

Police and Crime Plan for Norfolk 2016-2020 – performance monitoring

Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which the election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
 - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
 - Crime and disorder reduction in Norfolk
 - Policing within Norfolk
 - How Norfolk Constabulary will discharge its national functions.
 - b) The policing that the Chief Constable will provide;
 - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
 - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
 - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local

need. Any variations should be reviewed by the Panel.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the Plan, since its publication in March 2017.
- 2.2. At the Panel's 10 September 2018 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3. Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 1: Increase visible policing (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 10 April 2019).
 - b) Priority 4: Prevent offending (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 19 June 2018).
- 2.4. In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

- 3.1. The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 3.2. After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 1: Increase visible policing

- a) The impact of implementing the Norfolk 2020 policing model on the PCC's commitment to maintain a strong police presence across Norfolk.
- b) Whether the number of volunteers in policing has increased, and the associated risks and benefits to local communities.
- c) How the PCC's Early Intervention Fund has been used to support initiatives to increase volunteering.
- d) The impact of community volunteering schemes (such as SpeedWatch and HomeWatch).
- e) Whether the public are using the full range of opportunities to engage

with the PCC and police, and how those interactions are influencing the PCC.

- f) Progress with developing positive relationships between local communities and the police, in particular with young people, and the impact this is having upon organised crime and those at risk of exploitation and harm.
- g) How the PCC is addressing the downward trend in the percentage of people who agree that the police deal with community priorities.
- h) Whether any new or emerging concerns are being raised by local communities.
- i) Whether Norfolk's communities are expressing more confidence in the police and are less fearful of crime.
- j) The PCC's response to the Panel's recommendation that the description of this metric might be changed, to focus attention on the delivery of an efficient and effective police service. This recommendation was made following the Panel's review of the PCC's 2017-18 Annual Report.

Priority 4: Prevent offending

- a) How the PCC is leading a multi-agency approach to tackling all forms of violence and abuse, including:
 - The development of an improved Norfolk response to child sexual exploitation.
 - Progress with the multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: developing a regional approach to tackling organised crime groups operating in Norfolk, implementing initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio, working with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect, and working with the Norfolk Safeguarding Adults Board.
- b) How the PCC is leading a multi-agency approach to reducing the number of domestic abuse incidents, including:
 - Progress with outcomes from the domestic abuse symposium.
 - Progress with the review of domestic abuse perpetrator programmes.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including its contribution to development of an enhanced service for victims of domestic abuse.
- c) The PCC's response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) update report on the police

response to domestic abuse.

The review found continued improvement in how the police identify, respond to and support victims of domestic abuse; it acknowledged that improvements are all the more impressive, given the increases seen in recorded levels of domestic abuse and the demand this was placing on forces. HMI Zoë Billingham said: “But there is still some room for improvement in the speed in which officers attend domestic abuse incidents. In some cases, we found that delays were impeding effective investigations and potentially putting victims of domestic abuse at serious risk of harm.

“And I’m troubled that we found the number of arrests for domestic abuse-related crimes fell in 23 forces, despite the overall number of these offences increasing, often substantially. Forces need to be able to explain why this is happening, and ensure they are taking positive action to protect victims.

“I’m also concerned that changes to the use of pre-charge bail could be making it easier for perpetrators to return to the abusive relationship, with more being released under investigation and not having bail conditions set, exposing victims to further potential harm. This is something we’re looking closely at in the inspections we’re carrying out now and will report on later this year.”

The report, published on 26 February 2019, can be viewed here: <https://www.justiceinspectors.gov.uk/hmicfrs/publications/the-police-response-to-domestic-abuse-an-update-report/>

The Association of Police and Crime Commissioners (APCC) has published a response, which says that while police forces are now better equipped to protect victims of domestic abuse and help bring perpetrators to justice, there is clearly more to be done. The response can be viewed here: <http://www.apccs.police.uk/latest-news/apcc-response-to-hmicfrs-publication-the-police-response-to-victims-of-domestic-abuse-an-update-report/>

- d) How the PCC is working in partnership to tackle anti-social behaviour, including:
- The ongoing impact of a graffiti wall to engage young people in positive activities.
 - Any issues arising from the Constabulary’s contribution to this strategic objective, including the development of initiatives in conjunction with OPCCN’s Early Intervention Fund.
- e) How the PCC is leading a multi-agency approach to reduce overall levels of reoffending by addressing the underlying causes through collaboration and new innovative approaches, including:
- Achievements arising from the development of an OPCCN criminal justice strategy.
 - Implementation of an OPCCN ‘prevention of offending’ strategy, and

- the priorities and deliverables identified in the partnership framework.
 - Ongoing impact of the Gateway to Employment campaign, the Rescue Rehab programme, the Community Chaplaincy scheme and Court Mentor scheme.
 - The PCC's response to the Panel's recommendation that the PCC provides further information within his report and future performance monitoring, to demonstrate the effectiveness of the Gateway to Employment scheme, including: how many individuals were supported by the scheme, how many are now in full employment, and how many have re-offended. This was made following the Panel's review of the PCC's 2017-18 Annual Report.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: the development of the 180 Degree Scheme, implementation of a new approach to managing registered sex offenders across local policing and supporting the introduction of the WONDER project.
- f) The PCC's contribution to ensuring that the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people continue to fall.
- g) How the PCC is challenging the Constabulary's performance in respect of the rising number of crimes during the last 12 months, both in respect of complex crime types and lower level volume crime.
- h) The PCC's response to the ongoing national focus on tackling serious violence and any opportunities arising from the additional funding outlined in the Chancellor's Spring Statement, alongside a commitment to developing a multi-agency approach to preventing knife crime and proposals to introduce a public health duty.
- i) The PCC's response to the recent report by the Chief Inspector of Probation, which says the current model for the delivery of probation services in England and Wales is irredeemably flawed, and a major rethink is needed to create a system that is fit for the future.

The Chief Inspector of Probation's report, published on 28 March 2019, can be viewed here:

<https://www.justiceinspectorates.gov.uk/hmiprobation/media/press-releases/2019/03/reportofthechiefinspectorofprobation/>

APCC has published a response, which says PCCs will continue to make the case for how they can play a key role in delivering new arrangements for probation services locally. The response can be viewed here:

<http://www.apccs.police.uk/latest-news/apcc-response-to-the-report-of-the-chief-inspector-of-probation/>

- j) The PCC's response to the recent report by HMICFRS on the police response to fraud. The report calls on the police service to make a

choice. Either continue with the current inconsistent approach, which puts members of the public at a high risk of becoming victims of crime or look at ways to improve that will start to make a difference. HMI Matt Parr said: “The recommendations in this report highlight the areas where police forces and other organisations need to improve. In particular, there needs to be stronger strategic leadership to tackle fraud. Without that leadership the current situation will continue, with fraudsters feeling like they can act with impunity and victims feeling confused and disillusioned. This has to change.”


