



## **Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel**

Date: **Thursday 9 June 2022**  
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://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live\\_view=502](https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live_view=502)

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](mailto: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.

As you will be aware, the Government is moving away from COVID-19 restrictions and towards living with COVID-19, just as we live with other respiratory infections. To ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

## Membership

MAIN MEMBER	SUBSTITUTE MEMBER	REPRESENTING
Cllr Alison Webb	Cllr Robert Hambidge	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 Christine Hudson	King's Lynn and West Norfolk Borough Council
Cllr Mark Kiddle-Morris	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr Ian Macke	Norfolk County Council
Cllr Emma Corlett	Cllr Chrissie Rumsby	Norfolk County Council
Cllr Tim Adams	Cllr Sarah Butikofer	North Norfolk District Council
To be confirmed	Cllr Ian Stutely	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](mailto:timothy.shaw@norfolk.gov.uk)

## A g e n d a

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

(Page 5)

To confirm the minutes of the meeting held on 24 February 2022.

5. **Members to Declare any Interests**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

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

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

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

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

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

**7. Terms of Reference**

(Page 18)

To consider the Sub Panel's Terms of Reference.

**8. Partnership Priorities - Criminal Exploitation and Serious Violence**

(Page 23)

To consider the progress being made towards delivering agreed outcomes.

**9. Partnership Priority - Neighbourhood Crime**

(Page 42)

To consider the progress being made towards delivering agreed outcomes.

**10. Forward Work Programme**

(Page 89)

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: 30 May 2022



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

# Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel

Minutes of the meeting held at County Hall, Norwich on Thursday 24 February 2022 at 10 am

## Present:

Cllr Penny Carpenter (Vice-Chair in the Chair)	Great Yarmouth Borough Council
Cllr Alexandra Kemp	King's Lynn and West Norfolk Borough Council
Cllr Graham Carpenter	Norfolk County Council
Cllr Emma Corlett	Norfolk County Council
Cllr James Easter	South Norfolk District Council
Cllr Adam Giles	Norwich City Council

## Also in Attendance:

Mark Stokes	Chief Executive, OPCCN and Chair of the NCCSP Partnership
Amanda Murr	Head of Community Safety, OPCCN
Liam Bannon	Community Safety Officer, OPCCN
Nicola Jepson	Community Safety Officer, OPCCN
Craig Chalmers	NCC's Community Safety Lead -Temporary
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 named members: Cllr Tim Adams, Cllr Mark Kiddle-Morris, Cllr Nigel Shaw and Cllr Alison Webb.
- 1.2 Apologies were also received from substitute members: Cllr Robert Hambidge, Cllr Julian Kirk, Cllr Sarah Butikofer and Cllr Ian Stutely (who had replaced Cllr Cate Oliver from the Norwich City Council) and from Gavin Thompson, Director, Policy and Commissioning, Office of the Police and Crime Commissioner for Norfolk (OPCCN).

## 2 Minutes

- 2.1 The minutes of the meeting held on 16 September 2022 were agreed as an accurate record and signed by the Chair.

## 3. Declaration of Interests

- 3.1 Cllr Corlett declared an "Other Interest" as Chair of Trustees of Leeway.
- 3.2 Cllr Penny Carpenter declared an "Other Interest" as a member of the Safeguarding Adults Board.

#### **4. Urgent Business**

4.1 There were no items of urgent business.

#### **5. Norfolk Countywide Community Safety Partnership Strategy 2021-24: the final Delivery Plan**

5.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services, which introduced the final Delivery Plan that sets out further details of the delivery structure and strategic links that would enable the Partnership to effectively target each of its priorities.

5.2 Mark Stokes, Chief Executive, OPCCN and Chair of the NCCSP Partnership, in introducing the report said that in response to a Scrutiny Sub Panel recommendation at its previous meeting the Partnership had extended the Delivery Plan period beyond 2024 to provide direction and certainty for partners while the next Community Safety Plan was developed.

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

- The final Delivery Plan had been agreed by all the partners.
- The Delivery Plan set out a range of ambitious and clearly defined outcomes. These would be performance managed to drive delivery forward and ensure that the impact of the Partnership and its activities were properly measured.
- The Partnership Leads highlighted the development of a website which Councillors would be able to access and the development of a communications strategy.
- The Delivery Plan team met monthly and was working closely with Norfolk Constabulary, District Council local partnership leads and the NHS to provide for a co-ordinated analysis of anti-social behaviour data. The team was looking to identify changing patterns in anti-social behaviour and fill in gaps in data collection and provide for an informed and collective response. This important work was enabling partners to collect and record better quality data.
- For the last 18 months the delivery team had collected acute hospital A&E data for where medical attention might have been sought following an incident of domestic abuse or serious violence which might not have been reported to the Police. Until now, each of the three acute hospitals had collected and stored data in different formats, however, as the pandemic came slowly to an end, by working closely with CCG leads, the team aimed to introduce a cognisant approach and collect data in a way that enabled Norfolk wide, regional, and national comparisons to be more easily made.
- The Sub Panel recognised the importance of data quality and of having a single data collection process and supported the appointment of a data analyst.
- It was pointed out that the delivery team worked with NCCSP Responsible Authorities to ensure that the Community Trigger process complied with national guidance. The review was being done through a task and finish group that aimed to publish an updated process as soon as possible.
- The Sub Panel asked if further information could be provided for Councillors on where the community trigger process had been activated and where communities felt that this had resulted in change.
- To help the Sub Panel's scrutiny, it was suggested that it would be helpful for future reports to provide a clear sense of where the Partnership was nearly meeting the success measures and where it was further away.
- The Sub Panel wanted to better understand whether the referral process at district level around substance misuse prevention and accommodation was

strong enough for those who most needed this kind of help. It was agreed that a written response would be provided.

- The Sub Panel also asked for further information to demonstrate how the wider implications of drug misuse within the local community were being addressed, including an update on Project ADDER, an intensive whole system approach to tackle drug misuse in the Greater Norwich area. Also an explanation of how all agencies were working together to provide wraparound support for individuals, so that Councillors could understand the role of every agency and their input. In particular, how agencies were providing outreach support and whether a Housing First approach was being followed.
- The Sub Panel noted work was being done on an assessment of the integrated offer of help to offenders to ensure that the correct types of early intervention measures were put in place.
- The Sub Panel asked if it would be possible to include in a future report some feedback on which communities were unable to use the community trigger process and why this was the case and where there were gaps with accessibility and what could be done to support those who were affected. This would enable the Sub-Panel to better understand where there were any difficulties and what made for best practice. It would also be useful to the Sub-Panel to have some comparisons made with the position taken elsewhere in the region.
- The Partnership Leads agreed to take back to the Partnership comments about the Independent Member Advisory Group not appearing to be representative of all local communities in Norfolk and whether anything could be done to encourage and capture the voices of those parts of the community who might not be confident to engage.
- It was noted that through the work of the Norfolk Against Scams Partnership, work was being done with partners in Trading Standards to introduce a national multi agency approach to fraud. This would ensure that the Partnership were accessing the correct data sources to understand the issue and review current frauds and provide for better campaign communication systems. Existing methods of communication were being adapted to make more use of face-to-face contact with those affected by fraud who came from hard-to-reach communities.
- The Partnership Leads agreed to provide a written response to a question regarding Delivery Plan action 1.17: whether there was still a prolific offender unit and if this was based within divisions or centrally.
- Councillors asked how they would be able to learn more about the development of a communications strategy, an issue that the Partnership Leads said would be considered at a future meeting.
- Councillors discussed the multi-agency arrangements for the safeguarding of adolescents at risk of county lines activities. The evidence presented to the Scrutiny Sub Panel showed the impact of Partnership activity on tackling county lines and explained how vulnerable young people and Looked After Children were being protected.
- The Scrutiny Sub Panel welcomed the responses set out in the report about the multi-agency procedures that were in place in Norfolk for the identification and screening of young people who were identified to be at risk of exploitation.
- The Scrutiny Sub Panel was informed that the St Giles SOS+ awareness-raising sessions were aimed specifically at pupils, teachers and parents and covered various county lines issues. It was agreed that an evaluation and impact report from the St Giles SOS+ webinars should be incorporated into a future report to the Sub Panel.
- It was also agreed that a written response to the following question regarding Delivery Plan action 1.14 would be provided: What was the Partnership's own self-assessment of how far away it was from the success measure that 'strong referral pathways exist' and was there any geographical variation across the county?

- It was noted that funding for phases 2 and 3 of the Safer Streets project was expected to end shortly following the uptake of funding for phase 4 of the project.

#### 5.4 The Scrutiny Sub Panel:

- 1) **NOTED** the final Delivery Plan.
- 2) **NOTED** that written responses to questions raised in the meeting would be provided and appended to these minutes, and requests for further information would be addressed in reports to the next meeting.
- 3) **AGREED** to delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the next scheduled meeting if the agenda allowed.

### 6 Partnership Priority - Serious Violence

- 6.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services, which introduced the progress being made by the Partnership towards delivering agreed outcomes for the serious violence priority, focusing on domestic abuse and sexual violence.
- 6.2 The Chair began the discussion by reminding those present and watching the livestream that abuse can and does happen to anyone and is indiscriminate of age, gender, race, profession or social background. The Sub Panel was advised that the Norfolk Safeguarding Adults Board was about to relaunch the See Something, Hear Something, Say Something campaign with partners. While the campaign would focus on older adults in receipt of care, the Chair emphasised that support services were available to anyone who was experiencing any form of abuse, signposting people to both the Norfolk County Council and Office of the Police and Crime Commissioner's websites.
- 6.3 The Partnership Leads advised that it was not possible to talk about current Domestic Homicide cases.

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

- The Sub Panel discussed the work of the Domestic Abuse and Sexual Violence Group (DASVG).
- The Domestic Abuse Bill had altered the response to domestic abuse victims nationally.
- Domestic abuse cuts across all areas. It was not specifically the remit of any agency and so could easily be missed.
- The Norfolk Integrated Domestic Abuse Service (NIDAS) would see a consortium of specialist support services working together to ensure people living across Norfolk had access to a full range of help and guidance regardless of where they lived.
- It was pointed out that part of the strategy was aimed at looking to use different forms of news media to target certain groups of society more effectively.
- Victims and their families often required additional support from statutory services, including housing, and children's services.
- Project CARA was an intervention designed to raise awareness of domestic abuse through conditional cautions requiring perpetrators to complete (in person) a pair of CARA workshops within a specific time period.
- Norfolk was an excellent example to other counties of the practice of restorative justice.
- Causes of domestic abuse were queried and the impact on children.
- The Sub Panel asked if it would be possible to access the evaluation reports of



perpetrator schemes, particularly those on reoffending rates and the building better relationships scheme. It was agreed that a written response would be provided. The Sub Panel was advised that this response would include any information that probation colleagues are able to release and signpost to published academic studies

- The Sub Panel asked if an update could be provided on where there are gaps in support for victims in Norfolk and how they will be plugged (for example, unmet needs of victims fleeing abuse without recourse to public funds who are unable to find safe accommodation). It was agreed that a written response would be provided.
- The Sub Panel asked for further details regarding the numbers of people who were coming forward for help and felt that things had changed for them, including the numbers of perpetrators who had changed their behaviour because of restorative justice. It was agreed that a written response would be provided.
- Councillors gave their continued support to the HEAR campaign that called on employers to break the silence around domestic abuse and HEAR, help and provide support to their staff on this important issue.
- The Sub-Panel noted that information presented in the report would be of use in raising awareness of contextual safeguarding issues amongst Councillors.

#### 6.4 The Sub Panel:

- 1) **NOTED** the report.
- 2) **NOTED** that written responses to questions raised in the meeting would be provided and appended to these minutes.
- 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.

### 7 Partnership Priority – Prevent

7.1 The Scrutiny Sub Panel received a report from the Executive Director of Community and Environmental Services that introduced the progress being made by the Partnership towards delivering agreed outcomes for the Prevent priority.

7.2 During discussion the following key points were made:

- The Sub Panel asked for the Partnership to provide an update on the Prevent risk review and assessment.
- The Sub Panel asked how the Partnership intended to respond to the newer online methods of radicalisation. There appeared to be a gap in public understanding around how to refer young people and it would be helpful for Councillors to be advised at the June meeting what support was being made available.
- The Sub Panel asked for an update on how the Partnership was addressing hate crime.
- The Sub Panel asked for an update on the feedback and evaluation of the member training sessions on Prevent.

7.3 The Scrutiny Sub:

- 1) **NOTED** the report
- 2) **NOTED** that requests for further information would be addressed in reports to the next meeting.
- 3) **AGREED** to delegate to the Chair and Vice-Chair the task of reporting the outcome of

its discussion to the Scrutiny Committee, through a written report to the next scheduled meeting if the agenda allowed.

## 8 Forward Work Programme

- 8.1 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.
- 8.2 The Scrutiny Sub Panel **AGREED** the forward work programme as set out in Appendix A to the report with the following additional items for the June 2022 meeting:
- Partnership priorities: Criminal Exploitation & Serious Violence – a progress update on Partnership actions to target county lines (including evaluation on St Giles SOS webinars).
  - Partnership priority: Neighbourhood Crime – a progress update on Partnership actions to target neighbourhood crime, with a focus on Project ADDER and the Community Trigger Process.
  - Partnership priority: Serious Violence – an overview of the Domestic Homicide Review process.
  - Partnership priority: Prevent – updates requested during the discussion at this meeting.

The meeting finished at 12.05 pm

**Chair**



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

**NCCSP Scrutiny Sub Panel**  
**24 February 2022**

**Questions requiring written responses**

Agenda Item	Question and response
<b>Item 5: Final Delivery Plan</b>	
1.	<p>Reference Delivery Plan action 1.14: Is there a strong referral process at district level around substance misuse prevention and accommodation?</p> <p><b>Response from the Partnership:</b></p> <p>Norfolk Domestic Abuse Partnership Board (NDAPB) within the Support in Safe Accommodation Strategy for Norfolk based on the Needs Assessment undertaken by the Norfolk Office of Data &amp; Analytics (NODA) highlighted the issues there are in relation to those with complex needs such as those who have high levels of substance misuse and who are victim-survivors being referred and accessing safe accommodation. This is particularly relevant to male victim-survivors and those who have protected characteristics because the majority of safe accommodation across Norfolk is for females only. One of the 5 aims of the strategy is to ensure that we provide 38 additional bedspaces and that this new accommodation is accessible to all adults and children that require accommodation and support, but we do not know the level of demand from those that are considered to have complex needs such as those with high levels of substance misuse in terms of specialist support they may require. To help resolve this gap we are working with our health colleagues to see where this tips into health or an integration between health and social care. The new Norfolk Integrated Domestic Abuse Service (NIDAS) will ensure support for those who are considered medium to high risk (including those who substance misuse) within the community. Although we acknowledge there is a strong referral process for women in particular, we are working towards meeting the gap in terms of all other groups including those with more complex needs. We are working on bringing some case examples to identify the different referral pathways and where experiences have worked well and those areas that need to be improved. It may be of note to also mention the strong links between DA services and Change, Grow, Live to address the issue of substance misuse.</p> <p>Public Health Norfolk, the commissioner of the Change, Grow, Live local drug and alcohol support service stated that referrals into the service are appropriate, and people are aware of when to referral people in need of drug and alcohol support to services. District councils were asked to assess the strength of the referrals received by early help hubs. Again, their assessment is that referral routes are fit for purpose and advice and information is already available on a local level for</p>

	making referrals. There is local variation in how early help hub operate on districts, but all responders confirmed that referral routes where in place and working well.
2.	<p>Reference Delivery Plan action 1.17: Is there still a prolific offender unit and is this based within divisions or centrally?</p> <p><b>Response from the Partnership:</b></p> <p>Norfolk &amp; Suffolk have a joint Integrated Offender Management (IOM) function. Throughout the region, the provision and structure of IOM varies greatly. Some forces have functions sitting within intelligence, or neighbourhood policing, some incorporate their Public Protection Unit (PPU) into IOM and some also include DA offenders. In Norfolk and Suffolk, the IOM function has retained a degree of separation.</p>
3.	<p>Reference Delivery Plan action 1.14: What is the Partnership's own self-assessment of how far away it is from the success measure that 'strong referral pathways exist' and is there any geographical variation?</p> <p><b>Response from the Partnership:</b></p> <p>NCCSP partners have worked collaboratively to ensure there are referral pathways between police, local authority, fire and rescue authority, probation provider and Clinical Commissioning Groups to mental health services and substance misuse services. Change, Grow, Live (CGL), the substance misuse service provider in Norfolk, receive referrals from all statutory providers that enable them to provide support to those who need it. They work with referrers to maintain strong referral pathways and to ensure referrals received are appropriate. Dual Diagnosis (co-existing mental health and alcohol and drug misuse problems) referrals can pose a challenge to substance misuse services due to complexity of support requirements. CGL work collaboratively with mental health services to support those clients effectively. No significant variation in strength of referral pathways in different geographical areas of Norfolk have been identified. CGL are able to effectively assess referrals and provide support to those who need it.</p> <p>Both early help and accommodation support are offered on a district basis, with each district having capacity to deliver their offer uniquely to meet statutory objectives. Generally, the early help and accommodation support offer in each district have strong referral routes designed to meet the local need. Further, the majority of responsible authorities have a duty to refer to housing authorities when service users may be homeless or threatened with homelessness, as set out in the <a href="#">Homelessness code of guidance for local authorities</a>.</p> <p>Early help is also offered to families through Children Services who stated: Early Help is an integral part of everyone's role. It is the initial response offered by all services in contact with children, young people and families when they need extra support to flourish. It is not a specific service or team. Children's Service contributes to the Early Help offer by providing a targeted intervention service for families who don't require Section 17 or Child Protection Social Work response but need</p>

