

**ORIGINATOR:** Vicky Day

**DECISION NO.** 54/2021

**REASON FOR SUBMISSION:** For Decision

**SUBMITTED TO:** Police and Crime Commissioner for Norfolk

**SUBJECT:** Strategic Needs Assessment – additional User Voice Exercise

**SUMMARY:**

The purpose of Norfolk's needs assessment is to inform OPCCN commissioning intentions, future system-based work and policies and strategies around offending prevention and management in Norfolk. Information will provide a baseline understanding of offending prevention and management needs, trends and potential changes in the future. Key audiences for this work include the OPCCN, Norfolk Constabulary, local government, HMIC, community safety partnerships and local criminal justice and reducing offending boards and those audiences identified as below.

The aims of the assessment are:

- To assess current and future needs of offending prevention and management across Norfolk in both rural and urban localities, focusing on the wider system impact and demand.
- To carry out an evidence-based options appraisal improving current and future systems approaches to offending and re-offending.

Preliminary findings to Norfolk's Reducing Offending Board identified a need to further understand the effectiveness of current offender prevention and management provision by including the perspective of those from marginalised groups with "lived experience" of the system.

A total of £1,200 will be provided to The Centre for Public Innovation to deliver this additional piece of work to help inform Norfolk's strategic needs assessment.

The Centre for Public Innovation is a Community Interest Company that provides research, training, support and advice in the fields of health, social care, criminal justice and community development. Their mission is to improve the outcomes of service users, with a particular emphasis on the most disadvantaged.

**RECOMMENDATION:**

It is recommended that the PCC for Norfolk supports the allocation of funding to The Centre for Public Innovation to allow for the commissioning of this additional piece of work to help inform Norfolk's Strategic Needs Assessment, the outcome of which will inform future OPCCN Commissioning Intentions.

**OUTCOME/APPROVAL BY:** ~~PCC/CHIEF EXECUTIVE/CHIEF FINANCE OFFICER~~ (Delete as appropriate)

*The recommendations as outlined above are approved.*

**Signature**



**Date: 21/12/2021**

## DETAIL OF THE SUBMISSION

### 1. OBJECTIVE:

- 1.1 The purpose of Norfolk's needs assessment is to inform OPCCN commissioning intentions, future system-based work and policies and strategies around offending prevention and management in Norfolk. Information will provide a baseline understanding of offending prevention and management needs, trends and potential changes in the future. Key audiences for this work include the OPCCN, Norfolk Constabulary, local government, HMIC, community safety partnerships and local criminal justice and reducing offending boards and those audiences identified as per the terms of reference.

### 2. BACKGROUND:

- 2.1 The current OPCCN led Norfolk Strategic Framework for Reducing Offending has two key aims:

1. Promoting timely interventions across agencies in Norfolk to reduce the risk of people becoming involved in offending behaviour; and
2. Ensuring that where people do offend, they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

In support of the delivery of these aims, the Framework sets out several key deliverables and supporting actions for the attention of agencies. One of these key deliverables includes taking forward a programme of work (strategic needs assessment) with partners to review the effectiveness of the new Prison and Probation reforms, taking account of recommendations from recent HMIP Inspections with the aim of improving the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.

In August 2021, the Policing Minister confirmed the launch of Part Two of the Government's review into the role of Police and Crime Commissioners. The PCC review is part of the Government's manifesto commitment to strengthen the accountability of PCCs and expand their role. Offender management and reducing offending forms part of this review given that PCCs play an important role in commissioning reducing reoffending services alongside local partners such as probation.

- 2.2 The key aims of Norfolk's need's assessment are:

- To assess current and future needs of offending prevention and management across Norfolk, focusing on the wider system impact and demand
- Mapping, accessibility and gap analysis of offending prevention and management services across Norfolk
- To carry out an evidence-based options appraisal improving current and future systems approaches to offending and re-offending

### 2.3 Audience includes:

- OPCCN
- Policing Minister
- Victims Commissioner
- Ministry of Justice
- Home Office
- Norfolk Constabulary
- LA authority partners including the Community Safety Partnerships, Public Health
- HMIC
- Department for Work and Pensions
- Norfolk Public Health
- Norfolk Youth Offending Teams
- NHS England – Justice
- CLINKS
- Healthwatch
- Norfolk's Safeguarding Boards
- Delivery groups for key areas
- Wider Criminal Justice System partners to include Courts, Probation and Prisons
- Wider Regional Partnership Forum members
- Wider County Reducing Offending Board members
- Norfolk Strategic Housing Partnership
- Norfolk's Voluntary Sector Forum
- Norfolk Office of Data Analytics
- Wider Women in the Criminal Justice System Strategy Group members

### 2.4 Areas for Consideration include:

- Previous and current Strategic Needs Assessments:
  - Victims and Offender Needs Assessments
  - Violence Against Women and Girls (VAWG) Needs Assessment (to incorporate Males too)
  - Domestic Abuse Needs Assessment
  - Drugs and Alcohol Needs Assessment
  - Norfolk Area Offender Study
  - Community Safety Strategic Risk Assessments
- Demand Workstream (Norfolk Constabulary)
- Overarching Community Safety/Criminal Justice county aspirations for the future
- Overarching management of offending strategy (Norfolk Constabulary)
- Results from Local HMPPS, HMIC Inspections
- Results from Thematic Review – Transition to the Adult Estate

### 2.5 Scope includes:

#### **A. Assessment of current system needs of offending prevention and management and in Norfolk**

- Understanding the various levels of vulnerability to offending, antisocial behaviour, offending and use of the criminal justice system and wider system services in Norfolk, evaluating high service users across the system and impact on demand.
- Understanding any changes over time in offending, reoffending, prolific offenders and crime rates.