The report, published on 2 April 2019, can be viewed here: <https://www.justiceinspectors.gov.uk/hmicfrs/publications/an-inspection-of-the-police-response-to-fraud/>

APCC has published a response, which says PCCs know the impact that being a victim of fraud can have, both emotionally as well as financially, and that the HMICFRS report highlights that a much more joined-up approach is needed to best tackle what is an evolving threat. The response can be viewed here: <http://www.apccs.police.uk/latest-news/apcc-response-to-hmicfrs-report-fraud-time-to-choose/>

4. Action

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

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Office of the Police and Crime Commissioner

Norfolk Police and Crime Plan 2016-2020

Performance Monitoring Report

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

1. Background

1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under review.

2. Norfolk Police and Crime priorities

2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:

- *Increase visible policing*
 - Increase the number of volunteers in policing
 - Increase opportunities for the public to engage with the police and the PCC
 - Bring the community, including importantly young people, and the police together to develop more positive relationships
 - Give people an opportunity to influence policing priorities where they live
 - Increase public confidence and reduce fear of being a victim of crime
- *Support rural communities*
 - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
 - Increase confidence of rural communities
 - Increase levels of crime reporting in rural communities
- *Improve road safety*
 - Tackle dangerous driving through education and enforcement
 - Reduce speeding in rural villages and communities
 - Reduce killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

- *Prevent offending*
 - Tackle all forms of violence and abuse
 - Reduce the number of domestic abuse incidents
 - Continue to work in partnership to tackle anti-social behaviour
 - Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
 - Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people

 - *Support victims and reduce vulnerability*
 - Work to improve the overall experiences and outcomes for victims and witnesses
 - Work in partnership to make those at risk less vulnerable to victimisation
 - Work in partnership to deliver the most appropriate response to those in mental health crisis
 - Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
 - Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime

 - *Deliver a modern and innovative service*
 - Support the police by giving them the tools they need to fight and reduce crime
 - Improve information technology network connectivity and invest in new technologies
 - Improve information sharing across partner agencies

 - *Good stewardship of taxpayers' money*
 - Deliver an efficient policing service, achieving value for money for all Norfolk residents
 - Join up emergency services and identify opportunities for further collaboration
 - Develop robust accountability frameworks and governance arrangements
- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.

- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

3. Monitoring progress against plan priorities

- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums (PAFs) and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Increase visible policing
 - b) Prevent offending
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

4. Increase visible policing

- 4.1 In October 2017, Norfolk Constabulary announced the proposals for a new policing model which would fundamentally change Local Policing in Norfolk and ensure that the organisation was fit for the future.
- 4.2 The major changes announced saw the removal of the Police Community Support Officer (PCSO) role from the organisation, an increase in police officers and the creation of two state of the art premises for detectives to tackle the high harm, high impact, high complexity investigations of today and the future.
- 4.3 Norfolk 2020 also initiated Operation Solve, which is designed to alleviate demand from the frontline particularly in crime recording, Grade C (slow time) attendance, and follow up enquiries such as CCTV collection and statement taking. In addition, an alternative reserve style model for the role of scene

guard has been developed to alleviate this particular demand around cordons on frontline officers.

- 4.4 A review of the Public Enquiry Office (PEO) operating model has been undertaken to ensure that the model was efficient and effective for the future. The new model has become business as usual and is now fully staffed. Engagement Surgeries are available as announced at police stations across the county, for 2 hours each week, to ensure members of the public can engage with a local officer face to face should they wish. The dates and times of these Engagement Surgeries are advertised locally via social media and local newspapers as well as on the Constabulary website and on local signage at the police station.
- 4.5 From a starting percentage in the high 70s on 1st April 2018, Norfolk Constabulary's Local Policing establishment has climbed to 87% effective strength in the Districts.
- 4.6 The Safer Neighbourhood Team patrol numbers are fully resourced. This has seen an increase in three officers for every shift of every day of the year (two Police Constables and a Sergeant.) In addition, there are surplus numbers as this is where student officers are placed initially following completion of their classroom based training.
- 4.7 Within neighbourhoods, 14 new Sergeants have been dedicated to Neighbourhood Policing; a significant step in co-ordinating the Beat Managers' efforts and focusing on neighbourhood priorities and neighbourhood problem solving. The Beat Managers are now nearly fully recruited to, which includes an uplift to 100 Beat Managers from a starting point of 84.
- 4.8 Three of the five Neighbourhood Policing Teams have been recruited to. The Safer Schools Partnership has 80% of its police officers and half the staff that the precept rise managed to protect. Having failed to recruit the remaining 3 staff roles on a number of occasions, the 2020 model has again demonstrated its flexibility in adapting to the challenges we face. Therefore, the three vacancies have been converted into two further police officer posts to join forces with Norfolk County Council in further developing the prevention element against County Lines. This will run as a pilot initiative for a 6 month period.
- 4.9 Operation Moonshot - the decision was taken to pilot the already established Moonshot West team in the city of Norwich for two months, to test that the tactic that has been so productive in the rural west would be as impactful in the city. This involved combining Roads Policing and Armed Response, with Special Constables who dedicated huge amounts of hours enabling the Constabulary to put out more vehicles, including the Road Casualty Reduction Partnership officers on their bikes. This pilot has proven to be successful.

- 4.10 The Moonshot West Team (1 Sergeant and 8 Police Constables) have, in the West of the County, achieved 208 arrests in 183 operational days, recovered 7 figure sums of property, brought about a vast number of driving points, and over 150 years' worth of disqualified driving penalties, along with nearly £40,000 pounds worth of fines.
- 4.11 In the city, when combined with the Road Casualty Reduction Team, Roads Policing, Armed Response Vehicles and Specials, in 25 operational days, they achieved 105 arrests and 165 seizures of vehicles, disrupting criminals, seizing weapons and stepping up the Constabulary's proactive and preventative approach to tackling criminality.
- 4.12 Content that the tactic will indeed have the desired effect, the Constabulary moved to permanent recruitment of the Moonshot City Team. The team started on 12th November 2018 and across their first 13 shifts the team of a Sergeant and eight Police Constables have had 28 arrests, 17 vehicle seizures and recovered money and weapons, including notable arrests for money laundering and of those involved in organised crime groups.
- 4.13 The Constabulary carried out an initial five months in health check of some key metrics, although it is too early to draw substantial conclusions regarding the rollout of the new model.
- 4.14 Calls for service - 999 calls have increased nationally, and Norfolk is no exception. Last summer there were 8 additional Grade As a day and 11 additional Grade Bs. That is on top of about 120 of each type of call, i.e. just under a 10% increase. It is important to keep in mind, that these are the calls that we have to get to within 15 minutes, or 20 minutes, or 60 minutes in terms of our response model. And these calls matter, they are a key part of the service we provide.
- 4.15 Norfolk's Contact and Control Room coped with this increased call demand, and the response model maintained the attendance performance despite it not being up to fully effective strength.
- 4.16 The types of calls rising are in line with the already identified trends; Domestic crime and Domestic incidents, as well as violence against the person.
- 4.17 Whilst 999 calls have increased, the 101 service has undergone a transformation during last summer with the arrival of the new telephony system. This has brought about a dramatic fall in the number of calls reaching our communication officers. Some of this will be through people self-selecting the routes through the auto-attendant, but the other benefit to the system is the ability to have more resources on switchboard. So whilst the number of people calling 101 has remained broadly the same, the number who have needed our skilled communications officers to assess their call in terms of threat, risk, harm and vulnerability (THRIVE) is far fewer. Specifically,

