

Scrutiny committee

Date: Thursday, 20 September 2018

Time: 16:30

Venue: Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH

All group pre-meeting briefing – 16:00 Mancroft Room

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting. The public will not be given access to the Mancroft room before 16:30.

Committee members:

Councillors:

Wright (Chair)
Fullman (Vice-chair)
Carlo
Coleshill
Fulton-McAlister (M)
Hampton
Manning
Raby
Sands (S)
Smith
Stewart
Thomas (Va)
Thomas (Vi)

For further information please contact:

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Information for members of the public

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website



If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

Agenda

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- 1 Apologies**
To receive apologies for absence
- 2 Public questions/petitions**

To receive questions / petitions from the public

Please note that all questions must be received by the committee officer detailed on the front of the agenda by **10am on Monday 17 September 2018**.

Petitions must be received must be received by the committee officer detailed on the front of the agenda by **10am on Wednesday 19 September 2018**.

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.
- 3 Declarations of interest**

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)
- 4 Minutes** **7 - 12**
To approve the accuracy of the minutes of the meetings held on 19 July 2018 and 1 August 2018
- 5 Scrutiny committee work programme for 2018-19** **13 - 30**
Purpose - To note the scrutiny committee work programme 2018 - 19
- 6 Update of the Norfolk Health Overview and Scrutiny Committee representative (verbal update)**
Purpose - To receive the update of the NHOSC representative
- 7 Norwich City Council response to County Lines activity** **31 - 50**
Purpose - To provide members with key information on County Lines in Norfolk and the work that council officers are progressing with partners to help tackle the issue in Norwich

Date of publication: **Wednesday, 12 September 2018**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

Specific, Measurable, Attainable, Relevant and Time-bound

Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner

SCRUTINY COMMITTEE

16:30 to 18:10

19 July 2018

Present: Councillors Wright (chair), Fullman (vice chair) Carlo, Fulton-McAlister (M), Hampton, Manning, Raby, Sands (M) (substitute for Sands (S)), Stewart, Thomas (Va) and Thomas (Vi)

Also present: Kim Wright, partnership manager (Department of Work and Pensions)

Alison Fearn, customer service leader (Department of Work and Pensions)

Paul Corney, head of service, Anglia Revenue Partnership

Apologies: Councillor Coleshill, Sands (S) and Smith

1. Public questions/petitions

There were no public questions or petitions

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to approve the accuracy of the minutes of the meeting held on 28 June 2018

4. Scrutiny committee work programme 2018-19

RESOLVED to note the scrutiny committee work programme 2018-19

5. The impact of Universal Credit on vulnerable groups

The chair welcomed Kim Wright and Alison Fearn from the Norwich Department of Work and Pensions (DWP) office and Paul Corney (Anglia Revenue Partnership).

The strategy manager presented the report. He said that Universal Credit was a wide ranging change to a series of benefits and how the council would handle these.

The implementation of Universal Credit was always supposed to be phased and a model of this had already been in place for around thirty months. This system represented a wholesale change to the way benefits would be paid with individuals receiving one payment only. This could prove challenging in terms of budgeting but the council was in a strong position to learn from what had happened around the country already.

Alison Fearn addressed the committee. She said that there were four areas being worked on around Universal Credit; complex needs, complex job plans, digital support and vulnerable workplace training and coaching. There would be a re-positioning of signposting resources and agencies, with work coaches who could look into lessons learnt from other agencies. Partners and colleagues including MAP, Citizens Advice and local authorities could have a presence in the job centre so claimants did not have to be referred out of the building.

Digital support was ongoing and had been in place for over a year. Claimants were being taught the skills to be able to make a claim and staff would be available to help those without the requisite digital skills. Members were invited to visit the Norwich DWP offices to see the arrangements in place.

In response to a member's question, Kim Wright said that various forms of identification were acceptable and DWP colleagues would be able to help claimants get ID in order to open a bank account. Computers at the DWP offices would be available for people to run journals and the telephone numbers for the DWP were Freephone numbers.

Members were concerned that claimants would not be able to call the various agencies needed if they did not have enough credit on their mobile phone; this included Norwich City Council.

In response to a question, Alison Fearn said that coaches would be working with claimants in receipt of Universal Credit to get claims paid and therefore to reduce the need for the use of the foodbank. The strategy manager added that the strategy team had access to statistics on foodbank use, broken down by ward and these would continue to be monitored once Universal Credit was rolled out. The financial inclusion manager said that discussions were taking place around developing clearer information on why people use the foodbank; however, the most common reason for use of the foodbank seemed to be claimants facing a benefits delay which would necessitate use of a foodbank.

Members discussed the potential increase in uptake once Universal Credit was rolled out and the success of the pilot group. Kim Wright said that there were no figures yet in terms of potential uptake but as six different benefits would be rolled into one payment, groups such as those claiming working tax credits would be seen by the DWP for the first time. Alison Fearn added that there would be a managed migration which meant that if a large number of claimants came through, the migration onto Universal Credit could be slowed. The head of service (Anglia Revenue Partnership) said that there could be no guarantee around numbers of claimants as these would be dependent on many different factors.

In response to a member's question, the strategy manager said that it would be difficult to quantify the cost to the council of administering Universal Credit as there were indirect costs to consider, such as digital inclusion work. There had been a funding arrangement with the DWP in place for the last two years for budgeting and digital support work. A process to identify what expenditure there had been around wider support work and how the council would be compensated for this would need to be developed.

In response to a member's question, Kim Wright said that she would find some further information regarding the policy of only being able to claim for two children and the proof that would be necessary to be able to claim for additional children, and circulate this to members via the scrutiny liaison officer.

Discussion ensued around Universal Credit being paid a month in arrears and how this would impact on claimants. Alison Fearn said that customers could apply for different arrangements, including up to 100% of the claim paid straight away. If a claimant would find it difficult to meet their rent arrangements for example, the money could be paid directly to the claimant's landlord. Kim Wright added that claimants were only encouraged to ask for what they needed in terms of advance payments to help them manage their income effectively. The claimant would then have twelve months to pay back the advance payment.

(The chair left the meeting and the vice chair took the chair).

In response to a member's question regarding identifying vulnerable claimants, the strategy manager said that when the live service began in December 2015, some initial modelling was undertaken to try and identify numbers of claimants who may need additional support. In practical terms, a work coach would ask the claimant if they needed any additional help with budgeting. Out of around one thousand claimants, only four needed digital support but the numbers needing general support would probably be higher than this. He added that it wasn't as straightforward as identifying vulnerable people at the point of claim; it would be about equipping a wider network of partners with the skills to help claimants where possible.

