

West Norfolk Community Safety Strategy

2005 - 2008



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West Norfolk Community Safety Strategy (2005-2008)

Working in partnership to reduce Crime and Disorder and tackle Misuse of Drugs in West Norfolk

Introduction

Statistically, West Norfolk enjoys one of the lowest crime rates in England. Since 1998 the Safer West Norfolk Steering Group has worked in partnership to make the district even safer by reducing levels of crime and disorder even further. In particular, the results for burglary dwelling and vehicle crime offences have been very encouraging and these are discussed in more detail below.

The Crime and Disorder Act 1998 set out the framework within which local Crime and Disorder Reduction Partnerships (CDRPs) would be established. All CDRPs in England and Wales are required to regularly audit and assess local crime and disorder and to develop and implement local three year Crime and Disorder Reduction Strategies, having tested the findings by widespread consultation. A major audit of crime, disorder and misuse of drugs in West Norfolk, accompanied by consultations, were carried out during the Autumn and Winter of 2004. The findings, together with ongoing analysis of local trends and patterns, will inform the implementation of this Strategy. The full Audit document is available upon request from the Community Safety Team at the Borough Council and an executive summary can be found on the Community Safety pages at www.west-norfolk.gov.uk

When local communities, organisations and businesses were asked during the 1999 and 2002 consultation processes it was clear their top priority was for the partnership to tackle Domestic Burglary and Vehicle Crime offences. The prioritisation of these two crime types was echoed nationally and it is no surprise that they had become the benchmark for measuring and comparing CDRP performance.

The number of Domestic Burglary and Vehicle Crime reports has fallen dramatically in West Norfolk since they were made the focus of partnership attention. The level of these offences (e.g. less than one Domestic Burglary per day in the whole of West Norfolk) do not justify the dedication of partnership resources at current levels but it will be necessary to monitor the situation and to have contingency plans in the event of increased criminal activity. These two offence types will continue to feature as Police Authority targets, at least for 2005-2006, and will provide a focus for much of the partnership's scheme to deal with Persistent and other Priority Offenders (see *page 14 below*).

Local consultations have also consistently shown local concerns (in no particular order of importance) about the effects of Alcohol and Drugs; Young People as offenders and victims; the effect of crime and disorder in Rural Areas; Domestic Violence; Disorder; Racism and other Hate Crime; and the need to support Vulnerable People.

Since 2002 there has been a marked trend towards the identification of different offence types and priorities. Criminal Damage and Violent Crime have emerged not just through consultations but also by an increase in crimes recorded. But, perhaps most notably, Anti-Social Behaviour has emerged as the number one concern in West Norfolk. There is a close correlation between some Anti-Social Behaviour, Criminal Damage and Violent Crime. Much of this activity is associated with King's Lynn's nighttime economy and will warrant special attention during the life of this Strategy. The effects of Anti-Social Behaviour are being felt across the whole Borough, in residential estates, towns and villages alike.

About a quarter of all reported Violent Crime relates to Domestic Violence and significant amounts of Domestic Violence still go unreported. Although the partnership have set challenging targets which will produce an overall reduction in crime (*see page 13 below*) the Strategy will still seek to promote and encourage the reporting of Domestic Violence. In the short term it is anticipated this will increase the number of less serious assaults numerically but in turn will prevent the escalation into more serious domestically based incidents. The partnership have agreed to an overall stand-still target for the numbers of common assaults over a three year period. This reflects the likelihood of an initial increase in reports in 2005-2006 and a genuine reduction in offences during the final year of the Strategy, 2007-2008.

West Norfolk is a geographically diverse district where the local problems and needs of market towns, villages and King's Lynn are all different. Even within King's Lynn there are distinctly different issues associated with the town centre when compared with the residential areas which surround it.

It is crucially important that local communities are involved in the identification and solution of local problems and this principal will continue to be at the core of the Strategy. For the first time a more formal pooling of support resources by key partner agencies will permit the use of 'task and finish' groups across the whole of West Norfolk. By creating an integrated support resource it will be possible to respond to emerging problems whether they occur in King's Lynn, Downham Market, Hunstanton or anywhere in the district's rural areas.

