

Tuesday, 29 November 2022

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Wednesday, 7 December 2022

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Committee

Councillor Douglas-Dunbar (Chairwoman)

Councillor Atiya-Alla	Councillor Foster
Councillor Barrand	Councillor Johns
Councillor Brown	Councillor Kennedy
Councillor Bye (Vice-Chair)	Councillor Loxton

Together Torbay will thrive

Download this agenda via the free modern.gov app on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#). For information relating to this meeting or to request a copy in another format or language please contact:
, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

OVERVIEW AND SCRUTINY BOARD AGENDA

1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Board.

2. Minutes

To confirm as a correct record the minutes of the meeting of the Board held on 9 November 2022.

(Pages 4 - 8)

3. Declarations of Interest

a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Urgent Items

To consider any other items that the Chairman decides are urgent.

5. Safer Communities Torbay Community Safety Partnership Review

(Pages 9 - 113)

1. To receive an overview of the governance, structure, operation and engagement to help members understand the role of the Safer Communities Torbay - Community Safety Partnership (CSP) for which Overview and Scrutiny has a statutory duty to scrutinise.
2. To understand how the priorities are developed and to monitor and review the effectiveness of the implementation and delivery of the agreed priorities.

Note: the following people will be in attendance for this item:

- Tara Harris, Divisional Director for Community and Customer Services;
- Dave Parsons, Antisocial Behaviour and Vulnerability Manager;
- Vicki McGeough, Partnership Lead Manager, Safer Communities
- Lincoln Sargeant, Director of Public Health, Health and Wellbeing Board and CSP Partner;
- Edward Wright, Police and CSP Partner; and
- Michele Thornbury, Health and CSP Partner.

6. Budget Monitoring Quarter 2 2022/2023

(To Follow)

To consider the submitted report which sets out the Quarter 2 budget monitoring information for 2022/2023 and to make any recommendations to the Cabinet.

Meeting Attendance

Please note that whilst the Council is no longer implementing Covid-19 secure arrangements attendees are encouraged to sit with space in between other people. Windows will be kept open to ensure good ventilation and therefore attendees are recommended to wear suitable clothing.

If you have symptoms, including runny nose, sore throat, fever, new continuous cough and loss of taste and smell please do not come to the meeting.

Minutes of the Overview and Scrutiny Board

9 November 2022

-: Present :-

Councillor Douglas-Dunbar (Chairwoman)

Councillors Barrand, Brown, Bye (Vice-Chair), Foster, Johns, Kennedy and Loxton

(Also in attendance: Councillors Cowell, Steve Darling, Law and Long)

20. Apologies

An apology for absence was received from Councillor Atiya-Alla and it was reported that, in accordance with the wishes of the Conservative Group, the membership of the Board had been amended to include Councillor Foster in place of Councillor David Thomas.

21. Minutes

The minutes of the meetings of the Board held on 12 and 25 October 2022 were confirmed as a correct record and signed by the Chairwoman.

22. Draft Housing Strategy

Further to the meeting of the Torbay's Housing Crisis Review Panel held on 25 October 2022, the Board considered the draft Housing Strategy 2022-2030 and the draft report prepared by the Review Panel. They also heard representations from Rick Williams who was a member of the Torbay Strategic Housing Board and TorVista Homes Chairman. The Board discussed the following:

- the evidence base used to inform the strategy and the figures within;
- the number of legal notices served and what action was taken to ensure the landlord complied;
- if incentives were given to landlords to improve energy standards;
- the particular need for more affordable housing not just new housing;
- the need to ensure that action was taken in a timely manner to ensure progress against the Housing Strategy and other key priorities;
- were all Registered Housing Providers on board with the Rightsizing Project and had the incentives been agreed to encourage people to down size e.g. help to move costs;
- if the Council provided grants or support to help people with energy costs;
- issues around rented properties having metres switched;

- the different targets for numbers of new homes required within the various planning and housing strategies and the numbers delivered over the past few years;
- the need to prioritise affordable housing for care experienced young persons, this was a recommendation of the original Torbay's Housing Crisis Review;
- capacity to deliver sufficient housing on brown field sites to reduce the number required on green field sites;
- how we would deliver the aim to improve homelessness through improving housing support;
- the creation of an action plan to support the delivery of the Housing Strategy which would enable more flexibility over the life of the Strategy to react to changes in circumstances;
- when the final Housing Strategy would be approved as it was 2022-2030, it was noted that it was due to be finalised in early 2023; and
- capacity within the Planning department to deliver housing.

The Board requested the Interim Divisional Director for Housing to provide a written update to all Councillors on the progress made in delivering housing in Torbay.

Resolved (unanimously):

That the Report to the Cabinet on the draft Housing Strategy be approved and forwarded to the Cabinet to consider as part of the consultation responses on the draft Strategy, subject to the following:

1. changing the date of the Housing Strategy to 2023-2030; and
2. providing a detailed evidence base to support the figures within the Housing Strategy.

23. Domestic Abuse and Sexual Violence Strategy

The Domestic Abuse and Sexual Violence Commissioning and Strategy Lead, Shirley Beauchamp, outlined the submitted draft Domestic Abuse and Sexual Violence Strategy, Policy Framework document, which was currently out to consultation and responded to questions on the following:

- the need for a cultural change and education from an early age as well as adults so that people can recognise what was good and not good in a relationship;
- what work was being done to listen to the voice of the perpetrator to understand why they have behaved in a certain way, it may have been that they were victims of abuse themselves or have other problems and may need to be supported themselves;
- how close the Domestic Abuse Team worked with the Drugs and Alcohol Team to see if they can recognise victims when working with their clients;
- the need to ensure support for people who have suffered from historic sexual abuse;
- the importance of a supportive approach so that victims know that people will believe them and support them;

- the use of acronyms within the Strategy and the importance of a glossary of terms to help people to understand them; and
- how do we challenge our partners, social landlords and others so that they can learn to spot signs and refer or report the issue to the appropriate agency.

The Board acknowledged that training was provided to Council staff and Councillors on safeguarding, by stander and domestic abuse but felt that more could be done to challenge our partners and our communities to encourage everyone to report any areas of concern.

Resolved (unanimously):

That the Cabinet be recommended that the Overview and Scrutiny Board supports the draft Domestic Abuse and Sexual Violence Strategy, subject to the inclusion of a glossary of terms.

24. Budget Monitoring Quarter 2 2022 - 2023

The Board received an update on areas which were showing as projecting an overspend or issues of concern in respect of the following areas during their previous consideration of Quarter 1 budget monitoring 2022/2023:

Business Improvement Team and Customer Relationship Management (CRM) System:

Members noted the submitted paper and the Divisional Director of Corporate Services, Matt Fairclough-Kay, responded to the following questions:

- the timeline and changes for the business improvement and the CRM;
- the change in focus from income generation and savings to cost savings and better value for money;
- how and when customer feedback would be sought to enable this to be used to help shape changes to services and particularly the CRM;
- when would the Liquid Logic implementation conclude; and
- what progress was being made on the future ways of working and review of the Town Hall.

Children's Services:

Members noted the submitted paper and the Cabinet Member for Children's Services, Councillor Law, and the Director of Children's Services, Nancy Meehan, responded to the following questions:

- what progress had been made regarding the SEND (Special Educational Needs and Disability) Written Statement of Action;
- what progress had been made regarding the Family Hubs;
- the impact of the additional hotel which the Home Office have placed asylum seekers, with higher than average numbers claiming to be under 18 years old and the work associated with this;

- the increase in the number of placements out of area and the lack of regulated placements requiring some young people to be placed in more expensive unregulated provision; and
- home to school transport and what was being done to help support families to get their children to school whilst trying to reduce costs on school transport.

Members praised the reduction in the use of agency social workers but were very concerned in respect of the impact the additional asylum seekers who were claiming to be under 18 years old was having on staff and resources within the Council, but acknowledged the action being taken by senior officers and Councillors to work with partners and lobby the Government for appropriate funding and to raise awareness of the impact this was having on a small Unitary Council.

Place operations/commissioned:

The Director of Place, Kevin Mowat, and the Divisional Director for Economy, Environment and Infrastructure, Alan Denby, responded to the following questions:

- the Council was good at securing grant funding how does it ensure that we spend the money within the deadline;
- the budget for capital projects was reviewed quarterly but does not include the actual date started and anticipated completion, how could the data used to report capital projects be improved;
- does the Council/TDA have sufficient capacity to deliver the capital projects and what was the impact of not delivering schemes e.g. costs transferred to revenue putting additional pressures on the revenue budget; and
- the pedestrianisation of Torbay Road, Paignton was portrayed as a temporary trial but some of the businesses do not support the proposal, could the scheme be amended or changed.

Adult Social Care and Housing:

The Chief Executive, Anne-Marie Bond provided a verbal update on a request from the Integrated Care Organisation (ICO) and Integrated Care System (ICS) for additional moneys in year. The Council had a series of meetings with the ICO and ICS and rather than a cash injection, we have agreed to work together to review pathways within adult social care and how they can be reconfigured to drive out efficiencies and also to look at decision-making with the ICO to look at the scheme of delegation and who makes decisions to bring in more involvement from Torbay Council. This had resulted in no additional financial exposure within the current financial year.

Members requested the Director of Adults and Community Services, Jo Williams, to provide a written briefing to all Councillors regarding the proposals with the ICO/ICS.

Members asked questions on the following:

- how many people were being cared for in their own homes and how was this care monitored;

- the Council pays a fixed fee for the delivery of social care through the integrated adult social care and health service which is based on benchmarking information; and
- if someone living in their own home needs to go into residential care and they sell their home to fund their placement, who pays if the money from the sale runs out.

Resolved (unanimously):

That the Adult Social Care and Health Overview and Scrutiny Sub-Board be recommended to review domiciliary care and how this is delivered and monitored. (Note: during the discussion on Torbay Road Councillor Loxton declared a pecuniary interest and withdrew from the meeting, he returned once that scheme had been discussed.)

Chairwoman



Safer Communities Torbay – An Overview

1. Introduction:

- 1.1 Safer Communities Torbay is the name given to Torbay's Community Safety Partnership (CSP).
- 1.2 Community Safety Partnerships exist by law (Crime and Disorder Act 1998) as a statutory partnership constituted of the Council, Police, Probation, Health and Fire Service. The Board meets on a quarterly basis and works to bring key local agencies together to co-ordinate and deliver multi-agency solutions to address various issues including, but not limited to: crime, re-offending, anti-social behaviour, domestic abuse and sexual violence, all forms of exploitation and substance misuse.

2. Statutory Requirements:

- 2.1 The key statutory responsibilities for Community Safety Partnerships are:
 - a) put in place a strategic group to be made up of senior representatives from the responsible authorities
 - b) prepare, implement and performance manage an evidence led, annual strategic assessment and three-yearly partnership plan for the reduction of crime and disorder in the area
 - c) consult the community on the levels and patterns of crime, disorder and substance misuse and on matters that need to be prioritised by the partnership
 - d) reduce reoffending
 - e) co-ordinate domestic violence homicide reviews
 - f) share information among the responsible authorities within the CSP
- 2.2 **Domestic Homicide Reviews (DHRs)** – DHRs are a statutory review function of which the CSP are accountable for. The CSP facilitates the commissioning, smooth running and distribution of their learning and recommendations from the DHRs, ensuring that statutory guidance is adhered to. Exercise of this duty is variable, dependent on rates of threshold deaths within or directly linked to Torbay.

3. Additional Statutory Duties:

- 3.1 **Prevent Duty** – The Prevent Duty under the Counter-Terrorism and Security Act 2015 requires all specified authorities to have “due regard to the need to prevent people from being drawn into terrorism”. Safer Communities Torbay undertakes this function on behalf of the local authority. This includes working with other specified authorities and Counter Terrorism Police in the identification and response to need, including the delivering key pieces of work aligned to the Counter Terrorism Local Profile. This includes 4 Prevent Board

meetings per year. 6 weekly meetings with the regional lead from Home Office, Homeland Security Team and specific project work as evidence and demand dictates.

3.2 Channel Duty – The Channel Duty under the Counter-Terrorism and Security Act 2015 requires local authorities to provide support to people vulnerable to being drawn into terrorism. This support is to be offered through the Channel process with key partner agencies. Safer Communities delivers this on behalf of the local authority. This involves co-ordinating the Channel process. Chairing monthly Channel Panel multi-agency meetings where individual cases are heard, and a multi-agency plans to reduce risk are co-ordinated and reviewed. 6 weekly meetings with the Home Office Homeland Security Team (separate from above). Ensuring compliance with and completion of the annual Channel Quality Assurance Review. Regular Home Office training to remain up to date as required by the Duty.