Members discussed the requirement to increase work hours referenced at paragraph 8 (c) of the report. Alison Fearn said that staff would work with claimants on an individual basis if necessary to advise on increasing hours of work. If a claimant was on a zero hours contract, staff would work with them to find more stable job opportunities or increase their qualifications.

RESOLVED to;

(1) Ask cabinet to:

- a) consider the cost implications for residents to call the council free of charge
- b) endorse the National Housing Federation recommendations at paragraph 28 of the report and write to the two Norwich MPs to ask them to do the same; and

- (2) Remind members to contact Nicky Bristow if they would like to visit the Norwich DWP offices

The chair thanked Kim Wright, Alison Fearn and Paul Corney for attending the meeting.

6. Norfolk Health Overview and Scrutiny Committee update

The NHOSC representative said that at the most recent meeting, the committee had looked at maternity services and the impact of speech and language therapy.

Some schools were providing speech and language therapy services and shortages were due to a mixture of lack of funding, lack of speech therapists and the realisation that most children would benefit from some kind of speech and language therapy.

He added that the inadequacy of the Norfolk and Norwich University Hospital was discussed. The demographic projections of need had been underestimated which led to a shortage of beds. NHOSC would be considering the report on this, published by the Care Quality Commission at a later meeting.

Finally, he said that the future work programme would include an item on reaching out to the transgender community. He was pleased that this had been supported through the scoping process to be included.

RESOLVED to note the update of the Norfolk Health Overview and Scrutiny Committee representative.

CHAIR

SCRUTINY COMMITTEE

14:00 – 15:35

1 August 2018

Present: Councillors Wright (chair), Fulton-McAlister (M), Hampton, Raby, Sands (M) (substitute for Manning) Sands (S), Smith, Stewart, Thomas (Va) and Thomas (Vi)

Apologies: Councillors Carlo, Coleshill, Fullman, and Manning

1. Declarations of interest

There were no declarations of interest.

2. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of item *3 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***3. Approval to place a bid on a potential asset investment (para 3)**

The chief executive officer presented the report. The work undertaken around this particular potential investment had been a useful exercise.

She highlighted the amended recommendation, which had been circulated, and said that the recommendation was to not proceed with the purchase.

The chief finance officer referred to the report and gave some context around asset investments already made by the council.

The head of city development gave detail around the specifics of the asset referred to in the report, including the benefits and the risks.

The chief finance officer referred to an additional report (circulated at the meeting). This summarised the key points of the detailed financial model which showed that the figures were not sufficient to recommend making a bid for the asset.

Members discussed the process of purchasing assets and the chief finance and section 151 officer answered member's questions.

RESOLVED to:

- (1) Endorse the recommendation to not make an offer for the commercial property referred to in the report; and
- (2) Ask cabinet to consider the development of a policy around the social and political implications of commercial property acquisitions.

CHAIR

Norwich City Council
SCRUTINY COMMITTEE

Item No 5

REPORT for meeting to be held on Thursday 20 September 2018

Scrutiny committee work programme 2018/19

Summary: The purpose of the report is to assist committee members in setting the work programme for 2018/19.

Conclusions: It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

Recommendation: To note the work programme for 2018-19. The programme is a standing item at each committee meeting and can be adjusted as necessary

Contact Officers: Jo Rowan Scrutiny liaison officer
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Email jrowan@norwich.gov.uk

1. Developing a work programme for the scrutiny committee

- 1.1 When the scrutiny committee considers which items to include on its work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan.
- 1.2 This is so that the scrutiny committee will be able to consider where and how it can add value to the work being carried out towards achievement of the council's priorities and ensure that resources are being focussed effectively.
- 1.3 The scrutiny committee has previously adopted the TOPIC flow chart as an aid to selection of scrutiny topics for its work programme. This is attached to the agenda for reference and members are encouraged to pay regard to this in ensuring that any topic that makes it onto the work programme has an agreed scope and may benefit from the scrutiny process.

2. Scope for scheduling items to the work programme

- 2.1 Although sometimes not possible to achieve, it was previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.
- 2.2 Although the future work of the committee has been set up to March 2019, members will have the opportunity on a monthly basis to revise the programme if and when required or due to changing events. This is done via the work programme standing item on the scrutiny committee agendas.
- 2.3 Along with this report, members have a copy of the cabinet forward agenda for consideration.
- 3.5 It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
24 May	Setting of the work programme	Joanna Rowan (Scrutiny liaison officer), Cllr Wright	To assist committee members in setting the work programme for 2018/19
28 June	The impact of Airbnb type properties	Anton Bull, Director of business services Cllr Wright	To consider the growth of short term letting of homes, and the impact of these on both income for the council and the wellbeing of local residents.
28 June	Report of CLF inquiry for consideration	Anton Bull, Director of business services; Jo Rowan, Scrutiny liaison officer	To provide an update to members the current position of Norwich city council in relation to the recommendations made by the communities and local government committee report 'Effectiveness of local authority overview and scrutiny committees'.
19 July	The impact of universal credit on vulnerable groups of people, the impact of existing universal credit roll-out, preparation for full service of universal credit	Anton Bull, Director of Business Services; Adam Clark, Strategy Manager; Nicki Bristow, Universal Credit Team Leader	The objective of this scrutiny would be to scrutinise the plans for UC full service implementation in Norwich based on the data and learning from the live service, and experience of other areas that have already implemented UC full service. This would form the basis of recommendations relating to the council's own preparation (as outlined below), as well as how the DWP nationally and locally are implementing full UC.

Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
20 September	The impact of operation gravity/organised crime in Norwich since 2016, the role of the council and police when dealing with communities blighted by anti-social behaviour	Bob Cronk, Director of neighbourhoods; Jo Sapsford, Early help and community safety manager	Operation Gravity is a police-led enforcement operation intended to combat the ‘county lines’ model of drug supply. County lines is the police term for urban gangs supplying drugs to suburban areas and market and coastal towns using dedicated mobile phone Lines or “deal Lines”. The scrutiny committee will hear how Operation Gravity has been developed in Norwich, and how it links to wider multi-agency activity around drug supply and work with vulnerable residents and communities. This will include the council’s approach to anti-social behaviour and community safety.
11 October			
22 November	Responses to domestic violence in Norwich	Jo Sapsford, Early help and community safety manager	
13 December	Corporate plan and performance framework, equality information report	Adam Clark, Strategy Manager	
10 January	Pre scrutiny of the proposed budget, MTFA	Karen Watling, Chief finance officer; Helen Chamberlin, Head of strategy	

Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
	and transformation programme (before February cabinet)	and transformation	
10 January	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.
10 January	Capital Strategy 2019-20	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 capital strategy.
14 February	Scrutinise and feed into the parks and playgrounds review, its scope and approach Good quality jobs in Norwich – the digital and emerging economy	Adrian Akester, Head of citywide services	
21 March	Viability assessments and impact on delivery of affordable housing	Graham Nelson, Head of planning services	

The scrutiny committee tracker 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
19 July 2018	The impact of universal credit on vulnerable groups of people Purpose	Joanna Rowan (Scrutiny liaison officer)	A query which was raised regarding customers applying for more than two children where an additional child has been conceived through non-consensual sexual intercourse.	A response was received from the Partnership manager at the department of work and pensions. This was circulated to the committee members https://www.gov.uk/guidance/universal-credit-and-families-with-more-than-2-children-information-for-claimants
20 September 2018				
11 October 2018				
22 November 2018				
13 December				
31 January 2019				
14 February 2019				

The scrutiny committee tracker 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
21 March 2019				

**FORWARD AGENDA: CABINET and COUNCIL MEETINGS
2018 - 2019**

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 12 SEPT 2018	Quarter 1 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
CABINET 12 SEPT 2018	Revenue and capital budget monitoring 2018/19 – Period 3	To update Cabinet on the forecast financial position of the council as at 31st July 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 12 SEPT 2018	Treasury management full year review 2017/18	To update Cabinet on the Treasury Management performance for the year to 31 March 2018.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 12 SEPT 2018	Adjustment to Capital Programme 2018-19	To recommend to council, adjustments to the 2018/19 general fund capital programme and to note changes to the presentation of the capital programme in future budget monitoring reports.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 12 SEPT 2018	Norfolk & Waveney Health and Wellbeing Strategy 2018-22	To consider the Norfolk and Waveney joint health and wellbeing strategy 2018-22 in the context of the wider health and wellbeing landscape, and to consider the role of the council in supporting and formally signing up to the strategy.	Cllr Packer Adam Clark		Adam Clark	NO
CABINET 12 SEPT	Scrutiny committee recommendations	To consider the recommendations from	Cllr Kendrick Adam Clark		Adam Clark	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
2018		scrutiny committee.				
CABINET 12 SEPT 2018	Proposed extension to the Syrian vulnerable persons resettlement programme	To seek approval for the council's continued support for the programme and to provide accommodation for refugees through the council's private sector leasing scheme	Cllr Harris Bob Cronk Lee Robson		Bob Cronk	NO
CABINET 12 SEPT 2018	Introduction of an exceptions policy for the Community Infrastructure Levy	To consider whether to recommend to council that an exceptions policy to the Community Infrastructure Levy (CIL) is introduced to allow the council to determine, on a case by case basis, whether there is justification for setting aside CIL requirements where necessary to assist with regeneration of key sites.	Cllr Stonard Graham Nelson		Dave Moorcroft	NO
CABINET 12 SEPT 2018	Demolition of Structures at Mile Cross Depot – KEY DECISION	To recommend to council to approve a budget for the demolition of buildings and structures at the former Mile Cross Depot to enable future development	Cllr Kendrick Karen Watling Richard Carden		Karen Watling	No
CABINET 12 SEPT 2018	To write off non recoverable national non domestic rate relief	To provide an update on the position as at 18/07/2018 with regard to the write off of non- recoverable national non domestic rate (NNDR) debt and request approval for the write-off of debts totalling £169,939.27 which are deemed irrecoverable.	Cllr Kendrick Anton Bull Carole Jowett & Michelle Newell		Anton Bull	NO
CABINET 12 SEPT 2018	Payroll provision 2018-2022– KEY DECISION	To approve the payroll provision for 2018-2022	Cllr Waters Dawn Bradshaw Anton Bull		Anton Bull	Yes (Para 3)

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 12 SEPT 2018	Proposed ban of sky lantern and mass balloon releases from council owned land	To consider a ban of sky lantern and mass balloon releases from council owned land	Cllr Maguire Adrian Akester		Dave Moorcroft	No
COUNCIL 25 SEPT 2018	Demolition of Structures at Mile Cross Depot	To approve a budget for the demolition of buildings and structures at the former Mile Cross Depot to enable future development			Karen Watling	No
COUNCIL 25 SEPT 2018	Adjustment to Capital Programme 2018-19	To recommend to council, adjustments to the 2018/19 general fund capital programme and to note changes to the presentation of the capital programme in future budget monitoring reports.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 25 SEPT 2018	Treasury management full year review 2017/18	To update Cabinet on the Treasury Management performance for the year to 31 March 2018.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 25 SEPT 2018	Introduction of an exceptions policy for the Community Infrastructure Levy	To consider whether to approve an exceptions policy to the Community Infrastructure Levy (CIL) is introduced to allow the Council to determine, on a case by case basis, whether there is justification for setting aside CIL requirements where necessary to assist with regeneration of key sites.	Cllr Stonard Graham Nelson		Dave Moorcroft	NO
CABINET 10 OCT	Greater Norwich Local Plan Consultation draft	To consider whether to approve an additional stage of consultation on the	Cllr Stonard Graham Nelson		Dave Moorcroft	NO

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
2018	on New, Small and Revised sites	emerging Greater Norwich Local Plan focussed on new, small and revised suggested site allocations.				
CABINET 10 OCT 2018	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
CABINET 10 OCT 2018	Revenue and capital budget monitoring 2018/19 – Period 5	To update on the forecast financial position of the council as at 31 August 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 10 OCT 2018	Norwich Airport Industrial estate - procurement of a developer partner	To approve the brief for procurement of a developer partner	Cllr Stonard Andy Watt Gwyn Jones		Andy Watt	NO
CABINET 10 OCT 2018	Procurement of debt collection services including enforcement agents - KEY DECISION	To consider the future provision of debt collection services including enforcement agents	Cllr Kendrick Anton Bull		Anton Bull	NO
CABINET 10 OCT 2018	Procurement of a housing structural repairs contract- KEY DECISION	To advise on the procurement process for a housing structural repairs contract and to seek approval to award the contract	Cllr Harris Bob Cronk Carol Marney / Neil Watts		Bob Cronk	NO
CABINET 10 OCT 2018	Norwich Regeneration Ltd business plan – subsidiary company	To agree in principle to the establishment of a subsidiary to NRL to manage the company's private rented properties.	Cllr Harris LGSS finance (tbc)		Karen Watling	NO

