



## Safer Norfolk Plan 2021-24

*Building resilient, safe and supportive  
communities in Norfolk*

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## Forward

*Mark Stokes, Chair of the Norfolk County Community Safety Partnership*

DRAFT

## Overview

Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combatting the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. This plan sets out how the partnership will respond over the next three years, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.

### Setting the scene

Norfolk is a county of contrast. About half our residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns. It is a county with low crime rates compared to the rest of the country, yet it does have urban areas with significantly higher crime levels than the more rural areas. The different locations bring with them different community safety challenges that all need to receive attention to make Norfolk an attractive place to live and work.

**Domestic abuse** covers a range of crimes of violence and abuse which form part of a wider pattern of coercive and controlling behaviour. Reports to police and other statutory services have increased across Norfolk over the course of our previous strategic plan, part due to better identification and part due to increased levels of reporting. It is seen as a key contributor to demand with the latest strategic assessment completed by Norfolk Constabulary. Parliament are close to passing the Domestic Abuse Bill, which will bring new powers and responsibilities for responsible authorities. The high level of demand and period of change make domestic abuse a priority for the NCCSP.

**Serious violence** is a key cause of concern for the NCCSP as, whilst it does occur in relatively low numbers, it is very high harm. Knife crime has increased in Norfolk and nationally over recent years, which has been associated with drug supply. The Policing, Crime and Courts Bill will introduce a new legal duty requiring local public services to work together to tackle serious violence and require Community Safety Partnerships to consider “serious violence”.

The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from the extremist ideologies of both Muslim and Far Right groups. The Government introduced the **Prevent duty** in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. The NCCSP holds the requirement to oversee the co-ordination of the duty.

**Criminal exploitation** involves the use of power imbalances for coercion, control, manipulation or deception of people to take part in criminal activity or for the purpose of criminal gains and includes modern slavery, child criminal exploitation, and child sexual exploitation. These crime types are hidden by their nature, although the number of cases locally have risen over recent years. The harm caused by these crimes is huge and preventing them, safeguarding victims and disrupting perpetrators must be prioritised.

**Neighbourhood crimes** (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. The impact of Covid-19 related restrictions on these crimes has

been great, reducing the number of neighbourhood crimes with many people spending more time at home. However, neighbourhood crimes are concentrated in certain communities<sup>1</sup> and any future recession may have an impact on neighbourhood crime rates. Additionally, anti-social behaviour has a big impact on feelings of safety within communities. By targeting resources and working as a partnership these crime types can be reduced, improving the quality of life for residents.

**Substance misuse** is an important driver of crime, strongly associated with both criminal exploitation and neighbourhood crimes. Criminals use extremely harmful coercive tactics to exploit people for financial profit through drug trafficking. Also, some entrenched drug users turn to criminality themselves, to fund their drug use. Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes. The NCCSP has a duty to work together to tackle substance misuse in Norfolk and will be supporting this project.

**Hate crimes** are crimes perceived to have been motivated by prejudice or hostility toward victim characteristic. The impact of this crime type affects both the individual and others who share that person’s characteristic. In recent years, a link has been shown between national and world events and the incidence of hate crime. Further, the tensions it creates between communities have a negative impact on people’s feelings of safety, something the NCCSP is keen to influence.

More than 5,000 reports of **fraud** were made in a year in Norfolk, with a total reported loss of £16.1m. Clearly it has an impact of victims financially but it also it has an emotional impact on the victim. The exploitative methods used by perpetrators manipulate people affecting their confidence and feelings of safety. However, the methods used are also sophisticated and often target the most vulnerable in society, so present a challenge to law enforcement agencies. A national drive to improve the prevention of fraud and support for victims is needed, and the NCCSP can play a key role in protecting people and targeting perpetrators.

The public sector is currently facing a challenging period for delivery. At the start of 2021 we left the European Union, significantly shifting how our economy will operate. The Covid-19 pandemic has created a great deal of uncertainty for the economic future of the country and significantly restricted how we interact socially. The cost of the pandemic on the public purse, both nationally and locally, will also affect the delivery of the plan. These issues will have a significant impact on all sectors (public, private and voluntary and community), and so we must work together better than ever as a partnership to ensure we deliver an effective response to the identified and new and emerging community safety priorities and a safer Norfolk.

## Priorities

Based on the local strategic assessment of crime and disorder and known emerging threats, the NCCSP identified the following as its crime and anti-social behaviour priorities.

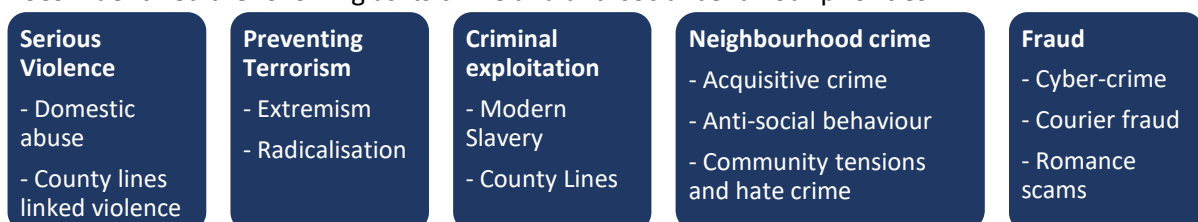


Figure 1: Priorities

<sup>1</sup> [safer streets prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## Strategic themes

There is cross over between our identified priorities. To provide clarity about the NCCSP's strategic direction, four strategic themes have been created to highlight concisely how we will respond to our priorities in a co-ordinated way. To deliver on these themes we will:

- Increase the understanding of key community safety issues locally,
- Increase awareness of key issues amongst professionals and the public,
- Prevent community safety issues from happening where possible, and
- Responding in the right way when they do.



*Figure 2: Strategic Themes*

The delivery of this ambitious plan across all seven District's in the county will be supported by a £500k budget.

We will also work with our key strategic partnership boards to ensure join up across the sector. This will include working with the:

- Norfolk Safeguarding Children Partnership,
- Norfolk Safeguarding Adults Board,
- Norfolk and Suffolk Criminal Justice Board,
- Health and Wellbeing Board and
- Other established multiagency working groups.