3.3 Domestic Abuse Safe Accommodation Duty (Domestic Abuse Act 2021) – The Domestic Abuse Act 2021 established a new duty upon local authorities to provide support to victims of domestic abuse and their children in refuges and other safe accommodation. This is referred to as the Safe Accommodation Duty, although the duty itself is not a requirement to provide “safe accommodation”, but instead to assess the needs of and provide support to victim survivors and their children within safe accommodation. A Needs Assessment of safe accommodation and support provision across the area must be undertaken every 3 years and refreshed annually. The Needs Assessment will inform the development of a Safe Accommodation Strategy setting out how the identified needs will be met and associated commissioning plans.

The LA must set up a multi-agency Domestic Abuse Partnership Board to oversee the implementation and delivery of the Safe Accommodation Strategy; and to review and evaluate effectiveness of the Strategy. The Domestic Abuse and Sexual Violence Executive Group hold this function in Torbay and is a sub-group of the CSP.

3.4 Modern Slavery – The Modern Slavery Act 2015 places a Duty on local authorities and other key agencies to act as ‘first responders’, meaning that they must both identify and refer victims of modern slavery through the National Referral Mechanism.

Safer Communities Torbay leads on overseeing the functions around modern slavery to ensure a clear and consistent understanding an approach across the partnership to identify, address and report instances of modern slavery in Torbay. The Torbay and Devon Anti-Slavery Partnership drives this work and reports to Safer Communities Torbay.

4. Pending Statutory Duties:

4.1 Serious Violence Duty (pending 2023) – The Duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area. The aim of the Duty is to encourage organisations to share information, data and intelligence, and work collaboratively rather than in isolation to tackle serious violence.

4.2 The Crime and Disorder Act 1998 will be amended to make serious violence a priority of CSPs. It has been agreed that the most effective way to deliver the Duty is through the CSP given the requirements outlined and as such the Safer Communities Team will lead the co-ordination of Duty for the partnership.

4.3 Safer Communities often act as the delivery mechanism for Duties placed on the local authority that relate to crime and safety. Future potential Duties where this may apply moving forward once Government guidance is received include:

- Offensive Weapon Homicide Reviews.
- Duties under the Victims Bill.

5. Grant and funding mechanisms:

5.1 Central Government and the Office of Police and Crime Commissioner often use Community Safety Partnerships as the conduits to make applications for, administer and deliver against grant funding.

5.2 Recent examples of this include:

1) Safer Streets Fund:

£749,137.64 was successfully applied for to reduce VAWG crimes and ASB incidents and improve feeling of safety in public spaces in and around Torquay Town Centre.

2) Serious Violence Fund:

The Office for the Police and Crime Commissioner has awarded a total of £152,000 over 2 years to develop and deliver projects designed to improve understanding and reduce instances of serious violence in the local area.

5.4 In both these examples the funds needed to be applied for and are now being delivered under the CSP.

6 Reviews of the Community Safety Partnership:

6.1 Innovation Unit:

6.1.2 Community Safety Partnerships (CSP) were brought into existence in 1998 and the functions it must perform not materially changed since; however, the complexity of the need in communities and the way the system understands, identifies and delivers support has.

6.1.3 Safer Communities Torbay recognised that it (along with many CSPs) as a result of this there is a lack of clarity around purpose, position and direction and this presenting as more of a challenge as further additional duties are placed on statutory bodies that make up the CSP.

6.1.4 As such Safer Communities Torbay commissioned the Innovation Unit to take a critical look at the CSP to support development of a way forward that ensures an effective CSP

that is able to deliver as required both now and in the future. The papers linked to this report is the outcome of this work.

6.2 Local Government Association:

6.2.1 In 2023 the Local Government Association are planning a national review of Community Safety Partnerships but the detail and timescales at this point remain unknown.

Torbay Community Safety Partnership and Multiple Complex Needs

Strand 1 Report: Review of Torbay's CSP

June 2022

Contents

Executive Summary	3	How are other CSPs address these (and similar) issues?	22
Introduction and Context	4	How other CSPs have focussed their priorities	23
Introduction	5	The CSP works within a wider partnership across Torbay to address and deliver on its priorities	24
How we approached this work	6	Which issues should the Torbay CSP focus on?	25
How the CSP works currently	7	Recommendations	26
What is the role of the CSP?	8	Our recommendations on governance	27
The CSPs duties and responsibilities	9	A proposed governance structure for the CSP	28
CSP members	10	Our recommendations on future priorities	29
Analysis of board meeting attendance and actions	11	An outcomes framework for the CSP	30
Overview of current governance arrangements	12	Next steps in continuing this work	31
Consultations: What we heard	14	Appendix	32
How priorities are agreed	19	1. Examples of innovative approaches to governance	33
Determining the prioritisation	20	2. Examples of the practice of other CSPs	42
What does the data tell us is happening in Torbay?	21		

Executive Summary

Over the past few years an increasingly complex structure has emerged to govern community safety in Torbay. In response to emerging community issues, new Government agendas, Boards and subgroups have been established, sometimes with overlapping agendas.

Torbay Community Safety Partnership (CSP) commissioned the Innovation Unit (IU) to review its governance.

The CSP is responsible for the delivery of Torbay's Community Safety Strategy and currently focuses on exploitation, domestic abuse and sexual violence and drugs. Through this work we have reviewed the core purpose of the CSP, its governance arrangements and made recommendation on its future priorities and outcomes.

The CSP is chaired by the Local Authority and currently has 6 subgroups. The core group is Local Authority led and they lead on the majority of agenda items and take away most actions from meetings.

We reviewed Board papers, terms of reference, strategy documents and consulted with CSP stakeholders to inform insights on the CSP. We heard a number of positives about the CSP:

- It is an inclusive, holistic and well represented partnership, which facilitates good relationships across the system and links across policy agendas;
- There is good attendance at Board meetings;
- It is well supported by political leadership.

We also heard what currently works less well:

- There is a churn of representation (10 different members from the Police have attended over the past 18 months) and representatives are not always at the right level, which can impact on meaningful contribution;
- There is insufficient representation from the voluntary and community sector;
- There is duplication across Boards, and a lack of clarity about the CSP's purpose with unwieldy Terms of Reference;

- It does not currently capture the local voice;
- Progress is not currently tracked;
- The agenda is Local Authority driven and meetings can be overly lengthy.

There are extensive links and overlaps between the CSP and other Boards in Torbay. It is not always clear how the overlaps are managed and which Board has primacy for issues, particularly where there is commonality of policy, such as on youth offending. It is acknowledged that the CSP is central to the governance for community safety across Torbay, and needs to maintain close alignment with Boards that both input into, and are influenced by CSP activity. A proposed new governance arrangement is presented on slide 28.

We worked with the CSP to set future priorities based on what the data tells us, what we know from elsewhere and where the CSP can lead or support on agendas. The proposed future priorities are:

- Violence reduction (with a focus on women and girls) and community safety
- Drugs
- Community cohesion and resilience

We have proposed an outcomes framework (slide 30) that could be used to measure the impact of the CSP against its priority areas. The CSP will need to consider frequency of measurement and reporting (we recommend annual reporting).

In terms of taking this work forward there are 3 key recommendations:

1. The CSP needs to develop its strategic plan which takes into consideration the proposed priorities and outcomes framework contained in this document.
2. It would be good to agree who to continue to capture frontline practice and lived experience to continue to inform practice and plans.
3. **Refresh governance arrangements based on the insights gathered through this work.**

Introduction and context

Page 16 What Innovation Unit were commissioned to
do and how we approached this work.

Introduction

About this work

Over the past few years an increasingly complex structure has emerged to govern community safety in Torbay. In response to emerging community issues, and Government agendas new Boards and subgroups have been established. During Covid new working patterns emerged and the CSP Board meetings moved online, this was considered to have both positive and negative implications for the effectiveness of the Board

Torbay Community Safety Partnership (CSP) has commissioned the Innovation Unit (IU) to review the governance of the CSP (Strand 1) and to develop a better understanding of complexity (Strand 2). This report focuses on Strand 1.

Page 17

About Innovation Unit

Innovation Unit is a social enterprise with a mission to grow and scale the boldest and best innovations that deliver long-term impact for people, address persistent inequalities, and transform the systems that surround them.

What you asked us to do

The focus of Strand 1 is on how the CSP can become more functional, collaborative, and reflective of community needs. This governance review has not looked at the wider scope of supporting Boards, such as the Health and Wellbeing Board.

What we have delivered

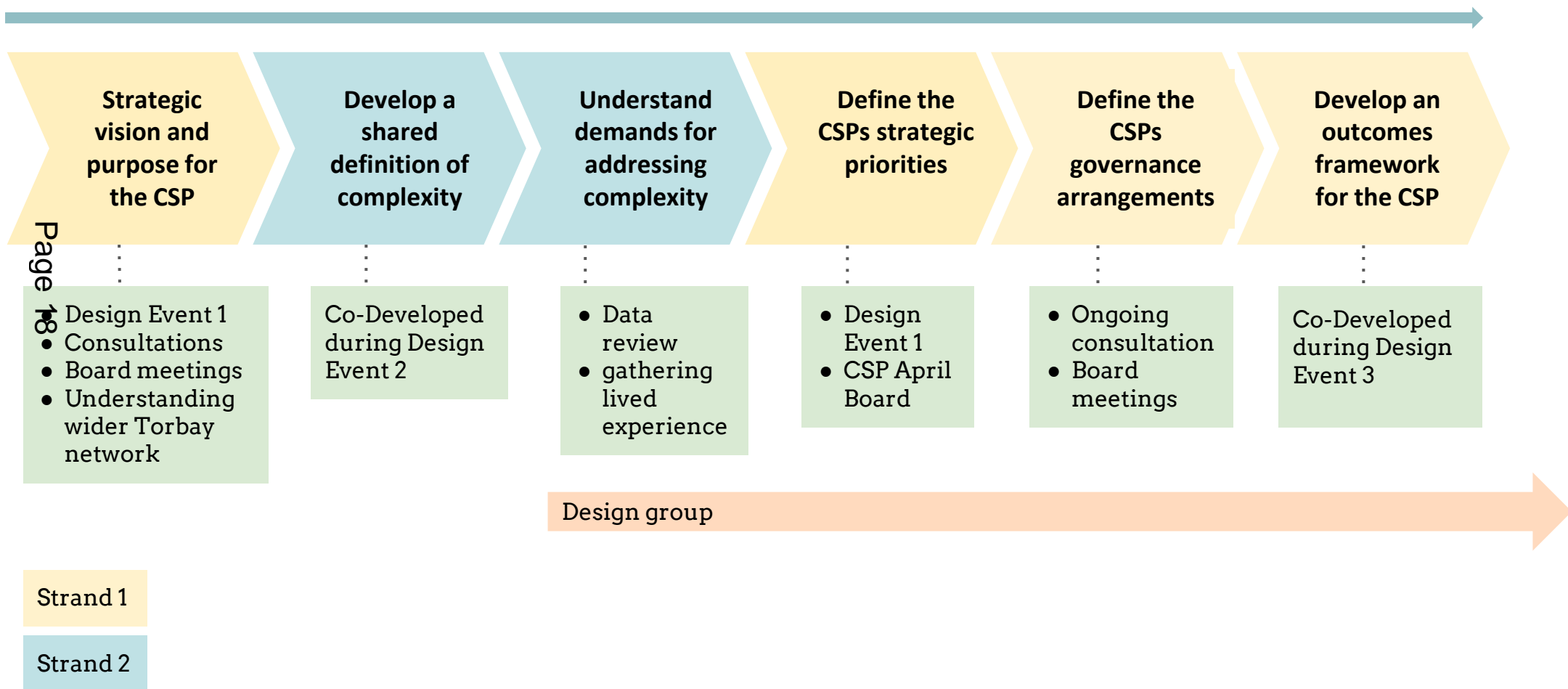
- A shared purpose and role for CSP, with a proposed set of governance arrangements which is both functional, collaborative, and reflects community needs
- An agreed set of shared values and principles for the CSP
- A prioritised list of strategic objectives for the Community Safety Strategy and a shared outcomes framework

How we approached the work

Whilst the CSP commissioned two distinct strands to the work, we brought them together at points where it made sense to do so, in terms of consulting with shared stakeholders across both strands.

October 2021

June 2022



How the CSP works currently

Page 19 We reviewed Board papers, terms of reference, strategy documents and consulted with CSP stakeholders to inform these insights on the CSP governance.

What is the role of the CSP?

The current role of Torbay's Community Safety Partnership is set out in the Terms of Reference:

"The CSP is responsible for the delivery of Torbay's Community Safety Strategy 2017-2020. The strategy relates to the prevention and reduction of crime. The overarching principle of the strategy is to protect the individuals and communities who are the most vulnerable and are at the greatest risk of significant harm."

