



Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel

Date: **Thursday 16 September 2021**
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, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

[https://youtu.be/ fMPyIG3a1E](https://youtu.be/fMPyIG3a1E)

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

Membership

MAIN MEMBER	SUBSTITUTE MEMBER	REPRESENTING
Cllr Alison Webb	Cllr Trevor Carter	Breckland District Council
Cllr Nigel Shaw	Cllr David King	Broadland District Council
Cllr Penny Carpenter	To be confirmed	Great Yarmouth Borough Council
Cllr Alexandra Kemp	Cllr Anthony Bubb	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	To be confirmed	Norfolk County Council
Cllr Tim Adams	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Adam Giles	Cllr Cate Oliver	Norwich City Council
Cllr James Easter	Cllr Tony Holden	South Norfolk District Council

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

Tim Shaw on (01603) 222948
or email timothy.shaw@norfolk.gov.uk

A g e n d a

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

2. **Minutes**

(Page 5)

To confirm the minutes of the meeting held on 20 July 2021.

3. **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.

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

5. Norfolk Countywide Community Safety Partnership Strategy 2021-24: the final Community Safety Plan (Page 24)

To consider the final Plan and consultation report.

6. Norfolk Countywide Community Safety Partnership Strategy 2021-24: the draft Delivery Plan (Page 69)

To consider the draft Delivery Plan.

7. Forward Work Programme (Page 86)

To consider the proposed work programme.

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 8 September 2021



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Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel

Minutes of the meeting held at County Hall, Norwich on Tuesday 20 July 2021
at 10 am

Present:

Cllr Mark Kiddle-Morris (elected Chair during the meeting)	Norfolk County Council
Cllr Graham Carpenter	Norfolk County Council
Cllr Penny Carpenter	Great Yarmouth Borough Council
Cllr Alexandra Kemp	Borough Council of King's Lynn and West Norfolk
Cllr James Easter	South Norfolk District Council

Also in Attendance:

Gavin Thompson	Director of Policy, Commissioning and Communications, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Amanda Murr	Head of Community Safety, OPCCN
Liam Bannon	Community Safety Officer, OPCCN
Craig Chalmers	Director of Community Social Work and Temporary Chair of the Norfolk Safeguarding Adults Board
CI Sonia Humphreys	Norfolk Constabulary
Paul Solomon-Sept	Project ADDER (Implementation Manager, NCC)
Jo Martin	Democratic Support and Scrutiny Manager, Norfolk County Council (NCC)
Tim Shaw	Committee Officer

1. Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Emma Corlett, Cllr Adam Giles, Cllr Nigel Shaw, Cllr Alison Webb and Cllr Tim Adams.
- 1.2 Apologies were also received from Mark Stokes (Chief Executive, OPCCN and Chair of the NCCSP Partnership).

2. Election of Chair

2.1 RESOLVED

That Cllr Mark Kiddle-Morris be elected Chair of the Scrutiny Sub Panel.

(Cllr Mark Kiddle-Morris in the chair).

3. Election of Vice-Chair

3.1 RESOLVED

That Cllr Penny Carpenter be elected Vice-Chair of the Scrutiny Sub Panel.

4. Declaration of Interests

- 4.1 Cllr Penny Carpenter declared an “Other Interest” during the meeting as a former Community Safety Officer who worked for the Norfolk Constabulary.

5. Minutes

- 5.1 The minutes of the meeting held on 23 February 2021 were agreed as an accurate record and signed by the Chair.

6. Urgent Business

- 6.1 There were no items of urgent business.

7. Countywide Community Safety Partnership Scrutiny Sub Panel – Terms of Reference

- 7.1 The Scrutiny Sub Panel received a report that set out their terms of reference which had been reviewed at the previous meeting.
- 7.2 The Scrutiny Sub Panel **NOTED** the report.

8. Norfolk Countywide Community Safety Partnership Strategy 2021-24: the draft Community Safety Plan

- 8.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services, which introduced the draft Community Safety Plan, provided an overview of the feedback received through consultation and progress with achieving local agreement.
- 8.2 The Partnership Leads gave a presentation that introduced the draft new Plan, highlighted the key messages received through consultation and explained further the delivery structure and strategic links. A copy of the presentation slides are attached to these minutes at Appendix 1.
- 8.3 During the presentation and the discussion that ensued the following key points were made:
- The priorities from the previous Community Safety Plan remained key components of the new Plan.
 - The new Plan was evidence based and locality focused, with approaches tailored to meet the needs of each locality.
 - The policy review included:
 - Domestic Abuse Act 2021
 - Serious Violence Duty (due to be enacted next year)
 - Amendments to the Prevent Duty (introduced earlier this year)
 - Home Office policing priorities.
 - The proposed 5 NCCSP strategic priorities were:
 - Serious Violence (The biggest threat was from serious violence and particularly domestic and sexual abuse which had a big effect on individuals and accounted for about 20% of all calls to the Police).
 - Preventing Terrorism
 - Criminal exploitation

- Neighbourhood Crime
 - Fraud.
- It was noted that feedback from the public had centred on a desire for a locality and community focused approach.
- The public health-based approach mentioned in the report was recently implemented.
- The Safer Streets initiative had been taken up with the Districts and further funding was sought from the Home Office.
- Covid-19 had made it difficult to engage with some minority groups who were easier to consult with on a face-to-face basis.
- The OPCCN had committed £500,000 as an enabling fund for the Community Safety Plan.
- There were 12 long term intended outcomes listed in the Plan. These outcomes centred on:
 - Increasing community confidence
 - Supporting victims
 - Preventing crime and anti-social behaviour
 - Identifying victims.
- The proposed delivery structure for the implementation of the Plan was set out in the report. Of the seven delivery groups that fed into the Community Safety Partnership the Domestic Abuse and Sexual Violence Group, the Norfolk Anti-Slavery Network, the Community Cohesion/ Prevent Delivery Group and the (yet to be formed) Serious Violence Prevention Task and Finish Group were governed by the Community Safety Partnership.
- There was strong support from the public for the priorities and intended outcomes.
- The consultation period had run from 24th May for 8 weeks to 16 July 2021 with the largest number of responses coming from residents of Kings Lynn and West Norfolk and South Norfolk.
- The consultation results continued to be carefully analysed.
- It was noted that the Police and Crime Plan and the Community Safety Plan complemented each other, however, some public responses had shown a misunderstanding on this matter. Responses demonstrated confusion over roles and responsibilities.
- In response to questions it was pointed out that the latest bidding round for funding for the Safer Street Fund provided for an upgrade of street lighting in areas of high density to help prevent the fear of crime.
- Homicide and the domestic abuse of older people was an emerging theme in the county and the Sub Panel was assured that this was being monitored by the Partnership.
- Prevention of Domestic Abuse was being addressed through the Serious Violence priority.
- Those crime types typically impacting on local businesses were being addressed through the Criminal Exploitation and Fraud priorities.
- The Plan allowed for the appointment of two Community Safety Officers to cover all localities and for a Community Safety Communications Officer (supporting the CSP team through a communications strategy).
- It was noted that each of the two Community Safety Officers would have locality based and specialist policy area roles and be expected to make extensive use of modern technology, including the use of Microsoft Teams to complement their day to day work in the community.
- One of the Community Safety Officer posts would not be filled before August 2021.
- Councillors spoke about wanting to increase the resilience of the work to be undertaken by the two Community Safety Officers. It was suggested that whilst

these two individuals would be able to call on the support of other members of the OPCCN and on the support of the County and District Council staff tasked with providing them with assistance (and there was significant overlap in roles and responsibilities) consideration should be given to the appointment of a third Community Safety Officer.

- The business case for an additional Community Safety Officers would need to be carefully explored because there was no budget available for such an appointment. This would require the cooperation and agreement of all the partner organisations, as well as the OPCCN.
- The staffing structure required to fully implement the Plan would not be in place before August 2021.
- In response to further questions it was recognised that the successful implementation of the Plan required the support of local businesses who were seen as key players in delivering many of the aims set out in the Plan, for example, those concerned with the prevention of fraud and the campaigns aimed at preventing serious crime and domestic abuse.
- It was noted that all partners were determined to deliver on the Plan and that the agreement of all the District Councils had been obtained.
- The Chair pointed out that the final plan would be submitted to the Scrutiny Panel in September 21 for final sign off.

8.4 The Scrutiny Sub Panel:

- 1) **NOTED** the draft Plan, the overview of the feedback received through consultation and progress with achieving local agreement;
- 2) **AGREED** that it should review the final Plan at the next meeting on 16 September 2021;
- 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 if the agenda allowed.

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 as set out in Appendix A to the report and with the amendment at paragraph 8.4 above (to review the final Plan at the next meeting on 16 September 2021.)

The meeting finished at 11.10 am

Chair



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Appendix 1

NCCSP Strategic Plan

Development and overview – Liam Bannon

Appendix 1 to the minutes

Community Safety Partnerships

Required to:

- Undertake an annual strategic assessment
- Develop community safety priorities
- Consult with the public on priorities
- Develop a partnership plan
- The responsible authorities, required to form a CSP by law are **Local Authorities** (County & District), **Police**, **Probation**, **Fire**, **NHS Clinical Commissioning Groups**.

Plan development

- NCCSP priorities agreed for 2021 to 2024 in January
- Proposed strategic plan based on:
 - NCCSP review of intended outcomes, priorities and delivery structure
 - Strategic assessment
 - Agreed NCCSP approach – evidence led and locality focus
 - Policy review, including:
 - Domestic Abuse Act 2021
 - Serious Violence Duty
 - Amendments to the Prevent Duty
 - Home Office policing priorities

Plan development

Principles and draft plan were presented and agreed by:

- NCCSP
- Leaders Board
- Chief Executive Group
- District and County Councils
- Public engagement events

NCCSP Strategic Plan 2021 to 2024

Strategic themes



NCCSP Strategic Plan 2021 to 2024

The proposed NCCSP priorities

Serious Violence

- Domestic and sexual abuse
- County lines linked violence
- Develop public health approach to serious violence

Preventing Terrorism

- Extremism, radicalisation and safeguarding
- Community tensions and hate crime

Criminal exploitation

- Modern Slavery
- County Lines

Neighbourhood crime

- Acquisitive crime
- Anti-social behaviour

Fraud

- Cyber-crime
- Courier fraud
- Romance scams

NCCSP Strategic Plan 2021 to 2024

NCCSP approach to community safety

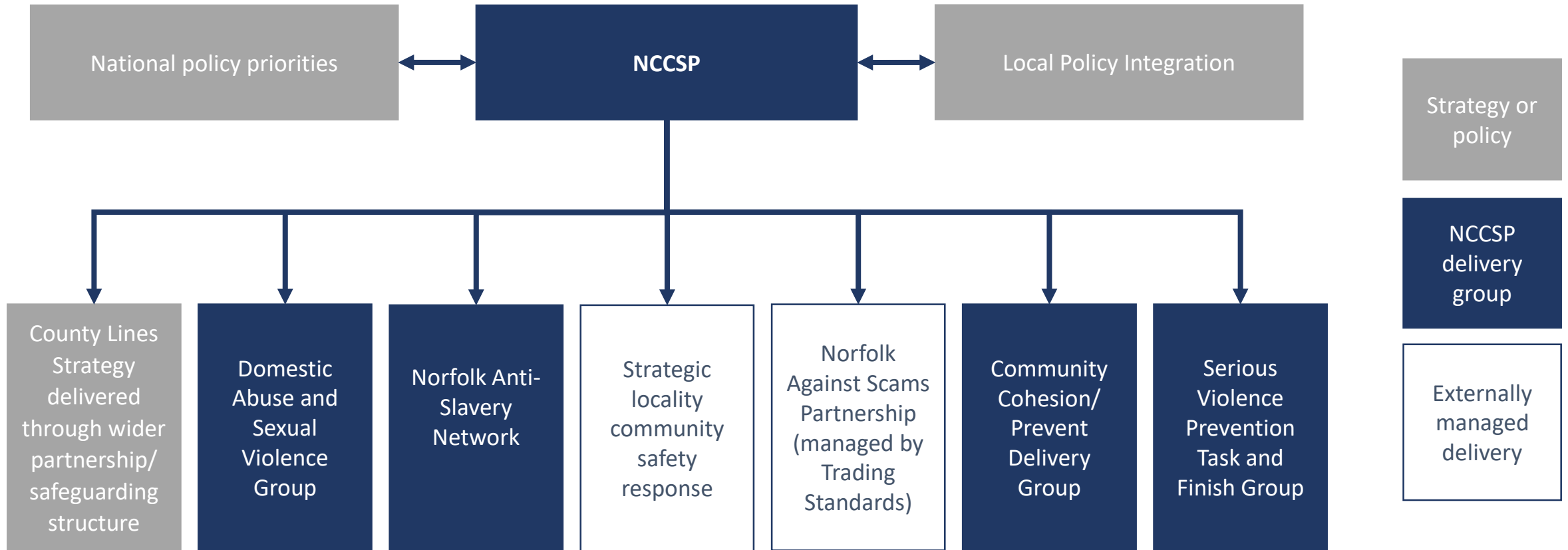
- Public Health Model
- Locality focus
- Effective and co-ordinated communication
- Impact of the COVID-19 response
- £500,000 Community Safety Fund

NCCSP Strategic Plan 2021 to 2024

NCCSP Long Term Outcomes – 12 long term intended outcomes have been developed covering the following, across the plan's priorities:

- Increasing community confidence
- Supporting victims
- Preventing crime and anti-social behaviour
- Identifying victims

NCCSP Strategic Plan 2021 to 2024 proposed delivery structure

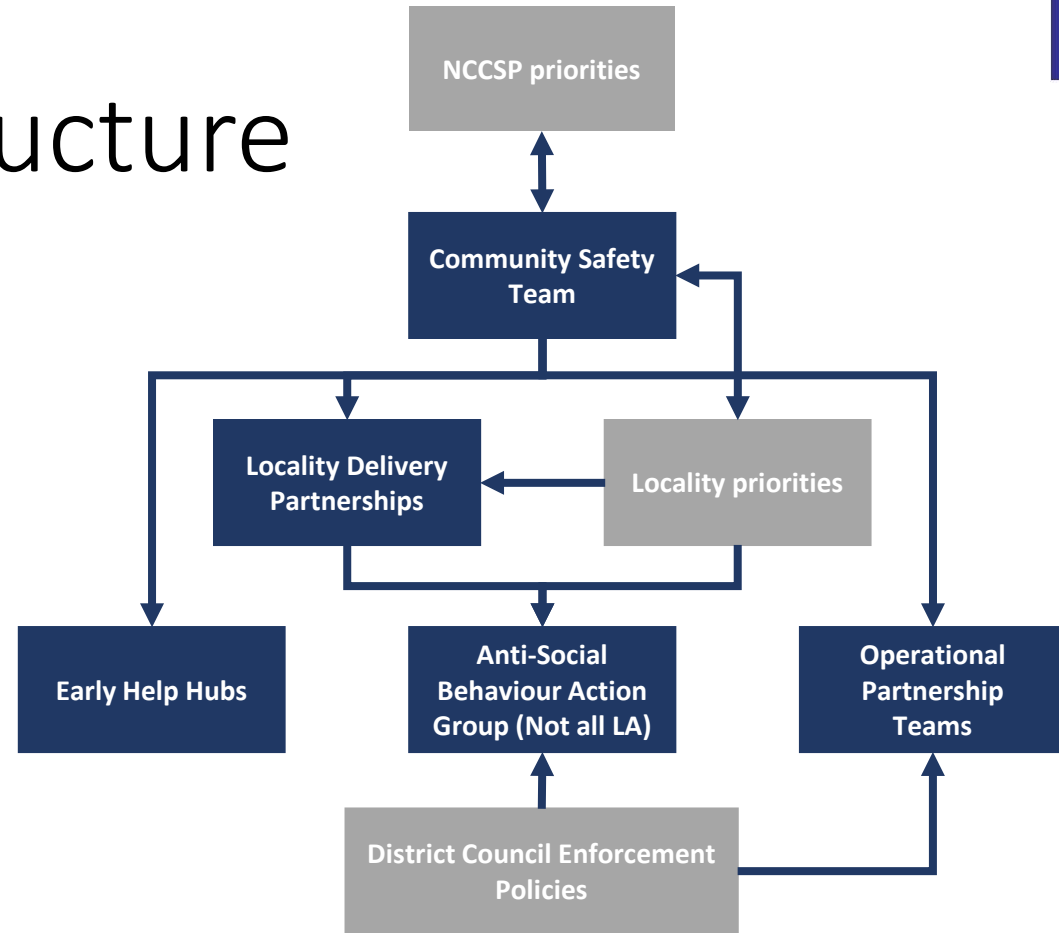


Locality delivery structure

Desire for locality structure. Community Safety Officers to:

- Understand and respond to the unique community safety demands of localities.
- Work closely with locality delivery structures:
 - Operational Partnership Teams,
 - Anti-Social Behaviour Action Groups and
 - Early Help Hubs
 - Locality boards
- Work with localities to drive response to priorities.