reductions of more than 25% have been seen. This also provides an enhanced service to those who are immediately re-directed to their chosen department/location, rather than having to wait for a call taker to become available.

- 4.18 Importantly the system also allows the Constabulary to prioritise calls more effectively. If the call is domestic related, clearly this is a higher priority than an administrative one. As a result, the Constabulary is in the process of re-assessing the key performance indicators for call handling non-emergency calls. Clearly, a single target for all call types is no longer relevant.
- 4.19 The Constabulary is also running a pilot with regards to their attendance of domestic incidents. This has been successful in ensuring the vast majority of domestic calls are attended within 24 hours, recognising this inevitably has an impact on the speed to attend other call types.
- 4.20 Crime is, unfortunately, on the increase. There is more cyber, more abuse, more sexual and violence offences. Whilst this more complex demand must take our attention and resource, the force, with resources reducing had to change how it investigates the lower level volume crime.
- 4.21 The previously mentioned Op Solve has been part of their developing approach to this. Here the Constabulary has used the restricted and recuperative duties officers from around the county to take up both crime recording, and desk based investigations. Starting from only two crime types, shoplifting and making off without payment, this operation has broadened and expanded to a number of volume crime types.
- 4.22 This is genuinely a zero cost resource in the sense that there has been no growth of posts, merely using the resources differently with the team making great strides. The work of Solve is focused on Grade Cs and Diary calls for service (i.e. the slower time necessary attendance). Over last summer, they had processed 45 calls for service per day. This removes demand from the frontline from a starting point of 120 calls for service per day. The main beneficiaries of the new Solve model have been victims, who get a more prompt service.
- 4.27 In June 2018, the Constabulary launched a re-vamped website which has helped guide more people around the services they offer and for them to structure the information people submit. This has led to improvements in crime recording and compliance with the necessity to record crimes within 24 hours of reporting. Whilst the early findings are positive, an area of concern, which is in line with the national trends, is a declining positive outcome rate. This continues to be analysed to understand what can be done with the resources available to reverse the trend.

5. Performance Measures

5.1 The following table outlines the performance metrics for 2016-2020:

		COUNTY		
Area	Indicator	Last months	12 Long Term Averages	Difference
Increase Visible Policing	Actual Strength: Police Officers	1,542	1,502	40
	Actual Strength: Police Staff	1,068	1033	35
	Actual Strength: Special Constabulary	180	240	-60
	Actual Strength: Police Volunteers (data from June 2018)	120	89	31
	Funded Strength: Police Officers	1,519	1,491	28
	Funded Strength: Police Staff	1,102	1,062	40
	% of Police Officer Funded Strength available for front line duties	88.9%	*	
	% of people who agree that they have confidence in police (Crime Survey of England and Wales - CSEW)	82.6%	82.0%	0.6%
% of people who agree that police deal with community priorities (CSEW)	61.8%	64.4%	-2.6%	

6. Prevent Offending

6.1 County Lines and Operation Gravity

6.2 The following section provides an overview of policing activity surrounding county lines to reduce the supply and availability of controlled drugs within the county. Targeting organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities.

6.3 Operation Gravity was instigated in December 2016 by Norfolk Constabulary in response to the threat from county lines drugs supply. Since its inception

this form of criminality has received significant national exposure and the extent of urban based organised crime groups establishing drug supply networks across the country is now better understood. It is estimated that there are approximately 1500 lines established within England and Wales.

- 6.4 The aim of Operation Gravity has been to disrupt criminal networks and reduce associated violence and exploitation linked to Class A drug supply as opposed to merely tackling drugs supply per se. There is now a national intelligence network to allow forces to better share information and link drugs lines (groups) and work together to dismantle networks and bring offenders to justice. The vast majority of county lines supplying Class A drugs within Norfolk emanates from criminal activity in the London area.
- 6.5 Roads policing operations using Automatic Number Plate Recognition (ANPR) are regularly conducted in support of the wider enforcement, seeking to disrupt county lines use of the road network.
- 6.6 As referenced in paragraph 4.9 the Constabulary has established Operation Moonshot in King's Lynn and West Norfolk and most recently in Norwich to further tackle those using vehicles to enable their criminality, including those linked to drugs supply and county lines.
- 6.7 The constabulary is continuing to liaise with housing providers to identify those who may be vulnerable to 'cuckooing', with proactive support provided to prevent offending and target hardening to reduce the potential for exploitation and harm. This includes serving notices under the Misuse of Drugs Act and taking action to evict those that choose not to engage and persist in criminal or anti-social activities. Officers from Norfolk Constabulary continue to engage with drugs support services to ensure that those seeking help can access services which will in turn reduce their vulnerability to exploitation.
- 6.8 Education and empowering young people to make informed choices is crucial in breaking the cycle of drug use, supply and the exploitation of young people that is a key feature of county lines activity. During 2018 Norfolk Constabulary was the first commissioner of a county lines education product aimed at year 8 students. The intent of this was to highlight; the issues and model of county lines, how young people can be drawn in and, how to identify this type of exploitation. The programme and a hard hitting play was delivered in 51 Norfolk high schools and has been highly applauded for its effectiveness in conveying the key messages. This product has been adopted and is being rolled out by a number of other education providers nationally.
- 6.9 Post enforcement consolidation work has involved officers, supported by Norfolk Special Constabulary, visiting the local community in the areas where operational activities have taken place. This includes the provision of

information relating to the work of Operation Gravity and seeks to gain further information that may help to assess the wider impact upon the community from this type of criminality. Work also includes community engagement, reassurance and promoting drugs reporting both direct and through Crimestoppers.