	<p>support to address complex and persistent worries via the Family Support Teams. Requests for this service are made through the Children's Services front door, Children's Advice and Duty Service (CADS). Children's Services through the Partner &amp; Community Focus Teams offer training, coaching and information &amp; guidance to support all professionals in the Early Help system to ensure families get the right support at the right time. This helps professionals who have the relationship with the family to complete an Early Help Assessment and Plan with the family to identify and coordinate the support required. Info on this support is available <a href="http://www.norfolkscb.org/people-working-with-children/early-help/">www.norfolkscb.org/people-working-with-children/early-help/</a>.</p> <p>All Norfolk and Suffolk Foundation Trust (NSFT) services can be referred into by the GP or other professional, patients can also self-refer to services such as the crisis team, Wellbeing Services, and contact the First Response 111 telephone service. Details are available <a href="#">NSFT's website</a>. There is no barrier to people with drug and alcohol issues or who are at risk of offending, or have offended. In respect of those who have been arrested NSFT have teams within the Police custody suites who will triage, signpost and/or refer into secondary mental health services or request a Mental Health Act Assessment for detention if indicated. NSFT also have community forensic teams who will take on patients who have an offending background. There is a mental health worker assigned to the police who will go out in a police car to support where police think a person may be displaying mental illness, there is also a mental health team within the police control room to assist and advise police where mental illness is an issue.</p> <p>Overall, the partnership feels that it has strong referral are in place. Public Health Norfolk, the commissioner of the local drug and alcohol support service stated that referrals into the service are appropriate, and people are aware of when to referral people in need of drug and alcohol support to services. District councils were asked to assess the strength of the referrals received by early help hubs. Again, their assessment is that referral routes are fit for purpose and advice and information is already available on a local level for making referrals. There is local variation in how early help hub operate on districts, but all responders confirmed that referral routes where in place and working well.</p> <p>For response relating to accommodation support, please see response to question one.</p>
<b>Item 6: Serious Violence</b>	
4.	<p>Would it be possible to access the evaluation reports of perpetrator schemes, particularly those on reoffending rates and the building better relationships scheme?</p> <p><b>Response from the Partnership:</b></p> <p>The Domestic Abuse Bill Consultation, Home Office (2018) revealed the necessity to identify innovation and best practice from a national audience regarding perpetrator intervention, prevention, and protection, which is key to stop repeat and serial perpetrators from reoffending and reduce crisis intervention. It must be remembered an intervention programme cannot exist</p>

	<p>in isolation; they need to work with current embedded partner agencies and services as part of a whole service approach protecting all who are at risk of abuse.</p> <p>The following 2 approaches have been developed in Norfolk.</p> <p>Project CARA (Conditional Cautioning and Relationship Abuse) - developed and run by Hampshire Constabulary and The Hampton Trust, with the permission of the Director of the Public Prosecution (DPP), allows the Police to use out of court disposals, conditional cautions for reported first-time domestic abuse incidents. The perpetrator must comply with attending a short rehabilitative awareness programme which addresses abusive relationship behaviours. If the offender fails to comply, then they may face prosecution for the original offence. Acceptance to the DA Conditional Cautioning scheme must meet specific criteria as set by the Director of the Public Prosecution (DPP) and the Crown Prosecution Service (CPS).</p> <p>The academic randomised control trial Strang et al (2017)<sup>1</sup> established 35% fewer men reoffended against their partner, and reduced further harm to victims by 27%<sup>2</sup>. The evaluation suggests that an effective initial rehabilitation programme delivered at an early stage to low-risk offenders can reduce crime harm and the prevalence and frequency of reoffending, Kerry (2015).</p> <p>Recent research Feb 22 <a href="#">The CARA (Cautioning and Relationship Abuse) Service: theory of change, impact evaluation and economic benefits study report — University of Birmingham</a> demonstrates the impact evaluation and the economic benefits study suggest CARA Service has a significant impact on recidivism.</p> <p>This project found that the CARA (Cautioning and Relationship Abuse) Service has a significant impact on recidivism. On average, the CARA Service reduced offences by 81% in the first six months and by 56% in the first 12 months for West Midlands. CARA reduced offences by 39% in the first six months and by 41% in the first 12 months for Hampshire. The economic benefits study suggests introducing a CARA Service into a police force area are significant, even using conservative estimates.</p> <p>These numbers are conservative estimates of the true impact of CARA effect (i.e., the actual benefit of CARA could be greater).</p> <p>Norfolk Domestic Abuse Perpetrator Partnership Approach (DAPPA) - The specification for this service is to deliver an accredited Behaviour Change Programme which assists the perpetrator to address their abusive behaviours, prevent reoffending and reduce repeat victimisation and vulnerability. Perpetrators will be identified through an evidenced based approach by the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team. Individuals will be assessed for</p>
--	---

<sup>1</sup> Strang et al (2017) *Cambridge Journal of Evidence-Based Policing*.

<sup>2</sup> Using the CCHI, the team calculated that the recommended number of prison days under English sentencing guidelines for reoffenders in the year following the first arrest was an average of 8.4 days for the CARA attendees, compared to an average of 11.6 days for offenders not sent to CARA.

suitability to engage in the Behaviour Change Programme by The Change Project in consultation with the DAPPA team and the perpetrator.

Similar approaches such as the Northumbria Multi Agency Tasking and Coordination (MATAC) approach, [Davies - Tackling domestic abuse locally OA.pdf \(northumbria.ac.uk\)](#) which has been subjected to evaluation, Drive and other independent perpetrator programs, has already been presented to the DASVG partner agencies and has been used to inform perpetrator intervention progression in the county.

A two-year evaluation of the MATAC ended in March 2017. It utilised a mixed methods approach, comprising four elements: analysis of perpetrator monitoring, case studies, an online survey and semi-structured interviews with MATAC stakeholders, victims and perpetrators. The MATAC is an innovative way to tackle serial domestic abuse perpetrators at the same time as working to protect victims.

The Drive Project was developed in 2015 – to address a gap in work with high-harm perpetrators of domestic abuse. Drive works across England and Wales with local service providers delivering the intervention in local areas. In every site, partnerships with local specialist domestic abuse organisations to design and deliver a programme tailored for the locality. Drive focuses on priority (high-harm and/or serial) perpetrators, as this group carries the greatest risk of serious harm and engagement with available services is low. Drive implements a whole-system approach using intensive case management alongside a coordinated multi agency response, working closely with victim services, the police, probation, children’s social services, housing, substance misuse and mental health teams. This work is done in partnership with statutory agencies such as the police, public health, and children’s social care.

The University of Bristol’s evaluation phase 2 [link here](#) of the project found the number of Drive service users perpetrating abuse types reduced. Drive focuses on reducing risk and increasing victim safety by combining disruption, support and behaviour change interventions alongside the crucial protective work of victim services. The service has been developed to knit together existing services, complementing and enhancing existing interventions.

Currently there is no HMPPS evaluation of Building Better Relationships (BBR), the Ministry of Justice’s Data and Analysis team continues to scope the potential of a good quality re-offending impact evaluation. This area of work has been delayed due to the impact of the pandemic. All programmes remain under review to ensure they remain in line with the evidence and current best practice.

BBR has been accredited in accordance with the standards and criteria set by Correctional Services Accreditation and Advisory Panel (CSAAP), an independent committee of international subject experts. CSAAP attest that the program is designed in a way that adheres to the latest evidence and thinking about what works to reduce reoffending. Further information about the role of CSAAP and the criteria on which they base their recommendation can be found by visiting

	<a href="https://www.gov.uk/guidance/offending-behaviour-programmes-and-interventions#accreditation">https://www.gov.uk/guidance/offending-behaviour-programmes-and-interventions#accreditation</a> .
5.	<p>Could an update be provided on where there are gaps in support for victims in Norfolk and how they will be plugged (for example, unmet needs of victims fleeing abuse without recourse to public funds who are unable to find safe accommodation)?</p> <p><b>Response from the Partnership:</b></p> <p>The gaps in support have been outlined in the strategy Norfolk Domestic Abuse Partnership Board (NDAPB) mentioned above. For example, we know at present that not all refuges provide the same level of support or in some cases do not provide support for children. We are working with key refuge support providers on an updated and improved children's specification so there is a level playing field across Norfolk. As mentioned above we do not currently have the knowledge in relation to what support is required for males as victim-survivors and/or those with protected characteristics. We are working with the Norfolk Office of Data and Analytics (NODA) to improve our intelligence and be able to respond to this, additionally our work with NESTA on the development of a victim-survivor engagement framework will bring qualitative information that will be helpful in our further shaping and improving of services. In direct response to those with NRPF we are considering a flexible Countywide Pot (that will be outside of that funded through the New Burden's Funding) so that we are more able to meet these needs of such victim-survivors and be able to pilot specific services as it is likely those with NRPF will be included in any future work in relation to the DA Act and this is supported by the Domestic Abuse Commissioner UK (Nicole Jacobs). We have also established a working group under the NDAPB to consider what needs there may be from those fleeing the crisis in Ukraine and this will be fed up with the Countywide group. In terms of other support gaps, we know that NIDAS is able to support those who are considered medium-high risk in the community and therefore we have provided 3 grants to providers and supported by districts (one in Norwich is also to lease safe accommodation), to directly respond to this gap and this will be piloted for one year ending March 2023.</p>
6.	<p>Could the Partnership provide details of the numbers of people coming forward for help, the numbers who feel they have been helped and the number of perpetrators who have been helped?</p> <p><b>Response from the Partnership:</b></p> <p>In Norfolk, 22,072 domestic abuse-related incidents and crimes were recorded in the year ending March 2021 (<a href="#">source</a>). Every domestic abuse victim who reports a crime to the police will be offered support through the Norfolk and Suffolk Victim Care Service if they are assessed as standard risk, or through NIDAS, for those assessed as medium and high risk. There will be many repeat cases within this figure, exemplified by 26% of cases discussed at MARACs in Norfolk in the year ending March 2021 being repeat cases. Not all victims and survivors of domestic abuse will report to the police, seeking help from a range of support services, including NIDAS. The number of who feel they were helped is not yet available for NIDAS as the service has only recently mobilised and has not reported on outcomes achieved. When available this information will be</p>



	<p>scrutinised by the funding partners, led by the Office of the Police and Crime Commissioner for Norfolk and will also be independently audited. Perpetrators are supported to change behaviour through a variety of interventions locally, including Domestic Abuse Perpetrator Partnership Approach (DAPPA); Project CARA; Red Snapper; Probation; IOM; and Children Services' Intensive and Specialist Support Service.</p> <p>Please note, to provide the detail requested through this question would take many partners a significant amount of time, acquiring permissions to share information and for it to be held in the public domain. To save the partnership time, this data has not been requested.</p>
--	--

# **Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel**

**Item No: 7**

**Report Title: Terms of Reference**

**Date of Meeting: 9 June 2022**

**Responsible Cabinet Member: N/A**

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

## **Executive Summary**

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

## **Action Required**

**The NCCSP Scrutiny Sub Panel is asked to:**

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

## **1. Background and Purpose**

- 1.1 In June 2011 the Home Secretary gave permission for the seven Community Safety Partnerships (CSPs) in Norfolk to formally merge into one CSP for the whole of the county. Responsibility for scrutiny of the Norfolk Countywide Community Safety Partnership (NCCSP) lies with the County Council and this statutory scrutiny function is set out at paragraph 4 of 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.

- 1.2 The NCCSP Scrutiny Sub Panel has historically considered its Terms of Reference at each annual meeting. Today's meeting is the first that has been convened since the start of the civic year and Members are therefore asked to review the document attached to this report at **Annex 1**.

## **2. Proposals**

- 2.1 That the NCCSP Scrutiny Sub Panel considers the role, membership, working style and general issues set out in the Terms of Reference, attached to this report at **Annex 1**, and whether any amendments are required.
- 3.2 That it delegates to the Chair and Vice-Chair the task of proposing any agreed amendments to the Scrutiny Committee, through a written report to the 23 June 2022 meeting.

## **3. Impact of the Proposal**

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

## **4. Financial Implications**

- 5.1 None.

## **5. Resource Implications**

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

## **6. Other Implications**

- 7.1 **Legal Implications:** None.
- 7.2 **Human Rights Implications:** None.
- 7.3 **Equality Impact Assessment (EqIA) (this must be included):** None.
- 7.4 **Data Protection Impact Assessments (DPIA):** None.
- 7.5 **Health and Safety implications (where appropriate):** None.

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

7.7 **Any Other Implications:** None.

## **7. Risk Implications / Assessment**

8.1 N/A

## **8. Select Committee Comments**

9.1 N/A

## **9. Action required:**

10.1 The NCCSP Scrutiny Sub Panel is asked to:

a) Consider its Terms of Reference; and,

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

## **10. Background Papers**

11.1 None.

### **Officer Contact**

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

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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

## **Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel**

### **Terms of Reference**

#### **1. Role of the Sub Panel**

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

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

#### **2. Membership**

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

### **3. Working Style**

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

### **4. General issues**

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

# **Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel**

**Item No: 8**

**Report Title: Partnership Priorities – Criminal Exploitation and Serious Violence**

**Date of Meeting: 9 June 2022**

**Responsible Cabinet Member: N/A**

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

## **Executive Summary**

This report introduces the progress being made by the Partnership towards delivering agreed outcomes for the criminal exploitation and serious violence priorities, focusing on actions to target county lines.

## **Action Required**

**The NCCSP Scrutiny Sub Panel is asked to:**

- a) Consider the progress being made by the Partnership towards targeting county lines;**
- b) Agree what recommendations (if any) it wishes to make to the Partnership;**
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 23 June 2022 meeting.**

## **1. Background and Purpose**

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

- 1.2 Having reviewed and commented on both the Partnership's three-year Plan and the Delivery Plan, the Sub Panel is now focussing on the progress being made towards delivering the agreed outcomes.
- 1.3 The purpose of the item on today's agenda is for the Sub Panel to consider the progress being made by the Partnership in addressing its criminal exploitation and serious violence priorities, focusing on actions to target county lines.