There are three key priority areas for the CSP identified within the strategy:

Exploitation

Domestic abuse and sexual violence

Drugs

The CSPs duties and responsibilities

The statutory duties of the CSP

“CSP members need to do what they reasonably can to prevent:

- a. *Crime and disorder in its area (including anti-social behaviour and other behaviour adversely affecting the local environment)*
- b. *The misuse of drugs, alcohol and other substances in its area*
- c. *To reduce re-offending in the local area”.*

- Analyse a wide range of data, including crime levels and patterns, in order to identify priorities in an annual strategic assessment
- Produce a plan or strategy which sets out how the partnerships will work to reduce crime and disorder in their areas and monitor progress.
- Regularly engage and consult with the community about their priorities and progress achieving them.
- Set up protocols and systems for sharing information.

Additional responsibilities of the Torbay CSP

Serious Violence Duty: the duty is placed on a range of authorities including local government (pending requirement). The OPCC is asking Torbay Council to commit to being part of the OPCC Serious Violence Prevention Partnership and for the CSP to act as the local delivery structure for this. Current work is directed and driven by the CSP.

Torbay CSP also currently oversees the following work:

- Prevent
- YJS Board
- Modern Slavery
- DASV agenda – DASVEG performs the statutory partnership role under the DA Act

Currently other sub-groups come under CSP banner but not statutory (i.e. ASB).

Contribute to and support the completion of the Peninsula Strategic Assessment.

CSP members

The CSP is chaired by the local authority. It has seven subgroups (opposite).

Board membership is dominated by the Local Authority and the police who are always present at meetings. Partners are present depending on focus, and there appears to be insufficient representation from the voluntary and community sector.

The Board has been particularly valuable during Covid where informal structures have been less easy to sustain. Board meetings are inclusive and attendance is good, and has improved during Covid.

Domestic Abuse and Sexual Violence Executive Group

Youth Offending Strategic Board

Homelessness and Vulnerability Forum

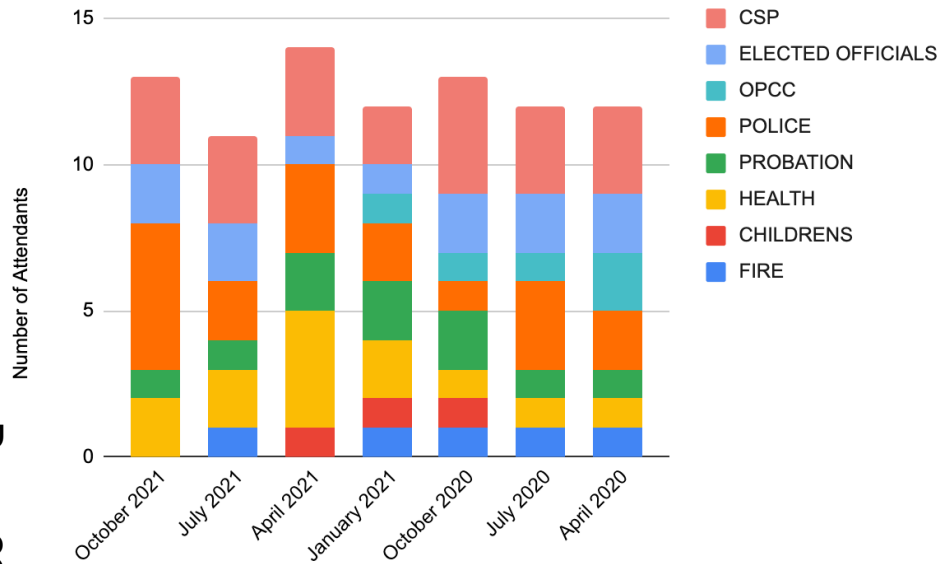
Prevent Partnership

Anti-Slavery Partnership

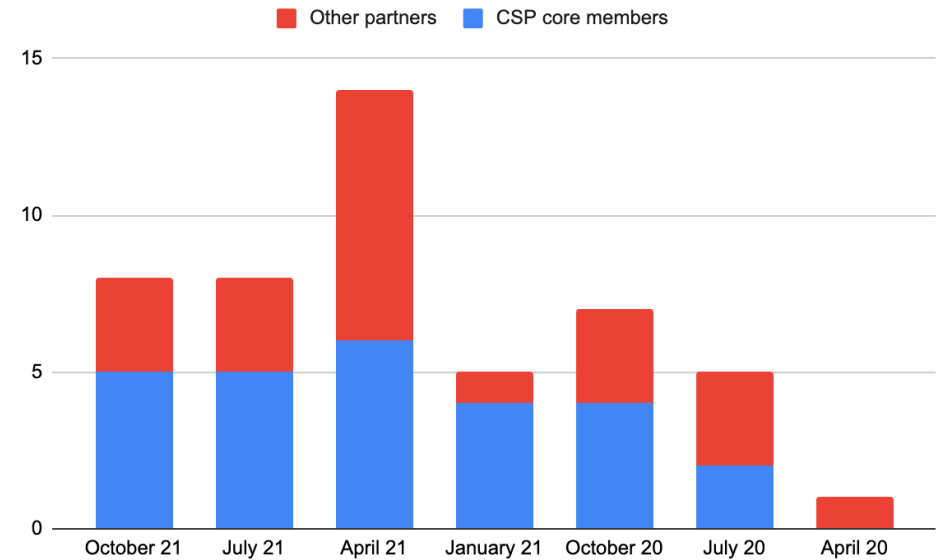
Youth ASB Forum

Analysis of board meeting attendance and actions

Who attends CSP board meetings?



Who takes actions away from board meetings?



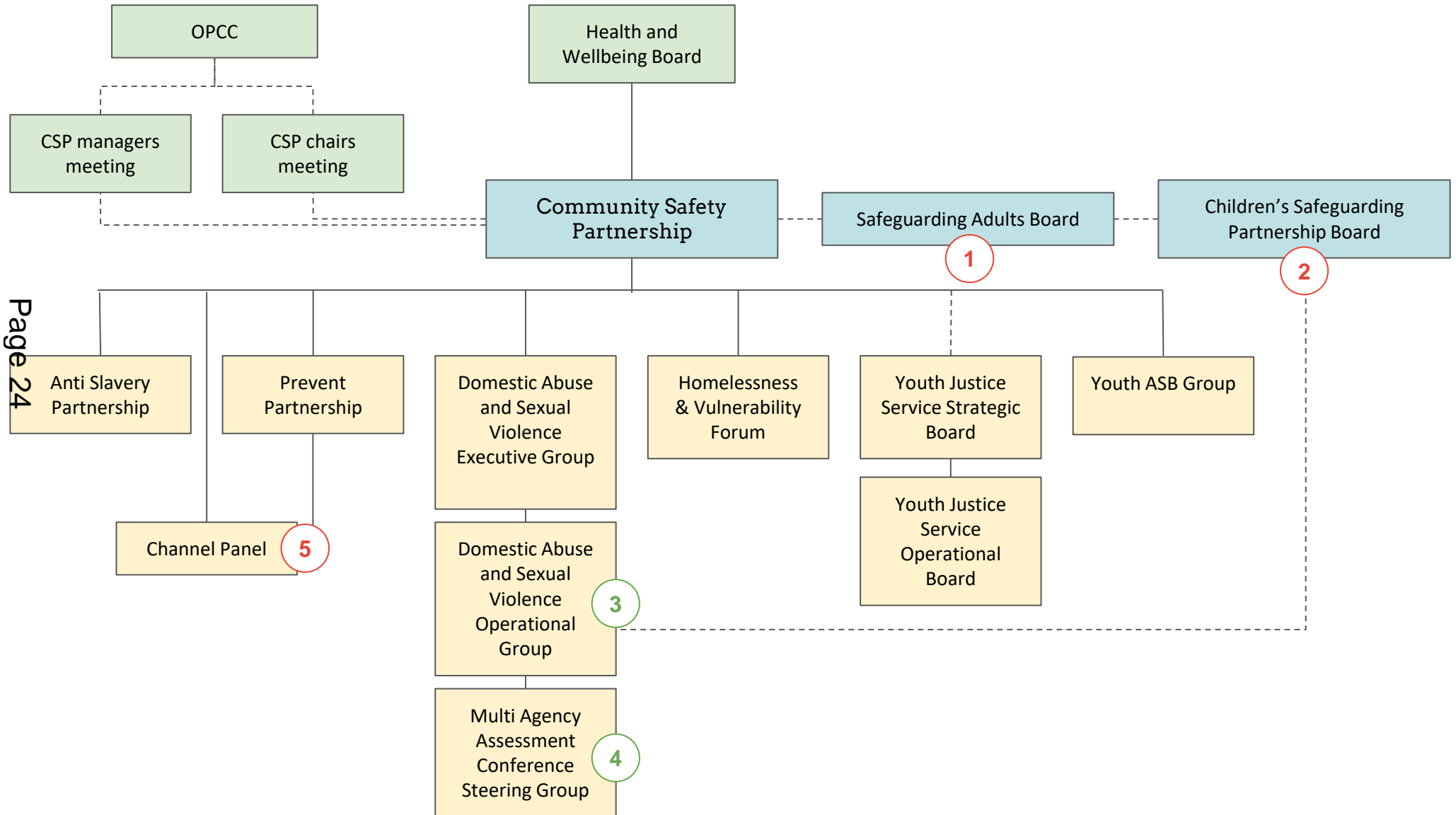
Page 23

- The CSP regularly receives attendance from between 10 and 15 individuals that represent a range of organisations.
- CSP core staff (identified as Tara Harris, David Parsons, Victoria McGeough and Bruce Bell) and police have the highest attendance at Board meetings
- Childrens and Fire have the least attendance at CSP meetings.
- Police have had the most churn of representation at meetings - 10 different individuals from police have attended CSP meetings.

- The CSP core team (as identified on the left) take away the majority of actions from each of the meetings.
- April 21 sees the balance of actions in favour of other partners, which aligns with when public health had a large representation at the meeting.

Overview of current governance arrangements

Below is a visualisation of the CSP governance arrangements. The following slide provides commentary on the links highlighted with blue circles.



Page 24

Overview of current governance arrangements

The current governance arrangements pose the following challenges (red) and opportunities (green). We have taken these challenges and opportunities into consideration as the governance structure has been refined.

There are currently extensive links and overlaps across the governance chart. It is not always clear how the overlaps are managed and which Board has primacy for issues, particularly where there is commonality of policy, such as on youth offending.

The proposed new governance structure can be seen on slide 28.

What works well?

- 3 DASVOG acts as the DA subgroup for Children's board to avoid duplication
- 4 MARAC to DASVOG to DASVEG works well

What works less well?

- 1 More clarity needed about subgroups and duplication under Safeguarding Adults Board
- 2 Lots of subgroups under Children's Safeguarding Partnership Board which could be duplicating the work of the CSP
- 5 Channel panel is a subgroup that feeds into other subgroups.

What is unclear?

- ? Are there formal referral processes between the subgroups?
- ? How does the CSP link with Torbay Together?

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works well about the current set up of the CSP:

1. Inclusive and well represented partnership.

The CSP is helping to embed a multi-agency approach to supporting victims

"Sitting beneath and around the CSP we have huge amounts of partnership working (... it's just the value that the board has)"

3. Facilitating relations across the system, and lots of goodwill to make things happen.

"More often than not, connectivity across the system is because of the people involved rather than the processes"

2. Impacting community safety.

"There is good work happening under the banner of the CSP, in terms of identifying key areas of work, but this is driven by the subgroups, not the CSP itself"

"Representatives are connected to other meetings and can bring those perspectives"

4. Supported by political leadership

The Leader of the Council and the Cabinet Member for Community and Corporate Services has attended every CSP Board meeting for the past 18 months.

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works well about the current set up of the CSP:

5. Led and facilitated by the Local Authority

The LA leadership can be seen as both a negative and positive.

"[The Local Authority leading the agenda] allows other partners to be less engaged"

"[the Local Authority] can give support to partners that aren't necessarily represented at the CSP"

6. Diverse range of skills

The CSP has a diverse range of skills that could be tackling some of Torbay's biggest challenges.

7. Holistic and inclusive of professionals

The CSP is considered to be more holistic and inclusive than other Boards, but does not capture the user voice.

"We can have meaningful conversations that aren't curtailed by statutory requirements"

8. Commitment to and links across policy agendas

The trauma-informed work led by the CSP has received positive feedback and there is strong commitment to to the Domestic Violence Sexual Abuse work, which did not exist historically.

Board minutes reference how plans around youth crime prevention will be taken forward by the Children's Safeguarding Partnership.

Consultations: what we heard

The quotes below (all from consultations with CSP Board members) illustrate what currently works less well about the current set up of the CSP:

1. Churn of representation

Creates a lack of continuity and meaningful contribution at CSP meetings.

There is a wealth of information and experience about services and people in Torbay that doesn't seem to come across the table in a way that really meaningfully informs what we do.

