

**Subject: Women Offenders in Norfolk Diversion and Rehabilitation (WONDER) Plus Project**

**Originator:** Commissioning Officer

**Decision no.** 08/2026

**Reason for submission:** For Decision

**Submitted to:** Sarah Taylor - Police and Crime Commissioner for Norfolk

**Summary:**

1. The WONDER Plus Project has been running in Norfolk and delivered by St Giles Trust under the current Grant Agreement since 1 March 2018.
2. The WONDER Plus Project uses a whole system approach to rehabilitate female offenders and support women at risk of offending. It focuses on prevention of offending and imprisonment using the nine pathways to reducing re-offending for women model. The service is diversionary in approach, targeting interventions for qualifying female offenders and women at risk of entering the Criminal Justice System. Referrals into the service include women given a conditional caution and women who voluntarily self-refer to the scheme.
3. The WONDER Plus Project uses a community based holistic system – delivering gender specific assessments, referrals and support to meet the complex needs of this vulnerable client group.
4. This Decision Notice is to award St Giles Trust a continuation of funding for two financial years 1 April 2026 – 31 March 2028.

**Recommendation:**

It is recommended that the Police and Crime Commissioner (PCC) supports this Decision Notice for the extension of the WONDER Plus Project delivered by St Giles Trust for a further two years from 1 April 2026 to 31 March 2028.

**Outcome/approval by:** Police and Crime Commissioner – Sarah Taylor

The recommendations as outlined above are approved.

**Signature:**

A handwritten signature in black ink that reads "Sarah Taylor". The signature is written in a cursive style with a large initial 'S' and a long horizontal stroke at the end.

**Date:** 27/02/2026

## Detail of the submission

### 1. Objective:

- 1.1 The WONDER Plus Project supports women in Norfolk by way of a whole system approach to rehabilitate female offenders and support women at risk of offending.
- 1.2 This Decision Notice is to extend funding made to the St Giles Trust for the continuation of the WONDER Plus Project for two financial years from 1 April 2026 to 31 March 2028.

### 2. Background:

- 2.1 The WONDER Plus Project uses a whole system approach to rehabilitating female offenders and supporting women at risk of offending, originally funded by the Ministry of Justice, the Office of the Police and Crime Commissioner, Norfolk County Council Public Health and the Norfolk and Suffolk Community Rehabilitation Company (NSCRC).
- 2.2 The model for 2026-27 will be funded by the Office of the Police and Crime Commissioner Norfolk and Norfolk County Council/Public Health. The model for 2027-28 will be funded by the Office of Police and Crime Commissioner Norfolk.
- 2.3 The model will include:
  - 4 x Link Workers and 1 x Senior Link Worker for period 1 April 2026 to 31 March 2027.
  - 2 x Link Workers and 1 x Senior Link Worker for period 1 April 2027 to 31 March 2028.
- 2.4 The Project will deliver a community based holistic service – providing gender specific assessments, referrals and support to meet the needs of this vulnerable client group.
- 2.5 The service targets all women who meet the following criteria:
  - Are aged 18 years or over and residing in the Norfolk local authority area, or of no fixed abode, presenting in Norfolk and;
  - Have been detained or attended by appointment at a Police Investigation Centre (PIC) located in one of following locations - Wymondham, Kings Lynn, Aylsham, Great Yarmouth, Bury St Edmunds, or;
  - Are engaging with Operational Policing Teams and/or agencies based in Early Help Hubs across the county, or;
  - Are receiving support from another statutory or voluntary agency but requiring more specialist support in relation to offending behaviour or engagement with the criminal justice system.

### **3. Areas for consideration:**

3.1 The existing partnership arrangement with Norfolk County Council/Public Health has been extended – it has been confirmed that Public Health will continue to contribute to funding for the period 1 April 2026 to 31 March 2027 as laid out in section 6 of this Decision Notice.

### **4. Other options considered:**

4.1 Not to fund the WONDER Plus Project – if this happens there will be no diversionary approach (whereby women given a conditional caution or other women who voluntarily self-refer to the scheme) of offering targeted interventions for qualifying female offenders and women at risk of entering the Criminal Justice System in Norfolk; this option was rejected.

4.2 To reduce staffing and cover for the service; this option was rejected for the period 2026-27 as reducing the staffing would

- Reduce the reach to the women in need of service in Norfolk
- Reduce Senior Worker presence – this would reduce oversight and capacity for effective risk management of complex cases across the service
- Cutting the staffing from 1 April 2026 would cause disruption to the existing service delivery impacting women already receiving services, and women currently referred into the service.

4.3. To retain the model of 4 x Link Workers and 1 x Senior Lead Worker for the period 2026-27 – with reduction in service from 1 April 2027 to 31 March 2028. This option was the preferred option allowing for continuation of service for women already receiving or referred into the service whilst enabling the service provider to plan for potential reduction in funding from 1 April 2027.

### **5. Strategic aims/objective supported:**

5.1 The PCC has a statutory obligation to set out Police and Crime objectives through the Police, Crime and Community Safety Plan 2025-29. The PCC's three priorities fall into the following categories:

- Preventing Crime.
- Cohesive Communities.
- Reducing Harm.

5.2 The WONDER Plus Project supports two of these priorities

- Preventing Crime.
- Reducing Harm.

## 6. Financial and other resource implications:

6.1 The total cost of funding to extend the WONDER Plus Project with for the two-year period is £487,969.

6.2 The breakdown of funding is as follows:

<b>Budget</b>	<b>2026/27</b>	<b>2027/28</b>	<b>TOTAL</b>
OPCCN Commissioning Budget	£243,766	£199,202	£442,968
Norfolk County Council – Public Health Project ADDER contribution	£45,000	Nil	£45,000
<b>TOTAL</b>	<b>£288,766</b>	<b>£199,202</b>	<b>£487,968</b>

## 7. Carbon Emissions and Other Environmental Implications:

### Carbon Emissions

7.1 The estimated impact on our carbon emissions that must be reported under current statute from this proposal is:

Emission Categories:	Increase in tCO2	Saving in tCO2
Scope 1 – Fuel – Building Heating	0	0
Scope 1 – Fuel – Transport	0	0
Scope 2 – Electricity	0	0

### Environmental Implications

7.2 No material implications

## 8. Other implications and risks:

8.1 There are no unforeseen implications or risks that have been seen at this time.

8.2 The Office of the Police and Crime Commissioner for Norfolk has assessed the eligibility of St Giles Trust and the appropriate due diligence checks have been completed.

<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>
Have sustainability and environmental factors been considered? (e.g. biodiversity, employee commuting, business travel, waste and recycling, water, air quality, food and catering and estates construction)	<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>

**Is this report a Confidential Decision?**

**NO**

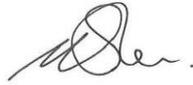
If Yes, please state reasons below having referred to the [PCC Decision Making Policy](#)

**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: 26/02/26

## 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: 25/02/2026

**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.