## **2. Suggested Approach**

- 2.1 The Partnership has provided a report (attached at **Annex 1**) which describes the action being taken to deliver the agreed long-term outcomes. The focus of this report is on county lines and a verbal briefing will be provided on the evaluation and impact report from the St Giles SOS webinars, which the Sub Panel requested at its previous meeting. Future reports will cover the development of a public health approach to serious violence and tackling modern slavery.
- 2.2 The following Partnership Leads will attend to introduce the report and respond to any questions:
  - Mark Stokes - Chief Executive, Office of Police and Crime Commissioner for Norfolk (OPCCN) and Chair of the NCCSP Partnership
  - Gavin Thompson - Director – Policy and Commissioning, OPCCN
  - Nicola Jepson – Community Safety Officer, OPCCN
  - Amanda Murr – Head of Community Safety, OPCCN
  - Sonia Humphreys - Temporary Superintendent, Community Safety, Norfolk Constabulary, and Chair of County Lines Strategic Group
  - Matthew Wakefield - Acting Inspector, Community Safety, Norfolk Constabulary
  - Craig Chalmers - Director of Community Social Work/Caldicott Guardian, Norfolk County Council
- 2.3 The Sub Panel may wish to question them on the following areas:
  - a) Progress being made towards developing a multi-agency partnership evidence base of the effects of County Lines in Norfolk;
  - b) The development and delivery of 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;
  - c) Progress towards ensuring that a contextual safeguarding approach in Norfolk is embedded within multi-agency practices;



- d) Progress towards ensuring there is a co-ordinated response to County Lines at a local, district and countywide level;
  - e) Progress towards the development of robust provision for vulnerable adults exploited by county lines networks;
  - f) Progress towards the development and implementation of a multi-agency communications strategy, identifying key audiences and messages in order to build awareness and increase confidence within our communities;
  - g) The commitment to undertake stakeholder consultation, including the general public, as and when necessary.
- 2.4 The contribution that Project ADDER is making to the Partnership's long-term outcome to identify and support people most at risk of criminal exploitation as early as possible is described at item 9 on today's agenda.

### **3. Proposal**

- 3.1 That the NCCSP Scrutiny Sub Panel considers the progress being made by the Partnership towards targeting county lines 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 23 June 2022 meeting.

### **4. Impact of the Proposal**

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

### **5. Financial Implications**

- 5.1 None.

### **6. Resource Implications**

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

6.3 **IT:** None.

## **7. Other Implications**

7.1 **Legal Implications:** None.

7.2 **Human Rights Implications:** None.

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

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

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

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

7.7 **Any Other Implications:** None.

## **8. Risk Implications / Assessment**

8.1 N/A

## **9. Select Committee Comments**

9.1 N/A

## **10. Action required:**

10.1 The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider the progress being made by the Partnership towards targeting county lines;
- b) Agree what recommendations (if any) it wishes to make to the Partnership.
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 23 June 2022 meeting.

## **11. Background Papers**

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

### **Officer Contact**

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

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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

## Norfolk County Community Safety Partnership

<b>Report title:</b>	<b>Update on County Lines partnership activity</b>
<b>Date of meeting:</b>	<b>09 June 2022</b>
<p><b>Executive Summary</b></p> <p>The County Lines partnership agenda in Norfolk is driven by the Norfolk County Community Safety Partnership (NCCSP). Following a strategic assessment of crime and disorder issues in Norfolk and the Drugs Market Profile June 21, the NCCSP Plan (2021-2024) determined County Lines to be one of the seven key priorities where a multi-agency response is required as the issues are complex and require collaboration to make an impact.</p> <p>The NCCSP's, County Lines Strategic Group (CLSG) has developed this strategy, the Norfolk delivery plan and initiate a coordinated, multiagency and all age approach to tackling County Lines in Norfolk.</p> <p>This report sets out progress against the delivery of actions set out in the NCCSP's Safer Norfolk Plan 2021-2024 to respond strategically County Lines.</p> <p>The report sets out the key developments for the partnership against each of the CLSG Priority areas:</p> <ol style="list-style-type: none"> <li>1. Priority 1: Develop robust awareness - 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</li> <li>2. Priority 2: Provide a multi-agency partnership evidence base of the effects of County Lines in Norfolk - combine the data that we hold across agencies to provide a more holistic view of the issues, to inform identification and characteristics of hotspots and vulnerable individuals</li> <li>3. Priority 3: To monitor, coordinate and ensure delivery against the Norfolk County Lines Strategy and associated delivery plan, at a local, district and county level with key partners being held to account on their individual responsibilities to safeguard those at risk and to have mechanisms for performance management, accountability and success measurement in place</li> <li>4. Priority 4: Contribute to the development of robust provision for vulnerable adults exploited by County Lines networks.</li> <li>5. Priority 5: Oversee the development and implementation of a multi-agency communications strategy identifying key audiences and messages in order to build awareness and increase confidence within our communities.</li> <li>6. Priority 6: To undertake stakeholder consultation, including the general public, as and when necessary.</li> </ol> <p><b>For consideration and awareness</b></p> <ol style="list-style-type: none"> <li>1. For awareness, the Norfolk County Community Safety Partnership (NCCSP) Communications Office is in post and work has commenced on the development of the County Lines communications and engagement strategy through a partnership task and</li> </ol>	

finish group. The NCCSP website refresh has dedicated resources for County Lines and criminal exploitation.

## 1. Update on the national and local context

### 1.1 Serious Violence Duty

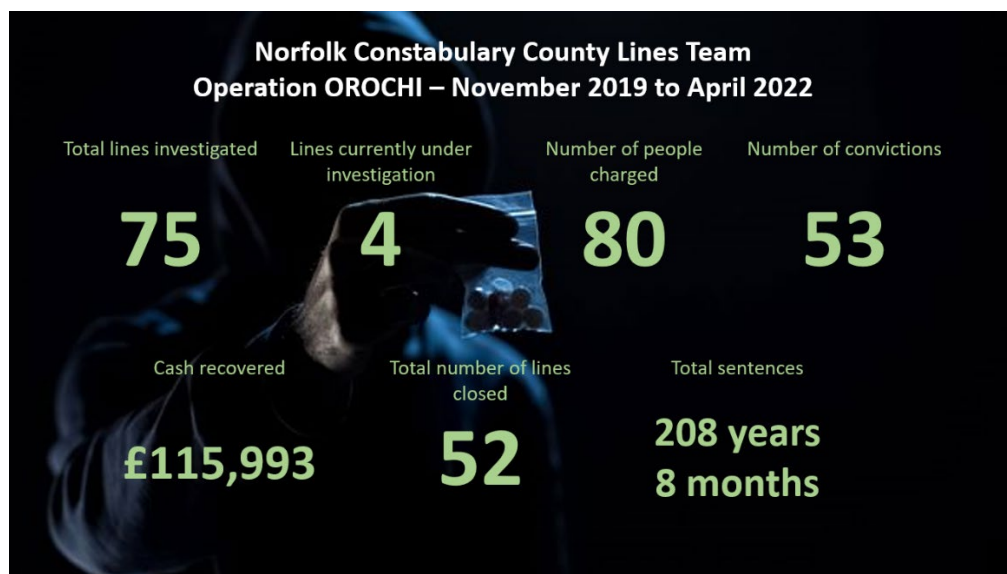
- 1.1.1 The Serious Violence Duty will be introduced as part of the Police, Crime, Sentencing and Courts Bill, alongside Serious Violence Reduction Orders (SVROs) and Offensive Weapon Homicide Reviews.
- 1.1.2 It forms a key part of the Government's wider programme of work to prevent and reduce serious violence; taking a whole-system approach to understand the causes and consequences of serious violence, focused on prevention and early intervention.
- 1.1.3 The duty allows for local areas to agree the definition of serious violence. The guidance states that the definition should encompass serious violence as defined within the Serious Violence Strategy: "specific types of crime such as homicide, knife crime, and gun crime and areas of criminality where serious violence or its threat is inherent, such as in gangs and county lines drug dealing" and include a focus on issues such as public space youth violence.

### 1.2 National context

- 1.2.1 Further surge funding has been made available from Home Office for Constabulary's' to bid for during periods of enforcement against County Lines. Norfolk has utilised this funding in the previous financial year to support three such operations. Norfolk continues to be an active member in the Regional CL operational groups and also Tactical Delivery Groups for County Lines and Drugs.

### 1.3 Local context

- 1.3.1 **County Lines enforcement activity.** As part of the ADDER objectives to reduce drug related harm it is essential that enforcement is undertaken at the most appropriate levels to ensure that supply of class A drugs into the county is disrupted. The Constabulary continues to place County Lines as one of its operational priorities. There have been a further line closures and the collective enforcement results has resulted in significant custodial sentences of those identified as controlling the drug lines and can be seen in the following table:



## 2. Overview of the County Lines Strategic Group (CLSG)

- 2.1. The CLSG was developed to provide leadership to strengthen and enhance the Norfolk's multi-agency response. The group works together to:
- Intervene early to reduce vulnerability
  - Prevent and detect criminal activity and vulnerability in respect of County Lines
  - Improve outcomes for individuals involved in County Lines
  - Safeguard vulnerable adults and children via ways of early identification and to improve public services
  - Increase awareness of county lines through key stakeholders, public and professionals
- 2.2. The group membership consists of representatives from a range of agencies/ sectors. Representatives share views on behalf of their organisations, feedback and have reasonable influence within their organisation to bring about appropriate change.
- 2.3. The CLSG meets quarterly, with additional working groups held between meetings, where appropriate, to progress specific actions.
- 2.4. The CLSG also works with a number of key strategic partnership boards to ensure join up across the wider County Lines agenda. This includes the Norfolk Safeguarding Children Partnership, Norfolk Safeguarding Adult Board, Norfolk and Suffolk Criminal Justice Board, Norfolk Youth Justice Board and other established multi-agency working groups.
- 2.5. The six priorities of the CLSG, facilitate the delivery of the strategic objectives set by the NCCSP County Lines. The following sections provides an update against each priority.

## 3. Priority 1 – Training

- 3.1. The purpose of this priority is to: develop robust awareness - 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*

- 3.2. The “Introduction to exploitation for front line workers” eLearning, developed by the Norfolk Pathfinder programme is live on the Norfolk County Council learning hub. This free e-learning course (also available to other organisations) covers basic awareness and understanding of the various forms of exploitation, covering both adults and children. The course is available to other organisations. Following the closure of the Pathfinder programme in March 2022, the eLearning is managed by NCC who will continue to ensure that training is kept up to date, and responsive to local trends and need. The eLearning package has been shared with other key stakeholders across the partnership, as it cuts across other key thematic areas including Modern Slavery and Human Trafficking.
- 3.3. The Vulnerable Adolescent Training Group are completing scoping work regarding training delivering to ensure consistency across the exploitation agenda. The Norfolk Safeguarding Children Partnership will be delivering 6 x 1-day sessions over the coming year. Next steps include scoping further training requirements and mapping other training offers.
- 3.4. A County Lines and Drugs briefing was delivered to King’s Lynn and West Norfolk Elected Members in February 2022. This two-hour event included sessions hosted by speakers from a range of organisations:
  - Norfolk Constabulary – a detailed overview of the current themes and trends at both a national and local level
  - Public Health – an update on ADDER and drug support services available in Norfolk
  - Children’s Services – an overview of the Targeted Youth Support Service
  - Norfolk Youth Offending Team – education and awareness regarding child exploitation

This model of event will be looked to be developed for the benefit of other districts.

- 3.5. A verbal update regarding the St. Giles SOS evaluation will be provided at the NCCSP Scrutiny Sub Panel. At the time of writing, the evaluation report is in draft.
- 3.6. Norfolk Safeguarding Adults Board developed a short animation to help people understand what good friendships are, when they might be harmful and what they can do. This resource supports the County Lines and exploitation agenda by raising awareness. [Tricky Friends animation | Norfolk Safeguarding Adults Board](#)
- 3.7. The Norfolk Safeguarding Children’s Partnership (NSCP) have produced an animated film suitable for KS2/3 to help children and young people identify and respond to potentially unhealthy and risky relationships that may be linked to CCE. [Tricky Friends: The role of RSE in preventing Child Criminal Exploitation \(CCE\)](#)
- 3.8. This webinar was by Josie Rayner-Wells; Senior Adviser, Learning and Inclusion on 20th January 2022. The webinar will provide DSLs with:
  - Knowledge how to create safe learning environments for effective teaching and learning about CCE
  - Access to the ‘Tricky Friends’ RSE Resource; providing a developmental curriculum, with supporting resources Collaboration with colleagues to identify approaches to using the newly launched NSCP ‘tricky friends’ animated resource

- Greater awareness of the services and support available to schools in addressing CCE.

#### **4. Priority 2 – Data**

- 4.1 The purpose of this priority is to: *provide a multi-agency partnership evidence base of the effects of County Lines in Norfolk - combine the data that we hold across agencies to provide a more holistic view of the issues, to inform identification and characteristics of hotspots and vulnerable individuals*
- 4.2 The CLSG, supported by Norfolk Constabulary analysts, has developed a County Lines data product which will be utilised by the group to inform activity. Data is available at a district level to guide local responses.
- 4.3 The data product will be developed further at a district level to incorporate partner data to ensure a joined-up understanding of County Lines across Norfolk.
- 4.4 Technical and security capabilities now realised to be able to produce combined criminal exploitation ADDER data from partners through Power BI products.
- 4.5 ECINS system procured, and system build for Norfolk Partners is underway.
- 4.6 The Information Sharing Agreement is progressing with some agency sign off complete. Ongoing dialogue with data compliance team is underway prior to sign off being complete.
- 4.7 The CLSG will be working jointly with the Norfolk Youth Justice Board to progress the data priority regarding children in the Youth Justice System. This will ensure alignment across strategic groups and progress Norfolk's approach to data and understanding ahead of the commencement of the Serious Violence Duty.

#### **5. Priority 3 – Districts and Key Partnerships**

- 5.1. The purpose of this priority is to: monitor, coordinate and ensure delivery against the Norfolk County Lines Strategy and associated delivery plan, at a local, district and county level with key partners being held to account on their individual responsibilities to safeguard those at risk and to have mechanisms for performance management, accountability and success measurement in place
- 5.2. The CLSG is attended and supported by district council representatives and other key stakeholders. The activity of these stakeholders is crucial in translating the work of the CLSG into localised activity. For example:
  - “Breckland Council work closely with our communities, who wish to implement provision for young people at risk of exploitation or substance abuse. Through our networks with the Police and other key partners we will build a picture of need and enable the development of local, community-led youth provision, providing safe spaces for young people.” – *Breckland District Council*
  - “We are just about to finish work to produce a procedure for staff within Norwich City Council to recognise the signs of Cuckooing (often related to County Lines activity) and what to do. Part of this work we will produce information for our website to help



make members of the public aware and to recognise the signs of this happening in our communities, so they know how to report it. We are also looking to do awareness raising of this issue using our local magazines we produce” – *Norwich City Council*

- 5.3. A review has been completed, by the NCCSP team and CLSG Chair, of findings from stakeholder workshops held in 2019 to track progress against themes and issues raised. This review concluded there had been significant progress made. Some issues had been superseded by change in policy/ approach. Those actions which were outstanding have been reviewed and will be progressed in the County Lines Strategic Group Action Plan.

## **6. Priority 4 – Vulnerable Adults**

- 6.1. The purpose of this priority is to: *contribute to the development of robust provision for vulnerable adults exploited by County Lines networks*
- 6.2. As part of Project ADDER the Vulnerable Adult Risk Assessment Conference (VARAC) has now taken nine referrals for those adults deemed to be at risk from activity linking them to Class A drug use.

## **7. Priority 5 – Communications**

- 7.1. The purpose of this priority is to: *oversee the development and implementation of a multi-agency communications strategy identifying key audiences and messages in order to build awareness and increase confidence within our communities.*
- 7.2. The new NCCSP website has been developed and now includes information regarding Criminal Exploitation and includes County Lines. [Criminal exploitation | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/criminal-exploitation)
- 7.3. A County Lines Communications and Engagement Strategy is being developed by a partnership Task & Finish Group, reporting back into the CLSG. Please see “Engagement” priority below for further detail.