The partnership will establish a delivery structure that is relevant and accessible to local West Norfolk communities, and effective in tackling local problems. This will mean structural change for the partnership, in effect redeploying the existing 'Steering Group' membership into more community based action. At the same time there are pressures to rationalise and integrate CDRP relationships with Local Strategic Partnerships (West Norfolk Partnership and Norfolk Vision) and surrounding Crime and Disorder Reduction Partnerships. This will need some recruitment and training of local volunteers across West Norfolk and it will be important that this work is completed at the earliest possible time. It will also mean a re-branding for the CDRP, which will now be known as **Safer West Norfolk**.

It will still be necessary to direct scarce resources efficiently and effectively by focusing on local priorities. These will include crime and disorder 'hot spots' and areas where people's lives are harmed by the effects of crime, anti-social behaviour and misuse of drugs.

Agreeing Local Priorities

“Draft Crime and Disorder Reduction and Misuse of Drugs Strategy”

The following priorities have been identified by the statutory Audit of crime and Disorder and the following narrative formed the basis of formal consultations carried out between November 2004 and January 2005:

Criminal Damage

Making up a quarter of all recorded crime, ‘Criminal Damage’ was the largest category of recorded crime in West Norfolk during 2003-2004, although the effect of new Home Office counting rules (National Crime Recording System - ‘NCRS’) is estimated to have accounted for an increase of 23%. During the previous audit (for 2001-2002) the highest volume crime was ‘Theft Other’ and this category is estimated to have been increased 24% by NCRS.

Theft Other

This currently represents the second largest category of recorded crime type in West Norfolk. Within this category the theft types are extremely diverse and include crimes committed against individuals (e.g. mobile phone theft, theft of cycles); and businesses (e.g. shoplifting).

Burglary and Vehicle Crime

Results from the activities of the Burglary Action Group and Auto Crime Action Group of the Safer West Norfolk Steering Group have been encouraging when compared to the 2001-2002 audit.

- Burglary Dwelling has reduced by 20%
- Burglary Other Than Dwelling is down by 17%
- Theft from Motor Vehicle has reduced by 13% and
- Theft of Motor vehicle is down by 5%.

Both Key Target Groups have made good progress against the Safer West Norfolk Steering Group targets set in 2002.

Violent crime

The statistics for ‘Violent Crime’ which show a 70% increase when compared to the previous audit, are a matter for concern.

Although it has been recognised nationally that the impact of NCRS changes has been greatest in terms of ‘Violent Crime’, with some areas seeing an increase in excess of 100%, local actions to address this upward trend must be a major feature in the CDRP’s revised strategy.

Strategy targets set in 2002 (prior to the full impact of the NCRS being realised) have not been reached, but Safer West Norfolk is performing well in comparisons with the most similar CDRPs.

Anti-social behaviour

Anti-social behaviour in all its forms continues to emerge as an issue of major concern to local people. The audit process has not been able to quantify the size of the problem with the same clarity or certainty as with recorded crime. Data collection and analysis of local anti-social behaviour problems is relatively young but the growing volume of calls to local agencies indicate this to be an area where Safer West Norfolk will need to direct considerable focus.

There are very strong links between Anti-social behaviour and other aspects highlighted during this audit: for example, 'Criminal Damage' and alcohol related disorder.

Domestic Violence

The number of reports for this category of offence is relatively small, but national research and feedback from local partners indicates that this type of offence is massively under-reported. Reports have continued to rise in five of the last six years. During 2001-2002 a small reduction was noticed but the reason behind this is not clear. The impact on those affected by any form of domestic violence can be immense in terms of physical and emotional harm and, consequently, Partnership Agencies have been actively encouraging reporting of such violence by offering support to victims and those otherwise involved.

Not surprisingly the Audit document shows concentrations of 'domestic incidents' in the more heavily-populated areas of the Borough. Even so, there are some worrying concentrations which merit closer investigation and research and this will become a priority for the Safer West Norfolk.

Racially Motivated Incidents and Hate Crime

The number of Racially Motivated crimes and other incidents recorded locally is unrealistically low. In 2003-2004 there were 60 local 'Race/Hate' crimes recorded by Norfolk Constabulary and only three homophobic incidents. Ethnicity and diversity issues in West Norfolk have been given a very high profile by the local and national media coverage of economic migration, people trafficking and human exploitation stories. Much more needs to be done to encourage reporting through the provision of support, encouragement and empowerment to victims and witnesses. Although Safer West Norfolk has mechanisms and practices in place to encourage third party reporting of 'Racially Motivated Incidents', partners are currently addressing the training needs of operational staff in order to make these as effective as possible.