3. Representation not always at the right level

Can impact decision making - referral to other Boards. There are several examples in the CSP Board minutes where issues have to be deferred to other meetings.

The right organisations are probably there. Whether or not the people attending have the power to make brave decisions...I don't know.

Page 28

2. Duplication across Boards

Lack of clarity on which Boards have primacy, and often resulting in information shared multiple times. For example, the role of the exploitation subgroup overlaps with exploitation delivery group under the CSP and how both link with children and adults

By the time we get to the CSP we have heard the presentation twice. There is lots of repetition.

4. At times a lack of meaningful contribution

And an absence of strategic challenge or uncertainty as current contributions can feel like an information share.

With more contributions from partners the CSP could tackle big problems.

It is not usual that a piece of work is identified at the CSP.

I refuse to believe that we get it so right all the time that there is not more challenge.

Consultations: what we heard

5. A lack of clarity and purpose of the CSP with unwieldy Terms of Reference

Can impact ownership and contribution. There can be times when partners do not know what is being asked of them as Board members.

I don't think we've got right how we get the best out of ourselves

People aren't sure where they can have the most influence

I am not gripped by a clear direction of travel for the CSP. it's a bit grey

6. Progress is not being tracked

Makes it hard to demonstrate impact and understand where the CSP is specifically making a difference.

It is difficult to extract that which is directly attributable to the CSP

Updates should be impact and outcome focused

Are we having impact is something we should be asking ourselves routinely

Consultations: what we heard

7. Overwhelming LA-driven agendas and actions

Both the LA and other CSP Board members recognise the CSP agendas are driven by the LA and the LA picks up over half of resulting actions.

The agendas should be representative of the partnership (it isn't and this feels uncomfortable).

Partners don't feel the agenda is their business and cannot set their role in it.

But probably I should bring more to the CSP (agenda) to kind of flag priorities that I think other people would share.

8. Information overload and lengthy meetings

Lots of requests made for Board members to feedback on. For example in one meeting, CSP members were asked to feedback on: LADO presentation, Learning Partner progress report, police and crime plan, DA work plan and the evaluation plan for the trauma informed work.

Board minutes are also lengthy with key actions at the end rather than start of the document.

Overly detailed and long agendas can prohibit time for reflective discussion on understanding and responding to community needs.

Feels a bit heavy on the updates

How priorities are agreed

Page 31 We looked at what the data tells us is happening in Torbay, and how other CSPs address these sorts of issues. We also considered where the CSP contributes to partnership work across Torbay.

Determining the Prioritisation

Prioritisation is based on 3 elements

1. What does the data tell us is happening in Torbay, and what do the communities of Torbay say needs focus?

(See slide 2)

1. What do we know about how other CSPs are addressing these sort of issues that could inform Torbay CSP's agenda, including what are the statutory duties and other responsibilities of CSPs?

(See appendix, slides 42–55)

1. During a workshop with the CSP Board, we asked Board members to consider the following questions, and determined a new set of priorities for the CSP.

2. Are these the correct focus for you?
3. Which are the most important?
4. What else needs to be included?
5. Do we have the evidence?
6. Do these priorities translate into CSP strategic objectives and activities?
7. How can you distinguish between where the CSP leads or contributes to Partnership work across Torbay

(See slide 25)

What does the data tell us is happening in Torbay?

Crime / incident type	2019/20	2020/21	Change	Trend	Crimes per 1,000 residents.				
					Torbay	Family		D & C Force	
All Crime	11319	10470	-7.5%	▼	76.6	89.3	▼	50.9	▲
All Domestic Abuse	3645	3507	-3.8%	▼					
All ASB	3714	4600	23.9%	▲					
Violent Crime									
Violence with injury	1845	1496	-18.9%	▼	10.9	8.8	▲	7.3	▲
Violence with no injury*	1750	1716	-1.9%	▼	12.5	13.6	▼	8.3	▲
Homicide	0	1		▲					
*Violence without injury excludes DA									
Domestic abuse and sexual offences									
Domestic abuse Incidents	1253	1172	-6.5%	▼					
Domestic Abuse Crime Related	2392	2335	-2.4%	▼					
Other sexual offences	267	228	-14.6%	▼	1.6	1.7	▼	1.4	▲
Rape	164	136	-17.1%	▼	0.9	1.0	▼	0.8	▲
Acquisitive Crime									
Domestic Burglary	283	196	-30.7%	▼	3.2	8.7	▼	2.2	▲
Non domestic burglary	262	187	-28.6%	▼	1.3	1.3	▶	1.0	▲
Shoplifting	658	722	9.7%	▲	5.2	4.9	▲	2.1	▲
Other theft	979	764	-22.0%	▼					
Vehicle Crime	641	562	-12.3%	▼	4.1	5.1	▼	1.7	▲
Robbery	108	69	-36.1%	▼	0.5	0.7	▼	0.2	▲
Drug offences									
Drug trafficking	125	141	12.8%	▲	1.0	0.9	▲	0.7	▲
Possession of drugs	380	432	13.7%	▲	3.1	2.3	▲	2.0	▲
Anti-Social Behaviour									
Criminal Damage (exc arson)	1454	1348	-7.3%	▼	9.8	10.2	▼	6.7	▲
Arson	51	56	9.8%	▲	0.4	0.5	▼	0.2	▲
Public Order	811	801	-1.2%	▼	5.8	10.2	▼	4.0	▲
Possession of Weapons	141	139	-1.4%	▼	1.0	0.8	▲	0.6	▲
ASB Incidents	3714	4600	23.9%	▲					

The following crimes are increasing:

- Drug trafficking
- Possession of drugs
- Shoplifting
- All ASB
- Arson

How are other CSPs are addressing these (and similar) issues?

All CSPs have the statutory responsibility to address issues of:

- Crime and disorder
- Anti-social behaviour
- Behaviour adversely affecting the environment
- Substance misuse
- Reducing re-offending

We looked at how other community safety partnerships agree their priority issues and outcomes track progress. An overview of the following community safety partnerships is included in the appendix:

- **Cornwall**
You requested a comparison with Cornwall because it is a neighbouring Authority
- **Tower Hamlets**
CSP uses a range of sources from the community and partners to determine priorities
- **Warrington**
CSP uses KPIs to track progress made against priorities
- **Brighton and Hove**
Another seaside town with a lot of tourism and night time economy

The examples in the appendix illustrate how these CSPs:

- Determine community safety priorities by collecting crime data, feedback from residents and feedback from partners.
- Rate progress made on past priorities to determine what still needs to be done.
- Recognise the interlinked nature of issues they are tackling and their responsibilities within their local partnerships.
- Clear communication channels with partners.

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

How other CSPs have focussed their priorities

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

Cornwall	Brighton and Hove	Tower Hamlets	Warrington
<ol style="list-style-type: none"> 1. Domestic Abuse & Sexual Violence 2. Exploitation 3. Extremism, Vulnerability & Complex Needs 	<ol style="list-style-type: none"> 1. Violence, exploitation and abuse 2. Anti-social behaviour 3. Community cohesion and resilience 	<ol style="list-style-type: none"> 1. Tackling neighbourhood crime and Anti-social behaviour 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ol style="list-style-type: none"> 1. Preventing and responding to crime and making people feeling safe 2. Anti-social behaviour & public order 3. Domestic Abuse, Stalking & Sexual Offences 4. Protecting our Communities from harm

Page 35

The table shows commonality across CSPs in terms of their priority areas. Anti social behaviour is the common priority area.

We used these priorities as a framework for considering the role of the CSP in addressing these issues, within the wider context across Torbay partnership working.

The CSP works within a wider partnership across Torbay to address and deliver on its priorities



- There is lack of clarity with multiple points of entry across the system and an inconsistent response, which can often be deficit based.
- The Torbay 'system' can currently exacerbate the challenges for people through silo working. The system responds to 'symptoms' and 'behaviour' rather than root causes.
- Individuals are often not aware of the support available until crisis reached. And often practitioners are unaware of the support on offer, particularly in communities.
- The CSP is understandably not central to the response to complexity, as its primary focus is not health, which is what defines so much of complexity.
- There is overlap and duplication at Board levels: specialisms lead to silos. For example domestic abuse is discussed in many different places.

Which issues should the Torbay CSP focus on?

Given the wider context of partnership working across Torbay, we worked with the Board to determine where it would be best to focus, we used the matrix below to consider what is a priority for the CCSP and where the CSP considered its role as either leading or supporting particular agendas. The priorities in the box highlighted in yellow are considered to be the key areas of focus for the work of the CSP moving forward. It is now recommended that the CSP develops a strategic plan to set out how these priorities will be delivered.

Page 37

Accountable and Lead	CSP's role	<ul style="list-style-type: none"> ASB: public perception high priority but this is not what the data tells us. 	<ul style="list-style-type: none"> Violence reduction Making communities feel safe Reduction in violence for all, with a focus on women and girls Drugs: clear mandate. Data on trafficking and procession. Need to consider the CSP's role and activities going forwards Community cohesion and resilience: listening to communities (surveys). Engaging communities to reassure , consider for example roadshows: opportunity to raise concerns, to provide evidence and respond
	Support	<ul style="list-style-type: none"> Extremism: strong structures in place elsewhere 	<ul style="list-style-type: none"> Domestic abuse: so much achieved, in a good place and including through work of other partnerships Exploitation (all forms - children and adults): small numbers, high impact. Being addressed by other partnerships. CSP needs to have a clear understanding about work being undertaken in relation to different cohorts
		Low	High
		Priority	

Recommendations

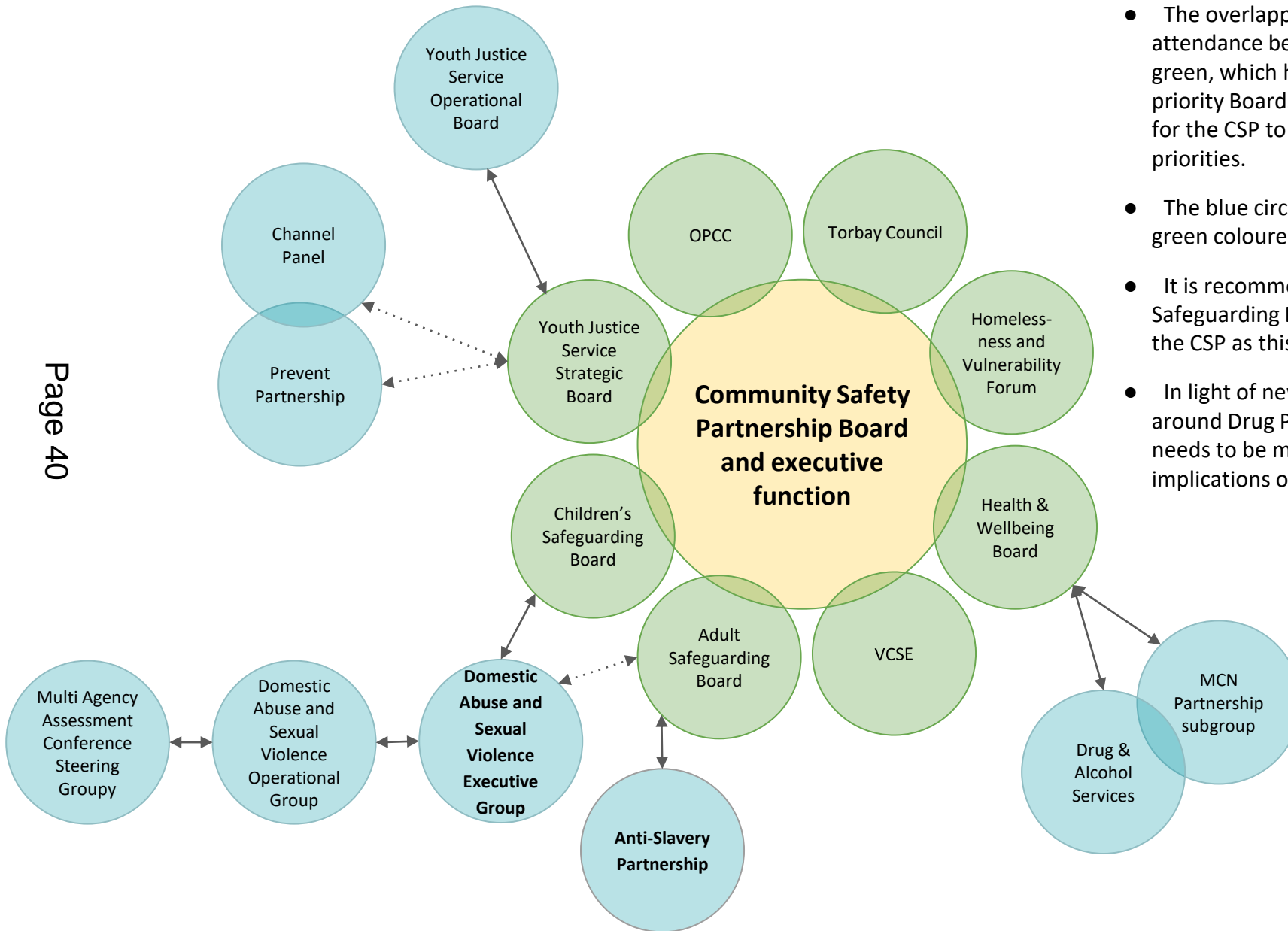
We have made recommendations on governance and proposed a new governance structure, as well as recommendations on future priorities and a proposed outcomes framework for the CSP.