## Our Approach

The NCCSP wants to strengthen its response to community safety locally. To do this it will deliver its plan using an evidence led approach, with the Public Health Model of prevention at its heart. This approach has had significant success internationally and will enable us to evidence our positive impact. In addition, we have outlined our approach to communication and the victim-offender dynamic. When implementing these approaches, the overall principles of the NCCSP will be:

- Delivering integrated responses across the partnership to community safety issues in Norfolk
- Using evidence and research to inform our approach
- Preventing crime and anti-social behaviour
- Supporting victims to recover and challenging perpetrators to change their behaviour

## Public Health Model

Taking public health approaches means looking behind an issue or problem to understand what is driving it. Often called 'social determinants' or 'structural factors', these are the circumstances such as housing, education, indebtedness and income that underpin people's lives and make them more or less likely to, for example, experience criminal victimisation, have contact with the police or enter the criminal justice system. Once these factors are understood preventative interventions are implemented targeting these factors.<sup>2</sup>

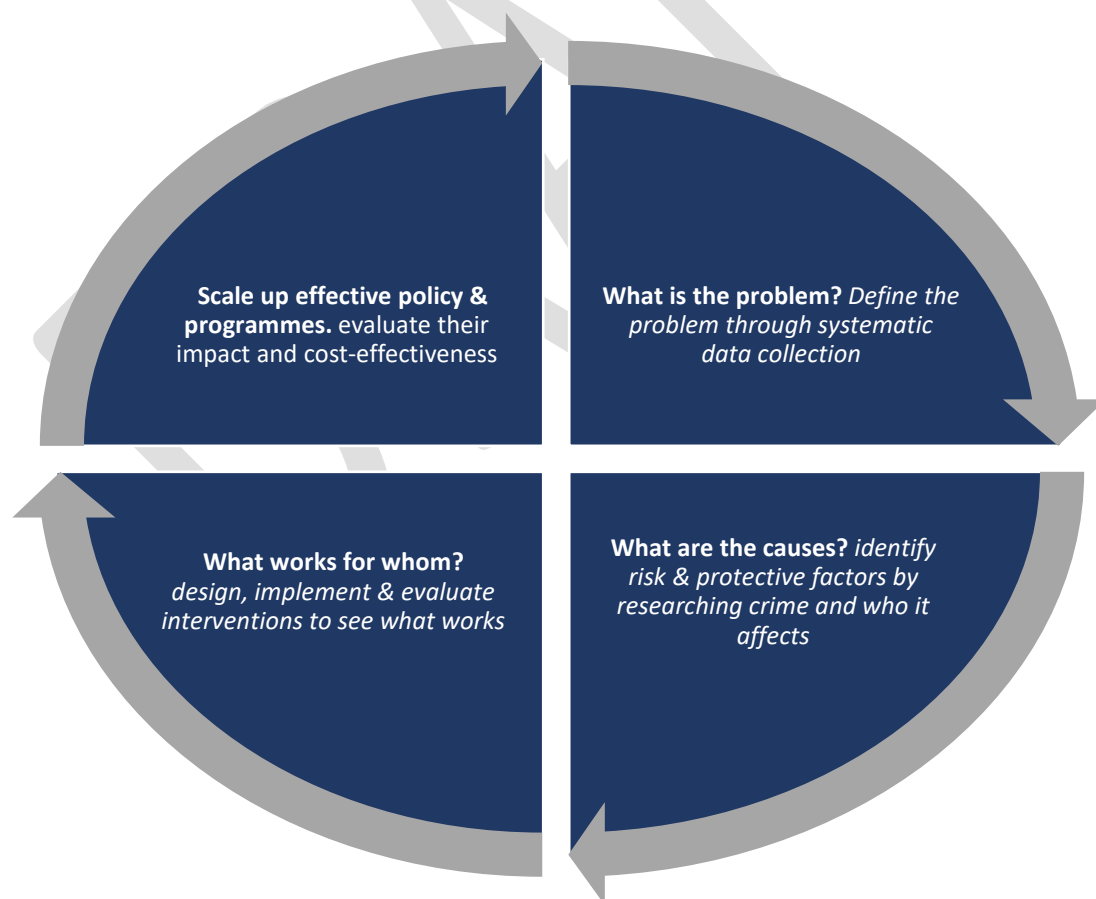


Figure 3: Public Health Model

<sup>2</sup> [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](#)

Epidemiology is a key principle of the Public Health Model and is achieved through the first two stages of the model. The starting point for this using the Public Health Model is **defining the problem**, which involves understanding the social problem and the risk and protective factors associated with it. This step requires population level analysis looking at the frequency and patterns of events in a group of people. The next step in the model is to **identify the risk and protective factors** are.

Once the risk and protective factors have been identified the focus shifts to **testing** interventions promoting protective and negating risk factors. Through this we will identify effective measures in responding to crime issues and **scale them up** in order to achieve positive impact on crime prevention and community safety.

Partnership is central to public health approaches because of the variety of needs that are identified across a population which require responses from many disciplines and services. Different partners have access to different skills, levers and mechanisms to effect change. This makes the NCCSP ideally placed to lead on the adoption of a public health model of crime prevention.

Interventions within the public health model fit into three overarching categories. Primary/universal, secondary, and tertiary interventions, all focusing on different population groups and all looking to affect factors associated with social problems. As you move up the intervention model the intensity of interventions will increase.