Locality delivery structure



Community Safety Officer 1

Localities: King's Lynn, Breckland, North Norfolk
Priorities: Serious violence reduction, fraud, sexual violence

Community Safety Officer 2

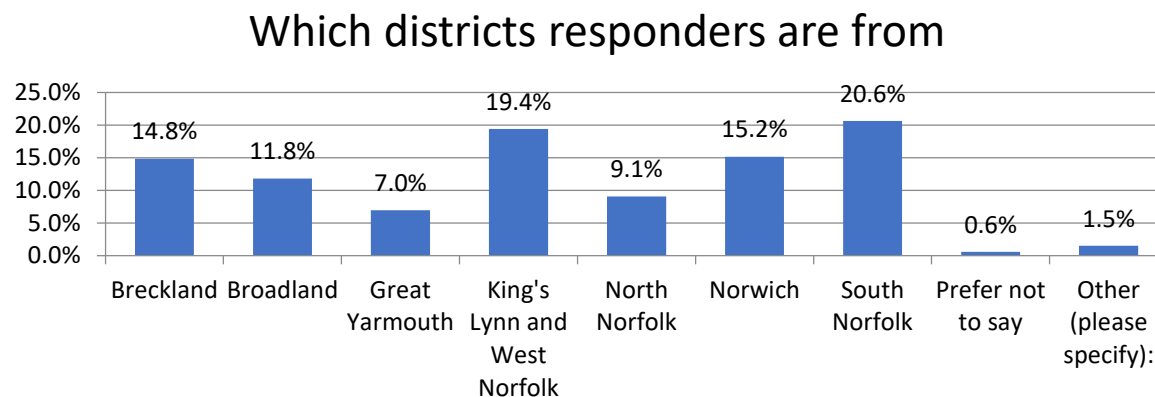
Localities: Norwich, Broadland, South Norfolk and Great Yarmouth
Priorities: Domestic abuse, prevent and community cohesion

Community Safety Comms Officer

Supporting CSP team through communications strategy

NCCSP Strategic Plan Consultation

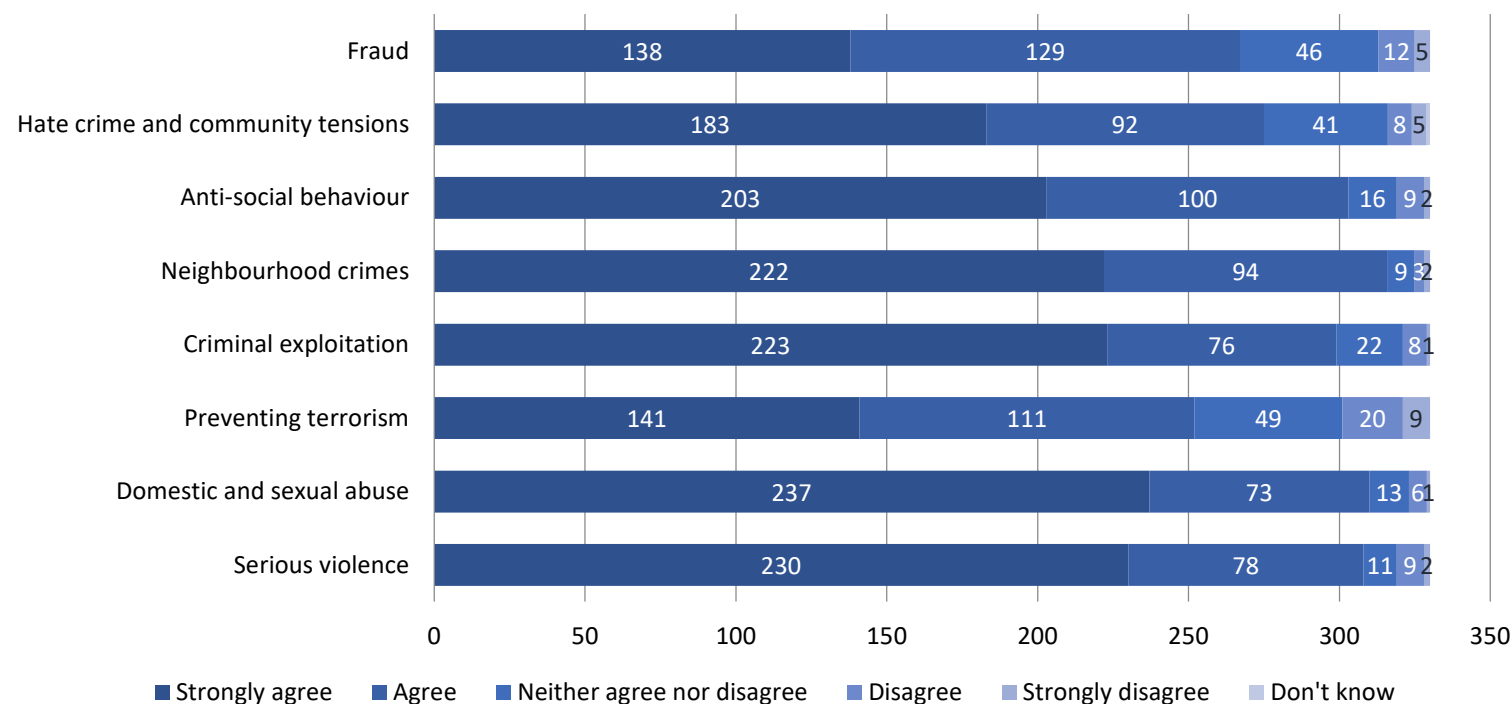
- Ran from 24th May for 8 weeks to 16th July
- Asked the public their views on proposed priorities, outcomes, and community safety in general
- 330 responses received



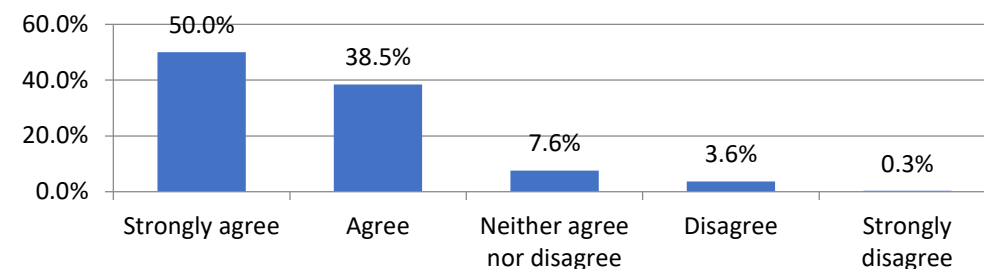
- Promoted via social media, professional networks, at SNAP meetings, at a special NALC presentation, and directly through organisations supporting protected characteristic groups.

Consultation results: what responders told us

Number of responders agreeing with NCCSP proposed priorities



Proportion of responders who agree with the proposed outcomes

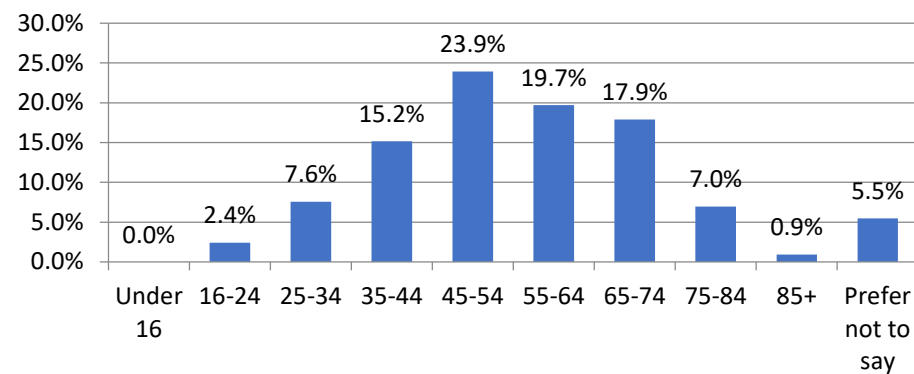


Key themes on what would make responders feel safer include:

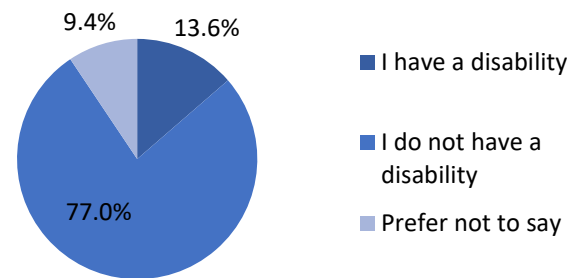
- Increasing visible policing and restoring PCSOs
- Targeting low level offending and ASB to prevent escalation and improve satisfaction
- Increasing road safety and focussing on road enforcement
- Tackling drug use and dealing
- Providing CCTV and effective streetlighting
- Provision of youth activities as a preventative measure

Consultation results: who responded

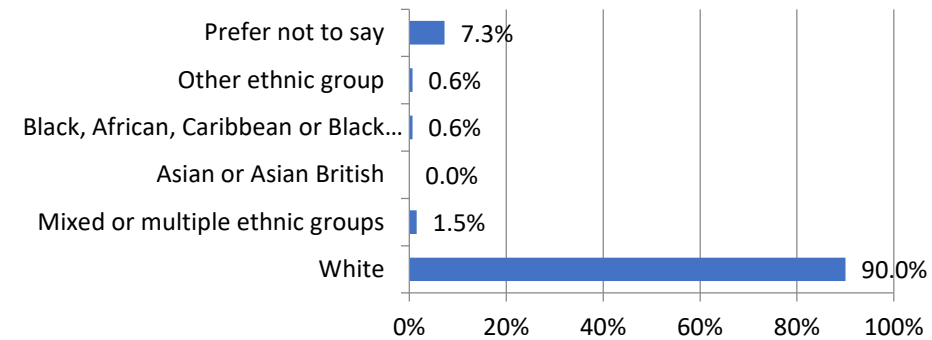
Responders age



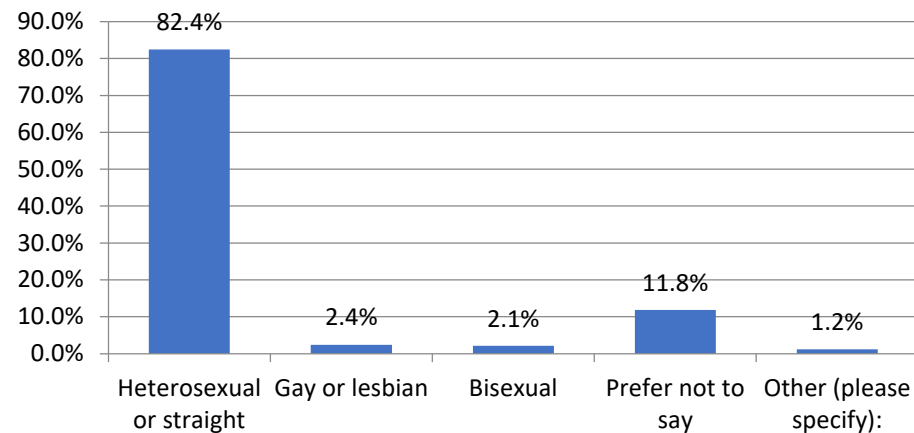
Responders with a disability



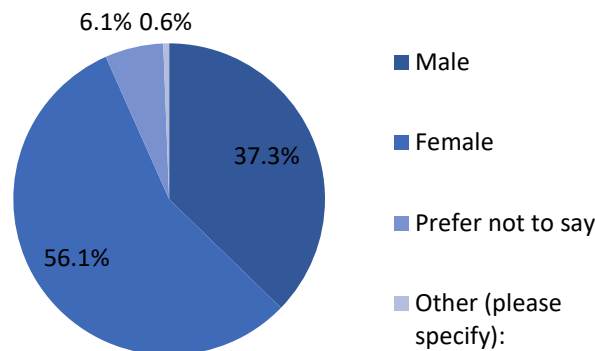
Responders' ethnic group



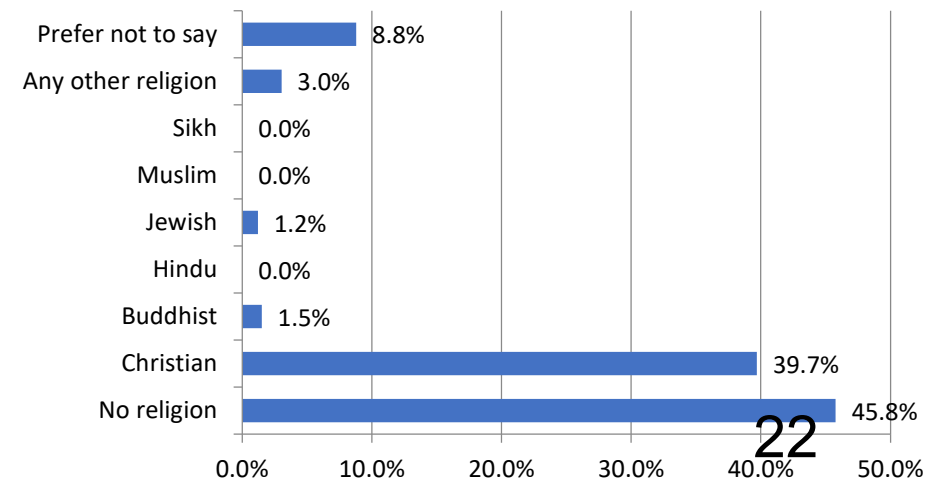
Which of the following options best describes your sexuality?