- 6.10 There is an ongoing intelligence collection plan in respect to Operation Gravity and this is key to assessing the threat posed to local communities by each of the supply lines. This includes the threat posed from the actual use and distribution of drugs but also takes into account the threat posed through the use of violence, exploitation of vulnerable people including children, and the threat of human trafficking in the movement of drugs by people through fear.
- 6.11 A detailed assessment of the risks and threats associated with each county line is reviewed regularly to assist in directing police and other agency activity. This intelligence-led operation assesses that there are currently 28 county lines active within Norfolk. Although fluid in their geographical area of supply, they can be broken down into areas of most activity; Norwich 17, Great Yarmouth 7, King's Lynn and West Norfolk 2, and Breckland 2.
- 6.12 When Operation Gravity commenced in December 2016, the estimated number of active lines in Norfolk was 58. Since the commencement of Operation Gravity there has been a concerted effort across Norfolk Constabulary to deny those involved in drugs supply the ability to undertake their operations unhindered. As such there has been a focus on denying the use of the road network to move drugs into and around the county and a focus on the rail network to deter this being used as an enabler and to detect offenders.
- 6.13 The use of intelligence and branding linked to Operation Gravity has enabled strong understanding in communities as to the issue of county lines and the reporting of drugs supply information around vulnerable people or premises. One of the successes of Operation Gravity is the strong branding and this has been important in raising the profile of this criminality and its threats.
- 6.14 Enforcement activity has been a key feature of Operation Gravity aligned to other streams of protection and prevention. Since the commencement of the operation, 904 arrests have been made, with many of these arrests undertaken through the use of search warrants linked to community intelligence or through proactive deployments around individuals, vehicles or the rail network.
- 6.15 In March 2018 enforcement activity commenced following a 6 month undercover operation named Operation Granary, focussing on those responsible for the supply of Class A drugs. Through this enforcement phase, 87 people have been arrested with a small number still to be located. These cases are still progressing through the courts with a large majority of those found guilty receiving custodial sentences of between 2 and 5 years.

6.16 In the last national co-ordinated activity week there were 89 arrests for county lines offences across the eastern region (Norfolk, Suffolk, Cambs, Beds, Herts, Essex, and Kent) and 858 individual wraps of Class A drugs recovered. Proactive activity in Norfolk accounted for 33 of these arrests and 700 of the recovered wraps. This is reflective not of the scale of county lines in Norfolk but of the strong determination of the Constabulary and partners to reduce the harm caused, and of the strong branding and public awareness which provides supporting intelligence.

7. Performance Measures

7.1 The following table outlines the performance metrics for 2016-2020:

		COUNTY			
Area	Indicator	Long Term Averages	Last 12 months	Difference	
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	N/A	1,386		
	Number of Personal Property Crimes	N/A	12,170		
	Number of Hate Crimes	N/A	1,079		
	Serious Sexual Offence Crimes (SSO)	1,622	1,978	21.9%	
	Number of Domestic Abuse Crimes (DA)	6,967	9,071	30.2%	
	Number of Online Crimes	N/A	1,308		
	Number of Robbery Crimes	382	487	27.5%	
	Number of Violence with Injury Crimes	5,943	6,871	15.6%	
	Number of Rural Crimes	399	383	-4%	
	Number of first-time entrants to the criminal justice system per 10,000	47*	31*	-33%*	

8. Prevent Offending and Rehabilitate Offenders - Commissioned Services update

- 8.1 Rehabilitation Board and Strategy - The current Norfolk Strategic Framework for Reducing Offending has been in place since 2016. When the Framework was launched, as one of a range of strategies designed to support delivery of the PCC 4 year Police and Crime Plan ‘Working together for a safer Norfolk’, it heralded a new approach to addressing offending in Norfolk, with criminal justice agencies, local authorities, health and voluntary and community sector partners across Norfolk coming together for the first time to jointly agree a new, ‘whole-system’ approach tackling youth and adult offending in the county.
- 8.2 Whilst it is recognised that since this time good progress has been made by partners in implementing the Framework, at its December 2018 meeting the Countywide Rehabilitation of Offenders Board agreed that with delivery of the Framework approaching the mid-term it would be timely to take stock of progress in implementing the Framework to date and to review and refresh the strategy.
- 8.3 The refresh strategy report reviewed progress in delivering the key priorities of the Framework to date and sets out revised and updated actions to guide and support the ongoing delivery of the Framework’s priorities and key deliverables over the remaining life of the Framework (to March 2020) and beyond. It explains how partners intend to continue to work together in support of the delivery of priorities going forward.
- 8.4 Overall, good headway has been made to date in taking forward delivery of the Framework, for example:
- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice.
 - Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency.
 - Work with CREST analytics to understand Sentencer’s attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade.
 - Strengthening the local mental health and justice pathways for clients touching the criminal justice system and through the gate.
 - Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk.
- 8.5 As part of the refresh process, as well as assessing progress to date in implementing key deliverables, Board members considered the effect of

changes in criminal justice policy and any broader political and policy developments at a national and local level that are likely to have an impact on the delivery of the Framework over the next 2-3 years which might require adjustments in approach going forward.

- 8.6 As part of this assessment a range of recent policy developments were considered, including: the ‘Taylor’ Review of Youth Justice, the Probation System Review, the ‘Lammy’ Review on outcomes for BAME individuals in the CJS, the Female Offenders Strategy, the Education and Employment strategy, new provisions for tackling homelessness introduced by the Housing and Homelessness Reduction Act, the Revised National Drugs Strategy and the ‘Farmer’ Review on Family Engagement.
- 8.7 Following this assessment, for the most part it was considered that the existing strategic themes and key deliverables of the Framework remained relevant and appropriate
- 8.8 To reflect recent developments in policy however and in particular the move (across a number of key policy area) towards early intervention and family based models of working it was proposed that going forward the Framework’s Prevention and Diversion themes be discontinued and replaced by a new, single Prevention and Early Intervention theme, incorporating key deliverables and actions formerly included under the two themes.
- 8.9 It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies and plans - which can potentially help to support the delivery of the Framework going forward and provide an improved basis for joint working with key partners. An overview of how this will affect the Framework strategic theme structure going forward is provided below:

- Prevention/Early Intervention

Acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.

- Offender Management

Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

- Rehabilitation and Resettlement

Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime.