## **8. Priority 6 – Engagement**

- 8.1. The purpose of this priority is to: *undertake stakeholder consultation, including the general public, as and when necessary.*
- 8.2. County Lines Communications and Engagement Strategy is being developed through CLSG partnership Task & Finish Group. This work is being supported by district representatives and the ADDER and Norfolk Safeguarding Board Communications Leads to ensure join-up and consistency across strategic partnerships. Work to date includes:
- Mapping current consultation arrangements at a county and district level
  - Identifying key stakeholders at national/county/district levels their expected role and consequently the nature of engagement required
  - Mapping key partnership boards identifying potential strategic and operational overlap, establishing joint working arrangements where appropriate e.g. CCE agenda
  - Establishing key messages for key messages for agencies and the public via comms work stream to aid engagement, including awareness raising of routes into assessment and support

- Ascertaining what data is collated at a county and/or district level to inform decisions on the type and location of stakeholder engagement
- A draft strategy has been developed and is currently undergoing review with key stakeholders.

8.3. A Norfolk Drug Market profile was commissioned and completed by Norfolk Constabulary to provide key details surrounding the illicit drug market in Norfolk.

## 9. Financial implications

9.1 The previously allocated funds of £22,875 will be managed by the County Lines Strategic Group. The group may also seek further funding through the NCCSP if required.

### Officer Contact

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

Chair of County Lines Strategic Group: Sonia Humphreys (Temporary Superintendent Community Safety) Email: [Sonia.humphreys@norfolk.police.uk](mailto:Sonia.humphreys@norfolk.police.uk)

Amanda Murr (Head of Community Safety, Office of the Police and Crime Commissioner for Norfolk) Tel: (01953 425545) Email: [Amanda.Murr@norfolk.police.uk](mailto:Amanda.Murr@norfolk.police.uk)

Nicola Jepson (Community Safety Officer, Office of the Police and Crime Commissioner for Norfolk) Email: [Nicola.Jepson@norfolk.police.uk](mailto:Nicola.Jepson@norfolk.police.uk)

Craig Chalmers (Director of Community Social Work/Caldicott Guardian, Norfolk County Council) Tel: (01603 224378) Email: [craig.chalmers@norfolk.gov.uk](mailto:craig.chalmers@norfolk.gov.uk)

## Appendix A

### Extract from the NCCSP Safer Norfolk Deliver Plan

<b>Reducing the Threat of Criminal Exploitation Delivery Plan</b> <i>Long-term outcome 7: People are prevented from being drawn into Criminal exploitation and terrorism</i> <i>Long-term outcome 8: Victims of exploitation are made to feel safe</i> <i>Long-term outcome 9: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible</i>					
N	Action	Success measure	Owner	Date	Update
<b>County Lines</b>					
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"> <li>Vulnerable Adolescents Data Profile</li> <li>Project ADDER</li> <li>Drug Market Profile</li> </ul>	Vulnerable Adolescents Group County Lines Strategic Group – Norfolk Constabulary Norfolk Youth Offending Team Board	April 2022	<ul style="list-style-type: none"> <li>Drug Market Profile completed</li> <li>County Lines Strategic Group data product published and being further developed.</li> <li>Project ADDER data published regularly, and technical/security capability realised to enable combined data product</li> <li>ECINS procured</li> </ul>
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,	Availability of multi-agency training resources	County Lines Strategic Group – NYOT St. Giles Trust Norfolk Constabulary	Ongoing	<ul style="list-style-type: none"> <li>Tier 1 e-learning developed by Norfolk Pathfinder, live on Norfolk County Council learning hub</li> </ul>

	responding with clear intervention plans and individual support (CLSG Action 1)		Norfolk Safeguarding Children Partnership		<ul style="list-style-type: none"> <li>- Further training options and scoping progressing in wider partnership</li> <li>- County Lines and Drugs session delivered to King's Lynn and West Norfolk elected members Feb 2022.</li> <li>- Tricky Friends animation published by NSAB</li> <li>- St Giles SOS [verbal update at panel meeting]</li> </ul>
2.3	Adopt a contextual safeguarding approach in Norfolk	Contextual safeguarding is embedded within multiagency practices	Vulnerable Adolescents Group Norfolk Safeguarding Children Partnership Norfolk Safeguarding Adults Board	Jan 2024	<ul style="list-style-type: none"> <li>- Work ongoing through the Vulnerable Adolescent Group.</li> </ul>
2.4	Ensure there is a co-ordinated response to County Lines at a local, district and countywide level (CLSG Action 3)	Management of CLSG and locality action plans	NCCSP Team County Lines Norfolk Anti-Slavery Network Strategic Group District Councils	July 2022	<ul style="list-style-type: none"> <li>- County Lines Strategic Group meets quarterly and is attended by district representatives and other key stakeholders.</li> <li>- Locality workshop feedback reviewed, and outstanding actions/options will be progressed/explored through the CLSG moving forwards.</li> </ul>

2.5	Contribute to the development of robust provision for vulnerable adults exploited by county lines networks (CLSG Action 4)	Provision of Vulnerable Adults Risk Assessment Conference (VARAC)	County Lines Strategic Group – NPS VARAC	Ongoing	- As part of Project ADDER the Vulnerable Adult Risk Assessment Conference (VARAC) has now taken nine referrals for those adults deemed to be at risk from activity linking them to Class A drug use.
2.6	Oversee the development and implementation of a multi-agency communications strategy identifying key audiences and messages in order to build awareness and increase confidence within our communities (CLSG Action 5)	Priority from current County Lines Strategic Group Delivery Plan – subject to review	ADDER Communications Officer/ NCCSP Communications Officer	July 2022	- County Lines Communications and Engagement Strategy is being developed through CLSG partnership Task & Finish Group. This work is being supported by district representatives and the ADDER and Norfolk Safeguarding Board's Communications Leads to ensure join-up and consistency across strategic partnerships
2.7	To undertake stakeholder consultation, including the general public, as and when necessary (CLSG Action 6)	Consulting with relevant stakeholders as and when necessary	County Lines Strategic Group	Ongoing	- As above.

## APPENDIX B



# Norfolk County Lines Strategic Group

## Terms of Reference

### Sept 2021

Version	Date	Reviewed by
2.0	July 21	LB/SH/AM

## Introduction

The County Lines agenda in Norfolk is driven by the Norfolk County Community Safety Partnership (NCCSP). Following a strategic assessment of crime and disorder issues in Norfolk and the Drugs Market Profile June 21, the NCCSP Plan (2021-2024) has determined County Lines is one of the seven key priorities where a multi-agency response is required as the issues are complex and require collaboration to make an impact.

The County Lines Strategic Group (CLSG) will develop this strategy, the Norfolk delivery plan and initiate a coordinated, multiagency and all age approach to tackling County Lines in Norfolk.

## Purpose

The Norfolk County Lines Strategic Group has been developed to provide leadership and to strengthen and enhance the county's multi-agency response by working together to:

- Intervene early to reduce vulnerability
- Prevent and detect criminal activity and vulnerability in respect of County Lines
- Improve outcomes for individuals involved in County Lines
- Safeguard vulnerable adults and children via ways of early identification and to improve public services
- Increase awareness of county lines through key stakeholders; public and professionals

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.

## Key Activities of the group

To work as a multi-agency decision making partnership leading on the achievement of strategic objectives set by NCCSP for the County Lines priority 2021-2024 as follows:

- To map the problem and fully understand the nature of the threat.
- To support the evidence-based Norfolk County Lines Strategy and associated delivery plan in order to protect the vulnerable, reduce demand on public services and solve local problems, providing leadership for the implementation of both
- To ensure the strategy and delivery plan encompass a multi-agency, all age approach to tackling County Lines
- Oversee the development and implementation of a multi-agency communications strategy identifying key audiences and messages in order to build awareness and increase confidence within our communities
- To undertake stakeholder consultation, including the general public, as and when necessary
- Divert young people at risk and raise awareness of Child Criminal Exploitation (CCE)
- Identify, divert and safeguard victims of CCE
- Safeguard vulnerable adults exploited by county lines networks

- Identify and monitor vulnerable locations across Norfolk identify key themes and emerging trends
- Empower those affected by CL criminal exploitation by supporting them to identify strategies to exit and withdraw safely
- Disrupt perpetrators and bring them to justice using modern day slavery, trafficking and other relevant legislation and statutory guidance such as:
  - o Serious Violence Duty (expected 2022)
  - o Modern Slavery Act 2015
- To monitor, coordinate and ensure delivery against the Norfolk County Lines Strategy and associated delivery plan, holding partners to account on their individual responsibilities and ensuring appropriate mechanisms for performance management and accountability.

## Membership

Representatives agree to present views from their agency/sector, to feedback to their agency/sector, and to have reasonable influence within their agency/sector to bring about appropriate change.

Required:

- Office of the Police and Crime Commissioner for Norfolk
- Norfolk Constabulary
- Norfolk Youth Offending Team
- Public Health
- Norfolk Adult Care Services
- Norfolk Children's Services
- District Councils
- Probation Service
- Education Quality Assurance & Intervention Service
- Clinical Commissioning Group
- Mental Health Services
- Norfolk Fire and Rescue Service
- Norfolk Adult Safeguarding Board
- Norfolk Safeguarding Children Partnership
- Voluntary Sector

Where the need arises, other partners may become either temporary or permanent members following discussion and agreement by the County Lines Strategic Group.

## Accountability and reporting mechanisms

The County Lines Strategic group is accountable to the NCCSP and a progress report will be provided to the quarterly meetings. Members of the NCCSP are responsible for providing an effective connected linkage with other partnership boards and groups whose work interfaces with County Lines.

## Meetings

The group will



- Meet quarterly to review objectives set out in this TOR
- Meeting venue (including virtual meeting attendance) to be agreed by the Chair and partners
- The Chair will be appointed for a term of two years elected from within the group by a simple majority with the opportunity to be re-elected after this term should the partnership members agree
- Other agency representation will be identified and co-opted when necessary
- When required, subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.
- The terms of reference will be reviewed on an annual basis or when necessary to do so.
- Written records of the meetings, with clear action points made, target dates, status of actions and partnership attendance will be maintained by NCC Community Safety team which provides the secretariat.
- Two weeks prior pre-agenda meeting will be managed through CSP team and the Chair
- Agenda and supporting papers will be circulated one week prior to meetings. Minutes will be distributed one week following meetings.
- The NCCSP and other key working partnership boards will receive a report as to the progress made and work completed from the group on a quarterly basis.

## **Review**

These terms of reference will be reviewed in Sept 2022 in conjunction with the next review of the Norfolk County Lines Strategy.

## **Norfolk Community Safety Team**

# **Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel**

**Item No: 9**

**Report Title: Partnership Priority – Neighbourhood Crime**

**Date of Meeting: 9 June 2022**

**Responsible Cabinet Member: N/A**

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

## **Executive Summary**

This report introduces the progress being made by the Partnership towards delivering agreed outcomes for the Neighbourhood Crime priority, with a focus on Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery), the Government's pathfinder programme combatting drugs misuse, and the Community Trigger Process.

## **Action Required**

**The NCCSP Scrutiny Sub Panel is asked to:**

- a) Consider the progress being made by the Partnership towards addressing the Neighbourhood Crime priority;**
- b) Agree what recommendations (if any) it wishes to make to the Partnership;**
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 23 June 2022 meeting.**

## **1. Background and Purpose**

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

- 1.2 Having reviewed and commented on both the Partnership's three-year Plan and the Delivery Plan, the Sub Panel is now focussing on the progress being made towards delivering the agreed outcomes.
- 1.3 The purpose of the item on today's agenda is for the Sub Panel to consider the progress being made by the Partnership towards addressing the Neighbourhood Crime priority, with a focus on Project ADDER and the Community Trigger Process.

## **2. Suggested Approach**

- 2.1 The Partnership has provided two reports which describe the progress being made on Partnership actions to address neighbourhood crime and deliver the agreed long-term outcomes. The first report (attached at **Annex 1**) focusses on Project ADDER. The second report (attached at **Annex 2**) focusses on the Community Trigger Process and incorporates the information which the Sub Panel requested at its previous meeting. Future reports will cover acquisitive crime, fraud and building resilient cohesive communities.
- 2.2 The following Partnership Leads will attend to introduce the report and respond to any questions:
  - Mark Stokes - Chief Executive, Office of Police and Crime Commissioner for Norfolk (OPCCN) and Chair of the NCCSP Partnership
  - Gavin Thompson - Director – Policy and Commissioning, OPCCN
  - Amanda Murr – Head of Community Safety, OPCCN
  - Sonia Humphreys - Temporary Superintendent, Community Safety, Norfolk Constabulary, and Chair of County Lines Strategic Group
  - Matthew Wakefield - Acting Inspector, Community Safety, Norfolk Constabulary
  - Craig Chalmers - Director of Community Social Work/Caldicott Guardian, Norfolk County Council

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

### **Project ADDER**

- a) How Project ADDER is helping the Partnership progress its long-term outcomes for tackling neighbourhood crime through reducing the prevalence of drug use and dealing.

(The contribution that Project ADDER is making to the Partnership's County Lines agenda, which also contributes to the criminal exploitation and serious violence priorities, is described at item 8 on today's agenda.)

## Community Trigger Process

- b) The recommendations and actions arising from the review of the Community Trigger Process;
- c) The progress being made towards publishing an updated process;
- d) The provision of support to victims of neighbourhood crime when it is reported.

### **3. Proposal**

- 3.1 That the NCCSP Scrutiny Sub Panel considers the progress being made by the Partnership towards addressing the Neighbourhood Crime 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 23 June 2022 meeting.

### **4. Impact of the Proposal**

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

### **5. Financial Implications**

- 5.1 None.

### **6. Resource Implications**

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

### **7. Other Implications**

- 7.1 **Legal Implications:** None.

7.2 **Human Rights Implications:** None.

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

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

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

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

7.7 **Any Other Implications:** None.

## **8. Risk Implications / Assessment**

8.1 N/A

## **9. Select Committee Comments**

9.1 N/A

## **10. Action required:**

10.1 The NCCSP Scrutiny Sub Panel is asked to:

- a) Consider the progress being made by the Partnership towards addressing the Neighbourhood Crime priority;
- b) Agree what recommendations (if any) it wishes to make to the Partnership.
- c) Delegate to the Chair and Vice-Chair the task of reporting the outcome of its discussion to the Scrutiny Committee, through a written report to the 23 June 2022 meeting.

## **11. Background Papers**

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

### **Officer Contact**

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

**Officer name:** Jo Martin

**Telephone no.:** 01603 223814

**Email:** [jo.martin@norfolk.gov.uk](mailto: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.

**Project ADDER – Greater Norwich**

**Report date: 12 May 2022**

**Report authors: Paul Solomon Sept & T/Supt Sonia Humphreys**

**Key points to consider**

**Introduction**

- Project ADDER is a joint Office for Health Improvement and Disparities (OHID) and Home Office (HO) 2.5-year pilot (October 2020 to March 2023) programme to reduce class A drug related crime and deaths, within five areas across England.
- Norwich Project ADDER commenced Implementation the autumn of 2020, with operational delivery starting March/April 2021.
- The project has developed a multi-agency delivery model, highlighted in appendix 2.
- Continuation of Project ADDER funding until March 2025 was announced as part of the Governments 10-year drug strategy From Harm to Hope.
- The Norwich project is overseen by a multi-agency delivery group with each partner agency reporting into their internal governance processes. Monthly monitoring and reporting processes are fully embedded with OHID and HO.

**Enforcement & Diversion**

As part of the ADDER objectives to reduce drug related harm it is essential that enforcement is undertaken at the most appropriate levels to ensure that supply of class A drugs into the county is disrupted. The Constabulary still continues to place County Lines as one of its operational priorities, and as identified through the Drug Market Profile commissioned in the first year of ADDER it was clear to see that the bulk of the opiate and crack supply into Norfolk was being done so through the County Lines business model.