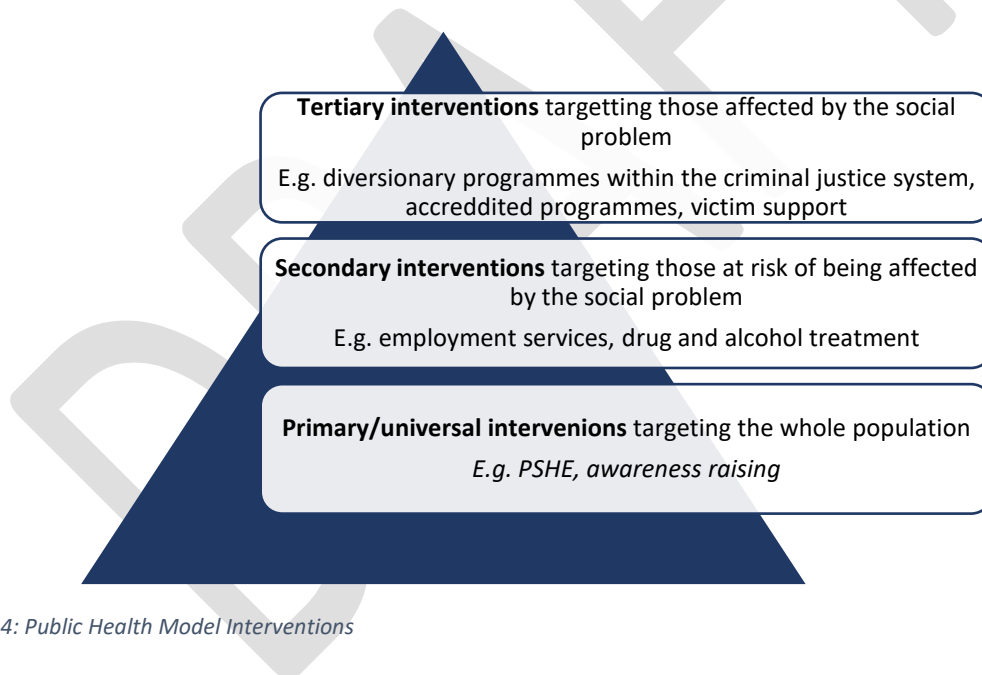


Figure 4: Public Health Model Interventions



## Responding to risk factors

Over the course of someone's life, we know that events and circumstances occur that can have an impact on that person's life course. The likelihood of a person committing or experiencing crime and anti-social behaviour are affected by a complex web of risk factors.

Research has shown that **experiencing certain events** is correlated with experiencing and committing crime and anti-social behaviour. For example, research into Adverse Childhood Experiences (ACEs) has shown that people who have experienced four or more ACEs are seven times more likely have been involved in violence in the last year, and eleven times more likely to have used crack or heroin or been incarcerated. Whilst the evidence base is still developing and it not predictive at an individual level, it highlights the relationship between experiencing certain events and experiencing or committing crime.

In addition, we know that there are **socio-economic factors** that are strongly correlated with either being the victim or perpetrator of crime. This include poverty, accommodation, physical and mental health, education, employment and substance misuse. By providing services that directly target factors associated with criminality as early as possible, we will be able to prevent crime and anti-social behaviour in Norfolk.

Finally, the **environment** within which we live has both a protective and negative impacts on social problems, including crime and anti-social behaviour. Situational Crime Prevention has shown that by carefully considering both public and private spaces, their susceptibility to crime and anti-social behaviour can be designed out.

## Communications

Core to our approach is the need to make the public and professionals aware of a variety of community safety issues in order to enable them to identify and protect themselves and others. We believe that by providing Norfolk's residents and its workforce with knowledge about community safety issues we will be able to build resilience and make it harder for criminals to exploit people locally.

We will deliver communication campaigns targeted at groups where the messages are most needed, such as school aged children, to address key community safety issues in Norfolk, including:

- Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting
- Raising awareness of domestic abuse, what is unacceptable behaviour and how to access the available support
- Promote services providing support to victims of sexual abuse and encourage survivors to access support if they feel they need support
- Highlight to those known to be at risk of criminal exploitation the methods used by criminal exploiters to recruit exploit people
- Increase awareness of how to report anti-social behaviour and how the local authorities respond
- Highlight to residents at risk of neighbourhood crime how they can protect themselves
- Encourage hate crime victims to report their experience and highlight the support available

**Adverse Childhood Experiences are potentially traumatic events that occur in childhood (0-17 years). For example:**

- experiencing violence, abuse, or neglect
- witnessing violence in the home or community
- having a family member attempt or die by suicide
- aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with:
  - substance misuse
  - mental health problems
  - instability due to parental separation or household members being in jail or prison

Our workforce also needs to be given the latest and best information available to support the community as best it can. We will make sure that the NCCSP member's workforces are given the best and most up to date information possible, including:

- The prevalence of fraud, what the signs of victimisation are and how to support a person to access support
- What hate crime is, how it affects victims and how they can be supported
- Knowledge to support people protect themselves and their community from neighbourhood crime and anti-social behaviour
- Information about abuse in all its forms, including the signs and symptoms of abuse violence and know how to respond.
- The risk factors for serious violence, including the signs and symptom of the risk factors and how to respond to them.

### Victim-offender overlap

There is a growing acknowledgement that the response to victimisation and perpetration should be inter-related as victims and perpetrators share a range of characteristics, such as age and deprivation. This relationship is thought to operate on a number of levels with retaliation and risky behaviour put forward as explanations. The most important explanation for this strategic plan is childhood victimisation leading to adolescent and adult offending<sup>3</sup>, something which is frequently identified in exploitative and abuse crime types. In addition, victims of child criminal exploitation are simultaneously offenders by definition, as they have been coerced into committing crimes. Some effective interventions have used this explanation to develop approaches that take account of life course, as we will do through our ACE and trauma informed approach.

### Covid-19 recovery

The 12 months leading to this strategic plan have been extraordinary in many ways. We want and hope the world can return to normal as soon as possible, but we also know it will be a long journey. Our economy has shrunk significantly over the past year and we do not know when it will return to normal. Times of economic uncertainty do impact on crime and anti-social trends so we need to be realistic about what we can achieve and that what we can achieve very much depends on our wider recovery from the pandemic.

Further, the way we interact with one another has changed, with members of the public being unable to socialise in many parts of the entertainments industry. This has been associated with a reduction in violent and sexual crimes. As we work through the Government's roadmap out of the current Covid-19 restrictions, the reduction in violent and sexual crime may reverse. The NCCSP needs to work collaboratively to prevent these crimes and support any victims.