- 8.10 In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the Framework going forward, for example;
- Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life.
 - Ensure the early help structure in Norfolk is effective in preventing crime and anti-social behaviour before problems become entrenched.
 - Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.
- 8.11 The OPCCN and partners remain ambitious for further progress to be made however to ensure that the achievements of the past two years are sustained and built upon.
- 8.12 To this end there is a firm commitment across partners to continue to work collaboratively in a joined up way to deliver the agreed priorities of the refreshed plan.
- 8.13 Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) programme - The WONDER programme seeks to help vulnerable women, who have complex needs in criminal justice settings, access the services and support required to address the root causes of their offending or risk of offending. The operating model follows a Whole Systems Approach (WSA), which undertakes a comprehensive assessment and takes a holistic and coordinated approach to accessing and receiving support.
- 8.14 The current WONDER programme began in March 2018 following a mobilization period running from December 2018 and is managed by St Giles Trust in partnership with Futures Project and City Reach. A pilot programme ran from March 2017 to Feb 2018 and covered PICs in Wymondham and Kings Lynn. The Wonder programme contract was then held by Julian Support in partnership with the Sue Lambert Trust and The Magdalene Group. Wonder built on the pilot by offering: an extended geographical reach to cover all rural and urban areas of Norfolk, patched based link workers, targeting of more referral sources (i.e. not just the police) and connecting with additional partner agencies.
- 8.15 The available period of support for women engaged with WONDER is more flexible as the scheme is in the process of developing additional volunteer support to facilitate longer support.
- 8.16 Referrals to WONDER – Number of referrals:
- As of December 2018, 295 referrals had been made to WONDER. Over 208 were referred from a PIC and the next highest source was the Wonder pilot (25 in total, all women on the Wonder pilot were originally referred from a PIC).

- The age range of referrals is between 18 – 68 (the average age is 37 years). The majority reside in Norwich or West Norfolk, although there are referrals from across the county.
- The WONDER staff report that whilst most referrals still come from the PICs, a number of women are beginning to self-refer, 22 in total since the 1st March 2018. This would indicate the scheme is now becoming more known to women and they have more confidence in what is being offered, as the following case studies illustrate:

8.17 Case Study – Client A

- Client initially referred from police voluntary on 18 June 2018. Client initially agreed to support from Wonder presenting issues alcohol dependency, DA and housing. Attempts were made to arrange an assessment appointment but client did not engage. Case closed 23 July due to non-engagement. Client made a self-referral into Wonder on 31 July 2018. Client had not engaged initially due to being away for a while and her phone had not been working. Client had accessed CGL in the interim period however she said she has stopped attending due to a break down in the relationship with her worker. Client currently engaging with Wonder for support with domestic abuse and health/wellbeing.

8.18 Case Study – Client B

- Client referred from Police Voluntary on 9 April 2018. Client attended an assessment appointment on 2 May – needs identified as substance misuse and accommodation & homelessness. A further meeting was held on 14 May. Client subsequently cancelled eight arranged meetings citing illness and case was closed on 10 August 2018. Client self-referred on 18 October and said she is ready to engage with us now – she feels that she wasn't in the right place previously. Client is engaging with support for substance misuse and domestic abuse.
- Their accounts of their experiences reveal examples of a positive approach from partners and the scheme Link Worker's. The experiences of the women also demonstrate that referrals are successfully emanating from beyond the PICs.
- Having said this these case studies and interim information (qualitative and quantitative) demonstrates women on the scheme have specific needs and face disproportionate disadvantage/high level of trauma and abuse, therefore there needs to be a greater focus on community referrals (including the wider police network), as this is identified as an area in which it would be easier to identify women at risk of becoming drawn into the CJS and begin to seek support.

8.19 Client Experiences – Figure 1 describes the referred women’s offence types. The most common offences were violence against the person and public order related:

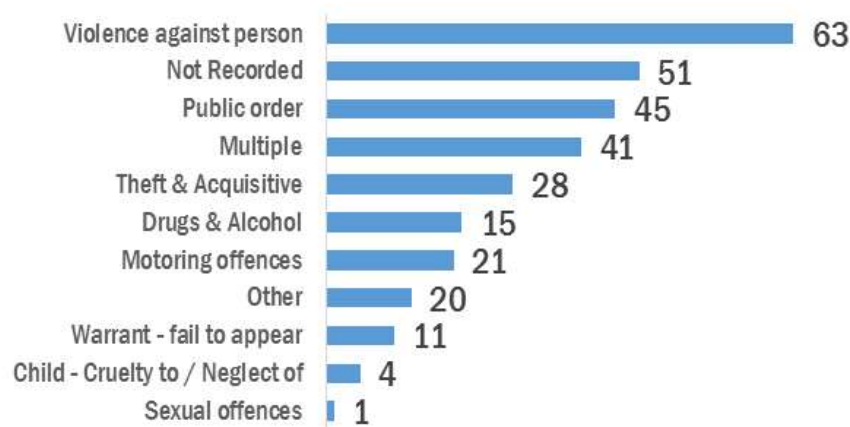


Figure 1 - Offences committed by referrals

8.20 Engagement with WONDER - At a first contact, either in person or by phone, scheme Link Workers undertake a detailed care plan which prioritises women identifying their own strengths and support needs with advice and support from their Link Worker.

8.21 Very large proportions have problems with their emotional and mental health. Over half have issues relating to their victimisation (rape, abuse or domestic violence), substance misuse and finance, benefit and debt. One quarter face accommodation difficulties and matters pertaining to children and families.

8.22 There are two primary components to the work delivered by scheme Link Workers: one-to-one coaching which aims to develop a trusting and healing partnership between Link Worker and client with the Link Worker providing advice, information and support; and the identification of appropriate helping resources in the community and advice and support in accessing these services, including, on occasion, accompaniment to initial assessment appointments.

8.23 Over 200 women have had their cases closed by the scheme Link Workers. Ten per cent of these cases were closed because the women had completed their period of support with the project. Of the remaining 159 had disengaged from the project and 41 stated they no longer needed support.

8.24 This disengagement rate has been examined more closely by St Giles Trust, consequently data and case studies suggest these women are later self-referring into the scheme as evidenced below:

8.25 “Client referred from Police Voluntary on 09 November. Client did not respond to calls and case closed on 22 November. Client self-referred in on 10 December and said that things had been hectic and she now wanted support”.

8.26 “Client referred from Police Voluntary on 30 October. Two appointments were arranged but client failed to attend and did not respond to contacts made. Case closed on 03 January. Client self-referred into Wonder+ on 07 January”.

8.27 Figure 2 shows that referrals engaged at fairly similar rates across all offence types committed. The lowest level of engagement was from those clients with reported drug & alcohol offences, multiple and public order.