Misuse of drugs

For the first time since statutory Crime and Disorder audits were started in 1998-1999, all Crime and Disorder Reduction Partnerships must now include 'Misuse of Drugs' in the audit process. This Strategy will therefore be a 'Crime and Disorder Reduction and Misuse of Drugs Strategy', thus affording the partnership –

- a better understanding of the patterns and levels of drug misuse in West Norfolk;
- a method of drawing links between drug misuse and offending behaviour; and
- an enhanced understanding of treatment uptake, particularly where offenders are referred by the Criminal Justice System.

Safer West Norfolk will work closely with the Norfolk Drug and Alcohol Action Team (DAAT) to develop -

- Aligned and integrated planning processes;
- Joint cross cutting targets;
- Integrated strategic and delivery plans;
- Joint planning of spend;
- Joint delivery processes;
- Joint performance and accountability structure.

Across the United Kingdom the misuse of drugs and alcohol play a significant part in local criminal activity, anti-social behaviour and disorder in general. National research indicates that a small minority of dependant substance users finance their addiction through acquisitive crimes, such as burglary, vehicle crime shoplifting and other thefts. Many of these persistent offenders will be targeted through the Western Policing Area PPO scheme (*see page 14 below*).

In addition to the acquisitive crimes mentioned above, the wider impact of drugs and alcohol covers a very wide spectrum of other crime types including in particular, 'Domestic Violence' and anti-social behaviour which are often motivated by misuse of alcohol.

Fear of Crime

Reducing 'Fear of Crime' has been a Safer West Norfolk Steering Group objective since 1998. This year the Norfolk County Community Safety Team, using a detailed questionnaire, is currently exploring local 'fear of crime' issues. The results of this important survey will equip us to understand more about the reasons and drivers of 'Fear of Crime' - including why there is such a huge gap between perception and reality. Already it is clear that key groups of people warrant a more detailed investigation and analysis, for example:

- The elderly generally perceive their risk of becoming a victim of crime to be high, whereas in reality they are least at risk of becoming victims of crime;
- Young people, especially young men under 25, generally do not consider themselves to be at risk of becoming a victim of crime. Statistically these people are most at risk of being victimised.

Central to reducing the difference between perception and reality will be the need to communicate effectively with local communities to provide timely and relevant information about local crimes and crime trends, including where appropriate, any partnership interventions in place or planned for their community or neighbourhood.

Offenders

Since September 2004, the Home Office has required all CDRPs to develop and implement a strategy to tackle the effects of Prolific and Other Priority Offenders. These have become known as PPO schemes and Safer West Norfolk have joined forces with 'Breckland Against Crime' to deliver a Western Policing Area (BCU) response.

This approach recognises that nationally a small number (about 0.5%) of offenders are responsible for 9% of all crime. In local terms it is likely that 15 of our West Norfolk offenders (many motivated by substance misuse) are responsible for some 900 crimes annually.

The three strands of the PPO scheme are -

- 'Prevent and Deter',
- 'Catch and Convict' and
- 'Resettle and Rehabilitate'.

Procedures are in place with respect to Catch and Convict and it can be anticipated that the remaining strands will also become core functions of Safer West Norfolk.

Victims

Partners recognise the ongoing need to provide support and encouragement for victims and witnesses of crime and anti-social behaviour. Victim profiles differ greatly according to offence types - notably:

- The age group most at risk of violent crime are the 15 to 25 year olds (who are also most likely to be the offenders);
- Repeat victimisation is a real phenomenon which places victims of crime at risk of suffering a further crime (or crimes) within a short time of the original offence. Additional support for victims at an early stage will allow the effects of repeat victimisation to be reduced;
- One category of crime where the elderly are at greater risk is Distraction or Artifice Burglary which often involves 'Bogus Callers'. The numbers of these offences recorded is low but the impact on victims can be very severe. These victims of crime, by reason of age, are often susceptible to repeat victimisation.

Victims and witnesses of anti-social behaviour are being actively supported and encouraged by Anti-Social Behaviour Co-ordinators. This targeted support is proving to be increasingly successful in persuading reluctant witnesses to engage in the formal legal processes. Obtaining Anti-social Behaviour Orders and other legal remedies is more straightforward where partners can rely on direct witness evidence. This underlines the potential for positive results if more victims and witnesses can be given the confidence to take a stand against offending behaviour.

