

APPENDIX 4 Action Plans

CCSP Priority	A. Reduce the incidence of crime and ASB
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Roll out Operational Partnership Teams (OPTs) across the county, encouraging co-location	Norfolk Constabulary	<ul style="list-style-type: none"> Validation of OPT 'Operational Procedure Guide' for dealing with ASB via NPIA Peer Review Adoption of agreed 'Escalation Model for ASB interventions' across all 7 OPTs 	Jul 2011 by Oct 2012 (subject to Govt review of ASB Powers)	Review and sign off at Norfolk ASB Practitioners' Group Review and sign off at Norfolk ASB Practitioners' Group	Complete Adoption of Risk Assessment process by Local Authorities is yet to be completed by Great Yarmouth, South Norfolk and Breckland	
2. Adopt a consistent approach to victim risk assessment across partners	Norfolk Constabulary	<ul style="list-style-type: none"> Development of OPTs across all 7 Districts with Norfolk Constabulary consistently using the (Quest) risk assessment process at the point of interaction with the victim/person reporting Development of OPTs across all 7 Districts with co-located partner agencies consistently using the (Quest) risk assessment process at the point of interaction with the victim/person reporting Trial a Norfolk (County-wide) 	Oct 2012 Oct 2012 Dec 2012	Review and sign off at Norfolk ASB Practitioners' Group Review and sign off at Norfolk ASB Practitioners' Group ASBAG has met	Adoption of Risk Assessment process by Local Authorities is yet to be completed by Great Yarmouth, South Norfolk and Breckland As above Troubled Families Project team to	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
		ASBAG or equivalent targeting offenders identified as presenting the highest risk and harm and linking to 180° Norfolk			progress as part of project	
3. Develop a performance management framework for ASB	Norfolk Constabulary	<ul style="list-style-type: none"> Establish analytical process to prioritise and report on crimes and ASB representing the highest risk and harm Pilot performance monitoring system to show progress (outcome based) in reducing harm on those priority cases Establish benchmark for performance management in reducing crime and ASB representing the highest risk and harm 	<p>Sep 2012</p> <p>Sep 2012</p> <p>Dec 2012</p>	<p>Review and sign off at Norfolk ASB Practitioners' Group</p> <p>Review and sign off at Norfolk ASB Practitioners' Group</p> <p>Review and sign off by CSP</p>	<p>Meaningful and consistent analysis is being produced and made available to partners via OPTs</p> <p>Meaningful and consistent performance data is being produced and made available to partners via OPTs</p> <p>ASB Coordinators have drafted this and are developing this into a process</p>	
4. Establish minimum standards for ASB and inform the public	Norfolk Constabulary	<ul style="list-style-type: none"> Pilot of Norfolk 'ASB minimum standards' in at least one District (OPT) Introduction of Norfolk 'ASB minimum standards' across all 7 OPTs 	<p>Dec 2011</p> <p>Apr 2013</p>	<p>Pilot run in Breckland unsuccessful as sample too small. New pilot ongoing in N Norfolk.</p> <p>Telephone survey to be conducted October 2012.</p>	<p>Minimum standards are in operation to an acceptable level to roll out across the county</p> <p>Minimum standards have been agreed and are in use with practitioners, made available to the public</p>	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
					and measures are in place for quality assurance checking	
5. Improve data sharing between partners on ASB and ASB offenders	Norfolk Constabulary	<ul style="list-style-type: none"> Development of Norfolk ASB Case Management system so that all cases raised at District ASBAG meetings are recorded and available to all participating partner agencies 	Sep 2012	Case management is being undertaken and can be readily audited on behalf of CSP	Case management is being undertaken and can be readily audited on behalf of CSP	Pilot has been run in Norwich and is successful. Now trialling in King's Lynn.
6. Improve linkages between CSP agenda and 'Health & Well Being' in Norfolk	Norfolk Constabulary	<ul style="list-style-type: none"> Establish a Working Group (CSP sub group) to oversee co-ordination of operational links between crime and ASB causal factors and delivery (as measured in performance monitoring 8, 9 & 10 above) e.g. Nightsafe, NDAP, 180° Norfolk '7 Pathways' etc 	Sep 2012	To be incorporated within the Troubled Families project		

CCSP Priority	B. Protect vulnerable people, particularly young people
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Please see Youth Offending Team action plan: Click on link below