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<sup>3</sup> [https://www.sagepub.com/sites/default/files/upm-binaries/70566\\_Daigle\\_Chapter\\_3.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/70566_Daigle_Chapter_3.pdf)

## Partnership Delivery Structure

To cover the diversity of priorities included in the strategic priorities, the NCCSP needs an equally diverse delivery structure. The structure is already well developed and in place through delivering the previous strategic plan and the NCCSP will seek to use this structure to deliver this refreshed approach. The below diagram highlights the structure that will deliver this strategic plan.

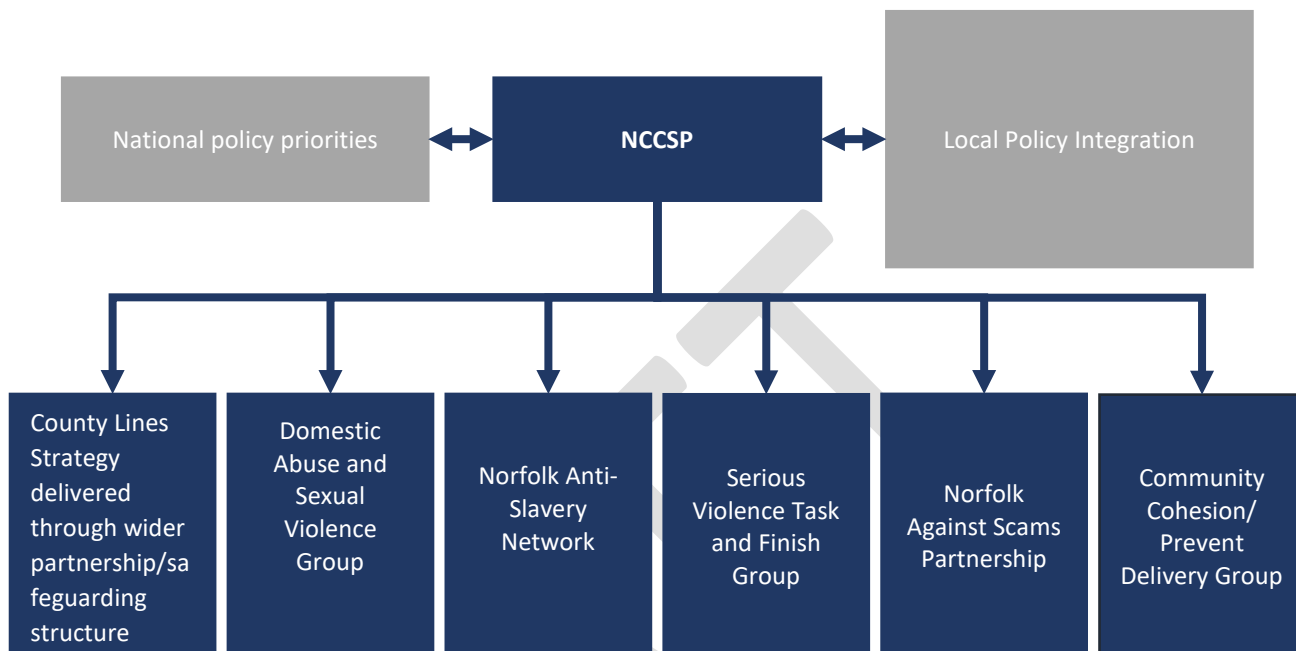


Figure 5: NCCSP Delivery Structure

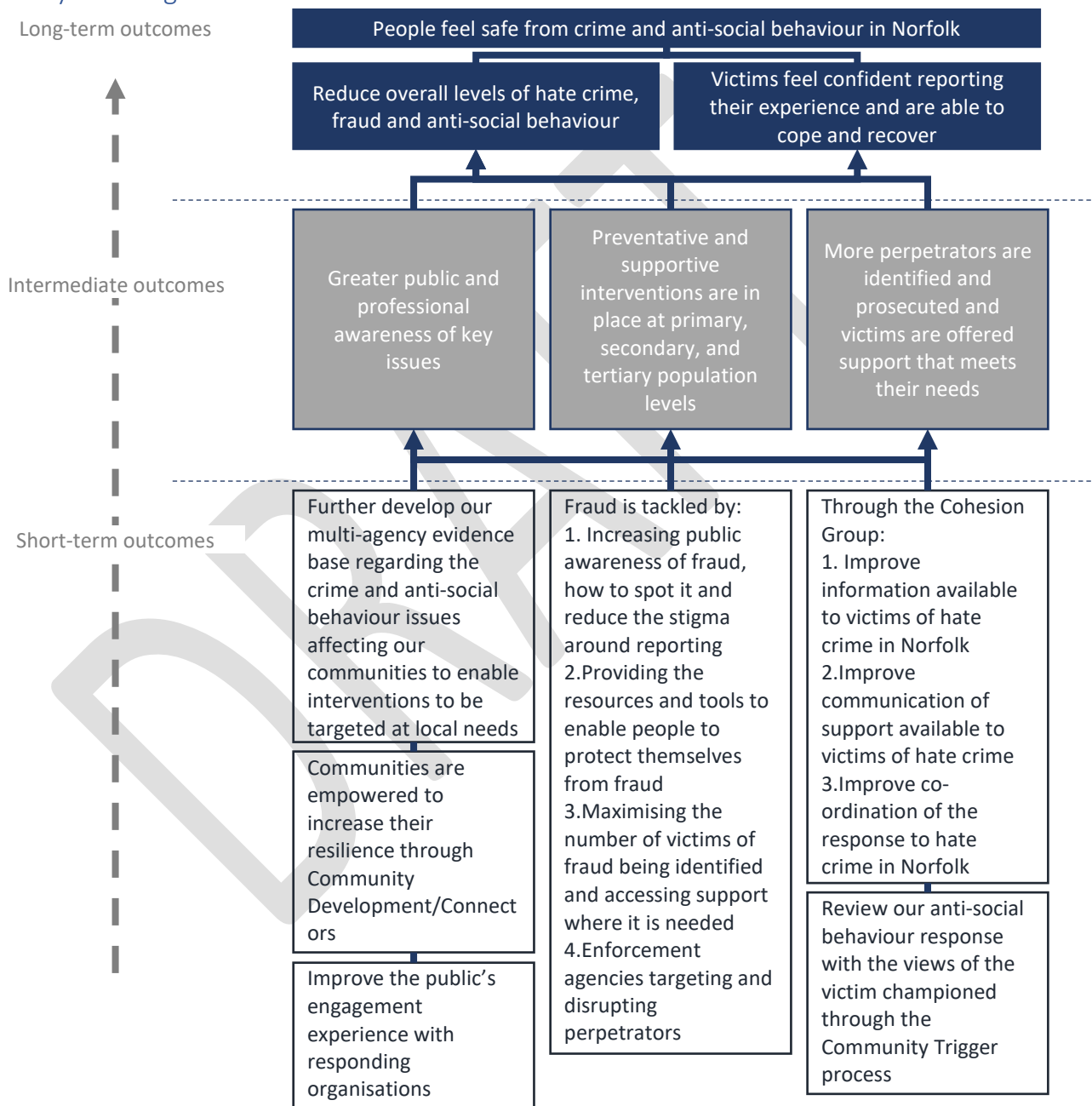
For each priority there is an existing and or developing structure of partnerships and statutory agencies, which manage the operational response to priority crime types (e.g. Multi-Agency Safeguarding Hub and domestic abuse) and lead the delivery of specific functions or projects (e.g. the Youth Offending Team Board and the Project ADDER Board). The NCCSP will work with and influence these groups to ensure collectively we can achieve our long-term outcomes.