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 10 OCT 2018	Norwich Regeneration Ltd business plan – subsidiary company	To agree in principle to the establishment of a subsidiary to NRL to manage the company’s private rented properties (exempt appendix).	Cllr Harris LGSS finance (tbc)		Karen Watling	Yes (Para 3)
CABINET 10 OCT 2018	Unlocking stalled development sites	To agree the process for unlocking stalled development sites	Cllr Stonard Dave Moorcroft Gwyn Jones		Dave Moorcroft	Yes (Para 3)
CABINET 10 OCT 2018	Managing assets	To consider the disposal of the property assets described in this report	Cllr Kendrick Andy Watt John Reid (NPSN)		Dave Moorcroft	Yes (para. 3)
CABINET 10 OCT 2018	Managing assets (housing)	To outline the options available for the assets future within the housing stock.	Cllr Gail Harris Lee Robson Jay Warnes		Bob Cronk	Yes (Para 3)
CABINET 14 NOV 2018	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
CABINET 14 NOV 2018	Norwich Airport Masterplan – KEY DECISION	To report back on revisions to the draft masterplan and to seek approval of the final masterplan document.	Cllr Stonard Graham Nelson Judith Davison		Dave Moorcroft	NO
CABINET 14 NOV 2018	Commercial property investment strategy – KEY DECISION	To review and adopt revised guidance for the purchase of new investment property. To delegate authority to the director of service for regeneration and development, in consultation with the section 151 officer, the Leader, deputy leader, portfolio holder for resources and	Cllr Stonard Karen Watling Andy Watt		Karen Watling	Yes (Para 3)

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
		portfolio holder for sustainable and inclusive growth, to invest in income generating assets up to the limit in value described in the report and as budgeted for in the council's capital programme.				
CABINET 14 NOV 2018	Risk Based Verification Policy	Policy to determine verification standards for Housing Benefit and Council Tax Support claims	Cllr Karen Davies Anton Bull Adrian Mills (ARP)		Anton Bull	Yes (para. 3)
COUNCIL 27 NOV 2018						
CABINET 12 DEC 2018	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
CABINET 12 DEC 2018	Revenue and capital budget monitoring 2018/19 – Period 7	To update Cabinet on the forecast financial position of the council as at 31st October 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 12 DEC 2018	Treasury management mid-year review 2018/19	To update members on the Treasury Management performance for the financial year to 30 September 2017.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 12 DEC 2018	Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and HRA	To update members on the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the Council's capital	Cllr Kendrick Karen Watling		Karen Watling	NO

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
	Business Plan	programme.				
CABINET 12 DEC 2018	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
CABINET 12 DEC 2018	Bethel Hospital Repairs Notice	To consider the possible service of a Repairs Notice or Notices under Section 48 of the Listed Buildings Act 1990 specifying those works considered reasonably necessary for the proper preservation of the Bethel Hospital complex of buildings	Cllr Stonard Graham Nelson David Parkin		Dave Moorcroft	NO
CABINET 12 DEC 2018	Renewal and upgrading of the council's closed circuit television system– KEY DECISION	To delegate authority to the director of neighbourhood services in consultation with the cabinet member for safe city environment to award a contract for the renewal of the council's CCTV system	Cllr Maguire Jo Sapsford Sarah Clarke		Bob Cronk	NO
CABINET 16 JAN 2019	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
	Risk management report	To provide an update on the review of key risks facing the council, and the associated mitigating actions, and the council's Risk management policy.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 16 JAN 2018	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
COUNCIL						

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
29 JAN 2019						
CABINET 06/13 FEB 2019	Corporate plan 2019-2022	To consider the corporate plan and performance framework 2019-22	Cllr Waters Adam Clark		Adam Clark	NO
CABINET 06/13 FEB 2019	Revenue and capital budget monitoring 2018/19 – Period 9	To update Cabinet on the forecast financial position of the council as at 31st December 2018.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 06/13 FEB 2019	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 06/13 FEB 2019	Capital Strategy 2019-20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 06/13 FEB 2019	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 06/13 FEB 2019	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
CABINET	Scrutiny committee	To consider the recommendations from	Cllr Kendrick		Adam Clark	NO

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
06/13 FEB 2018	recommendations	scrutiny committee.	Adam Clark			
COUNCIL 19/26 FEB JAN 2019	Revenue and capital budget monitoring 2017/18 – final outturn	To update council on the revenue and capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 19/26 FEB JAN 2019	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 19/26 FEB JAN 2019	Capital Strategy 2019-20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 19/26 FEB JAN 2019	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 19/26 FEB JAN 2019	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
CABINET 13 MARCH 2019	Quarter 3 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 13 MARCH 2018	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
CABINET 13 MARCH 2019	An overview of external relationships, contracts and grants 2019-20 – KEY DECISION	To consider commissioned services for the period 2019-20. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.	Cllr Waters Adam Clark Tracy Woods		Adam Clark	NO
COUNCIL 19 MARCH 2019						
CABINET JUNE 2019	Revenue and capital budget monitoring 2017/18 – final outturn	To update Cabinet on the revenue and capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO

Norwich City Council
SCRUTINY COMMITTEE

Item No 7

REPORT for meeting to be held on 20 September 2018

Norwich City Council response to County Lines activity

Summary:

As a responsible authority partner of the Norfolk County Community Safety Partnership, the council has a duty to address crime and disorder in Norwich, to help:

- address crime and disorder
- reduce risk of exploitation of vulnerable residents
- improve the experience of living in Norwich for its residents.

Norfolk County community safety partnership (CCSP) has adopted 'County Lines' as a priority in its current community safety partnership strategy.

A partnership response is required to help tackle local County Lines activity.

Conclusions:

The report provides members with key information on County Lines in Norfolk and the work that council officers are progressing with partners to help tackle the issue in Norwich.

Recommendation:

That the scrutiny committee considers the information presented at this meeting and considers:

- (1) How members might contribute to tackling County lines locally
- (2) Suggestions or recommendations it may wish to make to support partnership activity being developed; and
- (3) Any other recommendations the committee wishes to make

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Report

Context

1. Section 17 of the Crime and Disorder Act (1998) requires councils to have due regard to the likely effect of their activity on crime and disorder and do all it reasonably can to prevent crime and disorder in its area. Recent updates to the act also requires that local authorities work with a range of responsible partners and other relevant partners in a Community safety partnership, to develop a local Community safety strategy which responds to local crime and disorder issues.
2. The Norfolk County Community Safety Partnership – chaired by the council's chief executive, Laura McGillivray – identified the issue of County Lines as a priority for focus within the current community safety strategy – see Appendix A.

