

Borough Council of
**King's Lynn &
West Norfolk**



EASTERN INTERNAL AUDIT SERVICES



BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

DRAFT REPORT – KLWN 2506 | COMMUNITY SAFETY

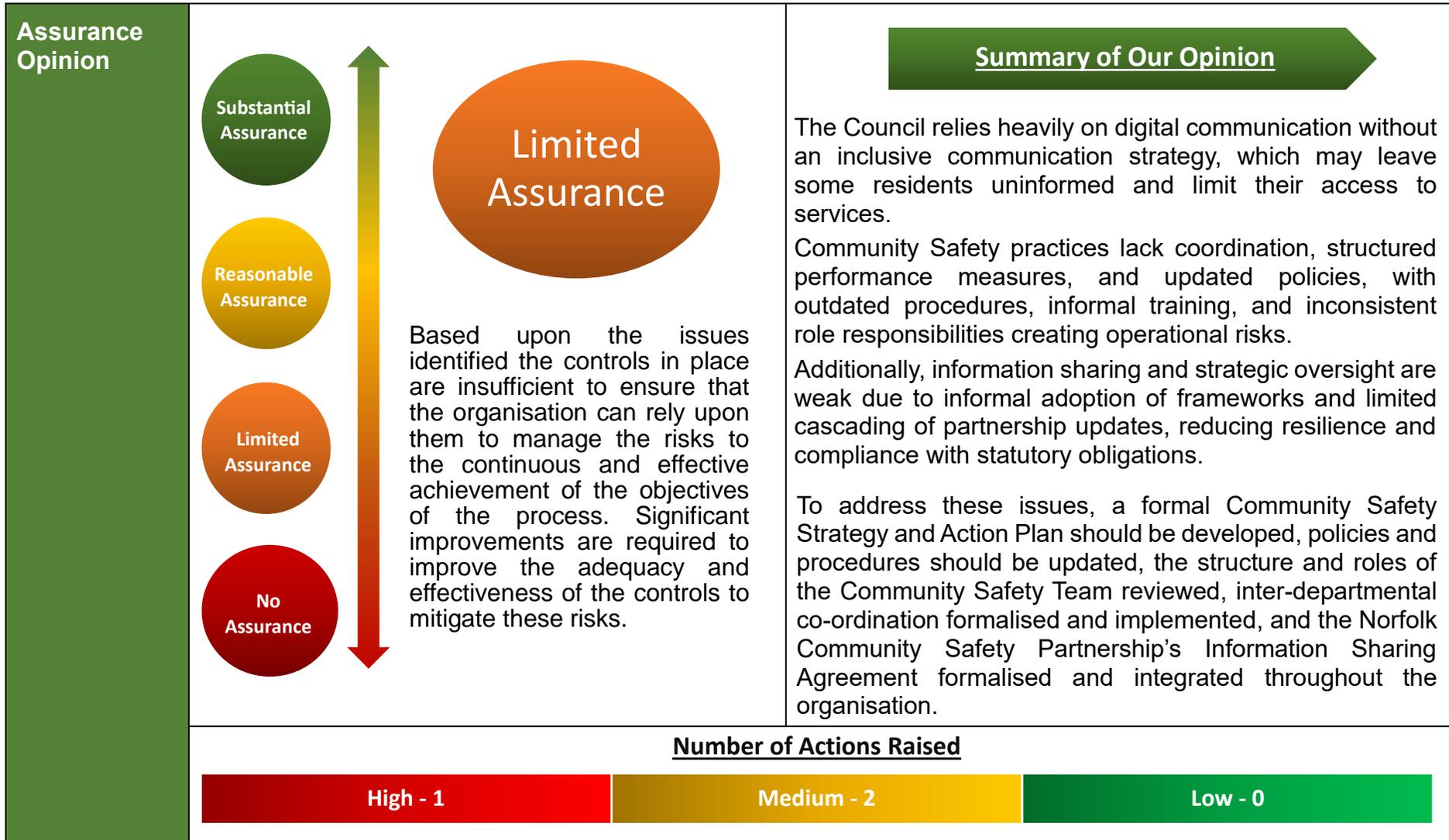
Issued by the Head of Internal Audit (EIAS)