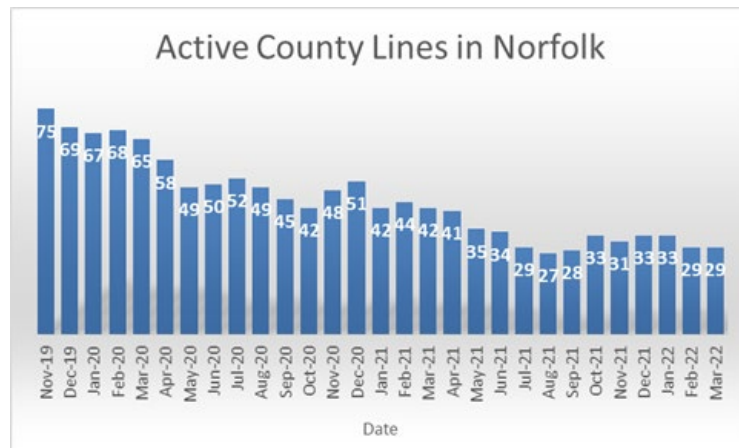
The following interventions have been undertaken with the support of partners during the period of 1st April 2021 and March 31st, 2022, as part of the Constabulary's commitment to ADDER

**Naloxone**

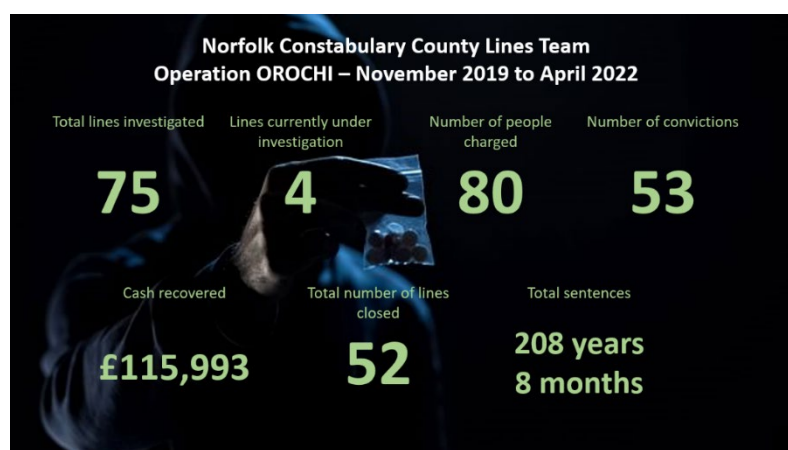
Naloxone arrangements have now been agreed and delivered in the ADDER geographical area. This life saving drug and training on when to deliver it, has been provided to 235 officers to date. There continues to be further plans for expansion of this roll out to other areas in the County over the 22/23-year period. Although outside of period reported on, there has been one successful deployment of naloxone in May 22 by an officer to an individual believed to be having a medical emergency due to

opioid overdose, which resulted in the young man being taken to hospital and a referral to the drug and alcohol service has been offered.

### County Lines Enforcement



There have been a further 16-line closures, with a clear indication that the main exporter into Norfolk remains to emanate from London based dealers. At the commencement of April 2021 there were 12 tier one high risk lines recorded in Norfolk and a further 30 tier two, bringing the county total to 35. At the conclusion of March 2 there were 8 tier 1, and 21 tier 2, a total of 20 recorded County Lines. Despite heavy enforcement with repeated tactics, new lines appear throughout the year, they are assessed for risk and prioritisation for enforcement, hence 16-line closures in 21/22 but only a drop in total lines from 42 to 29. The collective enforcement results have resulted in significant custodial sentences of those identified as controlling the drug lines and can be seen in the following table



### VARAC

The Vulnerable Adult Risk Assessment Conferences established to bring together partner agencies on a multi-disciplinary platform has now seen nine referrals of



adults at risk of exploitation through drug misuse. Communication of the remit and referral mechanisms have been provided to partner agencies through a variety of events, strategic boards and training days with digital packs and posters circulated.

### **Out Of Court Disposal and Drug Testing on arrest**

During FY 21/22 the Police Investigation Centre at Wymondham conducted 584 drug testing on arrest with 352 detainees testing positive. A further breakdown of the offence types for those who tested positive can be seen in appendix 1.

## **Recovery and Diversion**

### **Implementation and delivery progress**

During 2021/22 the following has been achieved:

- Multi-agency delivery base on Prince of Wales Road has been fully operational for 9 months and is being utilised by a wide range of delivery partners.
- The criminal justice pathway continues to develop with Blood Borne Virus screening now being offered at Wymondham Police Investigation Centre (PIC).
- The agencies in appendix 2, have joint case management meetings, share relevant information about safeguarding and risk and undertake joint visits.
- The team use an assertive outreach approach, meaning they will often go to where clients are, this may mean parks they will go to their homes/hostels taking a Housing First approach, courts and probation to engage and jointly deliver support, harm reduction and treatment interventions.
- Norfolk & Norwich University Hospital have been supported to increase blood borne virus treatment capacity, including street outreach and clinic provision.
- Rapid opiate titration and prescribing is being delivered with the recruitment of a non-Medical Prescriber, improving access to treatment for hard to engage, clients through outreach and in-reach activities.
- Specialist trauma support has been secured through Norfolk and Suffolk NHS foundation trust, with the recent recruitment of a Clinical Psychologist.
- ECINS (Empowering Communities with Integrated Network Solutions) Single Case management system has been procured through Norfolk Constabulary and implementation with ADDER partners has begun.
- Service Delivery in 2021/22 has included:
  - 200 individuals entering structured substance misuse treatment.
  - 544 Outreach contacts
  - 807 Diversionary referrals including:
    - 227 Children (Wymondham Police Investigation Centre)
    - 114 Young People (18-25 yrs.)
    - 111 Older Adults (>25yrs)
    - 33 Vulnerable Women
    - 194 Employment support

- 33 Welfare Support
- 509 Naloxone Kits distributed

### **Next steps/Focus areas**

There are number of key next steps under development, which will form the basis of the 2022/23 focus for the project.

- The final draft ISA (Information Sharing Agreement) for ADDER and VARAC (Vulnerable Adult Risk Assessment Conference) is near to completion. We are working with partners to complete sign off shortly.
- We are working with HMP Norwich to strengthen Prison to Community pathways, through prison in reach and the development of a prison mentor scheme.
- We will be piloting the use of Buvidal with ADDER clients. Buvidal is a long-acting injectable Buprenorphine for the treatment of opioid dependence.
- There will be a focus on identifying gaps in physical health pathways and recommending provision to help improve health outcomes, with the recruitment of a physical health nurse from the Vulnerable Adult service. The role will also deliver advice and guidance related to all aspects of physical health.
- Further work is underway with the wider system to identify and engage with potential ADDER clients.
- The Norwich ADDER pilot is presenting at the HO National Drug Summit, highlighting the work carried out by Norfolk Youth Offending Team in Wymondham Police Investigation Centre with Children.

# Strategic, Business & Operational Services

## Multiple complex needs workshop questions

Norwich

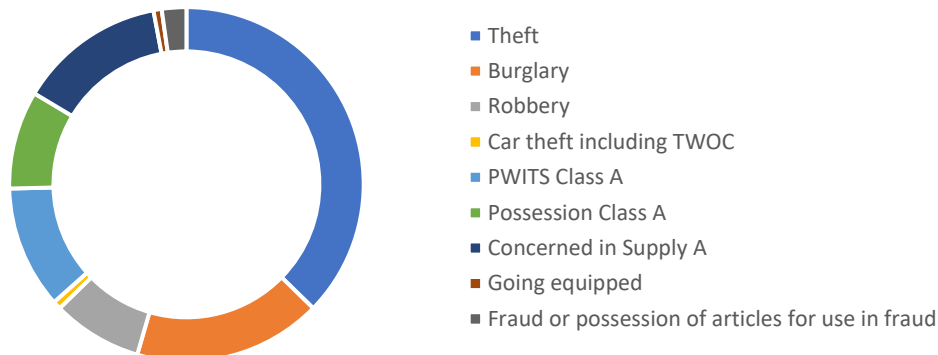
Date: 22.04.2022  
Version: 1



## What offences the ADDER cohort who enter treatment via CJS pathways are being arrested for and what disposals/sentences they are receiving?

- Norwich only record the primary offence for those who are drug tested on arrest (DToA). A total of 134 DToA's were completed for Q4 of 2021/22 (Jan to Mar) and the trigger offences include the following:

- Theft (37%)
- Burglary (17%)
- Robbery (8%)
- Vehicle offences (1%)
- PWITS – Class A (11%)
- Possession of Class A (9%)
- Concerned in supply of Class A (13%)
- Going equipped (1%)
- Fraud (2%)



*The pie graph is a visual representation of the proportion of trigger offences resulting in DToA for Q4 of 2021/22 only.*

- The table refers to what disposals/sentencing the cohort received. The table shows a breakdown of the disposals of detainees who tested positive at Wymondham PIC only between 01/04/21 and 31/03/22.

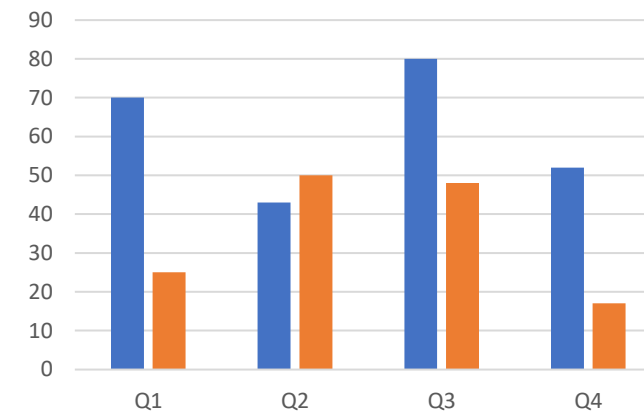
## What are the substance misuse needs of this cohort?

- A CGL employee states the users' needs are in response to their crack and/or heroin use, including harm minimisation, access to rapid prescribing and psychological support to address their long-term recovery. CGL are seeing an increase in service users ready to access inpatient detox and rehab, having sent out the first service used for a 12-week placement last week.

Disposal	Number
Adult caution	13
Adult conditional caution	1
Bail to Police station	90
Charge	119
Charge – Postal	10
Detained for court - breach of injunction	1
Detained for court - other (non-charge)	3
Detained for court - under terms of warrant	8
Penalty notice for disorder	1
Postal requisition	12
Refused charge (NFA)	79
Reported for process	3
Transferred – to other lawful Detention Authority	1
Warning notice – cannabis possession	1

### How many are in treatment in comparison to unmet need? How many are offered but refuse treatment/diversion?

- Norfolk Police record the number of detainees that are referred to CGL and other treatment providers, but rely on service providers for referral updates.
- The controlled drug liaison officer states that the refusal of treatment is a matter between the service provider and the user.
- The following is based on the positive DToA's recorded from Wymondham PIC during 2021/22 (total of 352)
  - 125 detainees did attend their initial assessment; 25 didn't attend initial assessment; and the attendance of 195 detainees wasn't recorded.
  - Initial assessments have taken place at CGL establishments in Norfolk and Wymondham PIC
  - A positive DToA doesn't always result in treatment and the outcome of an initial assessment varies. Some are already in treatment and those that aren't seek advice for a substitute medication, psychological support and harm minimisation.
  - 17 attendees attended their initial assessment but decline further support or treatment.



*The bar graph is a visual representation of the number of positive DToA that are referred to CGL (blue) or to other service providers in Norfolk (orange).*

### Is 'restrictions on bail' being used where treatment is a condition of bail?

- The controlled drug liaison officer, who collates the DToA data, states restrictions on bail isn't being utilised at present however with the help of Custody and CPS it is something that could be enforced.

## Appendix 2.



## Norfolk County Community Safety Partnership

<b>Report title:</b>	<b>Update on Progress – Community Trigger Review</b>
<b>Date of meeting:</b>	<b>Task and Finish Group to be established</b>
<p><b>Executive Summary</b></p> <p>The Anti-social Behaviour, Crime and Policing Act 2014 introduced specific measures designed to give victims and communities a say in the way that complaints of anti-social behaviour are dealt with.</p> <p>Community Trigger (also known as the ASB Case Review), gives victims of persistent anti-social behaviour reported to any of the main responsible agencies (such as the council, police, housing provider) the right to request a multi-agency case review of their case where a local threshold is met.</p> <p>On behalf of the Norfolk County Community Safety Partnership (NCCSP) Inspector Matthew Wakefield, Norfolk Police has conducted a review of the whole system delivery mechanisms for the Community Trigger process.</p> <p>The review identified key areas of development, recommendations and actions which will be managed through a Community Trigger Action Plan. This action plan will be governed by the NCCSP. All NCCSP partners will address the partnership response to Community Triggers through the following actions:</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Develop accessible and consistent approach to Community Trigger reporting mechanisms in Norfolk</li> <li>• Review national best practice triage process systems to establish whether this would support better identification of requests that do/do not meet the required threshold for further partnership response.</li> <li>• Identify and deliver specialist training for multi-agency partners utilising nationally recognised best practice</li> <li>• Develop and implement peer review system and consistent quality audit process</li> <li>• Review, develop and implement an audit process policy across the county with all responsible authorities.</li> <li>• Engage with communities to develop communication strategy to ensure awareness of application and impact of Community Trigger process</li> <li>• Develop mechanism to disseminate learning from Community Triggers for all key stakeholders</li> <li>• Review NCCSP policy and procedures</li> </ul>	
<b>For awareness</b>	

Work has commenced with Norfolk County Community Safety Partnership (NCCSP) District representatives to develop Partnership Task and Finish Group to manage the above recommendation actions to the Community Trigger process. This T&FG will include all relevant responsible agencies to ensure the response to Community Trigger requests in Norfolk is accessible, consistent and provides opportunities to learn lessons.

## **1. The Community Trigger Process**

- 1.1 The Anti-social Behaviour, Crime and Policing Act 2014 introduced specific measures designed to give victims and communities a say in the way that complaints of anti-social behaviour are dealt with.
- 1.2 This includes the Community Trigger (also known as the ASB Case Review), which gives victims of persistent anti-social behaviour reported to any of the main responsible agencies (such as the council, police, housing provider) the right to request a multi-agency case review of their case where a local threshold is met.
- 1.3 Agencies, including local authorities, the police, local health teams and registered providers of social housing have a duty to undertake a case review when someone requests one and their case meets a locally defined threshold.
- 1.4 The Anti-social Behaviour, Crime and Policing Act 2014: Anti-social behaviour powers Statutory guidance for frontline professionals was revised in January to reflect the Sentencing Code, which is a product of the Sentencing Act 2020, to update references to legislation, including to the 2014 Act, and to clarify the availability of the powers in the 2014 Act in certain circumstances. This revised guidance is issued by the Secretary of State as statutory guidance under Parts 1-4 of the 2014 Act.
- 1.5 Each area in the country chooses a lead agency to manage the process. In Norfolk this process has been managed in full through the Norfolk County Council website - [www.norfolk.gov.uk/safety/anti-social-behaviour/community-trigger](http://www.norfolk.gov.uk/safety/anti-social-behaviour/community-trigger). The website will briefly advise the reader of the aims and purpose of a Community Trigger process and allow access to an automated form which is sent to the local Policing lead in the Operational Partnership Team.
- 1.6 The mechanism for carrying out a case review is set locally, and each area of the country sets a threshold which must be met for the trigger to be used. Complaints may either come from the victims of ASB or from a third party with the consent of the victim. This can be a family member, friend, or a locally elected representative.
- 1.7 Whilst each area sets a threshold that must be met for a trigger to be used, the threshold must include: the frequency of complaints, the effectiveness of the response and the potential harm to the victim or victims making the complaint. The



threshold is about the incidents that have been reported, regardless of if the relevant agency responded. The threshold should be no higher than three complaints, but it can be lower. If the qualifying complaints were made, a case review must be held to then determine the adequacy of the agency responses.