[Microsoft Word - YOT SERVICE PLAN FINAL.doc ...Norfolk Youth Justice Plan \[Chris Small: Se2rvi0ce 1M2an-a1ge5...and major stakeholders. 1. Our service Service profile Our customers Our primary...reflects very well on Norfolk YOT. Reported perceptions of the employee... http://www.norfolk.gov.uk/.../ncc105588](#)

CCSP Priority	C. Protect vulnerable people, particularly people vulnerable to domestic abuse
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Improve work in partnership between agencies, voluntary groups and with local communities to obtain the best outcomes for victims and their families	DASVB Training & Comms Group	<ul style="list-style-type: none"> • Develop an integrated service for medium/low risk victims – through awareness raising and training • Continue to ensure that the Health & Wellbeing Board include an effective co-ordinated community response to domestic abuse & sexual violence as a priority • Monitor development of the IDVA service in the Acute Trust • Investigate the potential of developing targeted community development opportunities and build capacity using fundraising pilots to develop services • Ensure there is consistency in delivery across services, and boundaries • Develop the protocol for Domestic Homicide Reviews 	Apr 2013			
	DARC		Apr 2013			
	DASVB		Ongoing			
	DASVB Safeguarding Victims & Their Families Group		Apr 2013			
	DASVB		Ongoing			
	DARC		July 2012			
2. Prevent violence from happening in the first place by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it	Training and communication group SARC DARC Victim Support	<p>Change attitudes, behaviours and practices – by means of appropriate and targeted challenge</p> <ul style="list-style-type: none"> • Norfolk Says No Campaign • Training & Awareness raising 	On-going			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
	<p>Training and Communication group Police SARC Safeguarding Children/Education Health/UEA DARC PACT</p> <p>DASVB Training and Communication group</p> <p>Training and communication</p>	<ul style="list-style-type: none"> • Rape Campaign • Stalking awareness • Young people's project in Acle – providing peer support for victims <p>Increase public understanding – which includes looking at root causes, hidden nature and economic cost to society, honour based violence, forced marriage and female genital mutilation</p> <ul style="list-style-type: none"> • Annual programme of education and awareness raising campaigns with key partners. • Increase public awareness of the MARAC and the SARC • Targeted training with safeguarding and health <p>Strengthen understanding of the unacceptability of abuse and violence by ensuring frontline partners can intervene early to challenge acceptability</p> <ul style="list-style-type: none"> • Support key partners to develop adequate workplace policies and guidance, through the training that is being made available – by providing a front line practitioner workshops <p>Protect vulnerable children (and adults) by working with frontline</p>	<p>April 2013</p> <p>April 2013</p> <p>April 2013</p>			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
	<p>Group Safeguarding Children/Adults DARC</p> <p>Training and Communication Group</p> <p>Training and communication Group MARAC steering group</p>	<p>partners to make them aware of the tools and systems available to them to ensure the right first response</p> <ul style="list-style-type: none"> • Collaborative working with safeguarding boards and personnel to ensure appropriate educational materials are available and information available on referral routes • Continue training/raising awareness of the DASH, MARAC, and the SARC <p>Improve accessibility to information for both Victims and their families and practitioners</p> <ul style="list-style-type: none"> • Interactive Website – with links to all key stakeholders (Health, Probation, Local authority, Police, third sector) • Accessible Leaflets & practice guidance downloadable <p>Risk Assessing and safety planning are consistent across the county</p> <ul style="list-style-type: none"> • Partners training in the Domestic Abuse, Stalking / Sexual, Harassment / Honour Based violence tool (DASH) • Improve the MARAC process and attendance by partners • Identification of the needs of 	<p>April 2013</p> <p>April 2013</p>			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
	MARAC steering group MASH Board	<p>diverse victims and victims with additional needs e.g. HBV</p> <p>Develop and deliver effective information sharing</p> <ul style="list-style-type: none"> • Improve information sharing • Ensure all key partners are using the MARACs • Ensure that MODUS is used by all agencies involved in the MARAC process • Ensure that agencies are aware of the MASH and improve participation in the process 	April 2013			
3. Provide adequate levels of support where violence occurs, with a focus on those at high risk of serious harm	SARC Management / Operational Group	<p>Identify and promote best policy and practice in the treatment of victims of sexual violence & abuse</p> <ul style="list-style-type: none"> • Continued development of the Sexual Assault Referral Centre • Particular emphasis on the development of the Children's SARC • Continue to improve on self-referral rate 	April 2013			
	CCSP/DASVB SARC Management group	<p>Create a robust commissioning framework</p> <ul style="list-style-type: none"> • To ensure the continuity of key IDVA/ISVA services 	April 2013			
	DARC	<p>Use an evidence based approach to ensure that services are targeted to the areas of need</p> <ul style="list-style-type: none"> • Continue the problem profile 	April 2013			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
		that has been developed, encourage the use of other data from partners				
4. Protection and Justice – reduce the risk to victims and ensure that perpetrators are brought to justice	Criminal Justice Sub Group SDVC User Group DARC	<p>Improve services to victims through the courts</p> <ul style="list-style-type: none"> • Enable the development of clustering DV cases in parts of the county that do not have access to a specialist Domestic Violence Court • Maintain an overview of the performance of the SDVC court in Norwich • Improve links with family courts 	April 2013			
	Criminal Justice Sub group Victim Support Vulnerable Witnesses PCC	<p>Increase the numbers of victims who have the confidence to access the criminal justice system by seeking improvement in the effectiveness of its response</p> <ul style="list-style-type: none"> • Improve reporting of results to vulnerable victims • MASH development 	April 2013			
	Training and Communication – Safeguarding Group DARC	<p>Strengthen the framework to protect victims by ensuring the application of current legislative powers and risk management process are both understood and effective</p> <ul style="list-style-type: none"> • Continue to develop and deliver the training strategy. (DASH and MARAC) • Work closely with Probation and 	April 2013			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
	MARAC steering group Task and finish group for the DHR	the 4Women's group to ensure that there are appropriate and effective training frameworks for risk management Improve the links between other specialist case management processes. Including Serious Case Reviews and Homicide reviews and safeguarding <ul style="list-style-type: none"> Promote further collaboration with MAPPA, MARAC; and NSCB – child protection conferences and Safeguarding Adults Board (strategy meetings), CAF, MASH 	April 2013			
	SDVC DARC	Increase the accessibility to effective rehabilitation programmes for offenders <ul style="list-style-type: none"> Continue through the SDVC to influence appropriate sentencing 	April 2013			
	Perpetrator Provision group DARC, Police 180° Norfolk Children's Services Leeway, Probation	Provide a community response to perpetrators <ul style="list-style-type: none"> Development of a pilot community perpetrator programmes – for 'low level' offenders 	April 2013			
	PACT	Review and implement changes to update the Sanctuary scheme, Phones for Safety <ul style="list-style-type: none"> Review present schemes and engage with partners to 	April 2013			