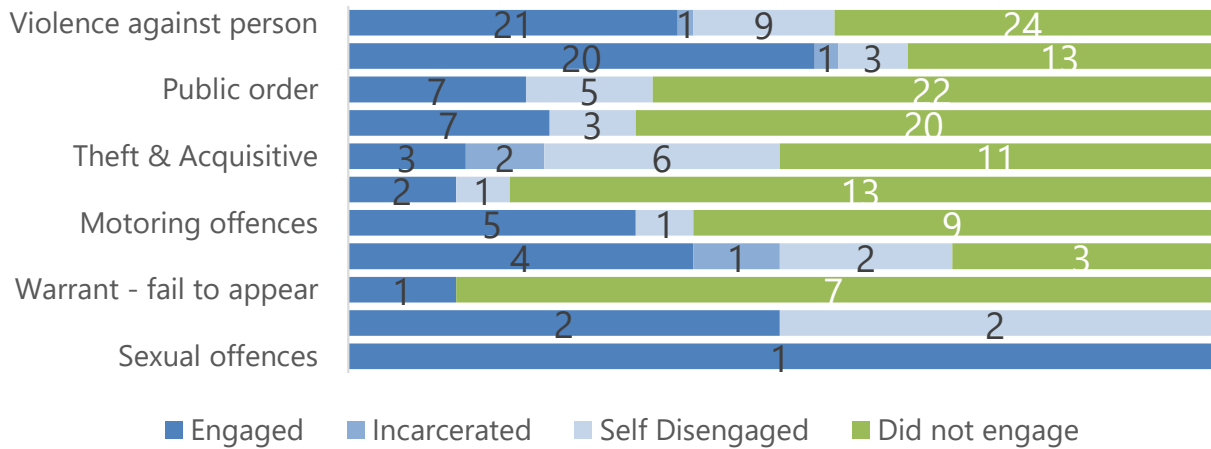


Figure 2 – Engagement status by offence type

8.28 Similarly, engagement status varied slightly across the different disposals received, with those being charged having slightly lower engagement rates than others.

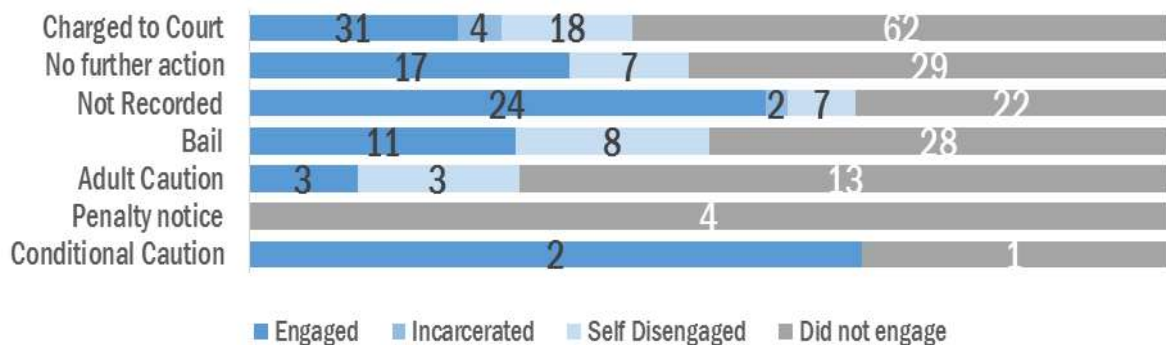


Figure 3 - Number of women at each engagement status by disposal type

8.29 Women report the initial contact and first face to face contact experience as positive. By and large, the women do not feel that there is much needed to improve the engagement process. Following feedback, a small booklet containing contact numbers was produced and is now issued as standard practice.

8.30 The OPCCN are working closely with Get the Data in order to explore the use of conditional cautioning, this could be an alternative to the disposal charged to court.

8.31 Planning and delivering support - The link workers provide ongoing emotional support to the women. They are also expected to tailor their support to the women’s needs and facilitate access to interventions that address these needs. This section considers what needs women have and how these were identified.

8.32 Women’s support needs - women describe lives that had been largely derailed by domestic/ sexual abuse and having encountered the police because of reporting domestic abuse/ harassment. The factors that contribute to offending behaviour are complex therefore and as such the WONDER scheme assesses women against the nine pathways as well as asking the women to identify their own needs/ priorities.

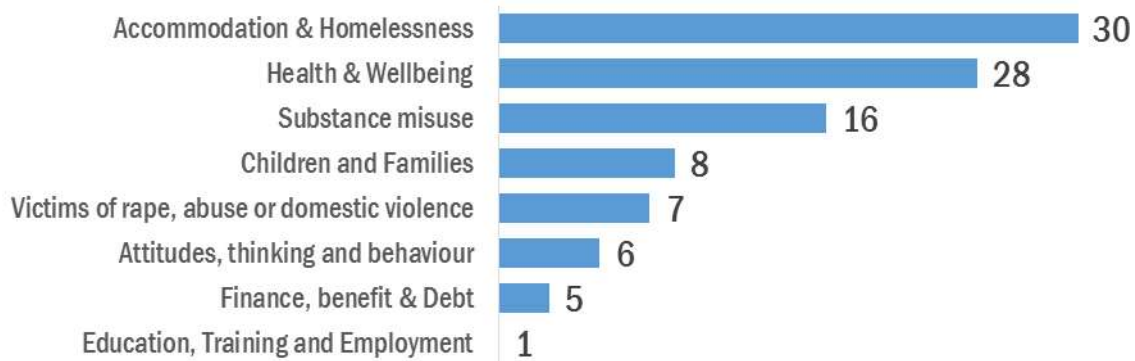


Figure 4 – Number of women with a primary need identified

8.33 Domestic abuse is an important background factor for many women, but the primary needs identified are presenting issues. The most common are accommodation and homelessness, health and wellbeing and substance misuse.

8.34 Domestic abuse is the secondary need for 16 women, but health and wellbeing is the largest category – 29 women have this rated as their secondary need.

8.35 As previously indicated, it can take time to gain the women’s trust and the link workers have adapted the assessment process to accommodate this. Typically, as the scheme is being offered as a voluntary service and some women are dubious, the first meeting is deliberately informal.

8.36 The description of need from the women bears out the importance of understanding complexity when addressing primary need, for example in instances of financial concerns; namely debt and or gambling, generalised anxiety/depression can be found. This in itself makes it difficult for women to get out and about or to seek comfort in alcohol and drugs. These issues have led to contact with the criminal justice system and often the arrest/ offence had been a response to previous victimisation.

8.37 Interventions planned for women - St Giles Trust has recruited workers that have experience in Norfolk and an understanding of local services.

8.38 WONDER does have several agencies that they refer to that feed into various points on the pathway identified for the women. These include Leeway and Pandora Project (Domestic violence and abuse), StepChange (Debt advice and support), MIND (Mental Health), the Women’s’ Centre etc. St Giles Trust has good working relationships with many of these based on previous projects.