- 1.8 The relevant bodies in each area must publish the Community Trigger procedure to ensure that victims are aware they can apply to use it in the appropriate circumstances. This information should be provided on websites of all relevant bodies, with signposts to the lead agency's website, a point of contact and the procedures for activating the process.
- 1.9 When an ASB case review is requested, agencies must decide whether the threshold has been met, and this must be communicated to the victim. The review is designed to encourage a problem-solving approach aimed at dealing with some of the most persistent, complex cases of ASB. Agencies should always consider how a victim can best express the impact that ASB has had on their lives, this can include inviting the victim to attend a section of the case review meeting to allow panel members the opportunity to understand the impact that the ASB is having on the victim.
- 1.10 In cases where it is considered that there are strong reasons for the victim not to be invited, it is good practice to have somebody involved in the case review to represent the victim.
- 1.11 If the threshold is met a case review will be undertaken by the relevant bodies. Agencies will share information related to the case, review what action has previously been taken and decide whether there are additional actions that can be taken. The local ASB Case Review procedure should clearly state the timescales in which the review will be undertaken
- 1.12 Where most of the agency representatives have been involved in a particular case, consideration should be given to involving somebody independent in the review to provide an external or fresh perspective on the case and the action that has been taken. Consideration should also be given to whether the review meetings should be chaired by an appropriately trained independent lead.
- 1.13 The victim is then informed of the outcome of the review. Where further actions are necessary an action plan will be discussed with the victim, including timescales
- 1.14 The community trigger procedure must include a process for the victim to appeal if they are dissatisfied with the way in which a community trigger case review has been carried out, or with the decision on whether the threshold was met.
- 1.15 Relevant bodies must respond to the victim at particular points in the process, which include: the decision as to whether the threshold is met, the outcome of the review and any recommendations made as an outcome of the review.

- 1.16 Where the victim is considered to be particularly vulnerable, the relevant bodies should consider whether additional practical and emotional support can be offered to the victim.
- 1.17 If the threshold is not met, formal procedures will not be invoked, however this does provide an opportunity for the relevant bodies to review the case to determine whether there is more that can be done to help.

## **2. The process in Norfolk**

- 2.1 It was identified by the NCCSP team, and the lead of the Norfolk Police Community Safety the Community Trigger process was in need of a full review. Inspector Matthew Wakefield of Norfolk Police Community Safety department carried out this review.
- 2.2 The reporting process for community triggers in Norfolk is through the Norfolk County Council website – [www.norfolk.gov.uk](http://www.norfolk.gov.uk). This page provides the public with an electronic form to complete, and this form can be completed on behalf of the complainant if required. Currently there is no other readily identified reporting mechanism advertised to request a community trigger other than through this website. The website makes mention of the Norfolk threshold – there must be at least three qualifying incidents of anti-social behaviour within six months.

### **Partnership Information**

- 2.3 The Norfolk Constabulary website has a page with regards to ASB [Anti-Social Behaviour | Norfolk Constabulary](#) and how to report it to the Police. At the bottom of this page is reference to the Community Trigger process, giving victims the right to require action where an ongoing anti-social behaviour problem has not been addressed. There is a link to the Norfolk County Council Community Trigger page by means of a hyperlink.
- 2.4 There is a requirement for relevant bodies and responsible authorities to provide information to the community with regards to the Community Trigger process and how to request one.
- 2.5 On review of the police information and accessing district council web sites by Inspector Matthew Wakefield with regards to Community Trigger access the following has been identified:
- 2.6 **Breckland** - [www.breckland.gov.uk/community/trigger](http://www.breckland.gov.uk/community/trigger) Information can be found through a simple web search and provides a hyper link to the Norfolk County Council Community Trigger form. The web page states that the threshold is for three separate incidents in the past six months to the council with an inadequate

response or at least five people have made reports about the same problem in the past six months.

- 2.7 **West Norfolk – Kings Lynn** - [www.west-norfolk.gov.uk/info/20128/community\\_safety\\_and\\_crime/294/anti-social\\_behaviour](http://www.west-norfolk.gov.uk/info/20128/community_safety_and_crime/294/anti-social_behaviour)  
The relevant anti-social behaviour page contains information with regards to reporting ASB. Currently there is no reference of the Community Trigger process. On further searches using website search engine finds no mention of the trigger process.
- 2.8 **North Norfolk** - [www.north-norfolk.gov.uk/tasks/your-community/report-antisocial-behaviour/](http://www.north-norfolk.gov.uk/tasks/your-community/report-antisocial-behaviour/) The page contains information with regards to reporting ASB, there is no mention of the Community Trigger process on further searches on the website.
- 2.9 **Norwich** - [www.norwich.gov.uk/info/20302/antisocial\\_behaviour\\_asb/1987/community\\_trigger](http://www.norwich.gov.uk/info/20302/antisocial_behaviour_asb/1987/community_trigger) is found through a simple web search. The page provides a link to the Norfolk County Council page although. Not directly linked to the anti-social behaviour web information. [Antisocial behaviour nuisance report - Norwich City Council](#)
- 2.10 **Great Yarmouth** - [www.great-yarmouth.gov.uk/article/2074/Im-not-happy-with-how-you-dealt-with-my-anti-social-behaviour-issues---what-should-I-do](http://www.great-yarmouth.gov.uk/article/2074/Im-not-happy-with-how-you-dealt-with-my-anti-social-behaviour-issues---what-should-I-do) There are a number of articles and advice around reporting ASB with links to the Norfolk County council Community Trigger page. It also states to apply an email should be sent to the Norfolk Constabulary, or to call 101 and ask for the ASB co-ordinator for Great Yarmouth.
- 2.11 **South Norfolk/Broadland** - [Neighbourhood issues and anti-social behaviour – Broadland and South Norfolk \(southnorfolkandbroadland.gov.uk\)](http://southnorfolkandbroadland.gov.uk) is found through a simple web search, albeit it appears below webpages for both Norfolk County Council and Norfolk Constabulary. The page provides a list of issues relating neighbourhood issues and anti-social behaviour that the council can deal with. There is no reference or links to the Community Trigger.
- 2.12 The threshold for triggering an ASB Case Review in Norfolk is that the victim has reported at least 3 qualifying complaints within 6 months.
- 2.13 Legislation sets out what will be considered a qualifying complaint. This prevents someone reporting historical incidents in order to use the Case Review process. The legislation adopted by Norfolk:
  - The anti-social behaviour was reported within 1 month of the alleged behaviour taking place: and
  - The application to use the ASB Case Review is made within 6 months of the report of anti-social behaviour.

- 2.14 When a trigger is requested through the Norfolk County Council website, the relevant OPT (Police Operational Partnership Team) will be contacted via an encrypted email, that details the nature of the complaint, and contact details for the complainant.
- 2.15 OPT's across all the districts have been contacted with regards to the process that they follow upon receipt of a community trigger/ASB Case Review request. There are slight differences in the approach taken. For this purpose, 7 questions were asked of each OPT Police Sergeants (Sgt).
- Have any of the team had any training in dealing with Community Triggers?
  - How are you made aware that there has been a Community Trigger requested?
  - What process do you follow upon being made aware of the Trigger?
  - How is this process documented? Is a meeting held, is so who is minuting the meeting?
  - Upon review – how is this fed back to the complainant? Is this via letter/phone call/in person?
  - Is the result of the process reviewed by any other party?
  - What do you do with the Community Trigger upon completion?
- 2.16 The OPT's sit within each district council area, often working within a shared space as part of the council's Early Help offer. Each OPT has a Sergeant, Police Officers and civilian staff. Civilian staff have the role profile of Early Help and ASB Co-ordinator. The size of each team will depend on operational demands from the district that they are part of.
- 2.17 **Breckland Operational Partnership Team**
- Nobody within the OPT team has had any training with regards to Community Trigger process. The Police Sgt leading the team sourced on-line training via the asbhelp.co.uk website, which was centred around what a trigger was, rather than how to complete one.
  - The team is made aware of the trigger through an e-mail from Norfolk County Council, direct to the OPT in-box.
  - The Norfolk ASB case review guidance is followed upon receipt of the trigger (Attached to this report)
  - When the criteria is met for a review, a meeting is held – it is also noted that agencies have different approaches to the trigger which can lead to a less than effective response. The meeting is minuted by the lead agency with regards to the trigger.
  - After review, the chair will write to the complainant.

- Until recently, this process was not reviewed by any party that were not a part of the initial complaint. The most recent trigger review was chaired by South Norfolk District Council. When completed, the trigger and all documents are stored on the OPT Sgts computer. There are occasional requests from Norfolk County Council around the number of requested triggers, but no request to check documents.

## **2.18 West Norfolk – Kings Lynn**

- No training has been received by the OPT team, they follow the basic guidance found on the Home Office website.
- An email is sent to the OPT inbox from Norfolk County Council when a trigger is requested.
- The OPT team follow a flow chart and send out letters to the complainant acknowledging the request.
- The process is documented on council data systems, who have a specific code for Community Triggers.
- Following the review this is fed back to the complainant via a letter.
- The result is reviewed by police and council, along with any partner agencies that have had involvement.
- Upon completion the trigger review is stored on council systems and remains for the Data Protection Act retention period.

## **2.19 North Norfolk**

- No training has been received by the OPT team, and it is felt that there is minimal guidance around the subject.
- An email is sent to the OPT Inbox from Norfolk County Council when a trigger is requested
- Upon receipt of the email, research is carried out. The correct lead agency is assigned if it isn't Norfolk Constabulary and a letter sent to the applicant to acknowledge receipt of the trigger request. The OPT Sgt has created a flow chart to assist. (attached)
- The lead agency is responsible for collation of all documents/evidence and contact with the applicant. Meetings are minuted, with a final review chaired by the least involved (or not) partner agency. A consideration has been made to record this review via TEAMS.

- The default position is to invite the complainant into the council office to receive the decision. If they decline this, a letter is sent.
- As above, the process is reviewed by the least involved partner agency.
- ⊖ All trigger paperwork is filed on the OPT Sgt computer.

## 2.20 **Norwich**

- No training has been received by the OPT team, the first time the Sgt was handed a trigger to deal with he relied on previous documentation from historic triggers carried out by prior OPT Sgts.
- An encrypted email is sent to the OPT inbox from Norfolk County Council, and on occasion sent directly from a complainant, bypassing the agreed procedure.
- Upon receipt of the email, an initial phase of research is completed to ensure that there are enough complaints to trigger the review process, upon completion other agencies are then contacted for similar research to take place. A letter is also sent to the complainant to acknowledge the request for a review.
- The only trigger that has been dealt with by Norwich involved a partner agency meeting chaired and minuted by the police.
- Upon completion, a letter was sent to the complainant and a home visit organised to discuss the next steps and further support.
- There is no external review outside of Norwich completed, and the completed trigger is filed within OPT folders on the Norfolk Constabulary server.

## 2.21 **Great Yarmouth**

- No training has been received by the Great Yarmouth OPT team.
- Notification of the request for a trigger comes via an email from Norfolk County Council.
- Upon receipt of the trigger, the OPT Sgt will write to the complainant acknowledging that the trigger has been received and will contact partner agencies to see what complaints they have had from the complainant. Upon this review, contact is made in writing to advise if the threshold has been met or not. If the threshold is met and assessment meeting is held with appropriate partner agencies, and an independent party. Upon



completion of this meeting, the complainant is contacted in writing to explain the outcome.

- The OPT complete minutes of the meeting, using the trigger review form as a template. The OPT usually chairs this meeting, regardless of who may be the lead agency with the most involvement.
- The review is always fed back to the complainant in writing and followed up with a phone call.
- The Early Help Manager within Great Yarmouth council is invited to the meeting as the independent party to peer review the process.
- Upon completion, the trigger paperwork is filed locally.

## **2.22 South Norfolk/Broadland**

- No training has been received by the South Norfolk OPT team.
- Notification of the trigger comes via the Norfolk County Council email.
- Upon receipt a meeting is held with all concerned parties to discuss the issues raised by the complainant. The OPT Sgt meets with the complainant prior to this meeting to discuss all the issues in full.
- The last review meeting was chaired by the OPT and was held via TEAMS due to Covid restrictions in place. As a follow up to this meeting, the involved housing provider provided answers to the complaints directed at them from the complainant.
- The full findings were communicated to the complainant via a letter, and the OPT remained in touch with them after the process was completed.
- There is no peer review in place in South Norfolk or Broadland.
- Completed paperwork is stored digitally in OPT folders.

## **3 Conclusion, Recommendations and Action**

- 3.1 It is clear from this review the Community Trigger process needs to ensure the response in Norfolk is accessible, consistent and provides opportunities to learn lessons for all key stakeholders.
- 3.2 The following matters have been identified as areas of development:

### **Accessibility gaps**

- 3.3 The only way to request a community trigger in Norfolk is through the Norfolk County Council website. There is currently no mechanism in place for this to be reported via telephone or by way of a written request.

#### **Recommendation**

- 3.4 Further work needs to be developed to build a consistent approach for Norfolk County Council and the District Councils to provide a telephone number for trigger requests to be made/or an address to send requests by post.
- 3.5 The community trigger is advertised on the Norfolk Constabulary and NCCSP [Community Trigger process for Anti-Social Behaviour issues \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk) website, with a link to the Norfolk County Council website. Currently three of the district council ASB pages contain information with regards to the Community Trigger process, with a link provided to the Norfolk County Council website.

#### **Action**

- 3.6 All information currently regarding Community Triggers needs to be reviewed at a district level and a consistent approach taken by all responsible agencies.

#### **Automated County Process**

- 3.7 The current process upon receipt of a trigger request is for Norfolk County Council to send out an e-mail to the relevant police OPT team. There is no initial request triaged upon receipt before sending out to the OPT.
- 3.8 This current review suggests that there are trigger requests made that do not meet the requirements.

#### **Recommendation**

- 3.9 Further work needs to be reviewed to identify whether there should be a triage process at County level with regards to this.

#### **Action**

- 3.10 Review national best practice triage process systems to establish whether this would support better identification of requests that do/do not meet the required threshold for further partnership response.

#### **Training Community Triggers**

- 3.11 There has been no training provided to any of the OPT police teams with regards to dealing with a Community Trigger – therefore there are differing approaches being undertaken upon initial receipt of the trigger.



### **Recommendation**

- 3.12 There needs to be a standard training approach and offer adopted by all relevant bodies and responsible authorities involved in the process. Training provision is required immediately to OPT teams and involved partner agencies (housing providers, council ASB teams, Norfolk County Council and CCG's).

### **Action**

- 3.13 Identify and deliver specialist training for multi-agency partners utilising nationally recognised best practice

Initial conversations have taken place with the Practitioner Support Manager for ASB Help with regards to development of a training package for Norfolk partner agencies responding to the community trigger process. ASB Help is a nationally recognised organisation, with website that offers support to both victims of ASB and agencies involved in responding to ASB.

### **Peer Review**

- 3.14 It has been established the current process in Norfolk allows districts to scrutinise their own responses to a community trigger.

### **Recommendation**

- 3.15 There needs to be a clearly defined 'peer review' system in place.

### **Action**

- 3.16 Each relevant body and responsible authority will be recommended to identify a nominated lead for each council providing this service to another council area for each review. Initial contact has been made with each council to provide a nominated person to carry out this review. Reviews would be assigned on a "next on list" process to ensure they are distributed equally.

### **Community Trigger Audit Process**

- 3.17 There is no consistent audit process for reviews in place.

### **Recommendation**

- 3.18 There is a need to review and develop a robust audit process policy for each district which would provide consistency in the county and assurance of the process.

### **Action**

- 3.19 Review, develop and implement an audit process policy across the county with all responsible authorities.

### **Storage of completed Community Triggers**

- 3.20 There is no policy to provide consistency with regards to the storage of Community Trigger information and outcomes.

### **Recommendation**

- 3.21 A system in each district should be designed for completed triggers to be stored in the same place, or with one identified agency. This will enable information to be readily accessible and provide an information depository of learning, success measures and benchmarking.

### **Action**

- 3.22 Create and develop policy to support consistent approach to storage of Community Trigger information.

### **Communities Feeling Change**

- 3.23 There is currently no published information with regards to the impact that the community trigger process has had on communities with regards to change or partnership resolution approaches.

### **Recommendation**

- 3.24 Good examples of community trigger work could be redacted and published on the NCCSP County Council website if the complainant was in agreement.

### **Action**

- 3.25 Develop communication strategy to disseminate learning from Community Triggers for all key stakeholders.