Consultations

The findings of the Audit of Crime, Disorder and Misuse of Drugs has been tested by widespread consultation in a number of ways. All statutory consultees were contacted by post and asked to comment on the Draft Crime and Disorder Reduction and Misuse of Drugs Strategy 2005-2008. The document was made more widely available in the public areas of some partner agencies. All responses received before the 28 January 2005 deadline were fully considered in the development of this strategy. At that point there were only 15 written responses, but five of these have volunteered to take part in local focus groups and they will be invited to participate in local problem solving activities during the life of this strategy.

In summary, the topics and concerns expressed, and the frequency, were:

- The effect of alcohol and drugs (4)
- Need for uniformed police presence (3)
- Anti-social behaviour (2)
- Fear of crime (2)
- Distraction burglary (1)
- Vandalism (1)
- Lack of parental control (1)

In addition, two responses were supportive of the draft strategy proposals and expressed reassurance about reported crime trends.

In a complementary exercise the Safer West Norfolk Steering Group published a wrap-round supplement to the Christmas edition of the Norfolk Citizen newspaper. Although less scientific in its approach, a competition in this publication produced 108 responses which included details of crime type priorities as follows:

- 93 people (86%) said their top priority is 'anti-social behaviour'
- 85 people (79%) stated 'violent crime'
- 82 people (76%) said 'alcohol and drug related crimes'

Wave 10 of the Norfolk Citizens' Panel included a number of questions specifically aimed at local attitudes to crime and anti-social behaviour. Detailed results are available elsewhere but it is worth emphasising some key findings:

- Question 9 of the survey asked how much peoples' quality of life had been affected by crime over the last 12 months. In West Norfolk 31% of respondents said their life had not been affected at all. Clearly this means a large number of people are affected but the survey also shows that 'fear of crime' is not as endemic as previously believed.
- 7% of respondents say they are 'frightened';
- 50% are 'concerned';
- 34% are 'angry'; and
- 16% are 'anxious'.

The same survey highlights significant local concerns about:

- Litter and rubbish' (44%)
- 'Groups of young people gathering' (36%)
- Graffiti and other vandalism' (29%)
- Doorstep sellers (28%)

In the free text section of the survey, by far the most frequent comments related to young people.

Aims

This Strategy sets out how 'Safer West Norfolk' will work in a broad based partnership to tackle the effects of crime and disorder, and misuse of drugs, in all parts of West Norfolk.

Specifically, 'Safer West Norfolk' will aim to engage and empower key individuals and local communities by keeping them informed with timely and relevant Community Safety information and by encouraging them to participate in local 'problem solving'.

This Safer West Norfolk strategy demands efficient use of partnership resources especially where these can be pooled and/or shared with neighbouring CDRPs. In the first instance the aim will be to make efficiency savings by developing joint initiatives with the Breckland Against Crime CDRP and it is likely these will include:

At a strategic level

- a more closely integrated West Norfolk and Breckland 'Responsible Authorities Partnership' (RAP);
- involvement of key partner agencies (e.g. DAAT and Probation) in RAP meetings;
- closer alignment of CDRP plans and work programmes with those of Local Strategic Partnerships (LSPs) at both district and county levels.

At an operational level

- a joint Community Safety Team (delivery team) drawn from RAP member agencies;
- flexible movement of resources from area to area in response to changing circumstances (without the constraints of formal meeting schedules)

Objectives

The partnership objectives will be broadly similar to those adopted in April 2002.

- To produce sustained **reductions in crime and disorder** in West Norfolk, with quarterly and annual measurement against clear numerical targets (detailed in the Target Setting section on page 13);
- To **strengthen local communities** against the effects of crime, disorder and misuse of drugs by promoting and supporting community involvement in solving local problems;

*It will be implicit within **all activities of Safer West Norfolk** that any crimes or incidents **motivated by racism or other hatred**, or those which **target vulnerable members** of West Norfolk communities, will be regarded as **special priorities for partnership resources and action***

- To **improve public confidence** by communicating widely and regularly about 'Safer West Norfolk's' positive progress against its objectives and targets;
- To **maximise partnership resources** devoted to the delivery of this Strategy and to ensure they are used efficiently against agreed priorities and targets;
- To **measure, monitor and analyse** local crime patterns and trends in order that resources may be deployed in a planned and timely manner; and
- To **evaluate the results** of locally applied crime reduction interventions, including a cost benefit analysis of each intervention.