What is your gender?



Responders' religion



Plan's next steps

- Any amendments made as a result of the consultation.
- Sign off from all councils in Norfolk.
- Developing Delivery Plan.

Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Report title:	Norfolk Countywide Community Safety Partnership Strategy 2021-24: the final Community Safety Plan
Date of meeting:	16 September 2021
Responsible Cabinet Member:	N/A
Responsible Director:	Tom McCabe (Executive Director of Community & Environmental Services)
Is this a key decision?	N/A
<p>Executive Summary This report introduces the final Community Safety Plan, for the Sub Panel to review, and a final report on the outcome of the consultation.</p> <p>Action Required The NCCSP Scrutiny Sub Panel is asked to:</p> <ul style="list-style-type: none"> a) Consider the final Community Safety Plan; and, b) Agree what recommendations (if any) it wishes to make to the Partnership. 	

1. Background and Purpose

- 1.1. The Norfolk Countywide Community Safety Partnership (“NCCSP” or “the Partnership”) Strategy was due for renewal in March 2021.
- 1.2. The Partnership has developed a new 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.
- 1.3. When it met on 20 July 2021, the Sub Panel reviewed the draft Plan and agreed that it should consider the final version once it had been signed-off by all partners. The purpose of the item on today’s agenda is to consider that document.
- 1.4. The Scrutiny Sub Panel will wish to note that while Norfolk’s Community Safety Plan and the Police and Crime Plan are becoming more closely integrated, both

documents must legally remain separate and the lines of accountability are different for each.

- 1.5. The statutory responsibility for scrutiny of Norfolk's Countywide Community Safety Partnership lies with the County Council. 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. As such, 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 Appendix 2A of the County Council's Constitution, which can be viewed [here](#). 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.
- 1.6. The Norfolk Police and Crime Panel has the statutory responsibility for holding Norfolk's Police and Crime Commissioner (PCC) to account and one of its functions is to review the PCC's Police and Crime Plan.
- 1.7. It is the PCC's role to set local policing priorities for the force area through their Police and Crime Plan and hold the Chief Constable to account. Chief Constable's retain operational control and independence. As such, they are accountable to the law for the exercise of their powers, and to the PCC for the delivery of efficient & effective policing, management of resources, and expenditure.

2. Suggested approach

- 2.1. The final Community Safety Partnership Plan document is attached at **Appendix A**.
- 2.2. A final report on the outcome of the consultation is attached at **Appendix B**.
- 2.3. The following Partnership Leads will attend to 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, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
 - Amanda Murr – Head of Community Safety, OPCCN
- 2.4. The Scrutiny Sub Panel may wish to question them on the following areas:
 - a) What, if anything, has been revealed through further analysis of the consultation results.
 - b) Any significant changes that have been made to finalise the document as a result of the consultation.
 - c) Whether the final Plan has been signed-off by all councils in Norfolk
 - d) The possibility of increasing the resilience of the Community Safety Team.

3. Proposal

- 3.1. That the NCCSP Scrutiny Sub Panel considers the final Community Safety Plan 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 next scheduled meeting (22 September 2021) if the agenda allows.

4. Impact of Proposal

- 4.1. Elected Members are able to maintain oversight of the development of the new Community Safety Plan and provide appropriate feedback to the Partnership.
- 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):** None.
- 6.4. **Data Protection Impact Assessment (DPIA):** None.
- 6.5. **Health and Safety implications:** None.
- 6.6. **Sustainability implications:** None.
- 6.7. **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 the final Community Safety Plan and,

- b) Agree what recommendations (if any) it wishes to make to the Partnership.

11. Background Papers

11.1. None.

Officer Contact

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

Officer name: Jo Martin

Tel No: 01603 223814

Email address: jo.martin@norfolk.gov.uk



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Safer Norfolk Plan 2021-24

*Building resilient, safe and supportive
communities in Norfolk*

Contents

1. Forward	2
2. Overview	3
Setting the scene.....	3
3. Strategic themes and priorities.....	6
Strategic themes	6
Priorities.....	6
4. Our Approach.....	7
Public Health Model.....	7
Responding to risk factors	8
Locality	9
Communications	10
Victim-offender overlap.....	10
Covid-19 recovery	11
5. Partnership Delivery Structure	12
6. Developing our partnership.....	14
7. Building Resilient Cohesive Communities.....	15
Theory of change	15
8. Tackling and Reducing Neighbourhood Crime.....	16
Theory of change	16
9. Reducing the Threat of Criminal Exploitation.....	17
Theory of change	17
10. Safeguarding Communities from Abuse and Serious Violence.....	18
Theory of change	18
Appendix 1: Outcomes, Delivery Planning and Impact Assessment	19
Appendix 2: What is a Community Safety Partnership?	21
Appendix 3: Local policy context	23

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 on victims financially but it also 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 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/government/uploads/system/uploads/attachment_data/file/91444/safer-streets-prospectus.pdf)

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

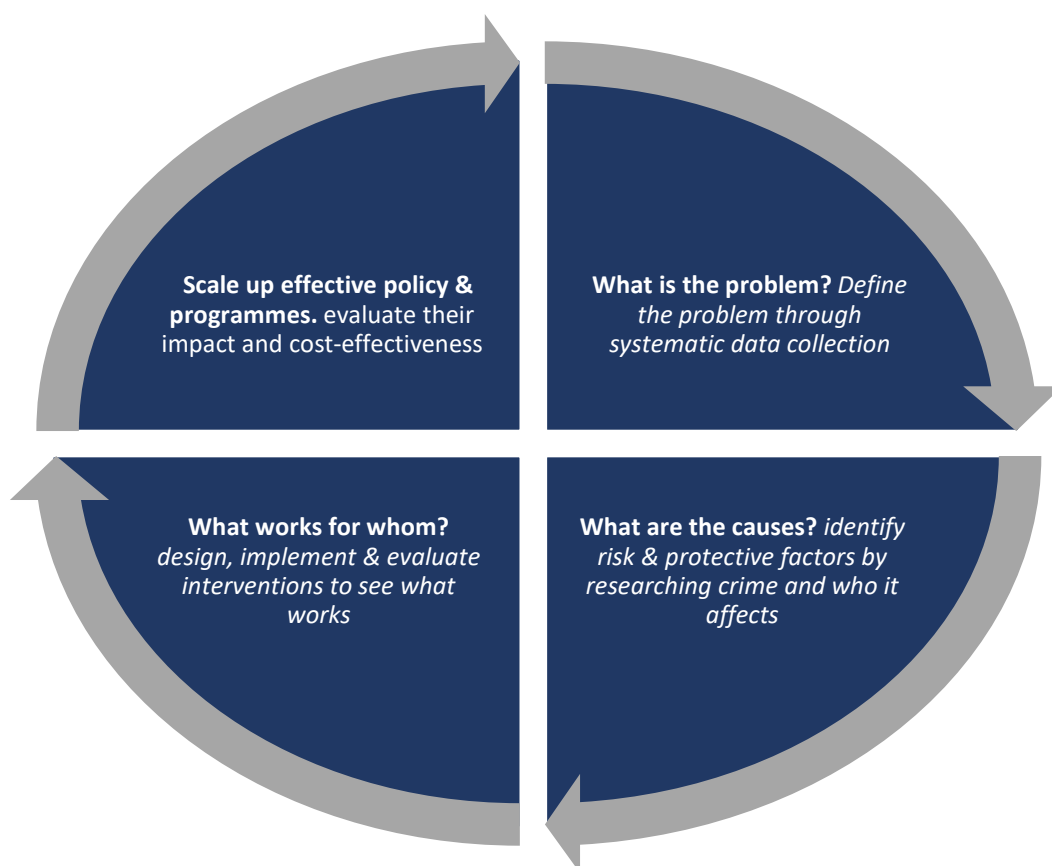


Figure 3: Public Health Model

² [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](https://cleph.com.au/PublicHealthApproachesinPolicing2019England.pdf)

- 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.

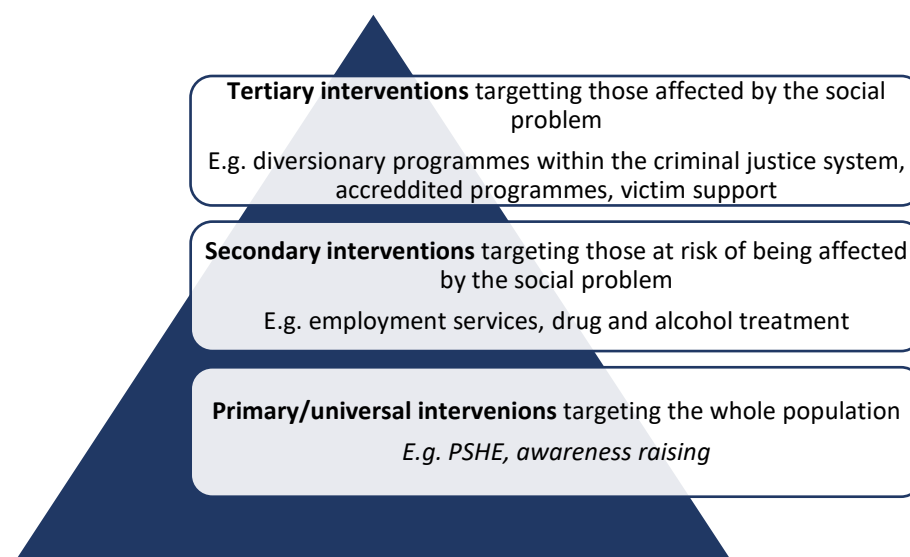


Figure 4: Public Health Model Interventions

- 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 correlated 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.

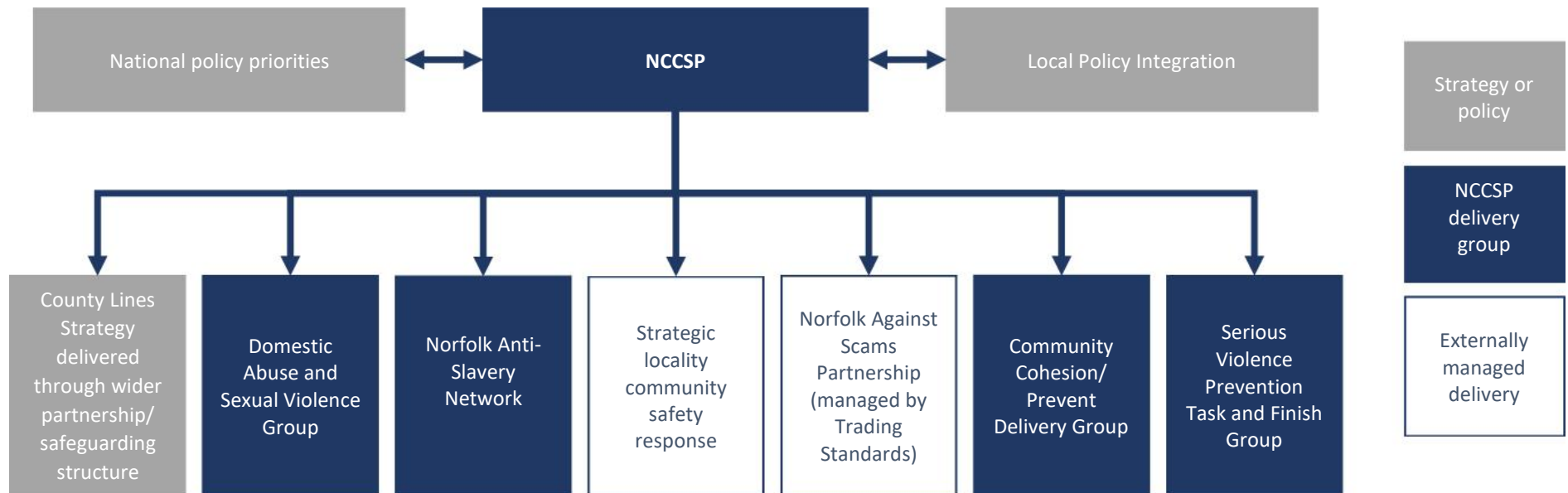


Figure 5: Delivery Structure

- 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.

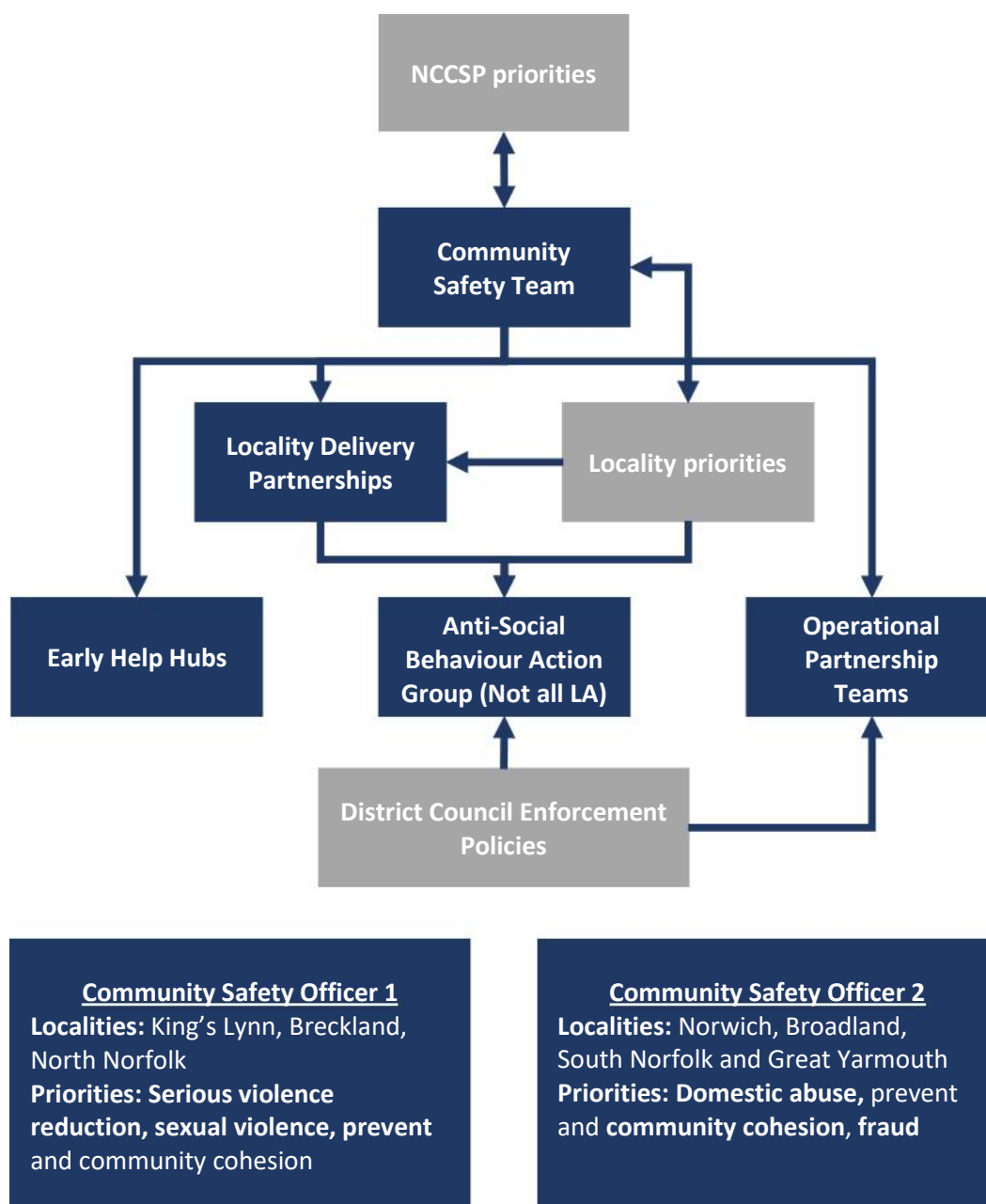


Figure 6: Locality delivery structure

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.