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
		improve and instigate cost effective interventions				

CCSP Priority	D. Reduce drug & alcohol related crime/ASB, with improved focus on recovery and abstinence
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Objective	Lead	Key Actions	By When	Performance measure(s)	Linked priorities
1. Protect Norfolk's young people by preventing drug and alcohol misuse, and to deliver appropriate, tailored and effective interventions to those where substance misuse is a concern.	DAAT	<ul style="list-style-type: none"> • Complete the implementation of the N-DAP Safeguarding Action Plan • Complete annual contract/ agreement reviews • Receive and review six monthly contract reports • Monitor performance quarterly • Complete implementation of N-DAP Meeting Substance Misuse Need Through Fostering Action Plan 	<p>June 12</p> <p>June 12</p> <p>November12</p> <p>Ongoing</p> <p>March 13</p>	Action Plans Completed	
2. Commission adult treatment services, which deliver a client pathway across the county both within community and criminal justice settings including prisons	DAAT	<ul style="list-style-type: none"> • Ensuring the effective transition of services from current contracts to the new adult system provider. 	April 2013	New system in place	<p>Improve continuity of care between community & criminal justice settings</p> <p>Improve alcohol specific support, particularly within criminal justice settings.</p>
3. Improve successful treatment completion rates	DAAT	<ul style="list-style-type: none"> • Performance monitored quarterly with all providers. • Actions plan in place to improve performance as required. • Quarterly performance exception reports to N-DAP Board 	Ongoing		<p>Commission adult treatment services, which deliver a client pathway across the county both within community and criminal justice settings including prisons.</p> <p>Improve continuity of care between community and criminal justice settings</p>

Objective	Lead	Key Actions	By When	Performance measure(s)	Linked priorities
4. Improve alcohol specific support, particularly within criminal justice settings.	DAAT	<ul style="list-style-type: none"> • Employ Alcohol Health Improvement Speciality • Develop systems to increase number and quality of alcohol brief interventions • Deliver alcohol brief intervention training courses • Support localities to develop and implement alcohol strategies/action plans 	September 12 April 13 Ongoing Ongoing	Post holder in place	Improve successful treatment completion rates