- 8.39 St Giles Trust is now in a position to recruit ex-service users as volunteers. This will comprise of facilitating group work activities providing a supportive and nurturing environment co-working with experienced Link Workers.
- 8.40 Ongoing contact and support - Norfolk is largely rural, so anyone working in the area must understand these issues and notions around isolation. The WONDER management is confident that the model they have does its best to ameliorate this. For example, the model is patch based - so workers get to know both the women and the services with additional floating capacity – and provides a flexible model to cope with peaks in demand or additional complexity. Partners have offered space to facilitate this e.g. Early Help have offered space at all their hubs (including the option to have a desk). Getting women to appointments is an important part of the work, especially initially, although the workers are keen that the service should not become a “taxi service” and it is considered that the volunteer scheme can help women in this way. “The Link W helps me to get to places – the buses from my village are only once per hour”.
- 8.41 The women describe a raft of interventions that have helped them to feel more in control of their lives. Several of them are awaiting appointments with specific services, but in the early stages, there has been a lot of support with managing day to day life and dealing with domestic and financial (debt) issues, as well as, in a couple of cases, dedicated support around court cases.
- 8.42 Accompanying women to health and council appointments and making phone calls on their behalf has made a significant difference to them. From observing how the link workers deal with statutory and voluntary agencies, some women now felt better able to make representation on their own behalf. One woman described this support as “life-changing”.
- 8.43 Some women have made reference to a shrinkage in support services and have been “let down” by previous services or passed on because that service did not have the capacity to support them, including vital mental health services. “There used to be more help - Job Centres which could send you on courses”.
- 8.44 For some of the women, having someone to accompany them to appointments, who were au fait with their situation, meant that vital details were not omitted: “LW helps me to explain my situation to services...she jogs my memory at Mental Health appointments. I 'don't know what I'd do without her”.
- 8.45 Women have illustrated the sequencing/ prioritizing of interventions. One woman for example, is on the waiting list for Sue Lambert Trust (sexual abuse) who would like her to deal with anxiety first (so that she be able to get to appts). The link worker has referred her to the Wellbeing Centre for help with her anxiety, where an appointment is imminent. The link workers report that housing and mental health issues are the most difficult to access

resources for and there was a risk that this could impede the service users' journeys to recovery.

- 8.46 Women talk about the importance of enduring and consistent support until they are able to deal with issues themselves and for them to feel comfortable about disclosure. This had sometimes been an issue in the past... "Moving forward might be difficult as this court case may go on. I don't want the support to stop - don't want to be given a different worker."
- 8.47 Beyond the consistency, women report very good relationships with the link workers and in many cases, the link worker was the only person they shared their problems with openly. "LW's support is always in the back of my head. I know if things go 'tits up', the support is there. LW is an enormous support.... She's always smiling; we talk a lot - she's the only person that I confide in. I'd be lost without her, to be fair.... She is amazing".
- 8.48 Because of the strength of the reported relationships, both parties recognise the importance of effective exit strategies.
- 8.49 Perceived benefits and outcomes - women report several benefits that they have derived from the WONDER scheme: These include:
- More confidence in dealing with financial and administrative matters; and facing up to issues that needed dealing with
 - Beginning to address trauma
 - Better able to keep appointments
 - Better financial stability
 - More confidence in getting out and about
 - Better self and domestic care and renewed interests in hobbies, vocational pursuits (including an interest in voluntary work) and ultimately, employment
 - Reduced substance misuse (better strategies for dealing with difficulties)
 - Reduced likelihood of reoffending, across a range of offence types
- 8.50 Reduced risk of reoffending is clearly a crucial benefit to be sought. The relationship between the trigger offence (that had brought them into contact with CJS) and the key issues to be addressed is often indirect.
- 8.51 Community Chaplaincies are independent faith based voluntary organisations working with offenders who serve a prison sentence, offering support and opportunities needed to free themselves from crime and build a brighter future in the community. The work harnesses the extensive resources that are available within the faith communities, most particularly volunteers who give their time to support those who are seeking to make a fresh start. The scheme helps to improve the quality of life in communities by:
- helping those who have been in prison to settle back into their local community
 - reducing the negative impact of crime and reoffending

- reducing the number of people who become victims of crime
- 8.52 In February 2017 the Office of the Police and Crime Commissioner for Norfolk awarded Community Chaplaincy Norfolk £20,100 to provide a two year mentoring service in Norfolk. Evidence through this project demonstrated that a mentoring approach is a successful way of engaging vulnerable people and their families. The Community Chaplaincy approach strengthened relationships and connected offenders back into their communities, whilst working closely in partnership with statutory and voluntary organisations to work to common outcomes.
- 8.53 Scheme clients reported enhanced skills with respect to recognising risky situations, walking away from arguments, stressful situations or anti-social behaviour; improved family relationships, higher self-esteem and respect for others; and a number re-engage with their families and communities.
- 8.54 In February 2019, the Office of the Police and Crime Commissioner awarded an additional £31,800. This additional funding opportunity, until March 2020, will enable the Community Chaplaincy scheme to expand in scope and systemically. It will be able to support more clients across Norfolk and offer greater training and development opportunities for volunteer mentors.
- 8.56 The desired outcomes from the Scheme are:
- Targeted mentoring support for clients, many of whom are vulnerable and have complex needs
 - To contribute to a reduction in the frequency and seriousness of offending
 - To provide a role model for referred clients and motivate them on the path to desistance
 - Clients will be supported and encouraged to achieve and maintain their goals leading to a more fulfilling lifestyle within their communities
- 8.57 The Integrated Offender Management Scheme – The IOM link worker works with individuals on the Norfolk IOM scheme as directed by the IOM Scheme Manager and in line with the National Offender Management Service (NOMS) pathways to reducing re-offending and has been operating in Norfolk since 1st April 2016. Existing funding arrangements cease on the 1st October 2019.
- 8.58 Historically the decision has been made to maintain this role as separate from statutory organisations such as the police and the probation services to reduce perceived suspicion of the role by service users, avoid the statutory and regulatory responsibilities of statutory service, thus providing a client centred role aimed at focusing their thoughts towards a crime free life.
- 8.59 The link worker delivers counselling, comprehensive information, support and interventions to the IOM cohort. They also facilitate engagement, signposting, assertive outreach and referrals to other services. The service is county wide.

8.60 Link Worker activities across Norfolk (1st April 2017 – 31st March 2018) includes:

- Making 397 contacts with 58 different IOM clients with the majority of contacts (96%) being face-to-face.
- The link worker predominantly worked with men (52 males equalling 90% compared to 6 females (10%) over this time period.
- The age range of the 58 clients seen by the link worker was varied, although the majority fell into the 26-40 bracket.
- Link worker delivery was county wide, with greater uptake in Norwich and Great Yarmouth.
- The link worker supported clients under the supervision of the National Probation Service and Community Rehabilitation Company and clients who are not subject to a statutory order.
- The link worker met with some clients in prison custody, prior to release (including HMP Norwich, HMP Wayland, and HMP Peterborough)

8.61 A range of work was delivered including:

- Introductory meetings with clients
- Brief interventions
- Coaching
- Counselling
- Assertive outreach
- Signposting
- Referrals

8.62 Summary of the interventions includes:

- Securing accommodation
- Support into education, training and employment
- Support in addressing mental and physical health needs
- Addressing substance misuse
- Maintaining links with children, family, friends and wider communities
- Address attitudes, thinking and behaviour
- Support women out of sex working
- Improved financial stability
- Reduced individual vulnerability to victimisation of domestic abuse and sexual abuse
- Counselling

8.63 The link worker contributes to a reduction in the frequency and seriousness of offending by providing these types of interventions for referred offenders who are chaotic in nature causing most harm to their communities.