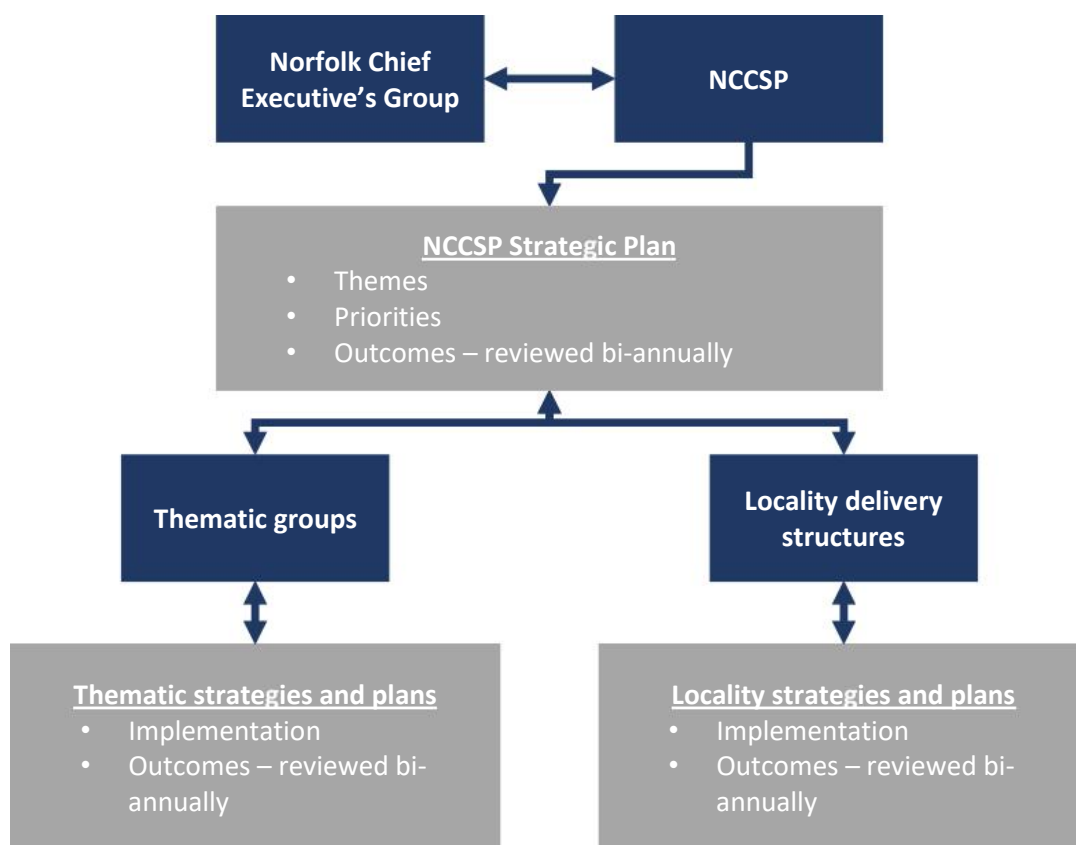
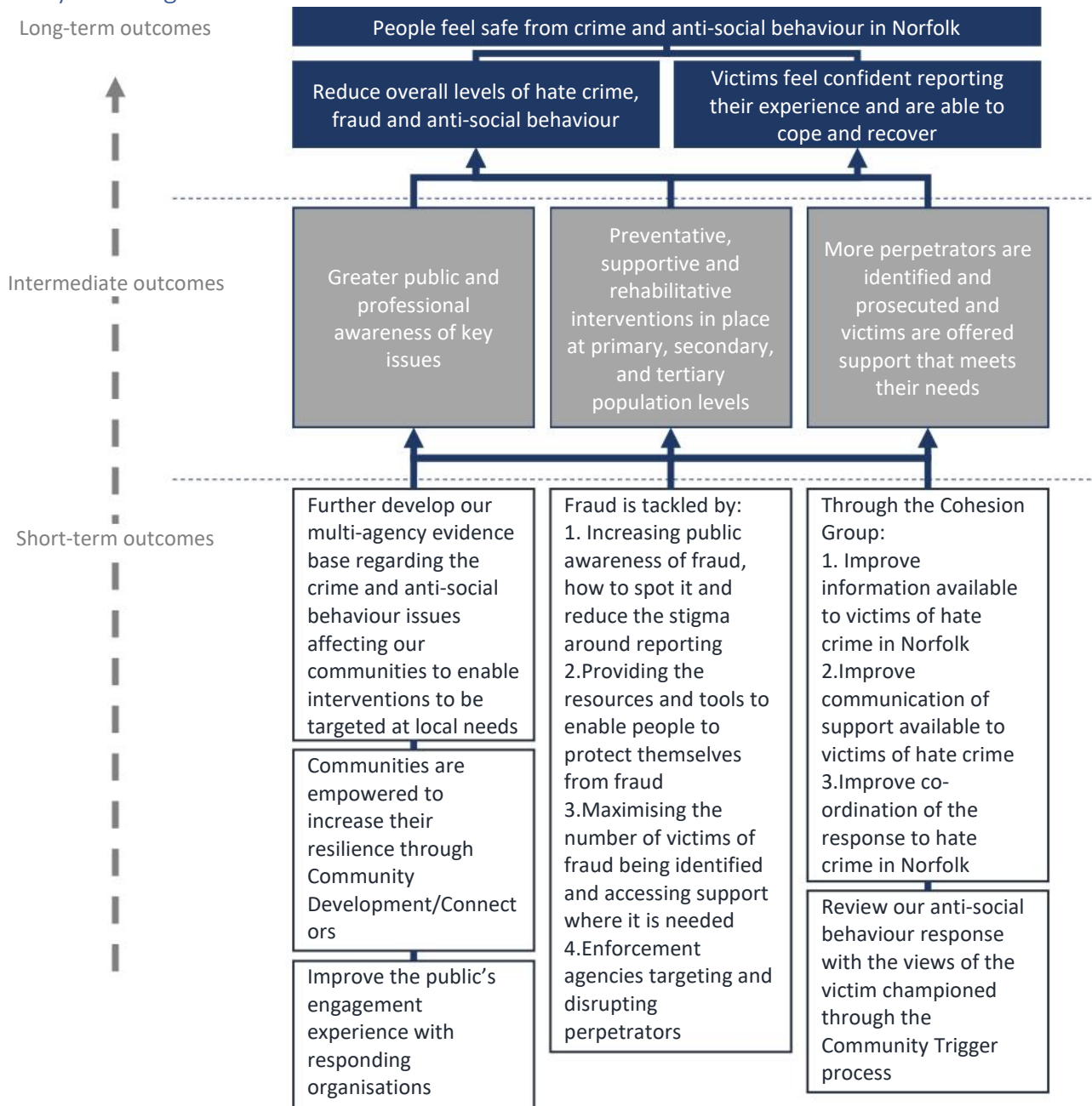


Figure 7: NCCSP Governance Structure

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.

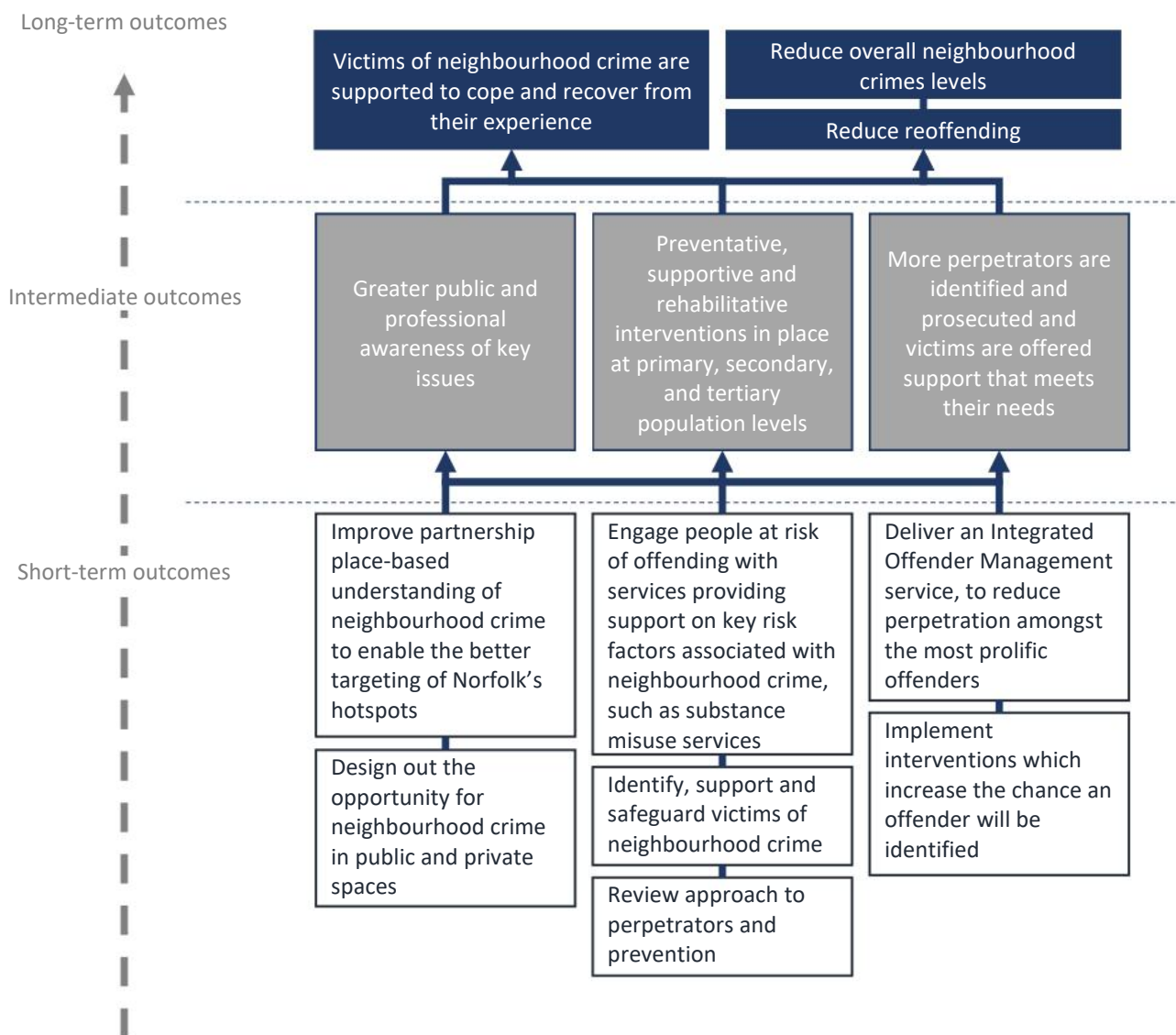
Theory of change



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.

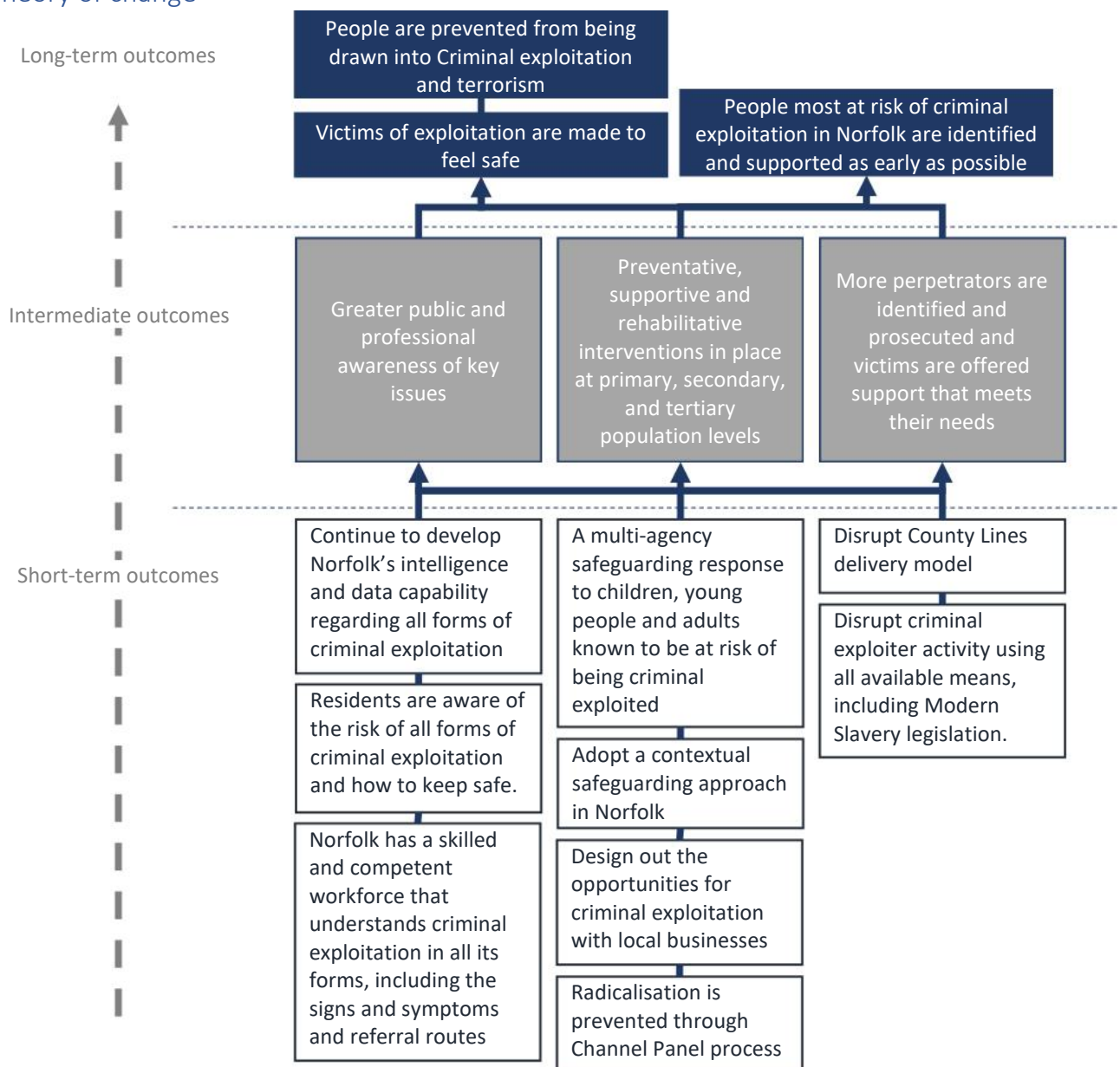
Theory of change



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.