Our recommendations on governance

Recommendations	Comments
Build on the good relationships and evident commitment to partnership working.	There has been continued to be good attendance at CSP meetings.
Agree priorities, planning and set focussed agendas.	The April Board focused on prioritisation process, and agreed priorities.
Reserve time within Board meetings for reflective practice.	To continue to consider in agenda setting.
Empower Board members to contribute to the agenda and discussion during meetings.	To continue to consider.
Better connect with the broader issues across Torbay, such as health, housing and crime.	The proposed governance structure should enable broader issues to be considered by the CSP.
Review alignment between Youth Offending Board and CSP regarding the Channel process and Prevent partnership,	See proposed governance on slide 28.
Review the remit of the Adults Safeguarding Board to review reporting arrangements for DASVEG. Currently the Care Act focused Board would not fulfil this function.	
Develop KPIs and use data and case studies to improve and demonstrate impact.	See proposed outcomes framework on slide 30.
Share learning across different Boards and subgroups without duplicating presentations	To continue to consider how a dynamic learning network, which seeks feedback from the lived experience and uses that to inform practice across the system.
Be responsive and proactive rather than reactive to external agendas and priorities	The reset of priorities should enable the CSP to be more proactive.
Review the features of the horizon scan and consider what could be adopted for the CSP.	To continue to consider what can be learnt from elsewhere. Engage in the LGA review of CSPs to share learning.

A proposed governance structure for the CSP

Below is a proposed governance structure to focus in on the CSP priorities.



- The CSP is central to the governance for community safety.
- The overlapping green circles represent shared attendance between the CSP and the Board in green, which have been identified as the priority Boards to input into the CSPs work and for the CSP to influence based on the CSP's priorities.
- The blue circles represent inputs into the green coloured Boards.
- It is recommended that DASVEG feeds into the Safeguarding Boards, rather than directly into the CSP as this works currently.
- In light of new Government requirements around Drug Partnerships (1st August 22) there needs to be more consideration around implications on governance arrangements.

Our recommendations on future priorities

During the April Board meeting, the Board considered crime data, the wider context of partnership working across Torbay, and Board members views on priorities for the CSP.

In order to continue to inform these priorities we recommend:

- The CSP continues to be informed by crime data
- The CSP establishes a mechanism to ensure its work is informed by how safe the public feel / what they believe the priorities are and that a regular voice of residents informs decisions. To take this forward the CSP could commission a qualitative survey about how safe the community feels which could help to identify their priorities around prevention
- Consultations with partners to ensure agendas align

An outcomes framework for the CSP

The following is a proposed outcome framework for the CSP based on the prioritization exercise undertaken at the Board meeting on the 28th April 2022.

Torbay CSPs suggested priorities	Proposed outcome measure	Proposed source data and comments
Violence reduction	<ul style="list-style-type: none"> ● Reduction in all crime across Torbay ● Reduction in violence with/without injury 	<ul style="list-style-type: none"> ● Police statistics
Making communities feel safe	<ul style="list-style-type: none"> ● % of anti-social behaviour cases that do not commit further ASB within 3 months of intervention ● % of respondents who agree that the council and police are dealing with antisocial behaviour and crime issues that matter ● Partner perceptions of safety in Torbay 	<ul style="list-style-type: none"> ● Separate measure for adults and children ● Primary research required to elicit community perception and partners' perception ● Use of community roadshows
Reduction in violence for all, with a focus on women and girls	<ul style="list-style-type: none"> ● Levels of reporting of sexual offences ● Reduction in Domestic Violence crime ● Domestic violence conviction rates 	<ul style="list-style-type: none"> ● Police statistics
Drugs	<ul style="list-style-type: none"> ● Levels of reporting of ASB (including drugs) ● Number of arrests for drugs offences ● Number of people successfully completing D&A treatment 	<ul style="list-style-type: none"> ● Police statistics
Community cohesion and resilience	<ul style="list-style-type: none"> ● % of residents who feel they can access support where they need it 	<ul style="list-style-type: none"> ● Primary research required to elicit residents' perception

Page 42

Considering the [Early Help System Guide 2022](#), we recommend you work across your system to identify which qualitative outcomes you want to track, and which measures would be appropriate. The CSP will also need to consider the baseline and targets for the proposed outcomes, as well as the frequency of measurement and reporting. We recommend annual reporting.

Next steps in continuing this work

To continue the momentum achieved through this work we recommend the following is undertaken:

1. The Torbay CSP hosts a Board away day to reflect on the recommendations and their implementation
2. Identify how the Torbay residents' voice informs the work of the Board.
3. The priorities identified and the proposed outcomes framework are drafted into a Strategic Plan, with a clear implementation framework.

If you would like to know more about this work, please contact:

Dave Parsons (Torbay Council)

david.parsons@torbay.gov.uk

Zoe Appleton (Innovation Unit)

zoe.appleton@innovationunit.org



Appendix 1: Examples of innovative approaches to governance

On the following slides is a 'horizon scan' showing examples of innovative practice and approaches to governance.

The projects have been selected for their inspirational value. They are not necessarily still live, but we can continue to learn from them.

By exploring a range of sectors and geographical contexts for inspiration, horizon scanning raises the level of ambition for what might be achieved, and challenges assumptions about what might be possible. Horizon scanning works by surprising us with the unexpected and inspiring us to reimagine what's possible with often quite radically different practices and contexts. It's not about finding one model to replicate, but looking across the qualities and features of a number of examples to consider how desirable aspects might work in our context, for our goals and ambitions.

Page 45

The key features of these projects are:

Collaborative

- Multi-disciplinary teams, bringing together diverse perspectives
- A network of teams
- Linking top-down and bottom-up approaches

Engaging members of the public

- Building a sense of public ownership of issues
- Make use of the community skills and experience
- Encourage local entrepreneurship
- Focus on diversity and inclusion

Innovative

- Future focused
- Creative working models
- Tackling complex issues
- Embracing technology

Tiger Team

A new space was needed to collaborate and find better ways to solve critical problems for the citizens of Calgary. Passionate change makers had to be found and brought together.

Tiger Team is a monthly cross-corporate super team of 25+ passionate people to boldly tackle problems in the administration and city.

This collaborative experiment brings together staff, citizens, and community stakeholders for 2.5 hours to understand and explore complex problems, generate ideas and prototype solutions to test with users.

By bringing together these diverse perspectives Tiger Team is able to compress timelines, find unexpected solutions, identify change makers, and break down silos.

20-25 change makers are convened - a mix of city staff from all different work areas, City partners, community groups, engaged citizens, and even local developers: An open invite where anyone is welcome.

Given the open nature of the invitation, participants are attracted to the opportunity for a variety of reasons ranging, from their general desire to work collaboratively and break down organizational silos to significant attachment to or interest in the problem. It's

part of what makes each Tiger Team unique and the outputs rich and vibrant.

Tiger Team tackles a different problem every month. Each Tiger Team works with the client to design a working session using innovation and design methodology that will help participants purposefully move their work forward in an accelerated and unexpected way. The process starts with a client who owns a complex challenge that could benefit from a broad range of perspectives and innovation thinking.

In a 2.5 hour session, the Tiger Team will use a combination of exercises to accomplish the tactics below to co-create together:

- Explore, understand, and reframe the challenge
- Generate, sort, and evaluate as many ideas as possible for a solution
- Prototype potential solutions in a low-cost, quick and effective way
- Get users to test and interact with the prototype to gather feedback and learn fast

- Find and build the critical relationships to tackle future work
- Create working tools for future use in this challenge

Tiger Team Goals:

1) To help solve the challenge, through a creative working model that has been proven to work regardless of the challenges' origin or nature

2) To foster an innovation culture at The City of Calgary by:

-Building a network of passionate change makers that can turn to each other for support

-Modelling the vulnerability and courage needed for innovation work as challenge owners; Openly share their work with others, including citizens

-Creating a successful model for collaborative work in the City context

-Building innovation capacity through tools and mindset development

OneTeamGov

Government across the globe often share the same battles. Our societies are similar, our public servants have similar educational backgrounds and experiences, and often our bureaucratic processes are similar as well. This is where OneTeamGov comes in.

Governments traditionally don't share information and learnings and they are often slow to evolve. OneTeamGov is an innovative community that spans the globe, bringing together individuals who are committed to radically reforming government services and learning from each other. OneTeamGov are an entirely volunteer-run network of individuals who continue to share ideas, project learnings, new ways of working, and continue to push government to be better for all.

Being a civil servant in central and local government can be challenging. Civil servants not only have to deal with changing political landscapes but also limited resources, bureaucratic processes, and opposite perspectives. In addition, government is held to a high degree of accountability.

The complexity and dimensions of for instance sustainability or pandemics,

require cross-domain decisions and actions from traditionally non-collaborative parts of government.

These issues combine to result in slow-moving change and outdated and/or out of touch policies, programs and services.

However, government across the globe often share the same battles. Our societies are similar, our public servants have similar educational backgrounds and experiences, and often our bureaucratic processes are similar as well.

This is where OneTeamGov comes in. With the need to share ideas across policy, digital, and service delivery continually increasing and the influx of individuals into the public sector wanting to learn and be innovative, a community was needed to foster the connections between these like-minded individuals.

A place was needed where anyone, regardless of their profession, discipline or background, could come to talk about government:

- giving better advice
- offering better services, or
- being a better place to work.

The 7 principles:

- Work in the open and positively
- Take practical action
- Experiment and iterate
- Be diverse and inclusive
- Care deeply about citizens
- Work across borders
- Embrace technology

Informed Participation, a deliberative methodology

Informed Participation is a unique way to bring the public into government decision making. It gives government a method to solve complex issues with the public in a way that gives them a meaningful role in balancing competing interests.

Public policy is becoming increasingly complex and trust in government is declining, so new innovative ways of engaging with citizens is needed. This method shifts engagement from obtaining buy-in to building ownership and creates more legitimate solutions.

The Australian Government views Open Government as integral to its efforts to respond to a changing and increasingly complex policy environment. As a member of the Open Government Partnership (OGP), Australia is required to develop biannual action plans that advance the OGP's mission to promote more open, accountable and responsive governments.

Australia's National Action Plan 2018-20 is helping to promote use of public

Informed Participation shifts engagement from obtaining buy-in to building ownership and creates more legitimate solutions.

deliberation through a commitment to develop and implement an Open Dialogue Roadmap. Australia's Department of Industry, Innovation and Science (the Department) plays a leadership role in this project.

The Department co-chairs the OGP Practice Group on Open Dialogue and Deliberation, an international committee of engagement experts from government and civil society. The Group is collaborating on the Roadmap, and is making the case for greater use of public deliberation and developing a methodology that would work for citizens, stakeholders and for governments. The approach is called Informed Participation.

Complexity is the driving force behind this effort. Complexity results from a growing convergence of policy goals that were traditionally housed in different departmental silos, such as

environmental protection and economic development. Today, governments work to align these goals across departments, but this can bring different values and/or interests into conflict, which must then be balanced.

Typically, these trade-offs are made by officials from behind closed doors, possibly supported by public consultation. However, the legitimacy of the process is increasingly called into question. The public often see the decisions as arbitrary and unfair. Informed Participation takes a different tack. Instead of trying to get "buy-in" for the decisions, it aims at building a sense of "public ownership" by giving the public a meaningful say. This not only increases legitimacy and trust in the decisions but makes them more resilient and sustainable.

Canada Beyond 150

Working in groups part-time over a year, participants learned foresight, design thinking and external engagement methods and applied them to complex policy issues, with a focus on diversity and inclusion. It demonstrated the power of experiential learning, especially from engagement with stakeholders.

The innovation had many elements. First, it was designed on the principle that diversity and inclusion could enable better and more innovative methods, generate stronger analyses, and yield better outcomes and greater prosperity. Second, it used innovative screening techniques to recruit a diverse and inclusive cohort of more than 80 new public servants from across Canada. It selected an engaged and ambitious participant pool and honed their abilities to become change agents within the public service.

Finally, Canada Beyond 150 was an immersive professional development curriculum that emphasized open policy

Canada Beyond 150 was an experiment in leadership development for a diverse cohort of new public servants, with the goal of encouraging a culture shift to a more open and innovative public service.

development and innovative methods.