- Comparing offending in Norfolk to other similar areas in terms of offending and crime rates
- B. Current mapping and gap analysis of services for offending prevention and management in Norfolk**
- Services and their use at different levels across the system and potential overlap
  - Variation in access to services
  - Stakeholder views on service overlap, service gaps and service conflicts
- C. Future modelling of offending, offenders and associated system demands in Norfolk based on some factors highlighted in overarching community safety/Criminal Justice/reducing offending board and county aspirations for the future**
- D. Evidence-based options appraisal for improving current and future systems approaches to offending and re-offending.**
- E. Examine local strategies to ascertain if they are making a difference for example Project ADDER.**

## 2.6 Out of scope

- All offending types and complex needs will be included; however, work will not focus in detail on domestic abuse or victims needs unless part of the context of offending or complex offenders to avoid duplication
- Specific categories of incidents that are not related to wider system impacts of offending e.g. road related incidents.

## 2.7 Methodology

- Quantitative data analysis. Primary data analysis to focus on Norfolk and long-term trends. Where possible data will also be presented at a local district sub level.
- Qualitative data analysis: Stakeholder viewpoints to include experts by experience and professionals across all sectors.

## 2.8 Preliminary Findings

Preliminary findings of the report were taken to Norfolk's Reducing Offending Board in December 2021. The Board identified a need to further understand the effectiveness of current offender prevention and management provision by including the perspective of those from marginalised groups with "lived experience" of the system.

## **3. AREAS FOR CONSIDERATION:**

3.1 Findings and final report will be taken to the following groups and relevant delivery groups for discussion, dissemination and action as necessary.

Norfolk County Community Partnership and for members to disseminate final report to respective CSPs and action as necessary  
Countywide Reducing Offending Board  
Health and Wellbeing Board  
Regional Partnership Forum  
Local Criminal Justice Board  
Norfolk Strategic Housing Partnership  
ADDER Board  
Norfolk Youth Offending Board  
Norfolk's Safeguarding Boards  
CLINKS  
Norfolk New Anglia LEP  
Norfolk's Voluntary Sector Forum

#### **4. OTHER OPTIONS CONSIDERED:**

- 4.1 Not funding this additional piece of work – this option has been rejected due to:
- The key aims as outlined in the OPCCN's led Norfolk Strategic Framework for Reducing Offending
  - The strategic priorities as outlined in the terms of reference for the wider strategic need's assessment work

#### **5. STRATEGIC AIMS/OBJECTIVE SUPPORTED:**

- 5.1 This project supports the PCC's Police and Crime Plan and the strategic aims of prevention of offending and to support victims and reduce vulnerability.

#### **6. FINANCIAL AND OTHER RESOURCE IMPLICATIONS:**

- 6.1 A total of £1,200, will be provided over the financial year 2021/2022.

#### **7. OTHER IMPLICATIONS AND RISKS:**

- 7.1 None

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	<b>No</b>
Has the PCC's Chief Finance Officer been consulted?	<b>YES</b>
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	<b>YES</b>
Have human resource implications been considered?	<b>YES</b>
Is the recommendation consistent with the objectives in the Police and Crime Plan?	<b>YES</b>
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	<b>YES</b>
Has communications advice been sought on areas of likely media interest and how they might be managed?	<b>YES</b>
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	<b>YES</b>
<p data-bbox="204 1384 788 1420"><b>Is this report a Confidential Decision?</b></p> <div style="display: flex; justify-content: flex-end; gap: 20px;"> <input data-bbox="1066 1402 1187 1473" type="checkbox"/> <input checked="" data-bbox="1259 1402 1380 1473" type="checkbox"/> <b>NO</b> </div> <p data-bbox="204 1496 1430 1532">If Yes, please state reasons below having referred to the <a href="#">PCC Decision Making Policy</a></p>	

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to the PCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.



**Signature:**

**Date: 21/12/2021**

**Chief Finance Officer (Section 151 Officer)**

I certify that:

- a) there are no financial consequences as a result of this decision,  
OR
- b) the costs identified in this report can be met from existing revenue or capital budgets,  
OR
- c) the costs identified in this report can be financed from reserves  
AND
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

**Signature:**



**Date: 21/12/2021**

**PUBLIC ACCESS TO INFORMATION:** *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*