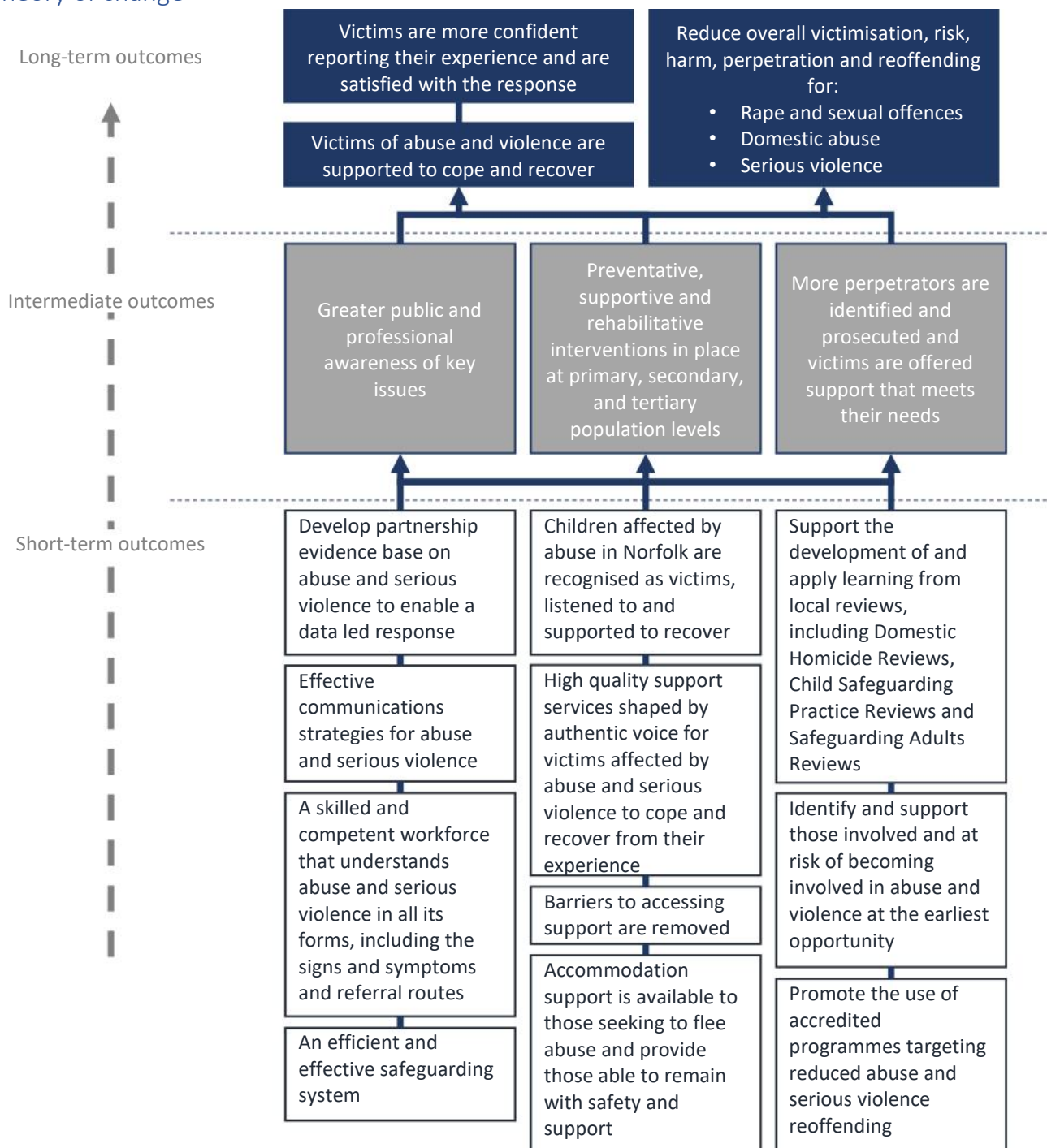
Theory of change



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://norfolk-pcc.gov.uk/nccsp-mou)

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.

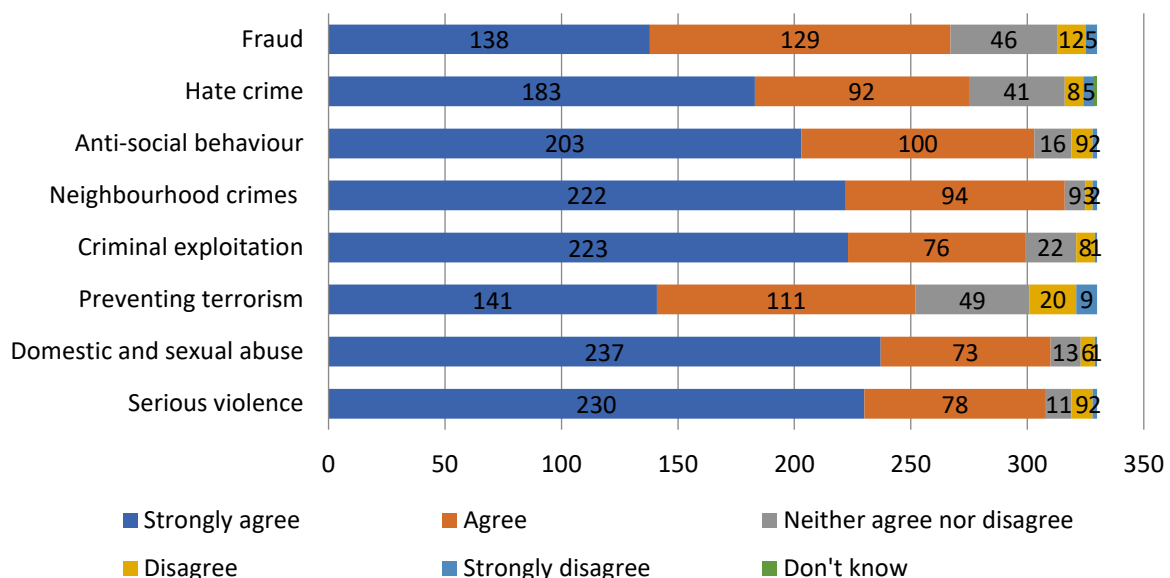
Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> • Priority areas: <ul style="list-style-type: none"> ○ Neglect ○ Child Exploitation
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> • Preventing abuse 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

Consultation on NCCSP Strategic Plan

Executive Summary

- 1.1 This report is based on the activity of the Norfolk County Community Safety Partnership (NCCSP) and responses from the public covering the eight-week consultation period.
- 1.2 All district councils have provided sign off to the Community Safety Team that they are willing to adopt the strategic plan in their council area.
- 1.3 The consultation has been promoted extensively with a wide range of groups, boards, forums and using social media in order to ensure key stakeholder engagement which is inclusive of the public is as high as possible. Current Covid restrictions have prevented engagement in public spaces which has limited capacity to maximise response rate and ability to engage hard to reach communities. The NCCSP team worked with Norfolk Constabulary's Engagement Officers and the Independent Advisory Group to ensure these groups are given the opportunity to engage in this consultation.
- 1.4 The findings from the 330 consultation responses clearly show support from the public for the priorities and outcomes. In addition, the public values increased visible policing, prevention of crime, road safety, tackling low level offending and anti-social behaviour and tackling drug use.

Graph 1: Number of responders agreeing with NCCSP proposed priorities



Partnership Sign-Off

- 2.1 The NCCSP asked its members from district councils to review the strategic plan and attain sign off from their respective council members to facilitate the future scrutiny of the NCCSP delivery. All district councils in Norfolk have agreed to support the delivery of the plan.

How has the consultation been promoted?

- 3.1 The consultation strategy set out that the consultation would be promoted through the following groups and networks:
- Safer Neighbourhood Action Panel (SNAP) meetings
 - Police and Crime Commissioner (PCC) and Norfolk Constabulary websites
 - Local Authority websites
 - Norfolk Fire and Rescue Websites
 - Norfolk Constabulary Intranet
 - Police Connect (messaging service via text)
 - PCC's regular news round-up
 - Office of the Police and Crime Commissioner for Norfolk (OPCCN) e-mail signatures
 - OPCCN partner contacts
 - Local, community and parish publications and websites
 - Volunteers
 - Social media accounts of all NCCSP partners
 - 'Mainstream media'
 - Norfolk Association of Local Councils
 - Elected representatives
- 3.2 On 24th May the consultation was launched on the Office of the Police and Crime Commissioner for Norfolk's website as well as Norfolk County Council's consultation page. This was combined with the publication of a press release, and promotion of the consultation via Twitter, Facebook and Nextdoor by the OPCCN. These social media posts have been republished consistently through the consultation period. All NCCSP representatives were asked to assist in the promotion of the consultation using their organisations social media presence and professional networks. In addition to this, the NCCSP team worked with other boards, groups, forums and mailing lists to share the publication of the consultation.¹
- 3.2 Consulting on the plan with the public during a time where restrictions on social contact are in place has meant consulting in public spaces has not been possible. However, the NCCSP team has taken steps to make the consultation as accessible and widely distributed as possible. This includes presenting the plan via Microsoft Teams to public meetings, such as SNAPs.
- 3.3 The NCCSP team has been meeting weekly to review responses to date and considering how to increase response rate and also how to target lower response demographic and geographical areas. On the 10th June the OPCCN reviewed how the consultation had been promoted locally. This identified that there was a significant drop from the number of

¹ See Appendix 1 for a breakdown of who has been engaged with the Plan's consultation.

unique visits to the consultation website to the number of responses to the consultation.

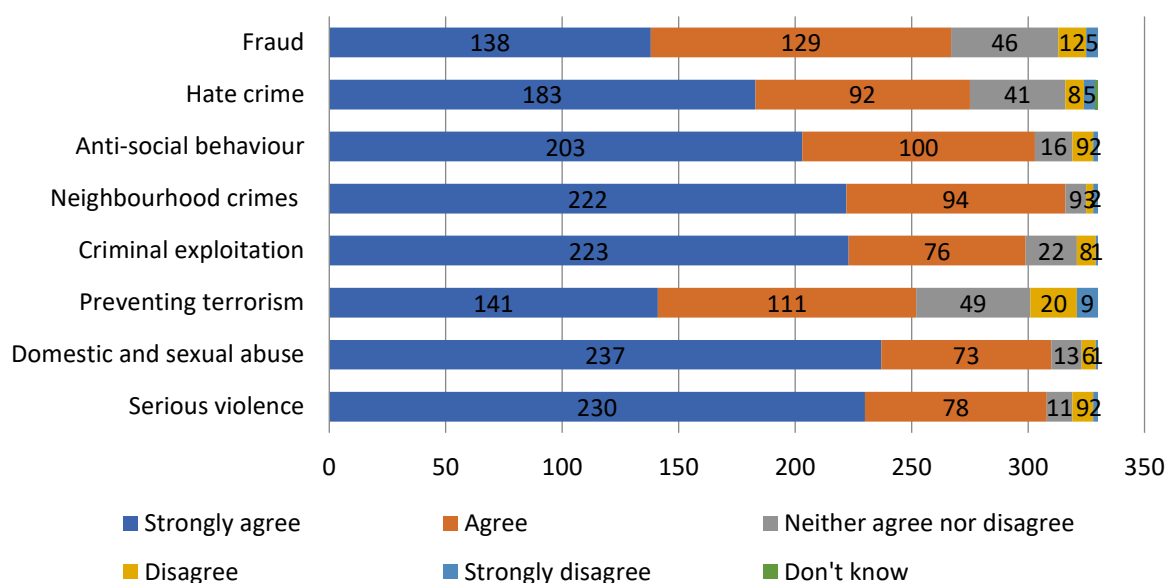
This suggests that the content may be too lengthy, meaning people do not want to engage.

This is further supported by the number of partially completed surveys, with nearly 30% of people starting a response but not completing the response. To make the consultation more accessible, the link to the consultation has been made more prominent on the consultation OPCCN landing page.

- 3.4 In addition, the social media activity on Twitter was assessed. This identified that not all NCCSP members had used their social media profiles to promote the consultation. Analysis showed a positive correlation between district councils and local policing teams having promoted the content on social media and the number of responses. Therefore, districts who had not promoted the content were approached, asking them to share the consultation via their social media accounts.
- 3.5 To date the OPCCN has tweeted and posted on Facebook about the consultation 12 times on each platform. This has been retweeted or quote tweeted by many of the Responsible Authorities' social media accounts including many district councils and the county council, police, Norfolk and Suffolk Victim Care, Norfolk Fire and Rescue Service, and the Norfolk Adult Safeguarding Board social media accounts. Other organisations have used their own social media accounts and networks to promote the strategy internally.
- 3.6 The NCCSP team invited Norfolk Association of Local Council members to attend a presentation on the proposed priorities and welcomed feedback from these representatives, which took place on 7th July and was attended by over 20 representatives of local councils from across Norfolk.

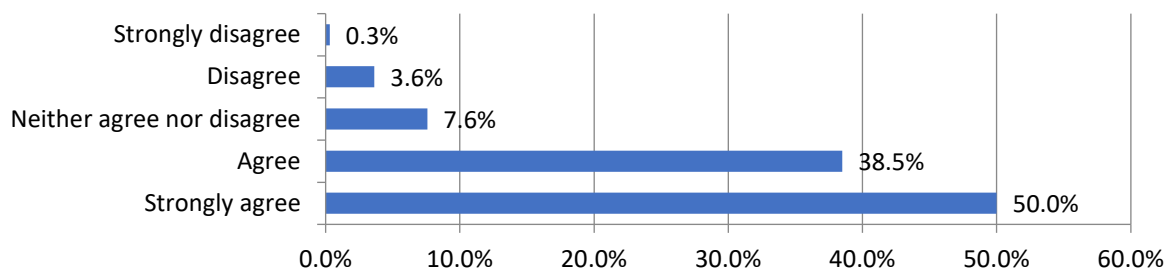
What are responders telling us?