County Lines

3. 'County Lines' is a national issue involving the use of mobile phone 'lines' by criminal groups to extend their drug dealing business into new locations outside of their home areas. This issue affects most parts of the UK.
4. A 'County Line' almost always involves exploitation of a vulnerable person. This can be both adults and children who require safeguarding.
5. Whilst Norfolk has always experienced some level of drug dealing, County Lines is considered to be a particular threat for Norfolk as a whole the following reasons:
 - a) County Line groups typically exploit vulnerable persons to deal on their behalf, which leads to a significant risk of harm to those exploited
 - b) It is common for organised crime groups to take over the house of a vulnerable drug user and coerce them to deal from that address – so called "cuckooing"
 - c) County Lines involves a significant level of violence and knife crime
 - d) It is common for missing children to be found under the control of county lines groups and often involve sexual exploitation or slavery offences
6. Police disruption and enforcement activity can result in gaps being created in the local drugs market resulting in groups establishing further county lines. County Lines typically deal heroin and cocaine and the number of County Lines operating in the county does not remain static.
7. In December 2016, Norfolk Constabulary identified significant increases in violent crime associated with drug dealing. This culminated in a murder in Norwich and led to an enforcement response titled Operation Gravity.

Operation Gravity

8. Disruption activity led by Norfolk Constabulary to target the most serious offenders involved in the dealing and the transportation of class A drugs around the county,

commenced in November 2016 as part of a multi-agency operation in connection with drug related crime in the county.

9. Operation Gravity is not only about targeting criminals who have been travelling into Norfolk from places such as London, but equally importantly is about supporting those vulnerable members of Norfolk communities who have been taken advantage of.
10. Drug dealers use a range of tactics such as violence or exploiting vulnerable individuals by taking over their homes - known as 'cuckooing'. They also use children and young people to conceal the drugs either directly or through their family. By understanding these tactics, it allows the Police to target those who have become victims of drug dealers and are being forced to assist them, whilst signposting them to any support they may need.
11. A multi-agency approach will be essential to addressing the issue long term. A number of services and organisations including children's services, adult services, Norfolk Youth Offending Team, the NHS, housing authorities, councils, landlords and drug rehabilitation services, will have a role to play.

Norfolk response

12. The Constabulary have led the Norfolk response to date through Operation Gravity which has resulted in the arrest of over 600 persons for County Line related activity.
13. Norfolk Constabulary has also funded County Lines assemblies to all year 8 pupils across the county. These were run by a drama group and highlighted the dangers associated with County Lines. Further funding is required to continue these productions.
14. Despite the significant level of enforcement activity, the threat from County Lines dealing has not reduced. There are still large numbers of vulnerable drug users who are either at risk of exploitation themselves or have habits which continue to fuel the drugs market. Norwich in particular, has a large community of overt drug users who are now making the problems associated with County Lines visible to the wider public.
15. It is clear from local and national evidence, with county lines being a nationwide issue, that enforcement will not resolve the problems of County Lines and to this end the Norfolk Community Safety Partnership, has adopted County Lines as a priority. It has recently commissioned a task and finish group to develop a county wide strategy and to take a broader approach to seeking solutions. The nationally recommended approach to County Lines suggests that a successful strategy may include the following:
 - a) Undertaking awareness raising communication about the threat of County Lines targeted to young and vulnerable people
 - b) Support / rehabilitation of drug users
 - c) A joined up policy to address the needs of offenders released into the

community with no accommodation, employment, support or rehabilitation

- d) Stronger tenancy enforcement in properties being used as a location for drugs supply
 - e) The development of an effective early intervention offer; which supports a cohort of our most vulnerable children
 - f) Work with schools to respond to potential crime risks and to provide support to excluded children
 - g) Community leaders galvanising local support for crime prevention activity and building community resilience.
 - h) A coordination hub / post to ensure the multi-agency response is joined up
16. Recent initiatives include the establishment of a multi-agency child criminal exploitation team to help reduce the number of vulnerable young people drawn into County Lines activity.

Norwich City Council response

17. The council's primary operational response to county lines is through the Anti-social Behaviour and Tenancy Enforcement (ABATE) team. The ABATE team is co-located with a team of police officers within the Norwich Operational Partnership Team (OPT), based at Bethel Street police station.
18. Working jointly with the police, Operation Gravity focuses a lot of the ABATE team's resources due to the level of risk and harm to vulnerable residents and the impact of cuckooed properties on the wider community.
19. Whilst successes are achieved with the closing down of drug operations in council tenancies and the ceasing of cuckooing activity, a new location will spring up in another part of the city.
20. Over the last 12 months, ABATE have worked with the police to issue Section 8 - Misuse of Drugs Act letters in cases of cuckooed properties, following their successful implementation in Cambridgeshire.
21. These letters are presented to residents in cuckooed properties by ABATE and police officers where County Lines activity is evidenced to be taking place. The resident is advised that police and the council are aware of the drug dealing, how they are breaking the law and the subsequent consequences if it continues. The residents are also offered support to cease activity and how they can safely provide information on those operating the County Line. This might include a move to alternative accommodation and the property temporarily secured to stop the activity.
22. This helps disrupt activity and protect vulnerable residents from violence, exploitation and unwilling cuckooing of their property. A review of the use of 'Section 8' letters will be undertaken later this year.
23. The council will also make use of the absolute ground for possession power in

suitable circumstances. This enables some respite for neighbours that have endured ongoing antisocial behaviour from County Lines activity.

24. The council's antisocial behaviour manager has provided briefings to all of the council's front line officers, to provide information on:

- What County Lines is
- What Operation Gravity is
- Indicators of county lines activity – what to look out for
- Risk to vulnerable residents
- How to report suspected county lines activity.

Information has also been provided to the council's safeguarding champions and members.

25. The use of Crimestoppers information has also been used. Crimestoppers allows the public to report issues of crime and disorder anonymously. One area of the city was targeted by officers from the council's tenancy management and area management teams, the police and ward councillors, to encourage reporting and provide reassurance that the council and police officers will not tolerate drug dealing. Information was provided on what residents should look out for and how to report anonymously any activity taking place.



Norfolk County Community Safety Partnership (NCCSP)

Community Safety Partnership Plan

2018 – 2021

Foreword

Welcome to Norfolk's Community Safety Plan. This sets out our approach to tackling crime and disorder in the county over the next 3 years, as we strive to keep Norfolk one of the safest places in the country to live, work and visit. However, we live in difficult times in a world that is becoming increasingly challenging.