Partnership Working

'Safer West Norfolk' will be the generic name given to all component parts of the statutory Crime and Disorder Reduction Partnership (CDRP) for West Norfolk.

A structure chart for 'Safer West Norfolk' is included as Appendix I of this Strategy. (Page 15)

'Safer West Norfolk' will include a comprehensive membership of key personnel who can work in partnership to deliver the objectives (See Appendix II) and performance against partnership targets, both at strategic and operational levels;

Membership of 'Safer West Norfolk' will be regularly reviewed to ensure the right personnel are engaged and that they are making a direct contribution to delivery of the partnership objectives and performance against partnership targets;

Engagement of personnel and other resources will involve a fluid and flexible pooling to reflect the needs of particular projects and local needs.

Strategic management, overall responsibility and accountability will be achieved by the membership of **Safer West Norfolk RAP** (Responsible Authorities Partnership). Since 1998 this Strategy Group has included the Borough Council, County Council and Police as responsible authorities. Under reforms introduced by the Police Reform Act 2003, membership of the RAP has been extended to include Fire Service, NHS Primary Care Trust and Police Authority. These six authorities have statutory responsibilities for 'Safer West Norfolk' and the implementation of this Strategy. Under this Strategy the responsible authorities on the RAP will be joined by an extended membership, which will initially include the Drug and Alcohol Action Team and Probation Service, although these additional members will not have the same statutory responsibilities. Additionally, the extended West Norfolk RAP will actively explore ways of joining forces with the Breckland RAP in order to drive the Community Safety agenda across the whole of the Western Policing Area (the Western Area BCU).

Reference Groups will provide expertise to 'Safer West Norfolk' as a whole. They will reflect the diversity of topics upon which the partnership's activities are based, as tested by public consultation and ongoing community engagement. Reference Groups will advise and support the partnership by researching local problems and promoting possible solutions when required. At the inception of this Strategy the **Safer West Norfolk Reference Groups** will include:

- Drugs and Alcohol Reference Group
- Young Persons and Crime Group

In addition, 'Safer West Norfolk' will regard the following existing local groups as Reference Groups:

- West Norfolk Diverse Communities Forum
- West Norfolk Domestic Violence Forum

Where it meets local needs and provides efficiency savings, 'Safer West Norfolk' will consider closer integration and/or the merging of some of these groups with neighbouring CDRP/s and with those fora operating on a countywide basis, including:

- Norfolk Domestic Violence Forum
- Norfolk Community Safety Partnership for Disabled and Older People

The wider Safer West Norfolk Steering Group will cease to meet in its present form. Instead, the membership will be invited to re-group into a series of geographically defined **Safer West Norfolk Task Groups**. Additional members will be required to adequately reflect the geographical communities and it is unlikely these local groups will be fully trained and operational before October 2005 although the development work will begin immediately. Depending on local circumstances these groups may operate as Task and Finish Groups and to undertake local work through to completion rather than being committed to a schedule of meetings. But the attraction of a series of very local and ongoing consultation opportunities should not be overlooked. Initially, 'Safer West Norfolk' will support the development of four Task Groups as follows:

- Downham Market and surrounding villages;
- Hunstanton and surrounding villages;
- King's Lynn residential; and
- King's Lynn town centre and commercial.

In each case the local Task Group will appoint a Chairperson who will normally represent one of the responsible authority members of the Safer West Norfolk RAP. By doing so the RAP will maintain direct accountability for delivery at each locality. The Task Groups will oversee the application of 'Safer West Norfolk' objectives and targets in each of the geographical areas. The Chairperson will be responsible for producing and delivering an Action Plan for each of the partnership targets and will provide regular progress reports to Safer West Norfolk RAP.

All 'Safer West Norfolk' activities will be co-ordinated and supported by a Community Safety Team which draws its personnel and other resources from the RAP member agencies. The possibilities for shared accommodation and detailed arrangements for joint management are development issues to be addressed during the course of this Strategy. Initially the integration will take place as a virtual team although there will inevitably be an increasing amount of joint working in local communities.