### **OPT Approach**

- 3.26 There is no consistency with regards to the approach of Community Trigger receipt and action process.

### **Recommendation**

- 3.27 Consideration should be made for all OPT teams to follow, where possible, the same process upon receipt of the trigger request. North Norfolk OPT utilise the

current process flow chart which can be implemented across all teams to ensure a uniform approach.

**Action**

- 3.28 Review NCCSP policy and procedures to ensure they support OPT's and responsible agencies to respond in a consistent approach.

**4 NCCSP Partnership Task and Finish Group**

- 4.1 Work has commenced with NCCSP District representatives to develop Partnership Task and Finish Group to manage the above recommendation and actions to the Community Trigger process.
- 4.2 This T&FG will include all relevant responsible agencies to ensure the response to Community Trigger requests in Norfolk is accessible, consistent and provides opportunities to learn lessons.

**Officer Contact**

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

Acting Inspector Matthew Wakefield: Community Safety, neighbourhood Policing Inspector  
Email: [Matthew.Wakefield@norfolk.police.uk](mailto:Matthew.Wakefield@norfolk.police.uk)

Amanda Murr (Head of Community Safety, Office of the Police and Crime Commissioner for Norfolk) Tel: (01953 425545) Email: [Amanda.Murr@norfolk.police.uk](mailto:Amanda.Murr@norfolk.police.uk)

Craig Chalmers (Director of Community Social Work/Caldicott Guardian, Norfolk County Council) Tel: (01603 224378) Email: [craig.chalmers@norfolk.gov.uk](mailto:craig.chalmers@norfolk.gov.uk)



### NORFOLK ASB CASE REVIEW GUIDANCE OCTOBER 2014

	PAGE
Background	2
Purpose	2
Norfolk ASB Case Review Model	
• Threshold	3
• Qualifying Complaints	3
• Risk Assessment	3
• Information Sharing	4
• Vexatious and Complaints Procedures	4
• Appeal Process	4
• Single Point of Contact	5
• Publishing the ASB Case Review Procedure and Contact Details	5
• Role of the Police and Crime Commissioner	5
Guidance for Use of Norfolk ASB Case Review Model	6
Norfolk ASB Case Review Process Chart	9
Frequently Asked Questions	11
Appendix 1 – Template Letters	
Appendix 2 – Reporting Form	

# NORFOLK ASB CASE REVIEW GUIDANCE

## BACKGROUND

### ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The Act includes new measures designed to give victims a say in the way anti-social behaviour is dealt with and provides for the introduction of ASB Case Reviews (also known as the Community Trigger) from 20 October 2014.

Anti-social behaviour (ASB) is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that can make many people's lives a misery from litter and vandalism to public drunkenness or noisy and abusive neighbours. Such a wide range of behaviour means that responsibility for dealing with anti-social behaviour is shared between a number of agencies, particularly the police, councils and housing providers.

Across Norfolk a consistent approach has been developed to support all agencies involved in the use of the new legislation, aiming to provide victims of anti-social behaviour with a coherent and effective response regardless of where they live in the County.

## PURPOSE

Victims of anti-social behaviour will be able to use the power in the event that they feel that agencies have not taken effective action in respect of their complaint, and where the case meets the locally defined threshold.

For the purpose of the ASB Case Review, anti-social behaviour is defined as *behaviour causing harassment, alarm or distress*<sup>1</sup> to a member of the public. However, when deciding whether the threshold is met agencies should consider the harm or potential harm caused to the victim, rather than rigidly deciding whether each incident reached the level of harassment, alarm or distress.

In instances where the threshold is met relevant bodies including district councils, the police, clinical commissioning groups and housing providers have a duty to undertake an Anti-Social Behaviour Case Review. The purpose of the ASB Case Review is to assess whether agencies have taken a joined up, problem solving approach aiming to tackle the ASB, and whether anything more can be done.

The ASB Case Review can also be used by any person on behalf of a victim, for example a family member, friend, carer, Councillor, MP or other professional person. It is intended to ensure that all victims are able to use the review albeit

---

<sup>1</sup> Note that the impact of ASB is at a higher level than that which can be regarded as simply causing nuisance or annoyance. The impact of the ASB on the complainant rather than the specific behaviour(s) will need to be considered, weighing vulnerability and risk.

## **NORFOLK ASB CASE REVIEW GUIDANCE**

the victim's consent should be sought by the person before requesting an ASB Case Review on their behalf.

An ASB Case Review can be requested by someone of any age, and agencies should make it as accessible as possible to all victims.

### **THRESHOLD**

Section 104(4) of The Anti-Social Behaviour, Crime and Policing Act 2014 sets a baseline threshold and no additional factors can be added to the simple test that:

- an application has been received and the victim has reported at least 3 qualifying complaints within 6 months.

This has been adopted as Norfolk's threshold for triggering an ASB Case Review. Note that the incidents reported need not be the same type of behaviour, but must be related in some way.

However, this should not be seen as a rigid threshold that must be met before an ASB Case Review can be initiated. It may be appropriate for agencies to consider whether there are other issues that should be taken into account in deciding that an ASB Case Review needs to be undertaken:

- (a) The persistence of the anti-social behaviour about which the original complaint was made;
- (b) The harm caused, or the potential for harm to be caused, by the behaviour;
- (c) The adequacy of the response to that behaviour.

### **QUALIFYING COMPLAINTS**

The legislation sets out what will be considered a 'qualifying complaint' for using the ASB Case Review to prevent someone reporting historical incidents of anti-social behaviour in order to use the ASB Case Review. The legislation sets out the following standards, which have been adopted in Norfolk:

- The anti-social behaviour was reported within 1 month of the alleged behaviour taking place; and
- The application to use the ASB Case Review is made within 6 months of the report of anti-social behaviour.

### **RISK ASSESSMENT**

Victim vulnerabilities will be assessed through the risk assessment model already in use across Norfolk.

# NORFOLK ASB CASE REVIEW GUIDANCE

## INFORMATION SHARING

Agencies have signed up to the Norfolk's County Community Safety Partnership Information Sharing Protocol and the annexe for Operational Partnership Team working on ASB. This is considered sufficient to enable data sharing between partners for the purpose of ASB Case Reviews in Norfolk.

Requests for Information will be made through the OPT Information Sharing Protocol that all agencies must have signed.

## VEXATIOUS AND COMPLAINTS PROCEDURES

The Community Trigger gives victims the right to require action is taken where an ongoing problem has not been addressed. The process is designed to make sure that agencies work together to try and resolve complaints about ASB. It does not replace the complaints procedures of individual organisations, which should be used where there is a specific complaint about the actions / inaction of a specific organisation.

Reference should be made within Complaints Procedures to show how complaints of ASB are dealt with.

A statement should be included within local authority vexatious complaints policies stating that *"vexatious complaints relating to the ASB Case Review Process will be dealt with through the local authority policy"*.

Local authorities will need to agree this approach locally with Registered Social Landlords and Housing Providers that operate in their area.

## APPEAL PROCESS

The review procedures must include provision about what is to happen when an applicant is dissatisfied with the way in which the relevant bodies have:

- Dealt with an application for a review; or
- Carried out an ASB Case Review

In such cases these will be sent to the OPT Inspector in the first instance and notified to Police & Crime Commissioner's office.

## **NORFOLK ASB CASE REVIEW GUIDANCE**

### **SINGLE POINT OF CONTACT (SPOC)**

A single point of contact (SPOC) is required for each of the relevant bodies (district councils, the police, clinical commissioning groups and housing providers) in order for victims to be able to request an ASB Case Review.

Appropriate arrangements are being agreed in each district council area, considering whether this requirement is best met through a single individual within the Operational Partnership Team who can receive requests and co-ordinate the initial stage of the review process on behalf of all partners.

### **PUBLISHING THE ASB CASE REVIEW PROCEDURE AND CONTACT DETAILS**

The ASB Case Review procedure must be published, including the point of contact for making an application to use the ASB Case review.

The ASB Case Review approach will be published on the Norfolk Ambition site which hosts information on Norfolk's County Community Safety Partnership (NCCSP). This will include an online form for requesting an ASB Case Review, once SPOCs are known for each area.

Partner websites should include summary information on ASB Case Reviews with a link to the NCCSP site for further information. It is intended for generic materials to be produced and used County-wide.

### **ROLE OF THE POLICE AND CRIME COMMISSIONER**

The local PCC must be consulted on the ASB Case Review procedure when it is established must be consulted whenever the procedure is reviewed. The PCC may be involved in the auditing and monitoring of the use of the ASB Case Review, as well as providing a route for victims to appeal decisions as to whether the threshold was met or the way the ASB Case Review was conducted.

The Norfolk model has made provision for the PCC to be notified of any appeals by the OPT Inspector, acting as an independent body if necessary.



# **NORFOLK ASB CASE REVIEW GUIDANCE**

## **GUIDANCE FOR USE OF THE MODEL**

### **Step 1: Gateway to ASB Case Review**

Victims will be able to request an ASB Case Review through the SPOC to be publicised on local agency websites. Each area is to have its own dedicated email address and telephone number promoted locally.

The application form to capture victim and incident details (see Appendix \*\*) should be used. Hard copies of forms must be made available upon request – mechanism for doing this to be determined locally.

Upon receipt of the reporting form there is to be an acknowledgement sent within 5 working days, realistically this can be sent automatically through email or local areas may wish to use Letter A attached to this guidance.

### **Step 2: Determine if Threshold has been met**

The reporting form will be sent through to the relevant local SPOC for ASB Case Reviews. The police and council leads in the OPT will review to determine whether the threshold has been met. In some cases this may be obvious; in others it may be that an initial scoping exercise is undertaken with the relevant agencies to assist in the determination.

The SPOC will send a determination letter to victim within 10 working days advising of decision:

- Threshold not met, ASB Case Review will not be conducted. Details of appeal process provided (see template Letter B), or
- ASB Case Review to be conducted (see template Letter C).

### **Step 3: Lead Agency Appointed**

If the threshold has been met the relevant local SPOC will agree the lead agency to undertake the initial ASB Case Review. This will normally be the agency who has had the most contact with the victim, but the person undertaking the review should have some independence from previous operational case management of incidents reported.

The SPOC will advise ASBAG members that an ASB Case Review is underway, and:

- send an information request to the relevant agencies asking for details of the case to be submitted to the SPOC within 5 working days
- advise ASBAG members of the date when agencies will meet as a Panel to consider the lead agency's findings of the initial ASB Case Review.

## **NORFOLK ASB CASE REVIEW GUIDANCE**

### **Step 4: Lead Agency Conducts Initial Case Review**

Lead agency reviews previous incidents and actions, including those reported to other agencies, involving these agencies as appropriate. Consider discussion with the victim to ensure full knowledge of the issues.

Context, previous actions, findings and recommendations summarised on the ASB Case Review template (Appendix \*\*), and provided to the relevant SPOC within 10 working days.

### **Step 5: Multi-agency Case Review Panel**

Date for this meeting will have been set by the SPOC once there is confirmation that an ASB Case Review is to be carried out.

As a minimum, the following agencies need to be involved in the multi-agency review:

- District council
- Police
- Housing provider(s) for victim and perpetrator, as applicable
- Health services as appropriate if there are any drug / alcohol / mental health issues
- YOT, where the perpetrator is under 18
- Children's Services / school where the victim or perpetrator is under 18.

Where possible, the scheduled ASBAG meeting should be used for this review. However, a separate meeting may be required to meet the timescales for reporting back to the victim.

The multi-agency review meeting ensures thorough review of the ASB incidents and responses made, ensuring effective challenge and review of recommendations for any further action, and considering whether there are other responses that other agencies could pursue to help resolve the ASB issues.

### **Step 5: Decision Letter to Applicant**

If the multi-agency Review Panel determines that all agencies have taken appropriate action and that no further resolutions can be offered, a letter advising of the determination and providing details for decision will be sent to victim, along with details of the appeals process if they are dissatisfied with the outcome. Decision Letter D is to be sent within 10 working days.

If the Review Panel determines that further action can be taken, a letter will sent to the victim advising of the action plan detailing next steps and advising of

## **NORFOLK ASB CASE REVIEW GUIDANCE**

anticipated timescales for delivery. This decision letter will provide details of the appeals process if they remain dissatisfied with the outcome. Decision Letter E is to be sent within 10 working days.

Decision letters to be signed on behalf of the Operational Partnership Team by a different organisation to the lead agency for the ASB Case Review.

### **Step 6: Monitoring Actions agreed by the Case Review Panel**

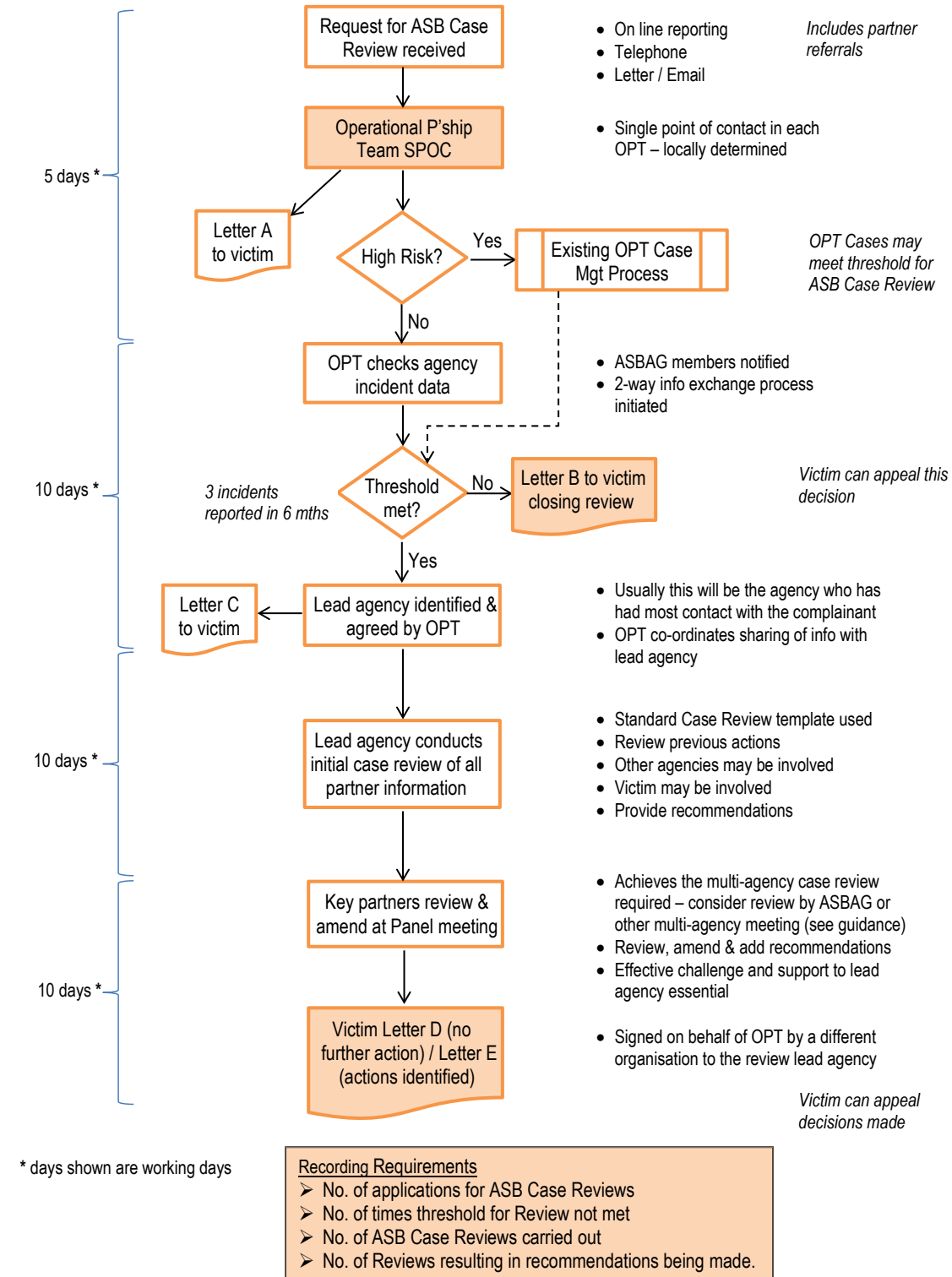
Action plans will be monitored by the local OPT, with review at the ASBAG meeting or similar multi-agency meeting.