Public services are under considerable pressure, with continuing austerity resulting in further reductions in funding for all agencies. Significant efficiency savings have already been made, so further cuts to services are inevitable. This is at a time when there is increasing demand for services from demographic changes, as well as the impacts of welfare reform.

In the face of these challenges, the partnership has been concentrating on key business areas where a multi-agency partnership response is required and the issues are complex and require collaboration to make an impact.

This is seen from our focus on **tackling domestic abuse** more effectively. Domestic abuse in Norfolk has societal costs approaching £100m every year, as well as the human and emotional costs on victims and their families.

These costs reflect the impact on the criminal justice system, social care, long term health consequences, homelessness and economic productivity. The true costs will be even higher if we include the longer term impact on children growing up in dysfunctional families and not achieving their potential. So there is considerable potential from focusing on prevention and early intervention, ensuring that people are able to live their lives free from abuse. To realise this ambition we are pleased to be working with national domestic abuse charity SafeLives, as a Beacon site for developing a whole family approach to tackle domestic abuse more effectively.

A new priority relates to **drug dealing**: in common with many other county areas, Norfolk has seen increasing activity from London-based drugs gangs who are exploiting vulnerable people to develop local drug markets using 'County Lines'. Significant enforcement activity has been undertaken over the last 18 months under Operation Gravity. Wider focus is needed to develop coordinated approaches across partners to reduce the threats posed.

The UK has seen several terrorist atrocities over the last year, highlighting the need for our work around the Prevent duty. The partnership is responsible for ensuring effective coordination of the actions of partners to prevent people from becoming radicalised and supporting violent extremism or terrorism, which is especially important for safeguarding the young or vulnerable from exploitation.

Our priorities provide the focus for improving our response to those threats where concerted action across partners is essential to tackling risk and reducing harm. However, partners will also continue to work together locally on other areas of community safety where our joint response is mature and part of business as usual. Our partnership meetings allow us to highlight any local issues emerging which require greater focus. **By working together we**

can strengthen our responses to meet the challenges we face.

Laura McGillivray
Chair of Norfolk County Community Safety Partnership
CEO Norwich City Council

Introduction

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

The Government has defined responsible authorities who have a duty to identify crime and disorder issues and to work in partnership to tackle the priorities agreed (see Appendix 1).

There is now widespread recognition of the role that effective joint working can play. This applies to current crime and disorder issues, as well as their underlying causes which cut across social, economic and environmental agendas.

A directly elected Police and Crime Commissioner (PCC) for each policing area has resulted in fundamental change to the crime & disorder landscape, affecting not only policing but all criminal justice agencies, local government, health services and the voluntary & community sector.

In addition to policing, the PCC has wider responsibilities around crime, including a statutory duty to commission community safety services. The PCC and the NCCSP have a duty to take account of each other's priorities. In practice this means that we will work together to ensure that activity is co-ordinated.

Local Context

Norfolk's population is predicted to increase, particularly in rural areas. Growth of the EU migrant population in urban centres is anticipated, although there are indications of slower growth following the Brexit referendum.

As the labour market continues to tighten and if migration continues to slow, there is a strong case for strengthening place marketing and inward investment in order to reach out to the people we need to attract and retain as well as the investment needed to drive productivity. Norfolk's low levels of crime and disorder will be a key selling point.

Generally, Norfolk has the oldest age related profile in the UK and this is increasing, though local variation exists, with Norwich having a younger age profile. Mental health and physical disability levels are also higher than the UK averages and are increasing, particularly in residents aged 65 and over. This all indicates an increase in the demand for services against a backdrop of reducing public sector budgets.

This is compounded by the uncertain economic situation and impact of Government welfare reforms. All public sector agencies are continuing to experience the impacts of financial austerity, with the need to transform, reduce demand and develop greater community resilience. Reductions in one agency brings the risk of knock-on effects on other agencies, so we must ensure that vulnerable people are not lost in any gaps that emerge, nor customers diverted to other organisations as unintended consequences of change.

The NCCSP has a key role to play in developing practical ways partners can work differently in localities to achieve more collectively. The ambition being to achieve:

- Greater integration of delivery across partners on the ground
- Increased prevention and reduced demand through community resilience
- Protection of the most vulnerable people.

Wider Partnership Landscape in Norfolk

The NCCSP is one of the statutory partnerships for Norfolk with a key role in ensuring that there are effective arrangements for ensuring that people in Norfolk, particularly the most vulnerable in our society, are properly protected. This role is shared with a number of other strategic partnerships:

- Norfolk Safeguarding Children Board
- Norfolk Safeguarding Adults Board
- Domestic Abuse & Sexual Violence Board
- Health & Well-being Board
- Children & Young People's Strategic Partnership
- Community Relations & Equalities Board
- Norfolk Youth Justice Board
- Rehabilitation of Offenders Board
- Multi Agency Public Protection Arrangements Board
- Strategic Mental Health & Disabilities Group

It is important for good coordination between these partnerships to ensure our approach overall is coherent, efficient and effective, that gaps are identified and duplication avoided. To assist in this, the chairs of these strategic partnerships meet together as the Norfolk Public Protection Forum (NPPF).

The statutory functions of individual partnerships and boards remain, with the NPPF providing a focus for tackling shared challenges. This helps us to ensure that cross cutting agendas affecting vulnerable people are effectively joined up and we use our resources to best effect, particularly where this falls across or between the clear remits of individual boards.

Crime and Disorder in Norfolk

For most people Norfolk is very safe, enjoying one of the lowest crime rates in the country. However, urban centres tend to have higher levels of crime and anti-social behaviour than rural areas, though fear of crime can show the opposite. Deprivation is also linked with higher crime rates and a range of other social, economic and health inequalities, requiring concerted efforts to improve the quality of life in these communities.

Overall, crime reported to the police for 2016/17 increased by nearly 6% in Norfolk, against a national increase of 10%. However, the Crime Survey for England & Wales which asks for people's actual experience of crime over the last 12 months shows a continuing reducing trend, with a 7% drop.

The Strategic Assessment of crime and disorder in Norfolk indicates that the nature of crime and therefore vulnerability is changing. It identifies that understanding the interplay between criminality and the socio-economic factors which influence behaviour and vulnerability is crucial:

- Crime rates are now rising across the board having been historically low in some categories; violent crime is rising, attributed to more accurate recording of crime
- Sexual crime is also rising with greater social awareness of previously hidden, often historic offences

- The highest threats are identified as areas of crime that are more hidden to policing, including child sexual exploitation, domestic abuse, drug supply, 'honour' based abuse, modern slavery, serious sex offences and stalking.