Participants learned methods and techniques in foresight analysis (...) They experimented with design thinking and other tools, and engaged and co-developed policy analysis and proposals with partners both within and outside the federal public service.

Most of the project's work was conducted virtually and accessed by participants across the country, with training workshops in innovative methods and tools posted publicly for all to use. As a result, participants engaged a wide and diverse spectrum of partners in the development of longer-term analyses and innovative ideas to influence and inform future policy-making. They strove to work in the open and, in adopting new methods and tools, to up the game on transparency and accessibility to the public and partners.

Canada Beyond 150 deployed a uniquely designed, easy to use platform to screen applicants in a name-blind fashion. It

(Canada Beyond 150) blended the future-focused approach of foresight studies with the user-centred sensibility of design thinking

created statistical tools to observe bias and weight application assessments accordingly, which helped to recruit a truly diverse and inclusive field of candidates.

It also used a unique suite of methods. It blended the future-focused approach of foresight studies with the user-centred sensibility of design thinking, and prioritized close engagement with partners and stakeholders throughout. This tripartite lens surfaced unique analyses, diverse perspectives, and truly creative proposals for policy interventions.

Use-It!

Unlocking Social & Economic Innovation Together! A whole neighbourhood approach to addressing urban poverty.

USE-IT! innovates by building bridges between the places, the people, the public sector, the private sector and civic society partners in a community so they can co-produce solutions to poverty that unlock opportunities and that fits their needs.

USE-IT! respects what is already there in a community rather than by assuming what needs to change.

The neighbourhoods of West Birmingham and Smethwick, areas of persistent urban deprivation, have previously been the subject of millions of pounds of regeneration funding that have failed to deliver lasting change for the community.

Either the funding has been “top down”, such as the funding of a large infrastructure project, which brings benefits, but they rarely reach the most disadvantaged in the community. Or the funding has been “bottom up”, such as funding community development, which does bring improvement but this tends to last only as long as the funding lasts.

At the heart of the USE-IT! approach has been the idea of being the “bridge” between these two approaches. The principle being that more can be done to leverage the physical, financial and human assets of a place for local economic benefit, and it is in identifying and developing bridging relationships amongst such assets and communities that lasting change can be delivered.

The USE-IT! model has succeeded in unlocking local assets through four distinct but connected “bridging” programmes that attempted to answer four linked anti-poverty questions.

#1 - How do we unlock communities to realise their local knowledge, experience and expertise?

#2 - How can we unlock anchor institutions to realise their local economic and social potential?

#3- How do we encourage local entrepreneurship?

#4 - How do we engage communities in their own future?

Identifying and developing bridging relationships amongst assets and communities can deliver lasting change.

USE-IT! has demonstrated that urban poverty can be addressed by unlocking existing local economic opportunities.

This is possible by creating a bridge between local macro and micro assets. It requires local, trusted organisations to facilitate relationships between communities and developers or anchor institutions, and also willingness from those institutions to work in partnership.

Austin: Office of Design and Delivery

The City of Austin has launched a shared approach to user-centered design, iterative technology development, and collaborative policymaking through its Office of Design & Delivery

The City of Austin has launched a shared approach to user-centered design, iterative technology development, and collaborative policymaking through its Office of Design & Delivery, which has grown to include over 25 experts in service design, interaction design, content strategy, web development, and agile product management.

Through cross-disciplinary teams spanning design, technology, and policy, their teams have improved outcomes in public safety, public health, and digital transformation.

The City of Austin purposefully left "technology" out of the Office of Design

& Delivery title, and emphasizing "delivery," as that's what the City found public servants to be hungry for: innovative solutions that actually deliver.

The office is organized into three core areas

1. a Service Design Lab,
2. a Policy Lab
3. the development of alpha.austin.gov, providing iterative, user-centered digital services that grow and adapt with resident needs.

To date, the Office of Design & Delivery has designed, prototyped, and delivered new services for Austin's Office of Police Oversight, Office of Public Health, Office of Homelessness Strategy, Department of Watershed Protection, Office of Sustainability, Resource Recovery, Municipal Court, Fire Department, Emergency Medical Services, and Parks and Recreation.

This rapid growth is a function of its cost-recoverable funding model, allowing the office to quickly grow with demand

for its services from departments across the city, and the development of an active recruiting and hiring pipeline from Austin's thriving design and technology sector.

- not assuming what the answer is going to be.
- providing the link between top-down and bottom-up approaches and between the macro and the micro.
- turning policy into practice, by injecting the expertise and knowledge required to train large institutions how to work with communities.
- delivering specific action rather than broad strategy because through action trust can be built and partnerships developed.
- avoiding pre-determined strategic approaches because each neighbourhood is unique so solutions need to be organic and able to respond to unplanned opportunities.
- works with what is already there rather than insisting that the solution requires the creation of something new.

An official shadows an entrepreneur

In 2019 in Latvia, the initiative “An Official Shadows an Entrepreneur” was launched, allowing for the public servant to broaden their view and “step into entrepreneur's shoes” to evaluate how regulation is applied in practice and what requires further improvements. The initiative promotes a dialogue between the state and business to reduce administrative burden.

So far, officials have met in workshops, conferences, and other major events, both individually and with entrepreneurs, and this initiative is another format for dialogue between the state, the civil servant, the business community and society as a whole.

During the initiative, the entrepreneur had the opportunity to receive advice from a government as well as get feedback on how to solve the problem. The entrepreneur was also able to encourage the necessary improvements in regulation, thus becoming involved in the process of drafting and improving Latvian and European Union legislation.

Officials, on the other hand, had the opportunity to evaluate the performance of the regulation created directly with the end user, thus improving the outcome of their work. It was an opportunity to gain new experience, broaden horizons, "step into the shoes of an entrepreneur" and evaluate how the framework is being applied in practice and whether it needs further development. It will also further strengthen the application of the "Consult first" principle, which has been introduced in Latvia since 2017, to facilitate a dialogue between the state and the entrepreneur to reduce the administrative burden.

“An Official Shadows an Entrepreneur” initiative is a great opportunity to look at what the institution has done right: what works, helps and is useful to the entrepreneur on daily basis. It also shows where we are not as effective or what we could do better. An open dialogue between public administration and entrepreneurs is the key to a more successful business environment.

Both entrepreneurs and public officials have similar needs, only the point of view is different.

The “An Official Shadows an Entrepreneur” initiative has opened the door to a wider range of contacts and feedback from entrepreneurs on various public administration decisions and day-to-day activities. This initiative will be continuously implemented also in 2020, possibly expanding it in the future, in order to live in the business culture environment and serve as a good example for cooperation of public administration and entrepreneurs also outside Latvia.

Self-managing teams in Nijkerk municipality

This is the story of a financially sound organisation that rethinks the way it interacts with society, enabled by professional and motivated employees who work in self-managing teams.

At the start of the process, a group of employees organised a kick-off event for the entire civil service organisation, including the municipal council and executive. This event produced a large number of initiatives that were subsequently set in motion. One of these employee initiatives was to set up a bulletin board for pending jobs, allowing employees to claim certain jobs whenever they have managed to free up some of their time as they organised their work differently, or where they can post tasks whenever they need help. 50 percent of employees subsequently started doing tasks posted on this bulletin board.

Given the fact that most change processes come to nothing, the local authority made a conscious choice to deploy two success factors in its development-based process. They

Nijkerk went through a process where employees and the development of their talent came first... The idea of putting employees center stage was also adopted by the managers who decided to resign from their posts because they supported the development towards self-managing teams

wanted to make the most of employees' commitment and first implement behavior change before formalizing the new structure.

This meant stimulating the development by actually making time and creating scope for developments, different working methods, and ways of working together initiated by employees, and only then making these changes permanent. This allowed the organisation to try out new ideas quickly, making adjustments based on initial experiences and finally anchoring them in the organisation. This also went for the HRM aspects of the change: employees were, while respecting their legal position, given the opportunity to take on other tasks, gain experience, and make choices on their future career path prior to formalisation of the change.

The Nijkerk local authority has 28 self-managing teams, where each team has its own team plan and renders account on its performance to the municipal clerk. The teams have allocated the roles that used to be fulfilled by the manager to the various team members. The roles of controller, developer, administrator, and networker are compulsory, while teams were free to add further roles. There are a number of 'playmakers' who, whenever necessary, establish connections between teams, while there are also 'team coaches' that teams can turn to when they get stuck in their mutual collaboration. Neither the playmakers nor the team coaches have any hierarchical authority. The employees come first and decide what kind of support they need.

Appendix 2: Examples of the practice of other CSPs

On the following slides is a ‘horizon scan’ showing examples of other CSPs, with a focus on their priorities, how they are decided and progress made against them can be tracked.

The table below shows how the other CSPs we looked at have interpreted their statutory responsibilities and aligned them with the needs of their residents in the form of priority issues.

The following CSPs are included:

- **Cornwall**
You requested a comparison with Cornwall because it is a neighbouring Authority
- **Tower Hamlets**
CSP uses a range of sources from the community and partners to determine priorities
- **Warrington**
CSP uses KPIs to track progress made against priorities
- **Brighton and Hove**
Another seaside town with a lot of tourism and night time economy

Page 54

Cornwall	Brighton and Hove	Tower Hamlets	Warrington
<ol style="list-style-type: none"> 1. Domestic Abuse & Sexual Violence 2. Exploitation 3. Extremism, Vulnerability & Complex Needs 	<ol style="list-style-type: none"> 1. Violence, exploitation and abuse 2. Anti-social behaviour 3. Community cohesion and resilience 	<ol style="list-style-type: none"> 1. Tackling neighbourhood crime and Anti-social behaviour 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ol style="list-style-type: none"> 1. Preventing and responding to crime and making people feeling safe 2. Anti-social behaviour & public order 3. Domestic Abuse, Stalking & Sexual Offences 4. Protecting our Communities from harm

“Our aim is that Cornwall is a place where everyone who lives, works and visits here feel safe and are safe, through partners working together to tackle crime, alcohol, drugs, anti-social behaviour and their impacts.”

What are their priorities?	How are priorities agreed?	How do they track impact?
<p>1. Domestic Abuse & Sexual Violence</p> <ul style="list-style-type: none"> ● Domestic Abuse, including Domestic Homicide ● Rape and Sexual Assault, including sexual abuse of children <p>2. Exploitation</p> <ul style="list-style-type: none"> ● Child Exploitation ● County Lines/drug crime and exploitation of vulnerable people ● Modern Slavery and Human Trafficking ● Terrorism/Violent <p>3. Extremism, Vulnerability & Complex Needs</p> <ul style="list-style-type: none"> ● Drug and alcohol-related harms – to the individual, families and the community ● Street based vulnerability – anti-social behaviour, rough sleeping and multiple vulnerabilities ● Hate crime and community tensions 	<ul style="list-style-type: none"> ● Resources are targeted to the issues that are impacting most on the safety of people in Cornwall ● Local evidence (crime data) ● Consultation with residents and partners 	<ul style="list-style-type: none"> ● Progress is measured through achieving key milestones over the lifetime of the Delivery Plan

Effective support for people with multiple vulnerabilities	Empowered communities	More positive work with offenders	A multi-skilled workforce
<p>A person’s needs are addressed together, and they do not fall between or out of services nor seen as too difficult to help</p>	<p>Our communities understand the issues in their local area and get involved in the solutions</p>	<p>Support to prevent and change abusive behaviour, at the same time ensuring that we get the best outcomes for victims</p>	<p>Our staff can assess risk and vulnerability across all our priority areas and intervene at the first opportunity to prevent escalation of harm</p>
<p>Page 56</p> <ul style="list-style-type: none"> ● Deliver Safe and Well Hubs in 5 locations ● Promote a trauma-informed approach and network across all organisations ● Bring our outreach and detached work together to make it easier to get support ● Roll-out out a multi-agency platform for sharing information and bringing care together 	<ul style="list-style-type: none"> ● Deliver action plans for the 10 Safer Towns ● Involve residents using campaigns and events ● Work proactively with Town and Parish Councils and the voluntary and community organisations and groups ● Reduce community tensions, build respect and tackle hate crime 	<ul style="list-style-type: none"> ● Improve the support available for people to change abusive behaviours ● Ensure that all enforcement comes with positive activity to change behaviour ● Develop community-based solutions for women offenders ● Improve access to suitable housing 	<ul style="list-style-type: none"> ● Train staff in effective and accredited tools and techniques ● Embed training into in-house training and contracts ● Evaluate the difference that training has made ● Secure a sustainable delivery model

How Safer Cornwall measures performance and progress made against their priority issues.