The NCCSP sits alongside other strategic partnerships, including the Health and Wellbeing Board, Norfolk Safeguarding Adults Board, Norfolk Safeguarding Children Partnership and the Norfolk and Suffolk Criminal Justice Board. To ensure integration between these statutory partnerships, the Chairs of each meet at the Norfolk Public Protection Forum. This enables good co-ordination of response to shared priorities.

## Building Resilient Cohesive Communities

Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and comfortable mixing and interacting with others. Everyone should have the right to feel safe in their local neighbourhood and in town centres. To help Norfolk communities to become more cohesive and resilient the NCCSP wants to achieve the following outcomes and priorities over the course of the plan.

### Theory of change



## Tackling and Reducing Neighbourhood Crime

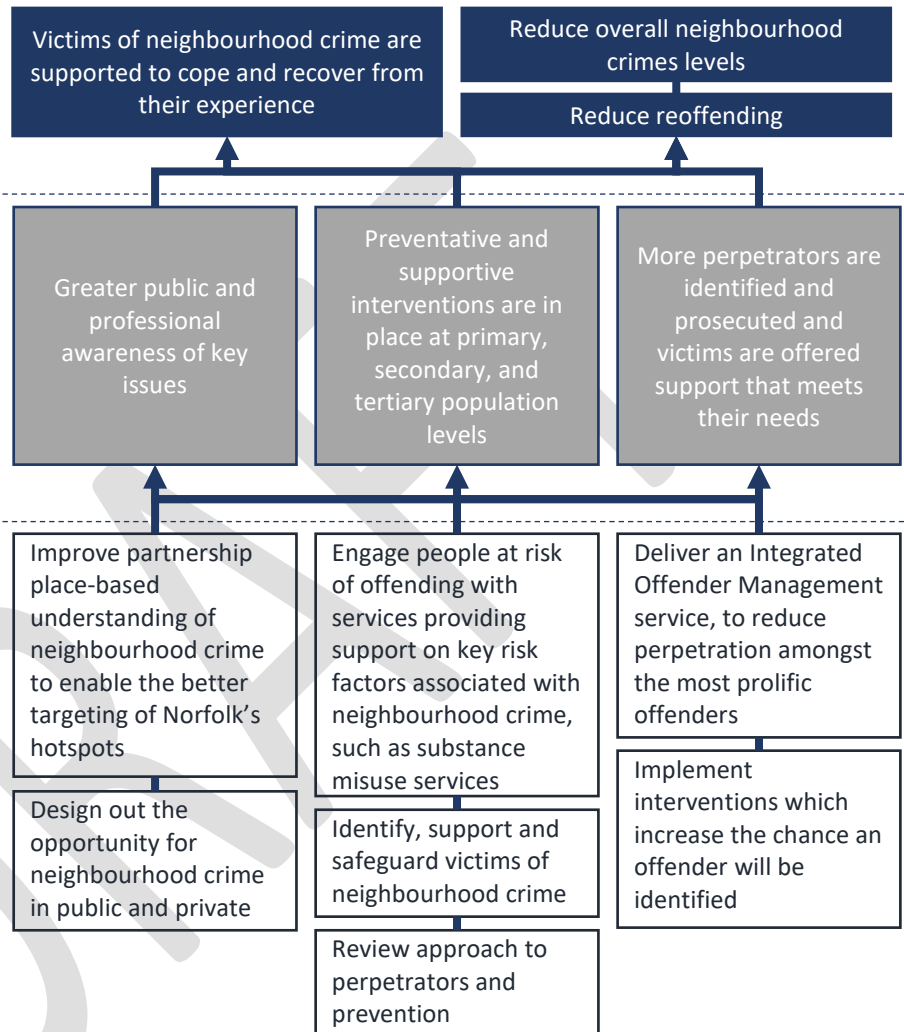
Where we live has a huge impact on who we are and how we feel. We want local residents to live without fear of being the victim of crime in their neighbourhood. We know that some neighbourhoods are more affected by neighbourhood crimes than others and we want to work together to tackle neighbourhood crime in these areas.