2025/26

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Executive Summary



<p>Background</p>	<p>The Community Safety service is responsible for investigating and resolving neighbourhood nuisance and anti-social behaviour. It also coordinates with partner agencies and manages the West Norfolk Early Help Hub. In addition, the team addresses public health concerns, including filthy or verminous premises, and issues related to drainage and sewage. These responsibilities align with the priorities of the Corporate Strategy: supporting our communities, protecting our environment, and delivering services efficiently and effectively.</p> <p>The Financial Plan for 2024–2029, presented to Cabinet on 29 January 2025, included ‘Appendix 2d Health and wellbeing detail, item 26’, which outlines the expenditure, income, direct service costs, and total service costs for the Health, Wellbeing and Public Protection Directorate. In relation to the Community Safety service area, the total service cost projection for the 2025-2026 financial year had been calculated to be £904,490.</p>
<p>Audit Objective</p>	<p>The objective of this audit is to provide assurance on the adequacy and effectiveness of the Council’s governance, policies, and operational arrangements in delivering its statutory and strategic responsibilities for community safety, with a focus on inter-agency coordination, internal compliance, and equitable service delivery to vulnerable communities.</p>
<p>Summary of Findings</p>	<p>Areas of weakness in control design and / or effectiveness</p> <ul style="list-style-type: none"> • Digital-First Communication: The Council primarily uses its website to share CSNN information, which may exclude residents without internet access or digital literacy. • No Inclusive Communication Strategy: There is no structured approach to ensure all residents are informed and can access services. • Performance Issues: Currently within the Directorate Plan for Community Safety, there is only one KPI referenced, which relates to “% of anti-social behaviour and nuisance cases that have been resolved within 120 days of receipt” • Adoption of relevant guidance and compliance: Informal adoption of key frameworks from Norfolk Community Safety Partnership, leading to risk of outdated practices being undertaken.



- Council must comply with Section 17 of the Crime and Disorder Act 1998, but current practices and procedure focus on enforcement not prevention.
- Policy and procedures have not been reviewed to state that prevention should be prioritised over enforcement, as per Section 17 of the Crime and Disorder Act 1998.
- **Lack of Council wide co-ordination:** There is a lack of cross-departmental meetings and action plans to ensure Community Safety is considered throughout the Authority. Within the action plans it should be ensured that responsible officers are assigned in action plans, with a timeframe for completion of actions.
(Recommendation 1)
- **Team Structure & Roles:** Role responsibilities are inconsistent; some officers cover multiple areas (CSNN and ASB), others work largely independently, such as the Community Safety Manager.
- **Training & Development:** Training is informal, reactive, and lacks oversight or tracking.
- **Complaints Procedures:** Of the 14 procedure documents reviewed, all were overdue for annual review, and some had not been updated since 2015/2016.
(Recommendation 2)
- **The NCSP Information Sharing Agreement:** this is acknowledged but applied informally and inconsistently.
- NCSP meeting information is not cascaded down to the team in a timely manner as the Community Safety Manager is the sole participant for the Authority at these meetings, and currently only provides an update to the team on a quarterly basis. This approach limits strategic oversight and organisational resilience.
(Recommendation 3)



Areas of strength in control design and / or effectiveness

- The Community Safety Manager demonstrates a strong working knowledge of relevant legislation (e.g. ASB powers, Serious Violence Duty, safeguarding laws), also referencing parliamentary readings, Home Office guidance, and NCSP meetings. This evidences personal diligence and proactive legislative monitoring.
- The Council participates in the Norfolk Community Safety Partnership (NCSP), which supports policy development and legislative awareness through collaborative meetings and shared resources.
- The Community Safety & Neighbourhood Nuisance Team has robust partnerships with schools, housing providers, health services, and voluntary organisations, which are essential for identifying individuals at risk and delivering safeguarding and Prevent duties.