Performance measures 2019-2022

Latest value refers to the 12 month period ending 31 March 2021 unless otherwise stated

Measure	Target	Status	Latest value	Trend
Crime and ASB monitoring dashboard				
All recorded crime	Rank 3/15		Rank 3/15 25,998 / 45.6 per 1000 population	Rank on target but declined 1 place since 2019/20; no. of crimes fell by 6%
Violence with injury	Rank 8/15		Rank 12/15 4,109 crimes / 7.2 per 1000 population	Rank worse than target, declined by 1 place since 2019/20; no. of crimes fell by 13%
Violence without injury	Rank 3/15		Rank 2/15 7,679 crimes / 13.5 per 1000 population	Rank better than target, improved by 1 place since 2019/20; no. of crimes rose by 11%
Burglary	Rank 3/15		Rank 2/15 984 crimes / 1.7 per 1000 population	Rank better than target, improved by 1 place since 2019/20; no. of crimes fell by 29%
Shoplifting	Rank 3/15		Rank 3/15 1,057 crimes / 1.9 per 1000 population	Rank on target, improved by 1 place since 2019/20; no. of crimes fell by 37%
<i>Rank out of 15 community safety partnerships in our Most Similar Group nationally</i>				
Anti-social behaviour incidents	Monitoring only		13,548 incidents / 23.8 per 1000 population	no. of incidents increased by 29%
KSI Road Traffic Casualties	Monitoring only		311 KSIs / 0.5 per 1000 population	2019 data – stable.
Effective support for people with multiple vulnerabilities				
Repeat cases at MARAC	28-40% (national benchmark)		36% (Q3)	On target

“The Community Safety Partnership adopts the mantra that ‘crime is everybody’s business’ and that there must be a strong emphasis on working collaboratively, across the system, on common priorities.”

“We understand that the perception of crime and safety for our local people can be starkly different to the reality of the issues our residents are concerned about.”

What are their priorities?	How are priorities agreed?	How do they track impact?
<p>Page 58</p> <ol style="list-style-type: none"> 1. Tackling neighbourhood crime and ASB 2. Tackling hate crime, community tensions and extremism 3. Reducing reoffending and tackling the drivers of crime 4. Safeguarding those at risk of violence and exploitation 	<ul style="list-style-type: none"> ● Outcomes achieved against the priorities from 2017–20 are collected and RAG rated. This will inform priorities for 2021–2024. ● Partner consultations and feedback gathered from residents, paint a picture of perceived safety in the community. 	<ul style="list-style-type: none"> ● Annual resident surveys to understand public perception of crime and safety ● Annual Community Safety Partnership Public Meeting ● A Safer Neighbourhood Board operates alongside the CSP so that the local community is considered and can contribute when making strategic decisions.

Tackling neighbourhood crime and ASB	Tackling hate crime, community tensions and extremism	Reducing reoffending and tackling the drivers of crime	Violence reduction: safeguarding those at risk of violence and exploitation
<ul style="list-style-type: none"> ● Reduce repeat victimisation ● Comprehensive ASB profile for Tower Hamlets to inform operational tactics ● Reduce the impact of the night time economy ● Residents report ASB via the correct channels ● Fewer deliberate fire incidents. 	<ul style="list-style-type: none"> ● Improved confidence to report hate crime ● Increased support and protection for victims of hate crime ● Increased training and awareness of hate crime within communities ● Build cohesion and resilience within local communities ● Improved public perception of feeling the police treat everybody fairly regardless of who they are ● Ensure people know what to do if concerned about someone who is vulnerable to radicalisation or you think is being radicalised ● Achieve a 10 per cent sanction detection rate for hate crime offences. 	<ul style="list-style-type: none"> ● Visible drug and alcohol use and dealing reduced ● Reduction in the reoffending rate for adults and juveniles ● Reduce reoffending behaviour through Integrated Offender Management ● Fewer first time entrants into the criminal justice system ● Fewer people ‘sleeping rough’ in Tower Hamlets ● More people successfully completing treatment and not returning to the service for treatment within a six month period. 	<ul style="list-style-type: none"> ● Fewer victims of violence ● Victims of VAWG feel confident in reporting ● Increase in referrals via the National Referral Mechanism (NRM) ● Achieve a 15 per cent sanction detection rate for rape offences.

How Tower Hamlets uses quantitative data to measure performance and progress made against their priority issues.

5 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

Achievements since the 2017-20 plan

Strategic Priority	Outcome	Notes
ASB including drugs and alcohol	Improved reporting of ASB by 68 per cent (+683 reports) in 2019/21 compared to the previous year	Positive as an indicator of improved awareness of reporting system
	196 arrests for drug offences/drug supply through Operation Continuum in 2019/20	Positive outcome
	4 per cent reduction of those successfully completing drug/alcohol treatment and not returning to treatment within six months (by the end of March 2020) compared to the previous year	Some positive outcomes, but further work needed

Strategic Priority	Outcome	Notes
Hate crime, community cohesion and extremism	20 per cent reduction in faith hate crime offences when comparing figures to the previous year	Positive outcome
	204 Workshops to Raise Awareness of Prevent (WRAP) training/briefing events to 5,412 attendees including engaging with staff and students from 29 schools .	Positive outcome
	33 per cent increase in new referrals of victims of hate crime when comparing figures from 2019/20 to the previous year	Positive as an indicator of increased levels of awareness and confidence in the system
	20 per cent increase in cases reviewed at the hate incident panel	Positive as an indicator of increased levels of awareness and confidence in the system

Strategic Priority	Outcome	Notes
Violence	Over 200 Violence Against Women and Girls (VAWG) champions	Positive outcome
	7 per cent decrease in reports of sexual offences	Possible sign of decreased levels of awareness or confidence in system to report
	Increase in the domestic violence conviction rate to 68 per cent , when comparing 2019-20 figures to the previous year	Positive outcome

Strategic Priority	Outcome	Notes
Reducing reoffending	6 per cent reduction in knife crime offences compared to previous year	Positive outcome
	25 per cent reduction in knife crime injury victims under 24 years old for the period relating to 2019/20	Positive outcome
	22 per cent reduction in gun crime offences period relating to 2019/20	Positive outcome
	34 per cent reduction in the number of young people entering the criminal justice system for the first time period relating to 2019/20	Positive outcome
	The adult reoffending rate increased by 11 per cent in 2020/21 compared to the previous year, with 26 per cent of offenders committing further offences.	Negative outcome

How Tower Hamlets uses qualitative data such as consultation to measure performance and progress made against their priority issues.

10 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

What did our consultation with CSP partners tell us?

Consultation with community safety partners told us what they thought would be best to address in our new local plan:

- A focus on preventative work that addresses the underlying issues that contribute to criminality:
 - Health and wellbeing (mental health)
 - Education, training, employment
 - Recovery from substance misuse
 - Adopt a trauma informed and contextualised safeguarding approach to working with the offenders and repeat victims of crime
- "Hidden harm and under reported crimes like modern slavery"
- "Anti-social behaviour, including the use of nitrous oxide"
- "Address the disproportionate representation of BAME groups in the criminal justice system"
- "Violence"
- "Neighbourhood"
- "Drug misuse and drug dealing (including associated issues)"
- "Reoffending"
- "Designing"

Partners want to achieve the following by the end of this plan in 2024:

- All children, particularly those who are most vulnerable, fully engaged in services available to support them (e.g. attending school, mental health services)
- "A community that feels safer and more secure"
- "Visible alcohol and drug use reduced"

11 / TOWER HAMLETS COMMUNITY SAFETY PARTNERSHIP PLAN 2021-2024

What did our residents' feedback tell us?

Anti-social behaviour (ASB)

Of the 224 residents who responded to a survey to help the development of this plan, 83 per cent think ASB is a serious problem. Of the 83 per cent who view ASB as a serious problem, 49 per cent reported ASB as a "very significant issue". This is in comparison to 42 per cent of respondents reporting crime as a serious problem (with 11 per cent claiming it's a "very significant issue")

Type of ASB

Drug use and drug dealing (88 per cent of respondents), nitrous oxide (79 per cent), and speeding or abandoned cars (66 per cent) were overwhelmingly identified as the main issues people had in terms of ASB. Groups of youths congregating late into the night, partying on the street and making noise was also referenced by large number of respondents, as was 'dog fouling' and 'fly tipping'.

Noise nuisance

Of the 224 residents who responded to a survey to help the development of this plan, 48 per cent think noise nuisance is a big problem. The majority of respondents reported that it wasn't "noisy neighbours" that were the issue, but rather groups of youths coming into their local area and congregating late into the night, often driving cars dangerously and revving engines loudly.

Violence against women and girls (VAWG)

In developing the VAWG strategy 2019-24, we were told:

- 15 per cent of service users said they had felt suicidal due to abuse they experienced
- 21 per cent of service users said they had experienced ill mental health
- 6 per cent of service users said they had experienced an addiction
- 27 per cent of service users said they had been a victim of child abuse and /or witnessed abuse in the home as a child
- 28 per cent of service users had experienced homelessness.

Exploitation

Consultation for the Violence, Vulnerability and Exploitation Strategy heard how young people's concerns included those in care settings, children from one parent families, and children where there are mental health problems in the family. Support needed included mentoring support, and the importance of effective interventions against those identified as exploiting young people.

Effectiveness of the Community Safety Partnership

Of the 224 residents who responded to a survey to help the development of this plan, 53 per cent feel that Tower Hamlets CSP is not effective at addressing crime, disorder, substance misuse and reoffending. A number of respondents noted this was because they were not well informed of the efforts being made by the CSP. Others stated that the absence of police on the streets led to reduced confidence.

Drugs

Of the 224 residents who responded to a survey to help the development of this plan, 80 per cent felt drugs and drug dealing is a very serious issue. Drugs and drug dealing have been noted as key issues by residents. Respondents identified visible drug dealing from cars, Nitrous Oxide use (visible canisters), weed (constant smell on streets), and associated ASB as their main concerns.

Substance Misuse

- Consultation for Tower Hamlets Substance Misuse Strategy 2020-2025 revealed the majority of stakeholders and residents supported a three strand approach which focuses on early intervention and prevention, evidence based treatment and recovery support, and reducing drug and alcohol related crime and anti-social behaviour.
- Around 25 different emerging priorities were suggested, covering a wide range of themes. However, key priorities were community involvement and research & intelligence, followed by targeted enforcement and better partnership work.

Violence

Consultation for Tower Hamlets Violence Vulnerability and Exploitation Strategy 2021-24 revealed the majority of stakeholders and residents advocated for a three strand approach which focuses on:

- Prevention and early intervention
- Protection and ongoing support for children for children and young people at the highest risk of harm and those who are survivors
- Disrupting and pursuing those who pose a risk to children and young people.

‘Well Warrington’ - the Health and Wellbeing Strategy for Warrington 2019 – 2023 sets out Warrington’s partnership vision of “Warrington is a place where we work together to create a borough with stronger neighbourhoods, healthier people and greater equality across all our communities”.

What are their priorities?	How are priorities agreed?	How do they track impact?
<p>1. Preventing and responding to crime and making people feeling safe</p> <p>2. Anti-social behaviour & public order</p> <p>3. Domestic Abuse, Stalking & Sexual Offences</p> <p>4. Protecting our Communities from harm</p>	<p>Priorities are informed by recorded crime and anti-social behaviour rates.</p>	<ul style="list-style-type: none"> ● Performance management (monitor volumes and benchmarking data) <p>Crime statistics are gathered from ONS police force data tables. Knife crime - statistics are gathered from the Home Office definition of a Knife Crime.</p> <ul style="list-style-type: none"> ● Perception data (through neighbourhoods, police surveys and engagement with representative and community groups) ● Outcome reporting (evaluate projects/schemes)

Page 62

Preventing and responding to crime and making people feeling safe	Anti-social behaviour & public order	Domestic Abuse, Stalking & Sexual Offences	Protecting our Communities from harm
<p>Page 63</p> <ul style="list-style-type: none"> ● Increase level of referrals to substance misuse services via test on arrest. ● Publish a Drugs Strategy. ● Support delivery of the Alcohol Harm Reduction Strategy. ● Use multi-agency intelligence and powers to disrupt organised crime and county lines. <p>Deliver County Lines/knife crime workshops to High Schools and Primary schools.</p> <p>Manage and deliver Warrington’s Knife Crime Plan.</p> <ul style="list-style-type: none"> ● Set up a working group to explore and understand violence against women and girls, with a focus on street harassment and safe spaces. ● Support strategies and plans, which include Modern Slavery, Contextual ● Safeguarding and Hate Crime. 	<ul style="list-style-type: none"> ● Monitor the use of ASB tools & powers (e.g parent letters, panels, Acceptable Behavioural Contracts, Community Protection Warnings/Notices, public space protection orders). ● Review Alcohol Public Space Protection Order. ● Maintain Council and Police Youth ASB process, ensuring a robust and consistent approach to managing youth ASB linked with early help based on early help and diversionary/complex youth intervention. ● Identify early opportunities for ASB mediation cases. ● Develop a clear Criminal Behaviour Order / Injunction procedure for young people. ● Work with Pan Cheshire colleagues on common ASB protocol, in response to New ASB Tools & Powers published 2021 	<ul style="list-style-type: none"> ● Map current responses to understand our compliance with the DA Act 2021. ● Produce DA Strategic Assessment. ● Explore ways of engaging with victims / perpetrators who are not high risk and those unknown to services (hidden groups). ● Enhance staff confidence and skills in perpetrator management as part of a whole family approach via programme Engage. ● Improve understanding of the particular needs of older DA victims and those with care and support needs. ● Understand the needs of children and young people who abuse parents/siblings. ● Improve our understanding of teen abuse – victims and perpetrators ● Continue to engage with local GPs to improve primary care response. 	<ul style="list-style-type: none"> ● Continue developing multi-agency intelligence, boards and structures to identify individuals who are potentially vulnerable to any form of abuse/exploitation. ● Develop an All Age Exploitation Strategy. ● Ensure multi-agency training plans in place and delivery (PREVENT & Channel training strategy, Contextual Safeguarding, Modern Slavery) to offer understanding of risk factors, identification and prevalent forms of exploitation. To include professionals, businesses and other agencies. ● Support delivery of plans in place for areas such as Hate Crime, PREVENT Strategy, CS Safeguarding development plan. ● Support those involved in crime and ASB on transition to adulthood (18 to 25 years)