CCSP Priority	E. Reduce the harm caused by the misuse of drugs and alcohol within the Night-time Economy
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Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Sustained reduction in alcohol related violence associated with licensed premises	Police	<ul style="list-style-type: none"> Alignment of police resources with seasonal predicted demand Targeted licensing enforcement 	April 2012 (reviewed annually)	Priority Crime Figures	TBC	
2. Sustained reduction in misuse of drugs associated with licensed premises	Police	<ul style="list-style-type: none"> Use of ION Track Itemiser to target risk licensed premises Multi-agency awareness raising campaigns highlighting risks of harm from recreational drug use 	April 2012 (Reviewed annually)	Volume Crime Figures	TBC	
3. Closer working with licensing authorities to tackle problem premises	Police	<ul style="list-style-type: none"> Scheduled Multi-Agency Licensing operations throughout the year based on predicted peaks of demand 	April 2012 (Reviewed annually)	Top 3 Problem Premises Document (Tracking)	TBC	
4. Alignment of approach of licensing authorities across Norfolk	CCSP	<ul style="list-style-type: none"> Common pool of enforceable Licensing Conditions to be agreed Process for dealing with applications to be standardised Licensing Enforcement Concordat to be re-affirmed and updated 	April 2014	Streamline approaches for Temporary Event Notices by... In relation to applications by Common conditions by...	TBC	
5. Reduction in irresponsible / cheap drinks promotions	Police / LA	<ul style="list-style-type: none"> Police and Licensing Authorities to agree on common approach to price points 	April 2012 (Reviewed annually)	Number of premises who withdraw cheap price points on the sale of alcohol	TBC	

Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
6. Increased capable guardianship programmes within the Night-time Economy	Police	<ul style="list-style-type: none"> Funding to be secured through Interreg bid 	April 2012 (Reviewed annually)	Quantitative	TBC	
7. Further development of data sharing on assault victims presenting at A&E enabling identification of vulnerability and problem locations	NCC Community Safety Team	<ul style="list-style-type: none"> Liaison with hospitals to ensure quarterly provision of depersonalised data 	April 2012			
8. Reduction in glass related incidents at licensed premises	Police / LA	<ul style="list-style-type: none"> Polycarbonate or plastic glassware to be used in premises where they have had glass related incidents 	April 2012 (Reviewed annually)	Priority Crime Figures	TBC	
9. Work towards Purple Flag status for Night-time Economies across Norfolk	LA	<ul style="list-style-type: none"> Lessons learned to be shared with other NTE areas 	April 2014	Purple Flag accreditation (ATCM)	TBC	
10. Reduction in sexual offences associated with the Night-time Economy	Police	<ul style="list-style-type: none"> NTE safety awareness campaigns 	April 2012 (Reviewed annually)	Priority Crime	TBC	
11. Reduction in police overtime in policing the Night-time Economy of Norfolk	Police	<ul style="list-style-type: none"> Continued use of Nightsafe TCG to align resources based on demand 	April 2012 (Reviewed annually)	Financial net reduction in O/T costs	TBC	

CCSP Priority	F. Improve support to offenders to prevent them from re-offending,					
Objective	Lead	Key Actions	By When	Performance measure(s)	Target	Linked priorities
1. Establish the impact of 180° Norfolk on reoffending, reflecting this in the development of a performance framework	Martin Graham	<ul style="list-style-type: none"> Develop a performance framework which enables timely monitoring of performance 	Mar 2013			
2. Development of a robust case management process	180° Manager	<ul style="list-style-type: none"> Review current process Consultation with Offender Managers Consultation with partners. 	Sept 2012	Case management process in use across key agencies	Process gives all agencies access and clarity around indiv offender management	
3. Establish a post of Pathways Co-ordinator.	180 Manager	<ul style="list-style-type: none"> Using pathway analysis identify shortfall in provision Work with 3rd sector partners to deliver focused programmes Work with the steering group to fill shortfall in provision across pathways 	July 2012		Higher completion rates for programmes	
4. Develop a volunteer structure across the county to support offender rehabilitation	180 Manager	<ul style="list-style-type: none"> Identify appropriate volunteers Ensure training requirement is met Ensure parity across the county for delivery 	Ongoing			