### Theory of change

Long-term outcomes

Intermediate outcomes

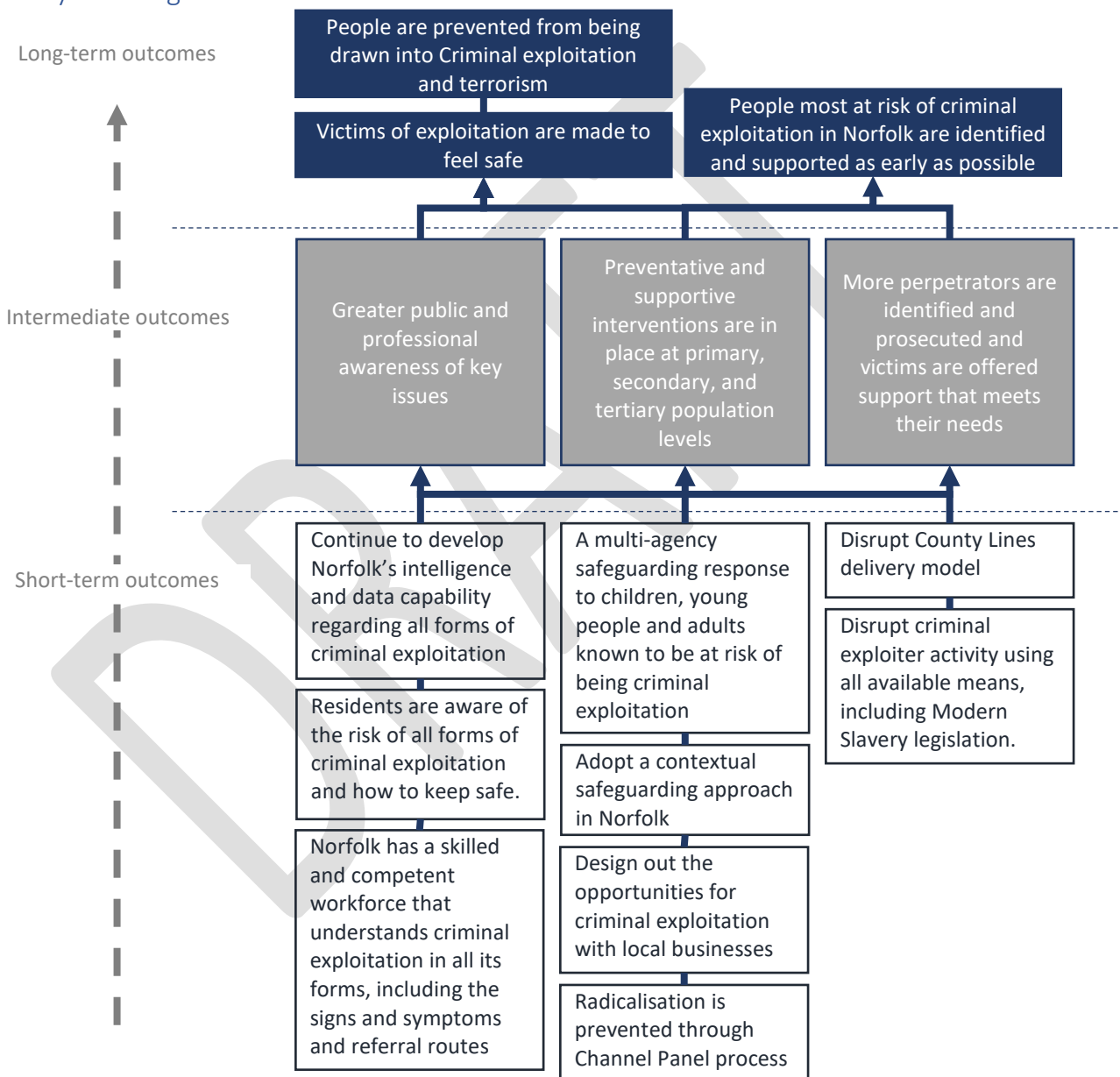
Short-term outcomes



## Reducing the Threat of Criminal Exploitation

Criminal exploitation takes many forms, all of which are affecting Norfolk currently. It occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person or vulnerable person for criminal purposes. A prominent example currently is County Lines, a model of drug trafficking that exports drugs from major cities to rural areas, often exploiting children and vulnerable adults to move and store the drugs and money. However, this is not the only form of criminal exploitation and this strategic plan aims to set a framework for the NCCSP to tackle all forms through this strategic theme's priorities.