Added value or improvement points *(these are examples of how the Council could improve a process to be for example, more efficient or effective)*

- Prepare for local government reorganisation by conducting a risk assessment and ensuring continuity of community safety responsibilities.

APPENDIX 1 – Management Action Plan

No.	Recommendation	Priority	Implementation Date	Responsible Officer
1	<p>The Council should develop and implement a formal Community Safety Strategy and Action Plan that:</p> <ul style="list-style-type: none"> • Defines clear objectives and integrates with equalities assessments and service planning. • Incorporates multi-channel outreach (digital, print, and in-person) to ensure accessibility for all residents. • Establishes structured partnership arrangements with voluntary and community organisations, supported by formal documentation. • Includes regular updates and community engagement mechanisms to maintain transparency and responsiveness. • Sets measurable Key Performance Indicators (KPIs) aligned to operational and strategic outcomes, such as: <ul style="list-style-type: none"> ○ Perceived safety in public spaces (day and night). ○ Attendance at community events or forums. ○ Community satisfaction with incident response. <p>The Team should update their operational procedures to ensure statutory compliance, in line with the Community Safety Strategy and adherence to Section 17.</p>	HIGH	31/03/2026	<p>Environmental Health Manager (Community Safety, Neighbourhood Nuisance and Housing Standards)</p> <p>Jeanette Hollingsworth</p>

<p>2</p>	<p>Team Structure and Role Clarity</p> <ul style="list-style-type: none"> • Review and update the Community Safety Team structure to ensure full coverage of CSNN and Anti-Social Behaviour functions. • Standardise role definitions and align responsibilities with job titles and hierarchy, particularly for managerial positions. <p>Competency and Training Framework</p> <ul style="list-style-type: none"> • Develop a centralised competency matrix and training tracker for all staff. • Use the tracker to identify training needs, monitor completion, and support staff development. • Implement structured training programmes, including mandatory induction and refresher training aligned with statutory duties and strategic objectives. • Integrate NCC training resources (aligned with NCSP priorities) into the tracker for consistent access and uptake. <p>Policies and Procedures</p> <ul style="list-style-type: none"> • In conjunction with the Assistant Governance Officer, introduce a regular review cycle for all key policies and procedures, including: <ul style="list-style-type: none"> ○ Version control ○ Review dates ○ Responsible officers • Ensure updated procedures reflect the new technology used and formally adopt external frameworks, where relied upon. <p>Governance and Collaboration</p> <ul style="list-style-type: none"> • Formalise inter-departmental collaboration by: <ul style="list-style-type: none"> ○ Scheduling regular structured meetings with key departments (e.g., Emergency Planning, Counter Terrorism Protect strand, crime prevention). 	<p>MEDIUM</p>	<p>31/03/2026</p>	<p>Environmental Health Manager (Community Safety, Neighbourhood Nuisance and Housing Standards)</p> <p>Jeanette Hollingsworth</p>
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No.	Recommendation	Priority	Implementation Date	Responsible Officer
	<ul style="list-style-type: none"> ○ Defining clear terms of reference, authority, reporting lines, shared objectives, roles, and escalation routes. 			
<p>3</p>	<p>Formalise ISA Compliance Framework</p> <ul style="list-style-type: none"> • Appoint designated officers responsible for Information Sharing Agreement (ISA) compliance. • Integrate ISA requirements into operational guidance and staff training programs. • Establish monitoring processes to ensure adherence and proper data handling practices. <p>Enhance Communication and Action Tracking</p> <ul style="list-style-type: none"> • Include feedback from NCSP meetings as a standing agenda item in team meetings for full staff awareness. • For any resulting actions: <ul style="list-style-type: none"> ○ Document the actions clearly. ○ Assign responsible officer(s). ○ Set specific deadlines. ○ Conduct regular progress reviews and maintain documentation until completion. ○ Capture lessons learned for continuous improvement. 	<p>MEDIUM</p>	<p>31/03/2026</p>	<p>Environmental Health Manager (Community Safety, Neighbourhood Nuisance and Housing Standards)</p> <p>Jeanette Hollingsworth</p>