8.64 The link worker motivates offenders on the path to desistance ensuring they are supported and encouraged to achieve and maintain their goals leading to a more fulfilling life within their communities. The additional value of an appropriately trained link worker is in the front line indication of conditions

such as autistic spectrum disorder, mental health conditions, learning disorders and personality disorder, which are often left undiagnosed.

8.65 Gateway to Employment (GtoE) is a joint campaign between the Office of the Police and Crime Commissioner for Norfolk and the Department for Work and Pensions, which aims to break down barriers to employment for people with convictions.

8.66 Our aim was to get 100 organisations to pledge to offer a new opportunity to someone with convictions, leading to meaningful long term employment. This target was exceeded within one year of launching the campaign.

8.67 Progress to date

- Creation of Project Board
- Ensured project board is supported by appropriate legal/HR expertise
- Worked with local media on promotion campaigns
- Held numerous employer events including, NARRO (Norfolk Alliance for Rehabilitation and Resettlement of Offenders), Workshop with Broadland District Council and HMP Norwich and HMP Wayland employer events
- Creation of website
- Developed data capture process with DWP
- Developed E Newsletter and comprehensive distribution list
- Champion “No-Offence” campaign

8.68 Pledges fulfilled (during 2017)

- 12 job starts
- 113 interviews
- 1 training opportunities
- 26 job offers
- 55 bursary applications
- 22 provision
- Monthly employer fairs held at HMP Norwich

8.69 Good news

A dream has come true for a Norfolk apprentice who has turned her life around thanks to a scheme launched by the county’s Police and Crime Commissioner and the Department for Work and Pensions.

Alex Burzec, a Support Coordinator at Home Group, found employment through the Gateway to Employment (GtoE) scheme which gives ex-offenders a second chance.

Having already been crowned ‘Regional Rising Star’ at the Eastern Region National

Apprentice Awards, Alex was hoping to reach for the stars by netting the national title.

In December 2018 Alex's "ultimate dream" came true after she was presented with a highly commended National Rising Star Award at the National Apprenticeship Awards.

"Achieving the 'Rising Star' Apprentice Award in the East Region was a huge surprise and I felt truly overwhelmed by this," said Alex.

- 8.70 Rescue Rehab_- this project is managed by Norwich Best For Pets and has been running at HMP Norwich from 1st May 2018.
- 8.71 The concept of the project is that a number of homeless dogs from a local rehoming centre are taken into HMP Norwich and suitable prisoners will have the opportunity to work alongside the dogs with support from a qualified dog trainer and project assistants to train in the areas of dog handling, training and socialisation.
- 8.72 Sessions are supported by a prisoner mentor and are now fully embedded within the prison regime and education provision.
- 8.73 For those dogs, which have had the appropriate training and temperament, these will be rehomed.
- 8.74 At the end of the project, the impact will be evaluated to establish whether the programme has supported prisoners to...
- gain transferable skills that will enhance their employability upon release
 - improve the mental health and general wellbeing of prisoners, through constructive activity that has wider social value
 - train dogs for rehoming
- 8.75 Early Intervention Youth Fund - Norfolk has recently experienced a significant increase in serious violence associated with County Lines activity and its main threat is the emergence of associated locally based criminal gangs.
- 8.76 In December 2018 the Office of the Police and Crime Commissioner developed a bid to the Home Offices' Early Intervention Youth Fund and was awarded almost £700,000.
- 8.77 Since 2016, Norfolk Police has responded positively to tackling County Lines through Operation Gravity, which focusses on disruption and enforcement. However, the long term strategy must be preventative and multi-agency and therefore the programme of activity has three main components:
- The creation of a Multi-Agency Child Exploitation Team (MACE).
 - Early Intervention and Community Resilience – including greater awareness raising and early identification of those at greatest risk.
 - Specialist support and pathway out programmes.

- 8.78 MACE Team - Norfolk Constabulary has been addressing the needs of children at risk of sexual exploitation for some time but the recognised business model around County Lines has meant that children are also being exploited for drug related criminal purposes within a particular business model.
- 8.79 Currently risks to children and young people are assessed in the Multi-Agency Safeguarding Hub (MASH) against the Norfolk Threshold Guide, which means the response is reactive as opposed to early and preventative.
- 8.80 To address this, a new Multi-Agency Child Exploitation (MACE) team will be introduced to identify and respond to risk early and at the post enforcement stage, by employing methods of that address both the push and pull factors into criminal exploitation.
- 8.81 The objectives of the MACE Team are:
- Raising awareness and training for front line professionals in relation to CCE
 - Offering consultation and advice for front line professionals in relation to CCE
 - Intervention and Diversion
 - Enforcement
- 8.82 An Information Sharing Agreement will formalise the exchange of information and intelligence between agencies and a common assessment tool will provide a framework for the management of risk and a protocol for managing individual cases.
- 8.83 The MACE Team will be piloted for a 12 month period and primarily cover Norwich based young people.
- 8.84 Early Intervention and Community Resilience - the overall preventative strategy for criminal exploitation, County Lines and gang and youth violence is reliant upon early detection and intervention at a community level and long before young people have become known to agencies.
- 8.85 A detached youth work team of 4 qualified youth workers will work closely with the new MACE Team, and operate for a 12 month pilot period. In addition, there will be a programme of detached youth work training to develop the existing workforce.
- 8.86 The team will work in the greater Norwich area with young people that do not access and are not accessed by traditional youth services. The target age will be between 11 and 18 and relate to people who do not use council services, people on the verge of criminality or antisocial behaviour and those in specific areas of the city.
- 8.87 In addition to the detached youth work pilot, there will be an awareness raising programme for schools and parents and in communities, with support available at the time of delivery. This will be bolstered by capacity building

within the voluntary and community sector providers who are already working with potentially vulnerable children.

- 8.88 Whole family support, currently a gap, will be integral to the approach and will be delivered by two specialist workers embedded in the MACE Team, who will address risk often routed in extra familial contexts by supporting parents to keep children safe by maintaining strong relationships.
- 8.89 Positive Pathways Out – the final component of the proposal is the introduction of pathway out programmes, to provide positive educational experiences, training and employment opportunities and support to de-incentivise participation in County Lines activity and offer alternative economic futures for young people.