### Theory of change

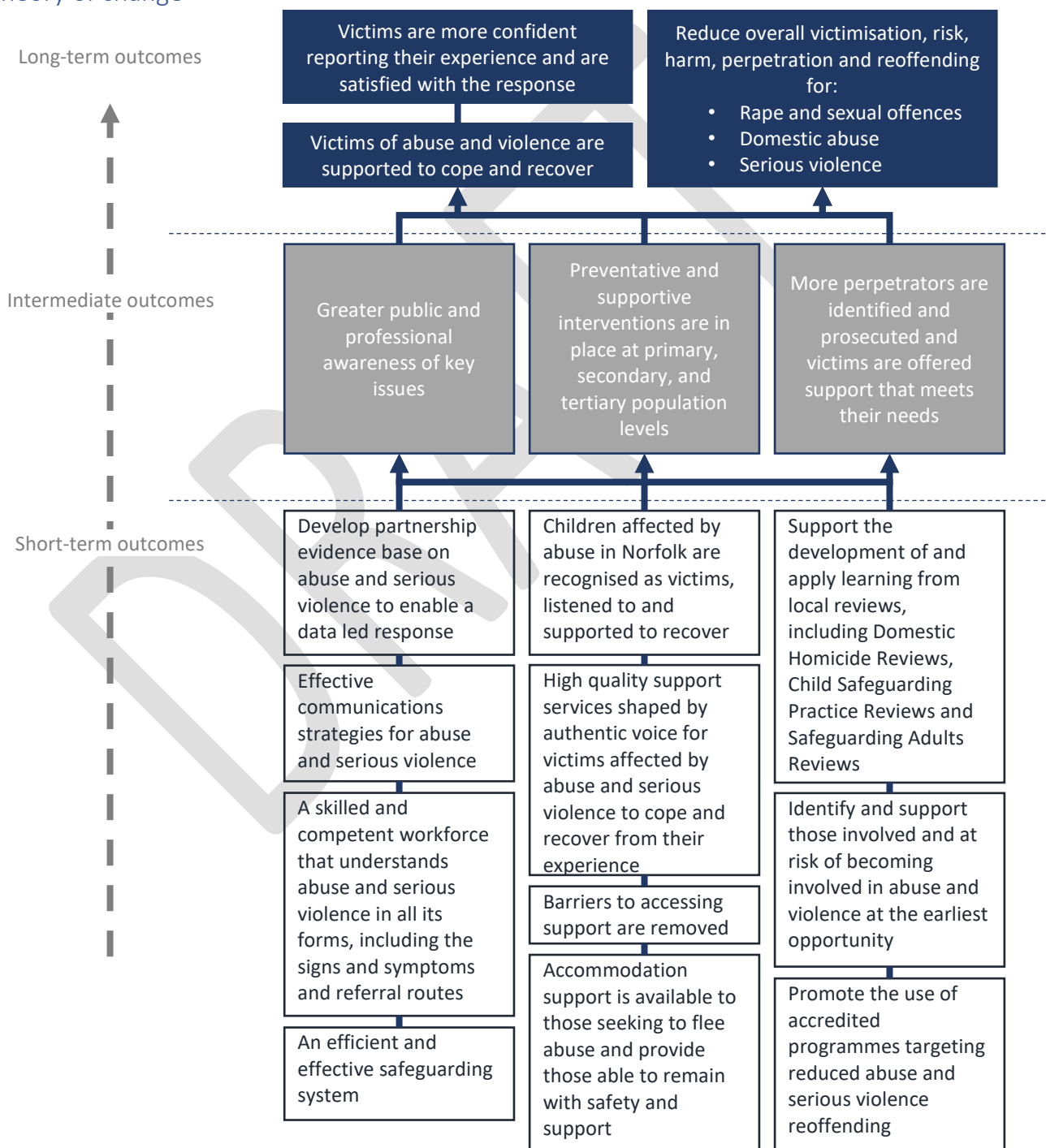


## Safeguarding Communities from Abuse and Serious Violence

Domestic and sexual abuse have seen significant increases in reports to police over recent years. We know that the impact on victims can be very damaging and that perpetrators of abuse continue abusive behaviour in future relationships. We cannot accept this in Norfolk and must prevent it from occurring, support victims recover and prevent perpetrators continuing their behaviour.

There is evidence to show that knife crime, gun crime and homicide have increased nationwide. We cannot accept serious violence taking place in our county and we will work as a partnership to drive it down locally by co-ordinating an evidence based, robust and holistic response.

### Theory of change



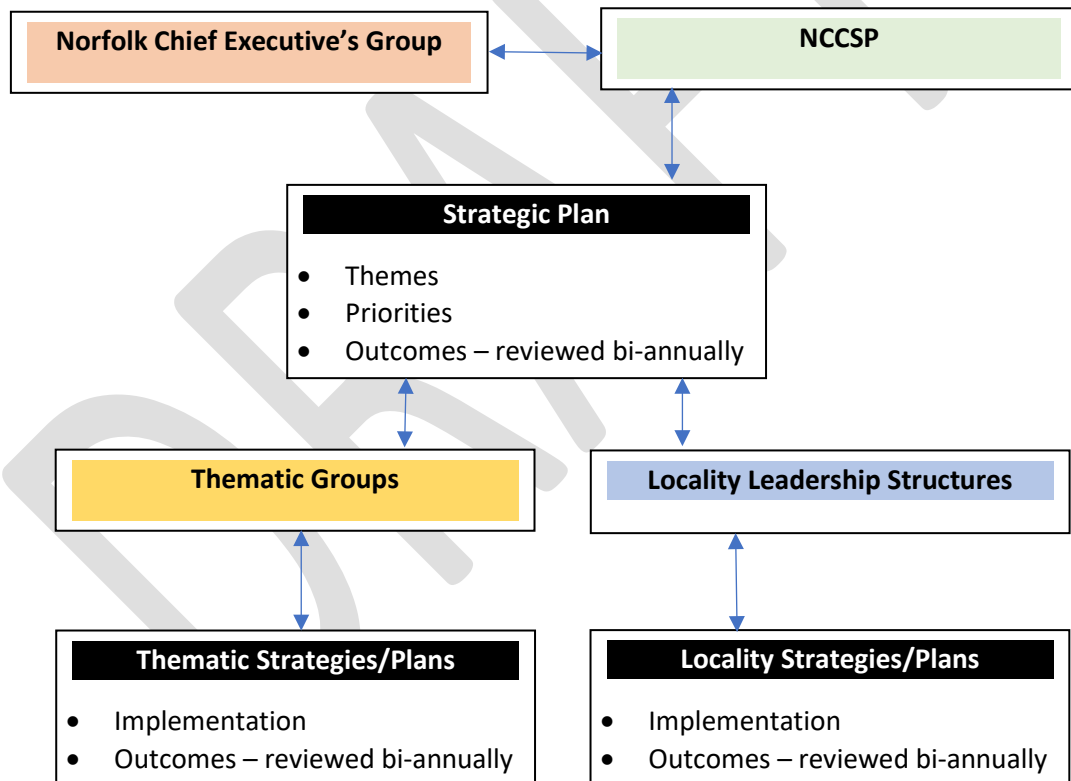
## Developing our partnership

To improve community safety outcomes across the county in a complex and difficult set of economic, social and health conditions, will require an improvement in the way the NCCSP works.

Improvements have begun to be made, including the development base on which the partnership makes decisions, identifies priorities, sets outcomes and measures the impact of its plans and activity.

The new evidence base comprises an enhanced strategic assessment, the greater use of partnership data and an ongoing review of key community data to ensure the strategic plan remains fit for purpose and responsive to the issues that are affecting our communities.

The strategic assessment has contributed to the development of the Strategic Plan and will underpin the measurements of its success over the next three years through the new performance framework that will be established next, and outlined below.





## Appendix 1: Outcomes, Delivery Planning and Impact Assessment

The following outcomes and associated measures have been set for each priority, and will be measured at both a county wide, district and locality level (wherever appropriate). For each priority a separate delivery plan exists, or will be developed, to performance manage delivery and monitor the impact of the plan on the outcomes in our theories of change over the next three years.

