, including those killed by suicide. This 3-year funding commitment supports those cases outside the National Victim Support Homicide Service. In addition, this service will offer those children affected by homicide (including suicide) a voice in the review where appropriate, safe and agreed by all parties. AAFDA have been identified as the national specialists for delivering this.

6. Implementation of DHR recommendations, early learning and action plans

- 6.1 Each DHR develops recommendations to improve responses locally or nationally. Recommendations are responded to through either early learning or action plans. Early learning is identified during the DHR and is acted on before submission to the

Home Office. Action plans are submitted with completed DHRs to the Home Office and must be specific, measurable, achievable, realistic, and timely (SMART). The actions are developed with the agencies responsible for delivering them and a composite action plan containing all actions from all DHRs is managed by the CS&VRC Team. The NCCSP is continuously working to deliver actions which can be categorised; training, awareness raising, process improvement, management grip or policy response.

- 6.2 Training is a consistent recommendation of DHRs nationally, often founded in the recognition of professionals needing to remain professionally curious as anyone they engage may be experiencing domestic abuse. Additional training has been provided by NCCSP organisations covering domestic abuse, dementia, cultural competency, honour-based abuse, female genital mutilation, and forced marriage. Learning events have been delivered that seek to share the specific learning from individual DHRs. The CS&VRC are leading a multi-agency domestic abuse training group to map the training available, scope the effectiveness of the training and to develop an agreed set of standards for training across the partnership.
- 6.3 A variety of communication awareness raising work has been completed to meet needs identified through DHRs:
- The HEAR (Help Educate Awareness Respond) campaign was launched to urge employers to pledge help and support to employees affected by domestic abuse. It remains live and is managed by the Office of the Police and Crime Commissioner for Norfolk. Since July 2021 87 organisations representing 47,696 employees have signed up. It is underpinned by the national Employers Initiative on Domestic Abuse (EIDA)
 - Targeted communications are used to reach specific groups with important information. A previous example is a relevant DHR being sent to migrant support agencies accompanied by translated leaflets to promote the Project Safety Net Service.
 - Norfolk County Council created five different short films called “Things Need to Change” highlighting that domestic abuse can affect anyone, including those of different ages, genders, socio-economic status and demonstrating various forms of non-physical abuse (See Section 7: Useful Links).
 - GP professional awareness has been strengthened regarding the police issuing firearm licences. All GPs were reminded of British Medical Association advice regarding those with a firearms licence posing a risk to them self or others and provided with information on how to act (See Section 7: Useful Links).
- 6.4 NCCSP Responsible Authorities have updated their processes in a range of ways to improve the response to domestic abuse in Norfolk. Where a person does not engage with a Domestic Violence Disclosure Scheme (DVDS) disclosure for whatever reason, the police consider referring back to the DVDS panel for

consideration to be given to making a disclosure to a family member who may be in a position to offer some protection to the victim

- 6.5 A DHR recommended establishing multi-agency processes to analyse and address the behaviour of perpetrators. This was met through the creation of the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team. The DAPPA team addresses DA perpetrators with a range of interventions. This is supported by NIDAS which works alongside DAPPA providing support to victims and families.

7. Useful links

[Home Office, DHR Statutory Guidance](#)

[Home Office, Key findings from analysis of domestic homicide reviews: October 2019 to September 2020](#)

[VKPP, Learning for the police from Domestic Homicide Reviews](#)

[AAFDA, Website](#)

[Hundred Families, Website](#)

[Victim Support Homicide Service, Website](#)

[Norfolk County Council, Things need to change](#)

[British Medical Association, Guidance for GPs on the firearms licensing process](#)

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Item No: 9

Report Title: Forward Work Programme

Date of Meeting: 8 June 2023

Responsible Cabinet Member: N/A

**Responsible Director: Tom McCabe (Executive Director of
Community & Environmental Services)**

Executive Summary

This report sets out a Forward Work Programme for the Scrutiny Sub Panel, to enable Members to review and shape it.

Action Required

To review and agree a Forward Work Programme for the Scrutiny Sub Panel.

1. Background and Purpose

1.1 In November 2020, the Scrutiny Sub Panel agreed to amend its Terms of Reference to specify a requirement for quarterly meetings.

2. Proposal

2.1 The proposed Forward Work Programme for the Scrutiny Sub Panel is set out at **Annex 1**, for Members to use to shape future meeting agendas and items for consideration.

2.2 In previous years, the Scrutiny Sub Panel has received regular performance updates and an in-depth review of the Partnership's priorities (one or two priorities at a time, determined by key developments and Members' requests for further information). Updates previously requested have been incorporated following consultation with the Partnership.