Graph 2: Number of responders agreeing with NCCSP proposed priorities



- 4.1 Responders have shown high levels of support for the identified priorities. The two priorities to have the lowest proportion of people to strongly agree and agree with the priority are Prevent (76%) and Fraud (81%). This shows strong support from the public for the priorities put forward by the NCCSP. The most common themes from comments about the priorities showed that residents felt there was a need to focus on low level offending, that the priorities need to work for all social groups, drug use and related crime are concerns and road safety should be prioritised.

Graph 3: proportion of responders who agree with the proposed outcomes



- 4.2 Responders have generally agreed with the proposed outcomes (88.5% agreed or strongly agreed). Slightly under 4% of responders have said they disagreed or strongly disagreed. This shows that the outcomes proposed in the community safety plan meet the expectation of consultees.
- 4.3 The question on agreement with proposed outcomes received comments covering a variety of topics. Within these comments there were very few themes identified. The theme most consistently mentioned was wanting to see an improvement in the response of services. Other themes included:

- General support for the outcomes
- Three years is too short a timescale and are there enough resources
- How will success be measured
- Too many outcomes
- The outcome for hate crime should be increased reporting
- Hate crime should be responded to separately from fraud
- Restorative justice
- Rural crime
- Community safety is not just about the police

- 4.4 Question 4 was open-ended and asked responders whether they had anything else to add in relation to the plan. This question received many responses which were supportive of the plan. Each of the following themes were only mentioned by a relatively small number of responders.

- Wanting to see a focus on prevention
- Mental health needing to be responded to as it can lead to crime
- Low level offending needs to be prioritised

- Questioning whether the partnership had the resources to achieve the plan
- Desire for more visible policing

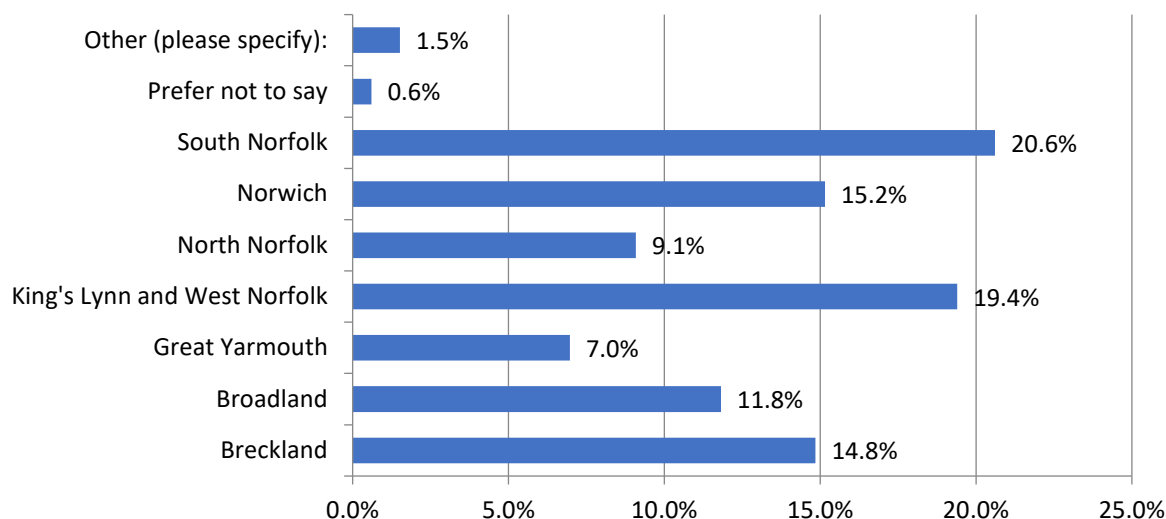
4.5 Question 5 asked residents what would make them feel safer in Norfolk. The most frequently mentioned theme from responses was wanting to see more visible policing, receiving many more mentions than any other theme. Tackling drug use and dealing, road safety and effectively responding to low level offending and anti-social behaviour (ASB) were the next most frequently mentioned themes relating to feelings of safety in Norfolk. The ten most mentioned themes were:

- More visible policing
- Increase road safety and tackle speeding
- Already feel safe
- Tackling drug use and dealing
- Effectively responding to low level offending and ASB
- Provision of CCTV and/or street lighting
- More responsive policing/engagement
- Bring back PCSOs
- Greater provision of youth activities
- Improved response to domestic abuse.

Consultation responses demographic

Districts

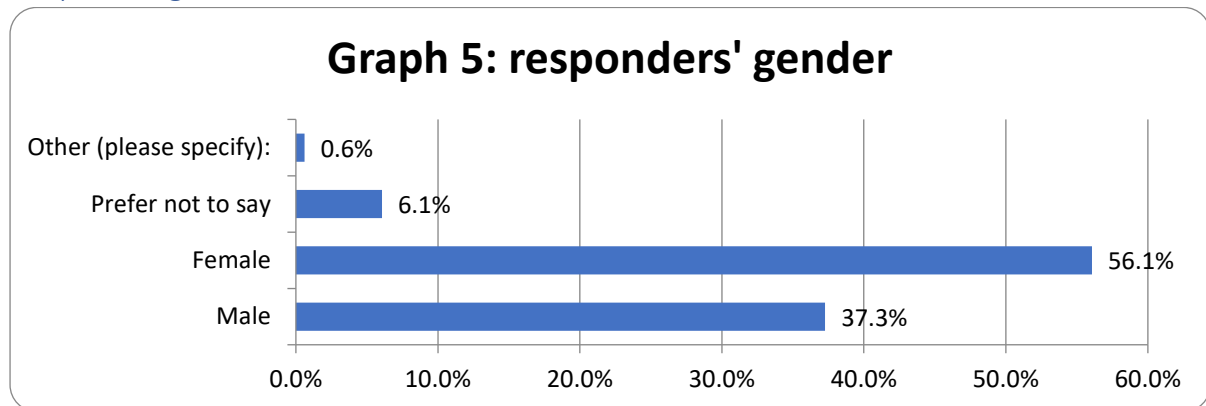
Graph 4: Which district do responders live in?



5.1 There had been 330 completed responses. South Norfolk has received a disproportionately high proportion of responses. The consultation has been strongly promoted here through police and council. Great Yarmouth was the district to have received the lowest proportion of the response and is the district with the smallest population. The relevant councils and police engagement officers have been worked with to ensure residents are offered the opportunity to respond to the consultation. In addition, the consultation has been promoted

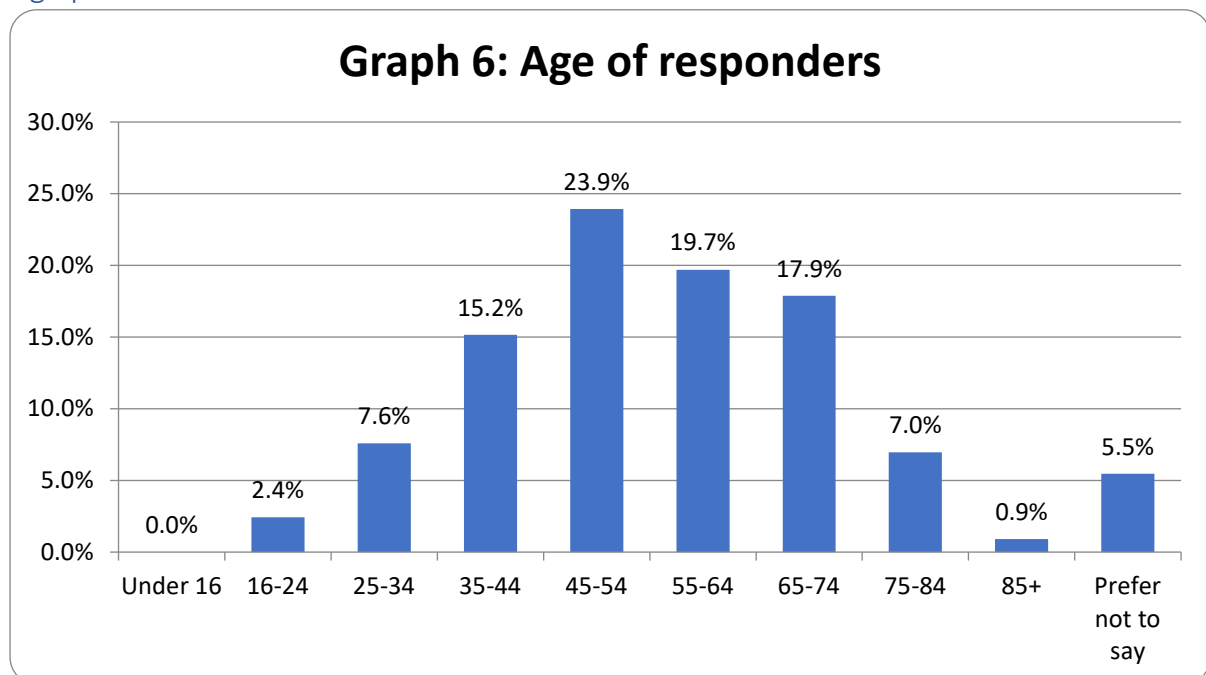
at SNAP meeting attendees within these districts. This has resulted in improvements in these districts.

Responder gender



- 5.2 The gender profile of responders shows that, of those who stated their gender, 18.8% more females have responded to the consultation compared to males. A further 6.1% of responders did not state their gender and 0.6% stated their gender as other.

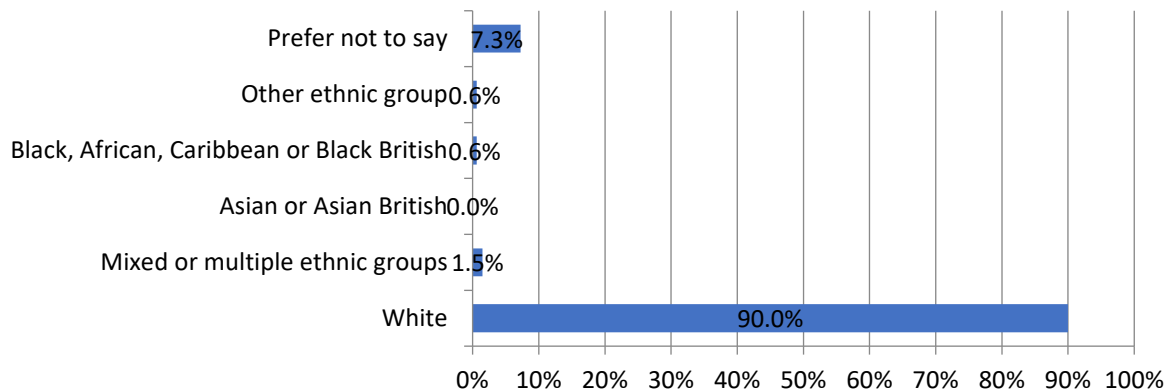
Age profile



- 5.3 The age profile of responders does not follow the same pattern as the counties age profile in that the age group 45-54 are overrepresented, as to a lesser extent are 35-44, 55-64 and 65-74 year olds. The inverse is true for those aged under 34 and aged 65 and over. The consultation has been promoted with the PCC's Youth Commission and Children's Services have been approached to promote the consultation through the Youth Advisory Boards. The consultation has sought to gain responses from older age groups through working with local representatives of charities representing these age groups.

Responder ethnicity

Graph 7: Ethnicity of responders

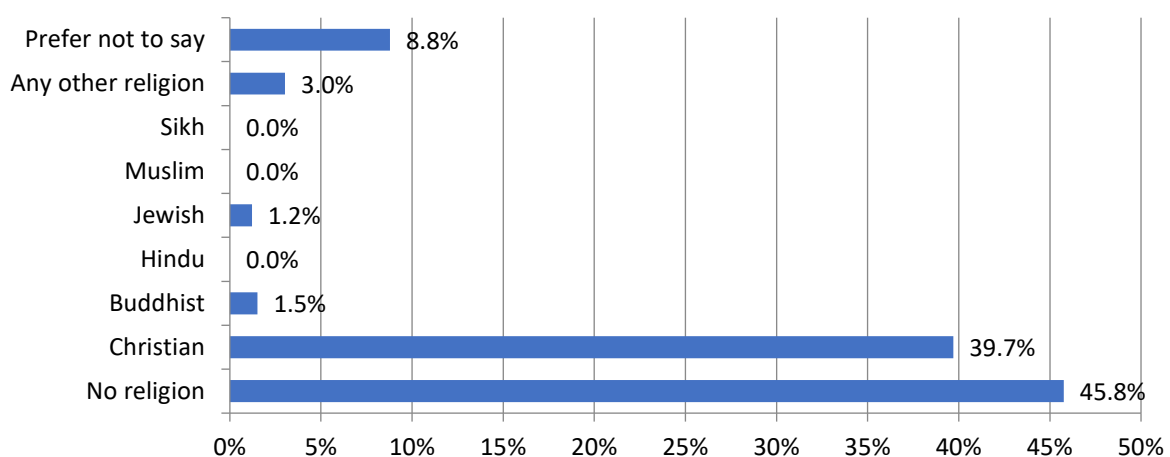


5.4 The responses from different ethnic groups is similar to that of the population of Norfolk. 90% of responses to date have come from the white ethnic group, which is lower than the 96.5% of Norfolk population. Responses from mixed or multiple ethnic groups are similar to the population of Norfolk (1.5% and 1.2% respectively). The response rate from the 'other ethnic group' is similar to the population of Norfolk (0.6% and 0.3% respectively) whilst 0.6% responses have been received from Black or Asian ethnic groups to date. 7.3% of responders have chosen not to state their ethnicity.

5.5 Whilst the ethnicity of response is largely similar to the population of Norfolk, there has been less engagement from some ethnic groups. The Norfolk Human Rights Council were contacted to promote the consultation as have local charities working with different minority groups. The NCCSP team worked with Norfolk Constabulary's engagement officers and the OPCCN's Independent Advisory Group (IAG) to promote the consultation with a variety of different groups. Therefore, activity has been undertaken to improve the response from different ethnic groups.