Target Setting

Target setting for CDRPs is being driven by the central government Public Service Agreements, with PSA1 being the primary driver initially. In order to deliver PSA1, there must be an overall 15% national reduction in recorded crime over the next three years (and more in high crime areas). The average reduction required by CDRPs in the Eastern Region to contribute to this national target will be 16.7% and Safer West Norfolk will be required to deliver a 16% reduction. This will be based on crime levels in 2003-2004.

Although the 16% target reduction is for all crime types, Safer West Norfolk performance will be measured only against those crime types included in the British Crime Survey (www.homeoffice.gov.uk/rds/bcs1.html). In essence, these crime types involve an individual victim rather than a commercial victim.

Safer West Norfolk must set some challenging targets in order to meet the requirements of PSA1:

In order for Safer West Norfolk to make its agreed contribution to the regional and national PSA1 target it will be necessary to achieve the following crime reductions by 31 March 2008:

Crime Category	Reduction Target (%)	Number of Crimes Reduced
Theft of a vehicle	8	34
Theft from a vehicle	30	312
Vehicle interference and tampering	20	17
Domestic burglary	40	212
Theft of pedal cycle	8	26
Theft from person	10	8
Criminal damage	15	410
Common assault	No increase	No increase
Wounding	10	82
Personal robbery	10	6

There are three other PSAs which are immediately relevant to the delivery of this Strategy:

- PSA 2 “To reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System without compromising fairness”;
- PSA 4 “To reduce the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice system”; and
- PSA 6 “To increase voluntary and community engagement especially amongst those at risk of social exclusion”.

Persistent and other Priority Offenders (PPO) scheme

Work has begun on the PPO scheme in West Norfolk but further development of this scheme will be an important element of this strategy. Providing dedicated staffing and other resources will be essential if the three strands of the PPO scheme are to deliver their potential. The three strands are:

- ‘Prevent and Deter’ will provide opportunities, principally by working with young people, to divert those who are vulnerable to getting involved in offending behaviour. This will operate at different levels, according to risk, and will range from
 - Youth Offending Team work with a relatively small number of high risk clients, down to
 - widespread and more generalized education, prevention and diversionary activities with the young people of West Norfolk.

- ‘Catch and Convict’ is the strand where most progress has been made. By targeting a small number of persistent offenders it is possible to have a positive impact upon local crime patterns. About 9% of all crime is committed by a very small number of local offenders. Typically, at the moment, many of the locally targeted offenders are actively committing property offences (e.g. Burglary, Vehicle Crime, Shoplifting) and there are strong links to misuse of alcohol and drugs. As the scheme develops it will encompass more ‘Other Priority Offenders who are likely to be responsible for offences like anti-social behaviour and domestic violence.

- ‘Resettle and Rehabilitate’ will be implemented to reduce the likelihood of ‘catch and convict’ clients being drawn back into offending behaviour by effective delivery of treatment and other support. The emerging Drugs Intervention Programme (DIP), being developed across the county, will be an important mechanism for ensuring integration between the Criminal Justice System and treatment providers – and will therefore be a crucial element in delivering the second two strands of the PPO scheme.

SAFER WEST NORFOLK (2005-2008)

GO-East, ODPM, etc

AREA TARGET/TASK GROUPS
e.g.
Downham & Villages
Hunstanton & Villages
King's Lynn (residential)
King's Lynn (commercial)

Task & Finish Groups as required

PPO, ASB, Vulnerable People in each case

TARGETS & ACTION PLANS
SSCF Plan
Quarterly reports
Annual reports

COMMUNITY SAFETY TEAM
(Police, Borough Council and County Council)

- External funding & management of spending plans
- Communications strategy
- Training and human resources
- Performance monitoring (Safety Project)

CROSS CUTTING/REFERENCE GROUPS

Local

- Drugs & Alcohol Reference Group
- Anti-social Behaviour Group
- Young Persons & Crime Group
- West Norfolk Diverse Communities Forum
- West Norfolk Domestic Violence Forum

County

- Norfolk Domestic Violence Forum
- Norfolk Community Safety Partnership for Disabled and Older People

STRATEGY GROUP (RAP)
'Responsible Authorities' plus DAAT, Probation, YOT

Closer Integration with Breckland RAP

Responsible for implementation of West Norfolk Community Safety Strategy (2005-2008)

WEST NORFOLK PARTNERSHIP (LSP)

Community Strategy

To Breckland LSP?

APPENDIX I