- 2.3 Councillors can view [previous agendas and minutes](#) to consider the work undertaken by the Scrutiny Sub Panel.
- 2.4 The Scrutiny Sub Panel will be mindful that any programme of scrutiny work needs to consider the current pressures on partners, both in terms of requests for information and attendance at meetings.
- 2.5 When considering items for its forward work programme, the Scrutiny Sub Panel should consider the following:
- Is it something that the Sub Panel can change or influence?
 - What benefits could scrutiny bring to this issue?
 - How can the Sub Panel best carry out work on the subject?
 - What would be best outcomes be?
- 2.6 The Centre for Governance and Scrutiny has recently published a '[Guide to Work Planning](#)' which the Committee may wish to consider when looking at future topics for scrutiny.

3. Impact of the Proposal

- 3.1 Regular review of the forward work programme will strengthen the governance of the Partnership's activity and support effective scrutiny.

4. Financial Implications

- 4.1 None.

5. Resource Implications

- 5.1 **Staff:** Members will be aware that the County continues to manage the effects of, and recover from, the COVID 19 crisis. The Scrutiny Sub Panel will wish to be mindful of this and focus any requests for information on those things that it considers to be essential for its work.

- 5.2 **Property:** None.

- 5.3 **IT:** None.

6. Other Implications

- 6.1 **Legal Implications:** None.

- 6.2 **Human Rights Implications:** None.

- 6.3 **Equality Impact Assessment (EqIA) (this must be included):** None.

6.4 **Data Protection Impact Assessments (DPIA):** None.

6.5 **Health and Safety implications (where appropriate):** None.

6.6 **Sustainability implications (where appropriate):** None.

6.7 **Any Other Implications:** None.

7. Risk Implications / Assessment

7.1 N/A

8. Select Committee Comments

8.1 N/A

9. Action required:

9.1 To review and agree a Forward Work Programme for the Scrutiny Sub Panel.

10. Background Papers

10.1 [Centre for Governance and Scrutiny- 'Guide to Work Planning' - published November 2020](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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NCCSP Scrutiny Sub Panel Forward Work Programme

Date	Report	Issues for consideration	Invited to attend
8 June 2023	NCCSP Plan 2021-24 – performance monitoring	<ul style="list-style-type: none"> • Appointment of Chair & Vice-Chair; • Confirm Terms of Reference; • Consider an overview of the Partnership, how it functions currently and effects change, including an update on the Government’s national review of Community Safety Partnerships, the Anti-Social Behaviour Plan Consultation and Norfolk’s current position; • Consider an overview of what happens following a domestic homicide to help inform new members. 	NCCSP Chair and Community Safety Team
28 September 2023	NCCSP Plan 2021-24 – performance monitoring	<ul style="list-style-type: none"> • Review of strategic plans for community safety – the development of the NCCSP Strategic Plan; • Consider a performance update and undertake an in-depth review of one or two Partnership priorities (to be agreed): <ul style="list-style-type: none"> Partnership Priority: Serious Violence 1) A full report on the Partnership’s thematic review of Norfolk Domestic Homicide Reviews, together with further information on Domestic Violence Change Champions to explain how they are working in practice in Norfolk; 2) An overview of the Partnership’s response to the new Serious Violence Duty, which commenced on 	NCCSP Chair and Community Safety Team

		31 January 2023.	
7 December 2023	NCCSP Plan 2021-24 – performance monitoring	<ul style="list-style-type: none"> • The NCCSP Strategic Assessment and early findings; • Consider a performance update and undertake an in-depth review of one or two Partnership priorities (to be agreed): <p>Partnership Priority: Prevent</p> <ol style="list-style-type: none"> 1) Clarification on whether there is a gap in legislation around the requirement to include a legal imprint on any leaflet campaign material; 2) Evidence of the impact of projects seeking to raise awareness of radicalisation and extremism; 3) Outcomes of the Partnership’s Hate Crime Review. 	NCCSP Chair and Community Safety Team
February 2024 (to be confirmed)	NCCSP Plan 2021-24 – performance monitoring	<ul style="list-style-type: none"> • Consider a performance update and undertake an in-depth review of one or two Partnership priorities (to be agreed): <p>Partnership Priority: Criminal Exploitation An update on action being taken to tackle modern slavery.</p> <p>Partnership Priority: Neighbourhood Crime An update on the Scrutiny Sub Panel’s recommendation, that the Partnership should consider how constituent partners can ensure that individuals are able to access support for unmet needs, to avoid circumstances where a Community Trigger might be requested.</p>	NCCSP Chair and Community Safety Team

Items to be incorporated into reports for future meetings:

Partnership Priority: Fraud