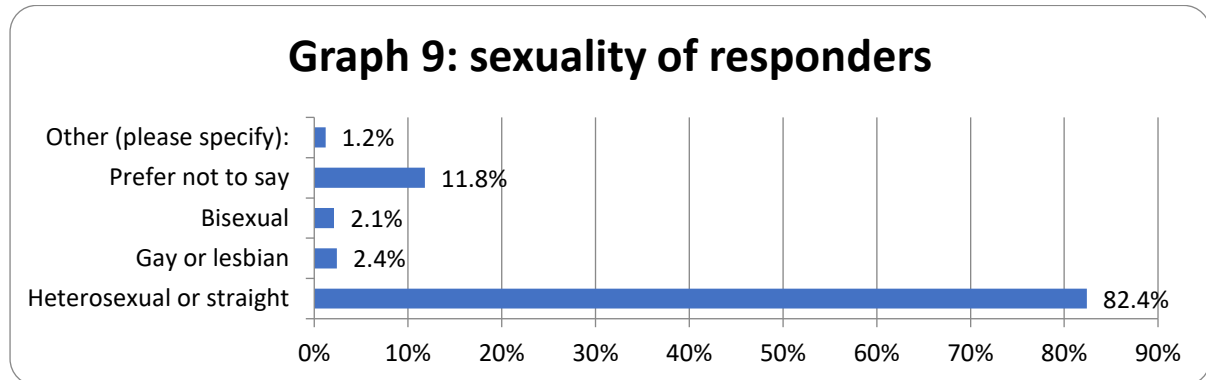
Responder religion

Graph 8: religion of responders



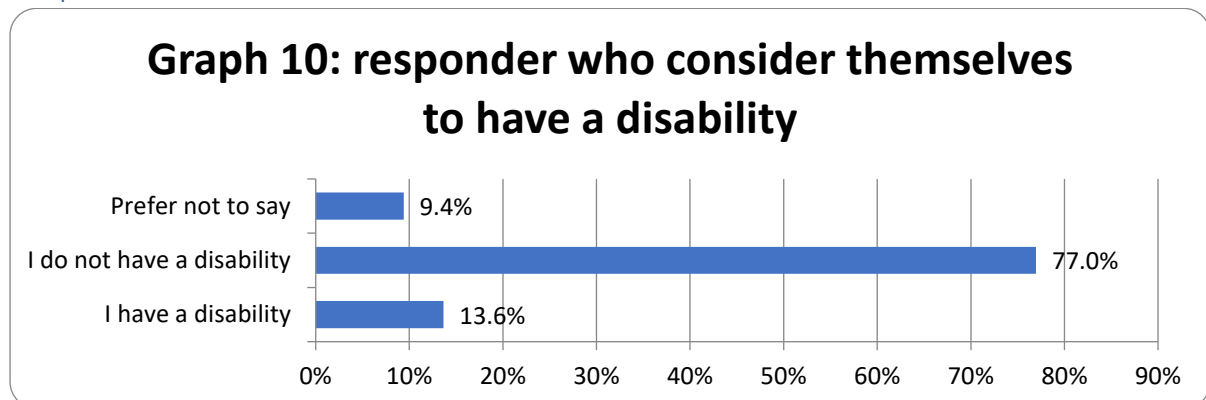
- 5.6 Analysis of responses received show that currently no responses have been received from either of the Sikh, Muslim or Hindu communities of Norfolk. The NCCSP team worked with Norfolk Constabulary's Engagement Officer and the OPCCN's Independent Advisory Group (IAG) to promote the consultation through their networks, including to key independent networks (KIN covering different religious groups).

Responder sexuality



- 5.7 A 2012 Office for National Statistics study found that 93.5% of the population said they were heterosexual, 1.1% said they were gay or lesbian and 0.4% said they were bisexual. Based on this, responses to the NCCSP consultation have a similar proportionate response levels to the estimates of the size of the lesbian, gay, and bisexual communities. To ensure good response rates are received the NCCSP worked with Norfolk Constabulary's Engagement Officer to promote the consultation through their networks, including to LGBT key independent networks.

Responders with disabilities



- 5.8 20% of Norfolk residents said that their day to day activity is limited either a lot or a little by health problems in the 2011 Census. The response rate from those who state they have a disability suggests positive engagement from this community. To ensure good response rates are achieved the NCCSP team worked with Norfolk Constabulary's Engagement Officer and disability groups to promote the consultation through their networks.

Appendix 1: organisation, boards and forums engaged to promote the consultation

- A.1 Norfolk Constabulary's Engagement Officers provided significant support to the consultation, ensuring the consultation was received by:
- Councillors
 - Parish Clerks
 - Faith Contacts
 - Large Business
 - Care Homes
 - Neighbourhood Watch
 - Charities
 - Libraries
 - Disability Groups
 - Youth Advisory Boards
 - Council Connectors
 - Buddhism Centre
 - Jewish Community KIN
 - CSW Coordinators
 - Hear Norfolk
 - Mind (Mental Health)
 - Men's Shed
 - Muslim Community KIN
 - LGBT KINS
 - Hindu Community KIN
- A.2 The NCCSP team encouraged NCCSP members to promote the consultation with their key networks, groups and forums. In addition, the NCCSP team promoted the consultation with:
- Domestic Abuse and Sexual Violence Board
 - Domestic and Sexual Abuse Partner Forum
 - Norfolk Against Scams Partnership
 - Norfolk Criminal Justice Board
 - Norfolk Re-offending Board
 - Vulnerable Adolescents Group
 - Vulnerable Adolescents Provider Forum
 - Norfolk Anti-Slavery Partnership
 - County Lines Strategic Group
 - Norfolk Association of Local Councils
 - Norfolk Community Advice Network Newsletter
 - Adult Social Services Development Worker distribution list
 - Norfolk Youth Justice Board
- A.3 The NCCSP team worked with the OPCCN media and communications team to promote the consultation via Twitter, Facebook, and Nextdoor.

- A.4 The NCCSP team provided briefing to Councils who requested them, namely Broadland District Council, King's Lynn and West Norfolk Borough Council and Great Yarmouth Borough Council. The strategic plan was also presented to the North Norfolk District Council by the Community Safety representative.
- A.5 Th NCCSP provided presentations to SNAP meetings organised via the Norfolk Constabulary Engagement Officers and provided presentations to the Hellesdon, Spixworth, St Faiths and Horsham, Wroxham, Swaffham and Harleston SNAP meetings. All Engagement Officers supported the NCCSP team to promote the consultation with SNAPS the team were unable to attend.
- A.6 On the 7th July the Norfolk Association of Local Councils arranged for the NCCSP team to present the plan to parish council Clerks. The presentation received an audience of over 20 Clerks and resulted in constructive conversation around community safety priorities in Norfolk. Feedback included:
- Lots of concerns about anti-social behaviour
 - The importance of visible policing to residents
 - Road safety
 - The importance of partnership and taking responsibility
 - Fraud affects a lot of residents
 - Wanting police officers to engage with local councils
 - Capacity and resources to deliver the plan, acknowledging that it covers a broad range of priorities
 - The importance of providing activities for young people in preventing anti-social behaviour
 - Drug possession, use and dealing are key issues for communities

Appendix 2: Consultation question



Norfolk County Community Safety Partnership (NCCSP) Strategic Plan Consultation

1.

What is the NCCSP?

The NCCSP brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit.

The partnership is currently supported by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and chaired by its Chief Executive. The members of the NCCSP represent local councils, policing and fire services, probation, youth offending, health and housing. Its role is 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.

The NCCSP has worked together to create a new strategic plan, which contains new community safety priorities for Norfolk.

Introduction

Thank you for taking part in the NCCSP's consultation on its Strategic Plan. It should take around 10 minutes to complete and results will be published once the consultation closes and results have been analysed.

If you would like to report a crime you can do so through Norfolk Constabulary's ['Report it'](#)

[webpage²](#) or by calling 101. In an emergency call 999.

Responses will be processed by the OPCCN. Your responses will be anonymous. If any individually identifiable information is provided, the OPCCN will ensure that any publications relating to the survey maintain anonymity. You may withdraw your consent at any time, by closing the survey before completion. Any data provided before closing the survey will not be used in our analysis and will be confidentially destroyed accordingly. The OPCCN complies with data protection legislation, including GDPR, by applying its [Data Protection Policy](#).

Once complete, please return to library reception who will return survey to the OPCCN.

1. Which district do you live in? *

- ☐ Breckland
- ☐ Broadland
- ☐ Great Yarmouth
- ☐ King's Lynn and West Norfolk
- ☐ North Norfolk
- ☐ Norwich
- ☐ South Norfolk
- ☐ Prefer not to say
- ☐ Other (please specify):

2. The NCCSP's strategic assessment of crime and community safety issues affecting Norfolk informed the seven proposed priorities for the next three years. The key reasons for our proposed priorities are set out on page 3 to 5 of the Strategic Plan³.

Do you agree that the following should be priorities for the NCCSP? *

² <https://www.norfolk.police.uk/contact-us/6-report-it>

³ The plan is available through the following web address: <https://www.norfolk-pcc.gov.uk/assets/documents/DraftSaferNorfolkPlan2021.pdf>

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Serious violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic and sexual abuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventing terrorism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criminal exploitation, including modern slavery and county lines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighbourhood crimes like burglary, robbery, vehicle crime and other theft offences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anti-social behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hate crime and community tensions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fraud	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

3. The Community Safety Partnership has proposed setting 12 long-term outcomes, which it will work to achieve over the course of the next three years. They are spread across four strategic areas, which are set out below:

Building Resilient Cohesive Communities

1. People feel safe from crime and anti-social behaviour in Norfolk
2. Reduce overall levels of hate crime, fraud and anti-social behaviour
3. Victims feel confident reporting their experience and are able to cope and recover

Tackling and Reducing Neighbourhood Crime

1. Victims of neighbourhood crime are supported to cope and recover from their experience
2. Reduce overall neighbourhood crimes levels
3. Reduce reoffending

Reducing the Threat of Criminal Exploitation

1. People are prevented from being drawn into Criminal exploitation and terrorism
2. Victims of exploitation are made to feel safe

3. People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible

Safeguarding Communities from Abuse and Serious Violence

1. Victims are more confident reporting their experience and are satisfied with the response
2. Victims of abuse and violence are supported to cope and recover
3. Reduce overall victimisation, risk, harm, perpetration and reoffending for:
 - a. Rape and sexual offences
 - b. Domestic abuse
 - c. Serious violence

Do you agree with the NCCSP's long-term outcomes? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Comments:

4. Do you have any further comments regarding the draft Strategic Plan?

5. What would make you feel safer in your local area?

6. What is your gender? *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other (please specify):

7. How old are you? *

- ☐ Under 16
- ☐ 16-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75-84
- ☐ 85+
- ☐ Prefer not to say

8. What is your ethnic group? *

- ☐ White
- ☐ Mixed or multiple ethnic groups
- ☐ Asian or Asian British
- ☐ Black, African, Caribbean or Black British
- ☐ Other ethnic group
- ☐ Prefer not to say

9. What is your religion? *

- ☐ No religion
- ☐ Christian
- ☐ Buddhist
- ☐ Hindu
- ☐ Jewish
- ☐ Muslim
- ☐ Sikh
- ☐ Any other religion
- ☐ Prefer not to say

10. Which of the following options best describes your sexuality? *

- ☐ Heterosexual or straight
- ☐ Gay or lesbian
- ☐ Bisexual
- ☐ Prefer not to say

☐ Other (please specify):

11. Do you consider yourself to have a disability? *

- ☐ I have a disability
- ☐ I do not have a disability
- ☐ Prefer not to say

Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Report title:	NCCSP Strategy 2021-24: the draft Delivery Plan
Date of meeting:	16 September 2021
Responsible Cabinet Member:	N/A
Responsible Director:	Tom McCabe (Executive Director of Community & Environmental Services)
Is this a key decision?	N/A
<p>Executive Summary This report introduces the draft Delivery Plan, which sets out further details of the delivery structure and strategic links that will enable the Partnership to effectively target each priority.</p> <p>Action Required The NCCSP Scrutiny Sub Panel is asked to:</p> <ul style="list-style-type: none"> a) Consider the draft Delivery Plan; and, b) Agree what recommendations (if any) it wishes to make to the Partnership. 	

1. Background and Purpose

- 1.1. The Norfolk Countywide Community Safety Partnership (“NCCSP” or “the Partnership”) Strategy was due for renewal in March 2021.
- 1.2. The Partnership has developed a new 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.
- 1.3. The purpose of the item on today’s agenda is to consider the draft Delivery Plan, which sets out further details of the delivery structure and strategic links that will enable the Partnership to effectively target each priority.

2. Suggested approach

- 2.1. The draft Delivery Plan is attached at **Appendix A**.
- 2.2. The following Partnership Leads will attend to introduce the draft Delivery Plan 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, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
 - Amanda Murr – Head of Community Safety, OPCCN
- 2.3. The Sub Panel may wish to question them on the following areas:
 - a) How the long-term outcomes have been set for each strategic priority.
 - b) How the Partnership will measure the impact of its plan and review its activity.
 - c) Progress being made with developing a separate delivery plan for each crime and anti-social behaviour priority.
 - d) How acknowledged data quality issues will be resolved, to enable sound evaluation.
- 3. Proposal**
 - 3.1. That the NCCSP Scrutiny Sub Panel considers the draft Delivery Plan, which sets out further details of the delivery structure and strategic links that will enable the Partnership to effectively target each priority, 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 next scheduled meeting (22 September 2021) if the agenda allows.
- 4. Impact of Proposal**
 - 4.1. Elected Members are able to maintain oversight of the development of the Delivery Plan and provide appropriate feedback to the Partnership.
 - 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):** None.
- 6.4. **Data Protection Impact Assessment (DPIA):** None.
- 6.5. **Health and Safety implications:** None.
- 6.6. **Sustainability implications:** None.
- 6.7. **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 the draft Delivery Plan; and,
- b) Agree what recommendations (if any) it wishes to make to the Partnership.

11. Background Papers

- 11.1. None.

Officer Contact

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

Officer name: Jo Martin

Tel No: 01603 223814

Email address: 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.

Delivery plan for the Safer Norfolk Plan 2021-24

This delivery plan sets out how the NCCSP intends to deliver key outcomes set out in its strategic plan document. Outcomes within the plan have been aligned to national and local policy areas. That includes, the [Prevent Duty Toolkit \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/), FLOURISH Outcomes Statements, requirements as part of the Domestic Abuse Bill and the [Serious Violence Duty - GOV.UK \(www.gov.uk\)](https://www.gov.uk/). The outcomes listed in the plan are the same outcomes as those listed within the Safer Norfolk Plan Logic Models.