Norfolk's Strategic Assessment & Priorities

Our approach is informed from an annual Strategic Assessment of crime and disorder issues in Norfolk. This combines police and partner data with professional knowledge from other stakeholders which is used to inform decision making in determining community safety priorities for the coming year.

Appendix 2 shows the priorities highlighted by the Strategic Assessment and how they will be taken forward. This results in the following priorities for the NCCSP:

- Domestic abuse & sexual offences
- Prevent duty – Safeguarding against the risks of radicalisation.
- Drug supply / County Lines

Delivering Our Priorities

To ensure that we are working effectively as a partnership, we need to make sure that we are adding value to the cross cutting priorities identified that require concerted action.

The following approach is used to determine and deliver our programme:

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

A summary of each priority and our objectives is shown on the following pages.

Domestic abuse & sexual offences	
Sponsor Agency: Public Health	Lead Officer: Louise Smith, Dir of Public Health
<p><i>Why is this a Priority?</i></p> <p>Domestic Abuse (DA) is still a largely under-reported crime. The estimated cost to society in Norfolk is around £100 million p.a.</p> <ul style="list-style-type: none"> • Nationally it affects around 1 in 4 women during their life, with repeat incidents often becoming more serious. 2 women are killed each week by their partner or ex-partner. • Major public health concern due to the long-term health consequences for victims, and for their children who witness the overt violence and coercion. Recognised as one of the ten Adverse Childhood Experiences (ACEs); resilience building is essential for children to mitigate the negative effects adversity has on physical, mental and behavioural outcomes • Domestic abuse is a central issue in child protection, and is a factor in the family backgrounds in two thirds of serious case reviews where a child has died. • Mental health, substance misuse and domestic abuse are known as the ‘toxic trio’. All three of the ‘toxic trio’ are present in around a third of serious case reviews where a child has died. • The Home Office requires CSPs to conduct independent Domestic Homicide Reviews (DHRs) so that response within and between agencies can be improved. Since 2012 we have undertaken eight DHRs. • An estimated 80% of Norfolk’s ‘troubled families’ have been in contact with the police or the NHS in relation to domestic abuse. • Children who face or witness family violence in the home are significantly more likely to commit other crimes in later life – including a dramatic increase in risk of committing sexual assault and perpetrating violence. We also know these children have a higher likelihood of being involved in violence crime. • Establishing healthy relationships between young people within the school setting is crucial to reducing long term demand on services. 	
<p><i>What was Achieved 2015/18</i></p> <p>Partnership activity is coordinated by the Domestic Abuse & Sexual Violence Board, which is a sub-group of NCCSP. This builds on Norfolk’s Domestic Abuse Change Programme which aims for prevention or early intervention, building a non-acceptance culture across agencies and the public to better protect individuals. Summary of progress in key areas as follows:</p> <p><u>Domestic Homicide Reviews (DHRs)</u></p> <ul style="list-style-type: none"> • The NCCSP chair has a statutory responsibility to ensure an independently chaired multiagency review is conducted for any deaths in Norfolk where DA is implicated, in order to learn lessons for practice across the system • 5 DHRs have been completed since 2015 and published following Home Office review. Actions have been identified from the recommendations are being implemented, and highlight the importance of improving awareness of DA, earlier intervention and effective joint working. <p><u>Domestic Abuse Change Coordinators</u></p> <ul style="list-style-type: none"> • 3 staff funded by Children’s Services, Public Health and the Police and Crime Commissioner (PCC), based in the Early Help Hubs across Norfolk. • Specialist DA support provided to partners and community across Early Help hubs, developing and supporting a network of DA Champions. Over 1,000 staff have been trained and supported to improve awareness, confidence and engagement with domestic abuse and how this impacts on services 	

- Champions trained across a wide range of agencies, including health, social care, housing, voluntary agencies, district councils, mental health, disability services. This has achieved real gains in how we recognise, routinely enquire and respond to DA in Norfolk
- Successful bid to the Home Office continued funding until 2020, focusing on health and education; the importance of improving staff awareness of DA in these universal services and developing their confidence to respond effectively has been borne out by our DHR learning.

Communications & Campaigns

- This is a crucial element of building a non-acceptance culture to DA, with NCCSP partners contributing to campaign costs
- Campaign run to raise awareness, encouraging people to seek help to enable them to leave abusive relationships safely. Planning underway for raising awareness of abusive behaviours and the help available

Beacon Project

- NCCSP entered a 5 year project with national DA charity SafeLives, complementing Norfolk's DA Change Programme to develop and pilot a model response to safeguarding and domestic abuse, with the aim of assisting all families, including those without children and older adults, to become safe more quickly, and stay safe in the long-term
- Norfolk County Council, Norwich City Council, Norfolk Police and the PCC all agreed to contribute towards the resourcing of pilot interventions under the Connect Model. This is a whole family approach to tackling DA which will be piloted in Norwich from Summer 2018.

Objectives for 2018-2021

- 1. Partnership** – Commission joined up services that raise awareness of DA and support victims, putting DA at the top of everyone's agenda
 - Work in partnership to commission services in a joined up way
 - Promote awareness through comprehensive and consistent safeguarding messages within communications and campaigns
- 2. Prevention** – A skilled workforce confident and competent at encouraging and responding effectively to disclosure from victims and perpetrators
 - Front-line professionals (especially those in universal services) are able to spot the signs of DA and respond appropriately
 - Perpetrators are prevented and deterred from causing physical and emotional harm
 - All young people have healthy relationship education, and age appropriate support services
- 3. Provision** – Services offer early help which reduces risk and improves safety and health outcomes of all affected by DA
 - Victims (adults and children) experiencing DA feel and are safe
 - Victims (adults and children) are able to recover and live healthier lives, free from abuse.
- 4. Performance** – Drive consistency and better performance across all local areas
 - Monitor performance to ensure effective and efficient use of resources which meets local trends and service user needs.
 - Have service user views and experiences at the heart of service design and development

Targets

- An updated DA Strategy for 2018/21 reflecting changing landscape of DA in Norfolk is due to be published Summer 2018. This will identify further targets.