	Measures	Intended impact
<b>Long-term outcome 1: People feel safe from crime and anti-social behaviour in Norfolk</b>		
1	Number of anti-social behaviour reported to police and councils	Neutral – anti-social behaviour is underreported
2	Feedback from Norfolk residents	Reduction in incidents
3	Feedback from Norfolk residents	Satisfaction with response
<b>Long-term outcome 2: Reduce overall levels of hate crime, fraud and anti-social behaviour</b>		
1	Number of hate crimes reported	Neutral – Hate crime is underreported
2	Number of frauds reported	Neutral – Fraud is underreported
3	Number of anti-social behaviour incidents reported	Neutral – Anti-social behaviour is underreported
<b>Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover</b>		
1	Victims feel satisfied with the response to crime and anti-social behaviour from responsible authorities	Increase
2	The public are confident reporting crime and anti-social behaviour to the responsible authorities	Increase
3	Victims who access support service feel they have been supported to cope and recover	Baseline and determine whether or not improvement is needed
<b>Long-term outcome 4: Reduce overall neighbourhood crimes levels</b>		
1	Number of reported burglaries in Norfolk	Reduce
2	Number of reported robberies in Norfolk	Reduce
3	Number of reported vehicle crimes in Norfolk	Reduce
4	Number of reported violent offences in Norfolk	Neutral – violence is underreported
	Reduce levels fly tipping	Reduce
<b>Long-term outcome 5: Reduce reoffending</b>		
1	Number of reoffences	Reduce – not all reoffences will result in a conviction, meaning this is not an accurate measure of reoffences
2	Number of reoffenders	Reduce – not all reoffender will be convicted, meaning this is not an accurate measure of reoffenders
<b>Long-term outcome 6: People are prevented from being drawn into criminal exploitation and terrorism</b>		
1	Children and young people arrested for drug offences	Reduce
<b>Long-term outcome 7: Victims of exploitation are made to feel safe</b>		
1	National Referral Mechanism notifications	Neutral
<b>Long-term outcome 8: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible</b>		
1	Children and young people screened through the MACE process	Neutral – an increase or decrease may be caused by change in

		exploitation levels or improved identification
2	Modern Slavery offences recorded	Neutral
3	Number of children and young people diverted from the criminal justice system	Neutral
<b>Long term outcome 9: Reduce overall victimisation, risk, harm, perpetration and reoffending for:</b>		
<ul style="list-style-type: none"> <li>• Rape and sexual offences</li> <li>• Domestic abuse</li> <li>• Serious violence</li> </ul>		
1	Number of reported rapes in Norfolk	Neutral – rape is underreported and trends have been impacted by reporting of historic offences
2	Number of other sexual offences	Neutral – sexual offences are underreported and trends have been impacted by reporting of historic offences
3	Number of historic rapes and sexual offences	Neutral
4	Number of victims referred to sexual violence services by the police	Neutral
6	Number of sexual offences referred to Crown Prosecution Service	Increase
7	Number of sexual offence reports resulting in a conviction	Increase
8	Number of child sexual offences reported	Neutral
9	Number of domestic abuse crimes reported	Neutral – domestic abuse is underreported. Should be reported alongside latest Crime Survey of England and Wales data
10	Number of repeat domestic abuse victims and offenders	Neutral – domestic abuse is underreported. Should be reported alongside latest Crime Survey of England and Wales data
11	Number of hospital admissions for serious violence	Reduce
12	Crimes recorded where a knife was used	Reduce
13	Successful use of stop and search to find weapons	Neutral
14	Number of homicides	Reduce – homicides are already very low in Norfolk

## Appendix 2: What is a Community Safety Partnership?

Community Safety Partnerships were created by the 1998 Crime and Disorder Act, which required a partnership to be created between the responsible authorities. The responsible authorities are Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups. They have a duty to work together to:

- reduce reoffending
- tackle crime and disorder
- tackle anti-social behaviour (ASB)
- tackle alcohol and substance misuse, and
- tackle any other behaviour which has a negative effect on the local environment.

This duty is underpinned by a requirement on Responsible Authorities to:

- form a Community Safety Partnership (CSP)
- undertake an annual strategic assessment of the crime and disorder in the area
- determine priorities
- consult with the public on the priorities identified
- draw up and publish a partnership plan, revised annually

In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities to ensure delivery:

- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
- Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
- at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
- protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
- certain defined sets of depersonalised information must be shared quarterly

Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities.

Wider partners also participate in the NCCSP, including:

- Police & Crime Commissioner
- Youth Offending Team
- Trading Standards
- Victim Support
- Housing Registered Providers senior representative.

In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner (OPCCN) for Norfolk and Norfolk County Council was signed which confirmed that the

OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.<sup>4</sup>

Scrutiny of the NCCSP is required at least annually, and is undertaken by the County Council through a sub-panel called the Community Safety Scrutiny Panel, which includes a representative from each district council.

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<sup>4</sup> [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

## Appendix 3: Local policy context

The policy landscape in Norfolk has several other key partnerships operating within a similar space to the NCCSP. The key groups and their priorities at the time of writing this strategy are set out in the below table.

Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> <li>• Priority areas:               <ul style="list-style-type: none"> <li>○ Neglect</li> <li>○ Child Exploitation</li> </ul> </li> </ul>
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> <li>• Preventing abuse and neglect</li> </ul>
Norfolk Criminal Justice Board	<ul style="list-style-type: none"> <li>• Provide support to Victims and Witnesses throughout the CJS</li> <li>• Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour</li> </ul>
Norfolk Reducing Reoffending Board	<ul style="list-style-type: none"> <li>• Prevention – Intervening early to help to prevent the onset of offending behaviour</li> <li>• Diversion – Diverting people involved in minor offences away from unnecessary contact with the criminal justice system</li> <li>• 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</li> <li>• 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</li> </ul>
Norfolk Health and Wellbeing Board	<ul style="list-style-type: none"> <li>• Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime.</li> </ul>