Building Resilient Cohesive Communities and Tackling Neighbourhood Crime Delivery Plan

Long-term outcome 1: People feel safe from crime, fraud and anti-social behaviour in Norfolk

Long-term outcome 2: Reduce overall levels of hate crime and incidents, fraud and anti-social behaviour

Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover

Long-term outcome 4: Victims of neighbourhood crime are supported to cope and recover from their experience

Long-term outcome 5: Reduce overall neighbourhood crimes levels

Long-term outcome 6: Reduce reoffending

Fraud

N	Action	Success measure	Owner	Date	Update
1.1	Co-ordinated approach to data analysis for fraud to inform response of Norfolk Against Scams Partnership	Availability of data products for delivery groups and localities covering quantitative and qualitative data sources.	Norfolk Constabulary	TBC	
1.2	Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting	Activity to increase the public's awareness of fraud and analysis of its impact	All NASP partners	Ongoing	
1.3	Providing the resources and tools to enable people to protect themselves	Provide and promote tools to people to keep safe from fraud,	All NASP partners	Ongoing	

	from fraud, including piloting call blockers for vulnerable victims.	prioritising the most vulnerable.			
1.4	Maximising the number of victims of fraud being identified and accessing support where it is needed and wanted	Victims of fraud are support by the Scam Prevention Service or provided with information by Norfolk Constabulary	OPCCN and Norfolk Constabulary	September 2021	
1.5	Enforcement agencies collaborating with partners to target and disrupt perpetrators	Perpetrators are identified and disrupted	All NASP partners	Ongoing	
Neighbourhood crime					
N	Action	Success measure	Owner	Date	Update
1.6	Co-ordinated analysis of anti-social behaviour data to identify patterns to inform response, including to support funding bids	Availability of data products for delivery groups and localities covering quantitative and qualitative data sources.	Norfolk Constabulary and District Councils local partnerships	Ongoing	
1.7	Identify and undertake activity which provides communities with the tools needed to prevent neighbourhood crime (e.g. Neighbourhood watch, awareness raising)	Provision of evidence-based interventions within communities to prevent neighbourhood crime, including ASB	Norfolk Constabulary and District Councils local partnerships	Ongoing	
1.8	Undertake review of reporting mechanisms for hate crime and incidents, neighbourhood crime and fraud in Norfolk to identify any potential improvements. This will include third party reporting mechanisms and other reporting	Norfolk residents know how to report hate crime and incidents, neighbourhood crime and fraud	TBC	TBC	

	pathways such as Prevent and safeguarding.				
1.9	Establish a task and finish group to review the Community Trigger process	Adopting an updated community trigger process	NCCSP Team	TBC	
1.10	Application of district council and police enforcement powers in a co-ordinated way through partnership working	Effective partnerships responding to community safety issues on a locality basis	District Councils and Norfolk Constabulary	TBC	
1.11	Norfolk Constabulary to analyse neighbourhood crime data on a localised level, identify patterns and work with partners effectively through Operational Partnership Teams to respond to identified concerns	Place based analysis of crime is used and responded on a local level by the partnership	Norfolk Constabulary and District Councils local partnerships	TBC	
1.12	Design out the opportunity for and increase the risk of being caught for neighbourhood crime in public and private spaces where hot spots are identified	Evidence based intervention are placed in hotspot areas, with their impact assessed.	Norfolk Constabulary and District Councils local partnerships	TBC	
1.13	Ensure there are strong referral route into services that are associated with risk factors for offending, including <ul style="list-style-type: none"> • Substance misuse services • Accommodation support • Early help • Mental health support 	Strong referral pathways exist	NCCSP Responsible Authorities	Ongoing	
1.14	Provide support to victims of neighbourhood crime when it is reported	Provision of referral to Norfolk and Suffolk Victim Care	Norfolk Constabulary	Ongoing	

1.15	Provide emotional and practical support to victims of crime, where it is requested.	Continued provision of Norfolk and Suffolk Victim Care.	OPCCN	Ongoing	
1.16	Deliver an Integrated Offender Management service, to reduce perpetration amongst the most prolific offenders	Continued provision of the 180 service	Norfolk Constabulary and the National Probation Service	Ongoing	
<i>Hate crime</i>					
N	Action	Success measure	Owner	Date	Update
1.17	Establish a cohesion group, responsible for delivering key outcomes and a co-ordinated response to hate crime and incidents in Norfolk	Delivery group established	NCCSP team	TBC	
1.18	Improve information available to victims of hate crime and incidents in Norfolk	Information for hate crime and incidents victims is accessible	Cohesion Group	TBC	
1.19	Promote the support available to victims of hate crime and incidents in Norfolk	Support services are advertised	Cohesion Group	TBC	
1.20	Co-ordinated analysis of hate crime and incidents to identify patterns to inform response of Cohesion Delivery Group	Availability of data products for delivery groups and localities covering quantitative and qualitative data sources.	Cohesion Group	TBC	
1.21	Identify and undertake activity which provides communities with the tools needed prevent hate crime and incidents (e.g. target hardening, positive community engagement, challenging prejudice)	Provision of evidence-based interventions within communities to prevent hate crime and incidents	Cohesion Group	Ongoing	

1.22	Engagement with a range of communities and civil society groups, both faith-based and secular, to encourage an open and transparent dialogue on the Prevent Duty (Prevent Duty Benchmark 9)	Completed engagement with communities and groups	Prevent Delivery Group	Ongoing	
<i>Resilient cohesive communities</i>					
1.23	Provide opportunities to children and young people which enable them to develop the confidence and skills to make their own decisions and take on life's challenges	TBC	TBC	TBC	
1.24	Support children and young people to understand risk and make safe decisions	TBC	TBC	TBC	
1.25	Facilitate a co-ordinated approach to ensure children and young people are safe, connected and supported through positive relationships and networks	TBC	TBC	TBC	

Reducing the Threat of Criminal Exploitation Delivery Plan

Long-term outcome 7: People are prevented from being drawn into Criminal exploitation and terrorism

Long-term outcome 8: Victims of exploitation are made to feel safe

Long-term outcome 9: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible

N	Action	Success measure	Owner	Date	Update
County Lines					
2.1	Provide a multi-agency partnership evidence base of the effects of County Lines in Norfolk (CLSG Action 2)	<ul style="list-style-type: none"> Vulnerable Adolescents Data Profile Project ADDER Drug Market Profile 	Vulnerable Adolescents Group County Lines Strategic Group – Norfolk Constabulary	TBC September 2021	
2.2	County lines awareness and training for all multi-agency staff ensuring those on the frontline can recognise the signs of vulnerability and exploitation and are able to take appropriate action, responding with clear intervention plans and individual support (CLSG Action 1)	Availability of multi-agency training resources	County Lines Strategic Group – NYOT	TBC	
2.3	Adopt a contextual safeguarding approach in Norfolk	TBC	TBC	TBC	
2.4	Ensure a co-ordinated response to County Lines and local, district and countywide level (CLSG Action 3)	Management of CLSG and locality action plans	NCCSP Team	TBC	
2.5	Contribute to the development of robust provision for vulnerable adults exploited by county lines networks (CLSG Action 4)	TBC	County Lines Strategic Group – NPS	TBC	
2.6	Oversee the development and implementation of a multi-agency	Priority from current County Lines Strategic	ADDER Communications	TBC	

	communications strategy identifying key audiences and messages in order to build awareness and increase confidence within our communities (CLSG Action 5)	Group Delivery Plan – subject to review	Officer/ NCCSP Communications Officer		
2.7	To undertake stakeholder consultation, including the general public, as and when necessary (CLSG Action 6)	TBC	TBC	TBC	
Prevent					
2.8	Continue to develop Norfolk’s intelligence and data capability through the Prevent Delivery Group by completing a Counter Terrorism Local Profile (Prevent Duty Benchmark 1)	Delivery of profile	Prevent Delivery Group	TBC	
2.9	There is a communications plan in place to proactively communicate and increase transparency of the reality / impact of Prevent work, and support frontline staff and communities to understand what Prevent looks like in practice (Prevent Duty Benchmark 10)	Delivery of communication plan	Prevent Delivery Group	TBC	
2.10	Provide multi-agency training to ensure Norfolk has a skilled and competent workforce that understands radicalisation, including the signs, symptoms and referral routes	Norfolk Prevent referral pathway is promoted to professionals (Prevent Duty Benchmark 4), There is a training programme in place for relevant personnel (Prevent Duty Benchmark 7)	Prevent Delivery Group	TBC	

2.11	Provide a multi-agency safeguarding response to children, young people and adults to prevent them being drawn into terrorism	Prevent Delivery Group will ensure a collaborative approach to Prevent Delivery (Prevent Duty Benchmark 2), including delivery against a Prevent Partnership Plan (Prevent Duty Benchmark 3), Prevent problem solving process in place to disrupt radicalising influences Prevent Duty Benchmark 6)	TBC	TBC	
2.12	Provide a referral pathway for the Channel Panel process	The Channel Panel meets monthly, receiving representation from all relevant sectors (Prevent Duty Benchmark 5)	Norfolk County Council	Ongoing	
<i>Modern Slavery</i>					
2.13	Provide multi-agency training to ensure Norfolk has a skilled and competent workforce that understands modern slavery in all its forms, including the signs and symptoms and referral routes	TBC	Norfolk Anti-Slavery Network	TBC	
2.14	Co-ordinate a multi-agency safeguarding response to children, young people and adults known to be at risk of modern slavery	TBC	Norfolk Anti-Slavery Network	???	

2.15	Design out the opportunities for criminal exploitation by working with local businesses to increase awareness of modern slavery	Facilitate a multi-agency and sector network focused on removing modern slavery from supply networks	OPCCN/Norfolk Anti-Slavery Network	TBC	
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Safeguarding Communities from the Harm of Abuse and Serious Violence Delivery Plan

Long-term outcome 10: Victims are more confident reporting their experience and are satisfied with the response

Long-term outcome 11: Victims of abuse and violence are supported to cope and recover

Long-term outcome 12: Reduce overall victimisation, risk, harm, perpetration and reoffending for:

- *Rape and sexual offences*
- *Domestic abuse*
- *Serious violence*

N	Action	Success measure	Owner	Date	Update
<i>Domestic abuse and sexual violence</i>					
3.1	Continue to review and build DASVG Dashboard to provide agreed, consistent understanding of domestic abuse and sexual violence in Norfolk focusing on demand and capacity of services responding to domestic abuse and sexual violence.	Availability of data product	OPCCN/NODA	Ongoing	
3.2	Develop and deliver a robust communications strategy focusing on domestic abuse and sexual violence	Norfolk residents are aware of domestic abuse, sexual violence and know how to get support if they or someone they know needs it.	OPCCN/NCCSP Team	Ongoing	
3.3	Understanding and scoping what local training is needed for domestic abuse and sexual violence, enabling and facilitating multi-agency training to understand and respond to local need and monitoring and evaluating the effectiveness of local safeguarding training.	1. Organisations have effective arrangements in place that promote the importance of safeguarding which includes "appropriate supervision and support	NCSP Workforce Development Group	Ongoing	

		for staff, including undertaking safeguarding training” (Working Together, 2018, p.56).			
3.4	Deliver a multi-agency approach to responding to domestic abuse and sexual violence safeguarding concerns through the Multi-Agency Safeguarding Hub.	Referrals to the MASH are supported to safeguard victims of domestic abuse and sexual violence from harm.	MASH	TBC	
3.5	DASVG to work to oversee the application of the Domestic Abuse Act locally	1.Children affected by abuse in Norfolk are recognised as victims, listened to and supported to recover. 2.Relevant professionals are made aware of the domestic abuse act legislative changes as and when they take effect. 3.The public are made aware of changes that may affect them	DASVG	TBC	
3.6	Provide domestic abuse and sexual violence support services that support all victims affected by domestic abuse and sexual violence	All victims and survivors of abuse in Norfolk are recognised, listened to and supported to recover	DASVG	Ongoing	

3.7	Engage victims and survivors in the design of domestic abuse and sexual violence services	Service users feel involved in the provision of service	DASVG	Ongoing	
3.8	Barriers to accessing service are identified and this information is used in service design to ensure barriers are prevented where possible	Barriers to service are removed	DASVG	Ongoing	
3.9	Form a Local Partnership Board with the purpose of undertaking a domestic abuse needs assessment and developing a strategy to provide support to victims and survivors of domestic abuse and their children within refuges and other safe accommodation. This strategy will be based on the needs assessment. (Domestic Abuse Duty)	Accommodation support is available to those seeking to flee abuse and provide those able to remain with safety and support	Norfolk County Council		
3.10	Manage the Domestic Homicide Review process	Compliance with responsibly to undertake Domestic Homicide Reviews	NCCSP Team	Ongoing	
3.11	Supporting the development and application of learning from Child Safeguarding Practice Reviews and Safeguarding Adults Reviews	Recommendations based on reviews are responded to appropriately and effectively.	NCCSP	Ongoing	
3.12	Deliver the Norfolk Domestic Abuse Perpetrator Prevention Strategy	Preventative interventions are available for domestic abuse perpetrators	TBC	TBC	

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<i>Serious violence</i>					
3.13	Work together to formulate an evidence-based analysis of the problems associated with serious violence in Norfolk, and then produce and implement a strategy detailing how to respond to those particular issues (the Serious Violence Duty).	Identify and publish what actions need to be taken collectively to reduce violent crime.	NCCSP	TBC	
3.14	Undertake actions identified as part of action 3.13	TBC	TBC	TBC	

Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Report title:	Forward Work Programme
Date of meeting:	16 September 2021
Responsible Cabinet Member:	N/A
Responsible Director:	Tom McCabe (Executive Director of Community & Environmental Services)
Is this a key decision?	N/A
<p>Executive Summary</p> <p>This report sets out a Forward Work Programme for the Scrutiny Sub Panel, to enable Members to review and shape it.</p> <p>Action Required</p> <p>To review and agree a Forward Work Programme for the Scrutiny Sub Panel.</p>	

1. Background and Purpose

- 1.1. Last autumn, the Scrutiny Sub Panel agreed to amend its Terms of Reference to specify a requirement for quarterly meetings. The Chair and Vice-Chair committed to develop a forward work programme with officers on that basis.

2. Proposal

- 2.1. The proposed Forward Work Programme for the Scrutiny Sub Panel is set out in **Appendix A**, for Members to use to shape future meeting agendas and items for consideration.
- 2.2. The Scrutiny Sub Panel is aware that the NCCSP Partnership has developed a new three-year Plan. As such, the proposed work programme suggests that the Sub Panel receives regular performance updates and an in-depth review of the Partnership's priorities (one or two priorities at a time, on a rolling programme).
- 2.3. The Scrutiny Sub Panel will be mindful that the County continues to manage the effects of, and recover from, the COVID 19 crisis. Any programme of

scrutiny work needs to consider the current pressures on partners, both in terms of requests for information and attendance at meetings.

2.4. 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 the best outcomes be?

2.5. 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 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):** None.

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

6.5. **Health and Safety implications:** None.

6.6. **Sustainability implications:** 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

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NCCSP Scrutiny Sub Panel Forward Work Programme

Date	Report	Issues for consideration	Invited to attend
16 December 2021	NCCSP Plan 2021-24 – performance monitoring	- Consider a performance update and an in-depth review of one or two Partnership priorities (to be agreed).	
24 February 2022	NCCSP Plan 2021-24 – performance monitoring	- Consider a performance update and an in-depth review of one or two Partnership priorities.	
May/June 2022 (to be confirmed)	NCCSP Plan 2021-24 – performance monitoring	- Appointment of Chair & Vice-Chair; - Confirm Terms of Reference; - Consider a performance update and an in-depth review of one or two Partnership priorities (to be agreed).	
September 2022 (to be confirmed)	NCCSP Plan 2021-24 – performance monitoring	- Consider a performance update and an in-depth review of one or two Partnership priorities (to be agreed).	

Items identified for consideration at future meetings:

It was agreed at the 27 November 2020 Sub Panel that the following matters should be addressed in future reports on the relevant Partnership priorities:

- a) How the complex relationships between services covered by the Vulnerable Adolescent Group were being managed and what those services felt like for vulnerable young people in the community.
- b) The contribution being made by housing teams to identifying and protecting vulnerable people at risk of exploitation.
- c) Waiting times for people requiring medically managed detox services and the outcomes.