### **Step 7: Escalation to Appeal**

If the applicant remains dissatisfied with the outcome they have a right to appeal the decision within 21 days. Any appeals will be escalated to the OPT Inspector (or other identified person) for referral to another OPT in Norfolk for independent review of the details of the case to consider if there are grounds for appeal. The OPT Inspector will notify the PCC of decision accordingly.

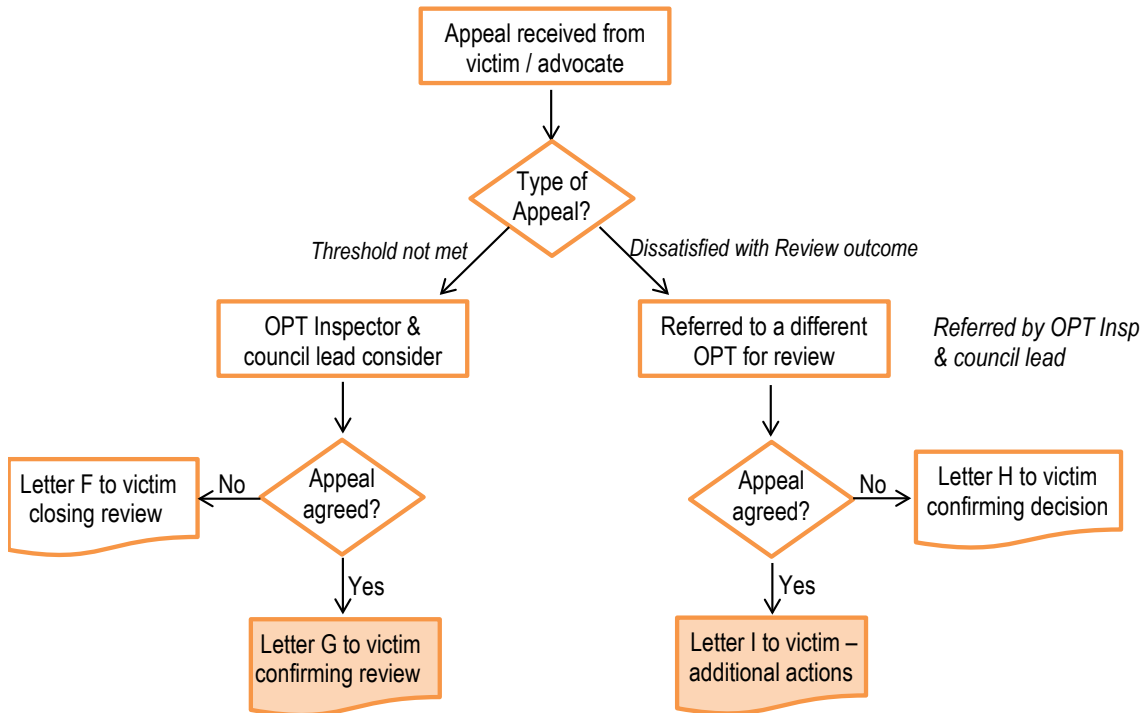
# NORFOLK ASB CASE REVIEW GUIDANCE

## PROCESS CHART FOR ASB CASE REVIEWS IN NORFOLK



# NORFOLK ASB CASE REVIEW GUIDANCE

## Appeals Process



# NORFOLK ASB CASE REVIEW GUIDANCE

## FREQUENTLY ASKED QUESTIONS

### **How can I activate an ASB Case Review?**

If you have reported similar incidents of ASB to the Council, Police or Registered Housing Provider, Housing Association) 3 or more time in the last six months, you can activate the ASB Case Review using one of the following methods:

#### Telephone

Please call (insert local authority/OPT) on xxxxxxx. Staff will be able to assist you in completing the form.

#### Letter or Email

You can write to xxxxx at (Insert local authority/OPT), where you can request a copy of the form to be sent to you:

(Insert department and postal address)

#### Online

Under development

#### Reception

You can visit the Council offices and request a copy of the form. A member of staff will be happy to provide you with assistance in completing this form.

### **How do I qualify for the ASB Case Review?**

The threshold for a qualifying complaint is as follows:-

- An application has been received and the victim has made at least three qualifying complaints

### **What is a qualifying Complaint?**

A Qualifying complaint is defined as:

- The anti-social behaviour was reported within a month of the alleged behaviour taking place; and
- The application to use the ASB Case Review is made within six months of the report of anti-social behaviour.

## **NORFOLK ASB CASE REVIEW GUIDANCE**

### **What information will I need to provide?**

The form asks you a series of questions to provide us with full details which will enable your request to be assessed. You will need to explain when you reported the ASB and to whom, with dates of incidents, any incident/reference numbers you may have, plus information about the incidents reported.

### **What can I expect?**

Once you have requested for a case review to be undertaken, (insert local authority/OPT), will ask the agencies involved to provide details of your complaints and any actions that they have considered.

### **Who will decide if the threshold is met?**

(Insert local authority/OPT) will decide as to whether the threshold has been met and will notify you of the decision.

### **What happens if the threshold is met?**

You will receive a letter confirming that the threshold has been met and this will also advise you of the timescales as to when the ASB Case Review will be finalised.

An ASB Case Review Panel Meeting will be held where all agencies/partners that have been involved in the case will be invited to attend. The meeting will establish what action (if any) has been taken so far and the Chair of this meeting may consider that further actions should be considered. These recommendations will be made to the relevant agencies regarding any future actions that must be considered.

### **What if I am not happy with the decision can I appeal against the decision?**

Yes you can appeal the decision and you will need to do this in writing within 21 working days of the receipt of your decision letter.

This will be escalated to the Inspector for the Operational Partnership Team who will review the details of the case and consider if there are any grounds for appeal. The OPT Inspector will notify the Police Crime Commissioner (PCC) of the decision accordingly.

## **APPENDIX 1 – TEMPLATE LETTERS**

### ***LETTER A – ACKNOWLEDGEMENT***

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

I write to confirm receipt of your application for an Anti-Social Behaviour Case Review to be conducted in respect of the anti-social behaviour you are experiencing as you are concerned that effective action has not been taken.

XXXXX will be contacting you within 10 working days to confirm whether your request has met the threshold.

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either phoning Norfolk Police on 101 or the (insert name of Council) ASB Team on XXXXXXXXXXXXX, but in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title



## **APPENDIX 1 – TEMPLATE LETTERS**

### ***LETTER B – THRESHOLD NOT MET***

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

Thank you for your recent application dated (insert DATE) for an ASB Case Review to be conducted in respect of the anti-social behaviour you are experiencing.

I am writing to inform you that having considered your application we do not feel that it meets the threshold for the ASB Case Review to be conducted for the following reasons:

- Outline reasons here –

If you are dissatisfied with this outcome you have the right to appeal to (insert name of OPT Inspector) within 21 days of the date of this letter. A copy of this process is included with this letter.

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either contacting Norfolk Police on 101 or the (insert name of Council) ASB Team on XXXXXXXXXXXX, but in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title

## APPENDIX 1 – TEMPLATE LETTERS

### **LETTER C(i) THRESHOLD NOT MET – BUT CASE REVIEW TRIGGERED**

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

Thank you for your recent application dated (insert DATE) for an ASB Case Review to be conducted in respect of your anti-social behaviour case.

I am writing to inform you that having reviewed the details of your application we consider that, although we do not feel that your application meets the qualifying threshold, the (list qualifying reason) means that an ASB Case Review will be conducted.

(qualifying reasons to be inserted are:-

- *The persistence of the anti-social behaviour about which the original complaint was made*
- *The harm caused, or the potential of harm to be caused, by the behaviour*
- *The adequacy of the response to that behaviour*

Therefore, the ASB Case Review process has commenced.

Further information will now be sought from relevant partners and other agencies in regard to their involvement in your case to enable us to undertake a full review. It may be necessary for us to contact you again in order to clarify information or obtain further details.

An ASB Case Review Panel Meeting will be scheduled to review the information where representatives from agencies or partners that have been involved in your case will be present, in order to discuss the case fully. The purpose of this meeting is to also identify any further actions that can be taken, if deemed necessary, to ensure that a resolution is reached for you.

Once this has been completed you will receive a letter advising you of the outcome of the review along with details of any recommendations that have been made. It is anticipated that the review process will take 30 working days in total, although in more complex cases this may be longer, in which circumstances you will be notified.

In the meantime if you have any further queries please do not hesitate to contact XXXX (insert NAME and TELEPHONE NO.) direct on XXXXXX.

## **APPENDIX 1 – TEMPLATE LETTERS**

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either contacting Norfolk Police on 101 or the (insert name of Council) ASB Team on XXXXXXXXXXXX, but in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title

## **APPENDIX 1 – TEMPLATE LETTERS**

### ***LETTER C(ii) THRESHOLD MET***

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

Thank you for your recent request dated (insert DATE) to have your anti-social behaviour case considered for an ASB Case Review.

I can confirm that having considered the details of your case it does meet with the previously determined threshold, and as such the ASB Case Review process has commenced.

Further information will now be sought from relevant partners and other agencies in regard to their involvement in your case to enable us to undertake a full review. It may be necessary for us to contact you again in order to clarify information or obtain further details.

An ASB Case Review Panel Meeting will be scheduled to review the information where representatives from agencies or partners that have been involved in your case will be present, in order to discuss the case fully. The purpose of this meeting is to also identify any further actions that can be taken, if deemed necessary, to ensure that a resolution is reached for you.

Once this has been completed you will receive a letter advising you of the outcome of the review along with details of any recommendations that have been made. It is anticipated that the review process will take 30 working days in total, although in more complex cases this may be longer, in which circumstances you will be notified.

In the meantime if you have any further queries please do not hesitate to contact XXXX (insert NAME and TELEPHONE NO.) direct on XXXXXX.

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either contacting Norfolk Police on 101 or the (insert name of Council) ASB Team on XXXXXXXXXXXX, but in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title

## **APPENDIX 1 – TEMPLATE LETTERS**

### ***LETTER D: REVIEW PANEL OUTCOME – NO FURTHER ACTION***

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

I refer to my previous correspondence confirming to you that your ASB case had met the threshold to activate the ASB Case Review Process.

I write to advise you that details of your case were reviewed by the ASB Case Review Panel at their meeting held on (insert DATE) XXX. Having reviewed all of the information available to the Panel it was felt that relevant agencies had taken appropriate action to resolve the ant-social behaviour you were experiencing as follows:

- provide a brief overview of action taken –

The Review Panel have therefore concluded that no further action would be taken in relation to this case.

I trust this clarifies the situation, however, should you have any further queries please do not hesitate to contact me directly on (insert TELEPHONE NO.) XXXXX.

If you are dissatisfied with this outcome you have the right to appeal to (insert name of CSP Chair) within 21 days of the date of this letter. A copy of this process is included with this letter.

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either contacting Norfolk Police on 101 or the (insert name of Council) Anti-Social Behaviour team on XXXXXXXXXXXX, in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title

## **APPENDIX 1 – TEMPLATE LETTERS**

### ***LETTER E: REVIEW PANEL OUTCOME– FURTHER ACTION***

Dear

#### **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 ANTI-SOCIAL BEHAVIOUR (ASB) CASE REVIEW**

I refer to my previous correspondence confirming to you that your ASB case had met the threshold to activate the ASB Case Review Process.

I write to advise you that details of your case were reviewed by the ASB Case Review Panel at the meeting held on (insert DATE) XXX, resulting in the following action plan being agreed by the agencies involved:

- insert DETAILS here -

You will soon be contacted directly by the agencies responsible for delivering the action plan to provide you with an update on progress and reassurance that activity is taking place with a view to bringing this matter to a resolution.

This review will be concluded once the action plan has been fully implemented and in doing so it is hoped that this will bring a positive resolution to the anti-social behaviour you have been experiencing.

I trust this clarifies the situation, however, should you have any further queries please do not hesitate to contact me directly on (insert TELEPHONE NO.) XXXXX.

If you wish to report any further incidents of Anti-Social Behaviour these can be reported by either contacting Norfolk Police on 101 or the (insert name of Council) Anti-Social Behaviour team on XXXXXXXXXXXX, in an emergency always dial 999.

Yours sincerely

Insert name of SPOC and title

## **APPENDIX 1 – TEMPLATE LETTERS**

**Appeal Letters F, G, H and I under development**

## **APPENDIX 2**

**Reporting Form – under development**



# **Norfolk Countywide Community Safety Partnership (NCCSP)**

## **Scrutiny Sub Panel**

**Item No:10**

**Report Title: Forward Work Programme**

**Date of Meeting: 9 June 2022**

**Responsible Cabinet Member: N/A**

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

### **Executive Summary**

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

### **Action Required**

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

## **1. Background and Purpose**

- 1.1 In November 2020, the Scrutiny Sub Panel agreed to amend its Terms of Reference to specify a requirement for quarterly meetings. 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 at **Annex 1**, for Members to use to shape future meeting agendas and items for consideration.
- 2.2 The Scrutiny Sub Panel is aware that the 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 of 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 be 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 the Proposal**

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

### **4. Financial Implications**

- 4.1 None.

### **5. Resource Implications**

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

- 5.2 **Property:** None.

- 5.3 **IT:** None.

### **6. Other Implications**

- 6.1 **Legal Implications:** None.

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

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

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

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

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

6.7 **Any Other Implications:** None.

## **7. Risk Implications / Assessment**

7.1 N/A

## **8. Select Committee Comments**

8.1 N/A

## **9. Action required:**

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

## **10. Background Papers**

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

### **Officer Contact**

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

**Officer name:** Jo Martin

**Telephone no.:** 01603 223814

**Email:** [jo.martin@norfolk.gov.uk](mailto: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.

## NCCSP Scrutiny Sub Panel Forward Work Programme

Date	Report	Issues for consideration	Invited to attend
9 June 2022	<b>NCCSP Plan 2021-24 – performance monitoring</b>	<ul style="list-style-type: none"> <li>- Appointment of Chair &amp; Vice-Chair;</li> <li>- Confirm Terms of Reference;</li> <li>- Consider a performance update and undertake an in-depth review of one or two Partnership priorities:</li> <li>• <b>Partnership priorities: Criminal Exploitation &amp; Serious Violence</b> – a progress update on Partnership actions to target county lines (including evaluation on St Giles SOS webinars).</li> <li>• <b>Partnership priority: Neighbourhood Crime</b> – a progress update on Partnership actions to target neighbourhood crime, with a focus on Project ADDER and the Community Trigger Process.</li> <li>- Project ADDER information to include an explanation of how all agencies are working together to provide wraparound support for individuals, so that councillors can understand the role of every agency and their input. In particular, how agencies are providing outreach support and whether a Housing First approach is being followed.</li> <li>- Community Trigger Process information to include requests made at the February 2022 meeting.</li> </ul>	NCCSP Chair and Community Safety Team
28 September 2022	<b>NCCSP Plan 2021-24 –</b>	- Undertake an in-depth review of one or two	NCCSP Chair and

	<b>performance monitoring</b>	Partnership priorities: <ul style="list-style-type: none"> <li>• <b>Partnership priority: Serious violence</b> – an overview of the Domestic Homicide Review process</li> <li>• <b>Partnership priority: Prevent</b> – updates requested at the February 2022 meeting.</li> </ul>	Community Safety Team
<b>8 December 2022</b>	<b>NCCSP Plan 2021-24 – performance monitoring</b>	- Undertake an in-depth review of one or two Partnership priorities (to be agreed).	NCCSP Chair and Community Safety Team
<b>February 2023 (date to be confirmed)</b>	<b>NCCSP Plan 2021-24 – performance monitoring</b>	- Undertake an in-depth review of one or two Partnership priorities (to be agreed).	NCCSP Chair and Community Safety Team

#### Items identified for consideration at future meetings:

It was agreed at the 27 November 2020 Sub Panel meeting 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.