Preventing Extremism & Radicalisation	
Sponsor Agency: Norfolk County Council	Lead Officer: Sue Smith, Children's Services
<p>Why is this a Priority?</p> <ul style="list-style-type: none"> • The UK faces a severe and continuing threat from terrorism • The Government introduced the <i>Prevent</i> duty in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism • Several terrorist atrocities have taken place in the UK in 2017 • While Norfolk is a low risk area, threats exist from the extremist ideologies of both Muslim and Far Right groups • Greater awareness is needed to be able to spot the signs of radicalisation, and knowing how to raise any concerns, particularly in ensuring that children & young people as well as others vulnerable to exploitation are effectively safeguarded. 	
<p>What was Achieved in 2015/18</p> <ul style="list-style-type: none"> • Countywide response to Prevent duty developed including strategy, training competency and coordinated action planning • Multi-agency Channel panel established, chaired by Children's Services. This meets regularly to review any referrals – for both young people and adults – considered to be at risk of being adversely influenced or radicalised by any extremist group or ideology. Appropriate support packages developed to address risks and meet individual needs, with monitoring of effectiveness. • Annual Counter Terrorism Local Profile (CTLP) briefings held for NCCSP, safeguarding and Prevent leads from agencies, and lead councillors 	
<p>Objectives for 2018/21</p> <ol style="list-style-type: none"> 1. Establish multi-agency Prevent Delivery Group to drive the Prevent agenda, reporting to CCSP 2. Embed Dovetail¹ into the Norfolk approach to Prevent 3. Improve engagement and communication with communities across Norfolk in relation to Prevent 	
<p>Targets</p> <ul style="list-style-type: none"> • Partners across the county can evidence a clear understanding of local risk (evidenced in action plans) • Improved quality of referrals across the county evidenced by a reduction in number of cases returned to referrer with no action required • Dovetail transition completed and coordinated with other safeguarding procedures • Implementation of Prevent communications strategy • Evidence of understanding and appreciation of Prevent within local communities 	

¹ Dovetail is the Government's plan for transferring the support and coordination of Prevent referrals from the police to local authorities

County Lines	
Sponsor Agency: Norfolk County Council	Lead Officer: Cal Crewdson, Head of Youth Offending Service, Children's Services
<p><i>Why is this a Priority?</i></p> <ul style="list-style-type: none"> • London drugs gangs operate into <i>county</i> areas through dedicated mobile phone <i>lines</i> for the supply of drugs, exploiting new markets more easily than within their home area • The County Lines business model specifically recruits children and vulnerable adults in Norfolk. • The County Lines methodology relies upon the use of high levels of violence to maintain its market share and coerce its workforce. • The gang culture prevalent in large urban areas does not exist in Norfolk; however, County Lines drug dealing presents a real risk of urban gangs becoming established in Norfolk. • County Lines is a major, cross-cutting issue involving drugs, violence, gangs, safeguarding, criminal and sexual exploitation, modern slavery and missing persons • The government is committed to reducing the risk of criminalisation and exploitation of children and vulnerable adults, as highlighted by the recent national Serious Violence Strategy • The solution to County Lines is cross cutting and requires the coordinated efforts of a wide range of partners to reduce the threats posed. 	
<p><i>What was Achieved in 2015/18</i></p> <ul style="list-style-type: none"> • Delivery of County Lines briefings to partners – high level commitment from senior officers to tackle this issue • Police lead on single Media strategy for all partners; successful Op Gravity media campaign • Resources focused on building the intelligence picture of the threat to inform police enforcement operations – several hundred arrests • Police commitment to recruit 6 new staff to reduce the criminal exploitation of children, focusing on the Pupil Referral Unit and primary schools • Delivery of County Lines play to all year 8 students to raise awareness • Single triage process via MASH • Partnership working between police and trading standards on test purchase operations; 3 shops sold knives to children • Norfolk YOT signal their intention to develop a multi-agency criminal exploitation team in 2018 with the recruitment of a lead manager and identified practitioners • Expansion of the Child Sexual Exploitation Sub Group to the Child Criminal Exploitation Sub Group in recognition of the impact of County Lines activity. 	
<p><i>Objectives for 2018/21</i></p> <ol style="list-style-type: none"> 1. Deliver the Business Plan for the County Lines Strategy 2. Divert young people at risk and raise awareness of Child Criminal Exploitation (CCE) 3. Identify, divert and safeguard victims of CCE 4. Identify and monitor vulnerable locations across Norfolk 5. Empower those affected by criminal exploitation by supporting them to identify strategies to exit and withdraw safely 6. Disrupt perpetrators and bring them to justice using modern day slavery and trafficking legislation 	
<p><i>Targets</i></p> <p>Under development</p>	

Appendix 1

Statutory Requirements for Community Safety Partnerships

The statutory Responsible Authorities² have a duty to work together to:

- reduce reoffending
- tackle crime and disorder
- tackle anti-social behaviour (ASB)
- tackle alcohol and substance misuse, and
- tackle any other behaviour which has a negative effect on the local environment.

This duty is underpinned by a requirement on Responsible Authorities to:

- form a Community Safety Partnership (CSP)
- undertake an annual strategic assessment of the crime and disorder in the area
- determine priorities
- consult with the public on the priorities identified
- draw up and publish a partnership plan, revised annually

In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities to ensure delivery:

- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
- Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
- at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
- protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
- certain defined sets of depersonalised information must be shared quarterly

Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities.

Wider partners also participate in the NCCSP, including:

- Police & Crime Commissioner
- Youth Offending Team
- Trading Standards
- Victim Support
- Housing Registered Providers senior representative.

² Crime & Disorder Act 1998 defines Responsible Authorities as Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups

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

Appendix 2

Strategic Assessment 2017

Issues Identified and Delivery Leads

Strategic Assessment – Key Risks Identified	Partnership / Agency Delivery Lead
<i>Domestic Abuse, Serious Sexual Offences, Stalking, Honour-based Abuse</i>	NCCSP
<i>Drug Supply / County Lines</i>	NCCSP
Children at risk of sexual exploitation or abuse	Safeguarding Children’s Board
Personal Robbery	Police
Violence with Injury	Police
Modern Slavery	Police / Safeguarding Adults Board
Killed & Serious Injured on the Roads	Safety Camera Partnership

N.B. while the Strategic Assessment identifies threats from crimes and issues that have the most destructive long-term effects, the NCCSP needs to take account of the statutory requirement for the local Community Safety Partnership to oversee coordination of the **Prevent** duty for their local area. While Norfolk is assessed as low risk, we need to ensure that children & young people as well as others vulnerable to exploitation are effectively safeguarded.

Therefore, **Preventing Extremism & Radicalisation** is also included as a priority for NCCSP for 2018/21.