Preventing and responding to crime and making people feeling safe	Anti-social behaviour & public order	Domestic Abuse, Stalking & Sexual Offences	Protecting our Communities from harm
<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Tackle hospital based violence and demand ● Crime prevention and intervention – raising public awareness and training with regards to cyber-crime, fraud and scams. ● Maximise opportunities for community engagement. ● Task in-depth look at online crime. ● Promoting work to eradicate MS including tackling MS in supply chains and transparency statements. ● Task & Finish Groups to respond to emerging issues/localized issues. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Continue analysis of ASB to inform: <ul style="list-style-type: none"> - Hotspot Locations - Task & Finish groups ● Tackle off road scrambler bikes in the Borough. ● Key engagement with representative youth groups on PTAC Youth ASB & Knife Crime Group. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Embed the complex needs programme to provide continue support for victims with complex needs in refuge accommodation. ● Raise awareness of stalking and promote the use of the anti- stalking clinic. ● Identify Womens’ centre programme funding beyond CSP funding secured until April 2022. 	<p><i>...continued from previous slide</i></p> <ul style="list-style-type: none"> ● Support integrated approach to commissioning - e.g. alcohol, drugs. ● Support and implement the Cheshire hidden harm strategy. ● Promote slave-free supply chains and transparency statements. ● Promote the use of anonymous ways to report crime. E.g. Crime Stoppers and seek confidential support, particularly for young people.

How Warrington uses KPIs to determine priorities and understand impact.

Key performance indicators

Crime/Incident	2017	2018	2019	2020	2020 rate ¹	2021 – 2024 aims	Cheshire Rate ²	England rate ³	Most Similar Group Comparison – YE Sept 2020
All Crime	17,652	19,369	20,088	17,838	84.9	Maintain/Reduce	81.4	80.3	Higher than average
Drug Offences	449	426	392	356	1.7	Maintain	1.9	3.4	Lower than average
Violence against the person	4,944	6,328	7,663	7,801	37.1	Reduce	36.3	29.8	Violence and sexual offences: Higher than average
Knife crime ⁴	67	71	79	85	0.40	Reduce	0.37	0.87	
Sexual Offences	503	783	674	640	3.0	Maintain/Reduce	2.7	2.5	
Domestic Abuse crimes (Police data)	1,720	2,834	3,410	3,424	16.3	Increase reporting	-	-	-
Burglary (Residential)	680	713	735	534	2.5	Maintain	2.7	3.7	Burglary:
Burglary (Non-residential)	388	241	292	198	0.9	Maintain	0.9	1.4	Lower than average
Theft from a motor vehicle	600	553	520	427	2.0	Maintain	Vehicle offences: 2.5	6.4	Vehicle crime: Lower than average
Theft of a vehicle	227	236	297	194	0.9	Maintain			
Shoplifting	1,440	1,399	1,275	1,029	4.9	Maintain/Reduce	4.4	4.3	Same as average
Bicycle theft	462	493	468	317	1.5	Maintain/Reduce	1.1	1.3	Same as average
Hate Crimes	270	373	442	435	2.1	Maintain / Increase reporting	1.9	-	-
ASB	6,778	4,052	4,065	5,311	25.3	Reduce	25.6	-	-
ASB environmental - fly tipping	270	238	159	317	1.5	Maintain/Reduce	-	-	-
Public order	3,582	3,670	3,346	2,889	13.8	Reduce	13.4	7.8	Higher than average
Criminal Damage & Arson	2,148	2,008	2,012	1,682	8.0	Maintain/Reduce	8.0	8.3	Same as average
Deliberate fire activity	261	282	266	247	1.2	Maintain/Reduce	0.8	-	-
First time entrants - Youth Justice system	28	33	23 ⁵	Not avail	-	Maintain	-	-	-
Average IOM Cohort offenders	39	42	-	44	-	Maintain/Increase	-	-	-
Public Protection reported scams	104	123	83	60	0.3	-	-	-	-
Victims of doorstep crime (reported)	94	55	28	35	0.2	-	-	-	-

¹ Rates provided by Cheshire Constabulary.

² Rates from ONS (excludes fraud) police force data tables. Where there is no ONS Cheshire rate is from Cheshire Constabulary.

³ Rates from ONS (excludes fraud) police force data tables

⁴ Knife crime - Home Office definition of a Knife Crime. (Use of knives and other sharp instruments) this includes Violent and Sexual Offences only.

⁵ FTEs – 2018 figures represent Oct 2017 - Nov 2018 and 2019 figures represent Oct 2018 - Nov 2019

“The city is much better placed to tackle crime and disorder if everyone – local residents and businesses, community and voluntary groups, and city services – work together in a coordinated way... There is a need for good information exchange between those concerned, including with residents, so that agencies can listen and respond to the needs of local people.”

What are their priorities	How are priorities agreed?	How do they track impact?
<p>1. Violence, exploitation and abuse</p> <ul style="list-style-type: none"> ● Serious violence and exploitation ● Domestic violence & abuse ● Sexual violence and other forms of violence against women & girls) <p>2. Anti-social behaviour</p> <p>3. Community cohesion and resilience</p> <ul style="list-style-type: none"> ● Hate incidents/crimes ● Challenging extremism ● Prevent 	<ul style="list-style-type: none"> ● Informed initially by the Brighton & Hove Strategic Assessment of Crime and Community Safety 2019 ● Progress on key measures and actions over the last year was reviewed. This led to conclusions around how the strategy should be updated in its third year ● The work for the 2021 Strategic Assessment was carried out jointly by officers with lead responsibility for each priority area and analysts in the council’s Public Health Intelligence Team 	<ul style="list-style-type: none"> ● Action plans are drawn up for each priority area, laying out timescales and assigning responsibility for taking the work forward ● Progress is monitored through thematic steering groups or forums, and the Community Safety Partnership Board also keeps progress under review at a more strategic level ● To get a fuller picture, groups of performance indicators for each priority area are monitored

Violence, exploitation and abuse	Anti-social behaviour	Community cohesion and resilience
<p>Serious violence causes less harm to individuals and communities</p>	<p>Anti-social behaviour causes less harm to individuals and communities</p>	<p>An increase in trust and confidence in statutory services, fewer hate incidents and crimes, and a reduction in harm to individuals and communities</p>
<ul style="list-style-type: none"> ● Fewer people harmed by serious violence ● Less crime involving weapons ● All parts of the community to be free of the fear of violence and confident to report ● A thriving night-time economy free from alcohol-related violence. ● A stronger preventative approach to serious violence through the better use of all available data 	<ul style="list-style-type: none"> ● Anti-social behaviour (ASB) is addressed appropriately and consistently, making best use of available tools and powers ● Successes are communicated to key partners and communities ● Harm caused by ASB to our most vulnerable residents is reduced ● ASB committed by priority and repeat perpetrators is reduced ● ASB, risk and harm associated with the street community and unauthorised encampments is reduced ● Youth ASB is reduced 	<ul style="list-style-type: none"> ● Trust and confidence in local services is increased so that individuals and communities feel confident to engage with those services ● Hate incidents and crimes and the harm they cause is reduced ● Hate incidents are addressed appropriately and consistently, making best use of available tools and powers ● Hate incidents committed by repeat perpetrators are reduced ● Successes are communicated to key partners and communities

TORBAY

Community **Safety** Partnership



CONTENTS

Introduction	p3
Community safety priorities	p4
Morile	p5
Police and Crime Commissioner's priorities	p8
Torbay Context	p9
Coronavirus	p12
National Context	p13
Recorded Crime	p15
Outcomes	p31
Reducing Reoffending	p33
Appendix A – Morile	p36

If you require this document in a different language or format please telephone 01803 207262 or email scatt@torbay.gov.uk

Safer Communities Torbay
Town Hall
Castle Circus
Torquay
TQ1 3DR
e: : safercommunities@torbay.gov.uk
w: www.safercommunitiestorbay.org.uk

Introduction

Safer Communities Torbay is the name given to Torbay's Community Safety Partnership. Community Safety Partnerships (CSPs) exist by law and their job is to bring agencies and people together to reduce crime and disorder, and make areas safer.

Community safety covers a broad spectrum of crime and disorder issues from low level nuisance and vandalism at one end of the scale to serious violence, rape and murder at the other. It also includes tackling the harms of problem drinking and drug use and reducing reoffending.

Every year Community Safety Partnerships produce and use their strategic assessment to gather and analyse information about the nature and impacts of all of these issues. This evidence is used to identify local priorities in a clear and fair way so that all partners can agree on the important issues to address together and allocate resources accordingly.

A large proportion of the document is based on statistical information which helps agencies to understand crime and disorder within Torbay. It also includes an overview of community safety issues, contextual information about Torbay, the delivery landscape and our priority areas.

Throughout the report you will see reference to the following:

The good stuff

- These are examples of projects or best practice that are being undertaken within Torbay.
- There is a brief description of the work being undertaken and the difference it is making or the outcome that is achieved.

Next Steps

- These are plans that the Community Safety Partnership Board intend to implement within the next year to address issues highlighted in the assessment.

Community Safety priorities

The Community Safety Strategic Priority for Torbay is

“Protecting the most vulnerable individuals and communities from crime and disorder, whilst reducing reoffending”

Some people and areas are, due to their circumstances, more vulnerable to serious harm from crime and disorder than others. As a partnership, our understanding of vulnerability and complex needs continues to increase.

With less money and resources, the partnership will focus on its statutory duties and on protecting those of greatest vulnerability.

The partnership continues to focus on both the recorded crimes and on those more “hidden” crimes such as criminal, financial, forced labour criminal exploitation and sexual exploitation, which often go unreported but have a huge impact on vulnerable individuals.

Under this one overarching priority there are a number of thematic areas which will underpin the focus of the partnership this year:

- Domestic Abuse and Sexual Violence
- Exploitation
- Drugs

Taking a Trauma Informed Approach:

Trauma Informed Practice recognises the prevalence of trauma in people’s lives and acknowledges the potential effects that this can have on individuals and their families, networks and communities.

It is a strengths-based approach and seeks to understand and respond to the impact of trauma. This approach emphasises physical, psychological, and emotional safety for everyone and aims to empower individuals to re-establish control of their lives.

‘Individual trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects of the individual’s functioning and mental, physical, social, emotional, or spiritual wellbeing.’ Substance Abuse and Mental Health Services (SAMHSA, 2014a)

Individuals who have experienced trauma are more likely to experience challenges in relation to physical and mental health, to engage in risky behaviours and be vulnerable to exploitation and abuse from others.

The partnership has therefore agreed to adopt a trauma informed approach across all of its’ work, building on existing research and good practice from both national and international studies.

Assessing threat, risk and harm - Morile

To enable effective prioritisation an accurate understanding what poses the greatest threat or risk to the safety of the community is vital.

To achieve this in a fair, equitable and effective way, a common and consistent framework of assessment is used.

The MoRiLE programme was created in 2014 through the National Police Chiefs Council (NPCC)'s Intelligence Innovation Group. It was established with the aim of providing a common methodology and language for the assessment of threat, risk and harm in relation to law enforcement.

In recognition of the value that this standardised approach could offer to Community Safety Partnerships, a partnership strand was added to the national programme in 2016.

Morile is a matrix which generates a score for each community safety issue based on the individual scores assigned for the following areas:

- **Impacts** on the victim, the local community, and the environment
- **Likelihood** – how often it happens, how much and whether it is improving or declining
- **Organisational position** -risks to the partnership's reputation, external factors such as political and public expectations, and the effectiveness of local responses.

Areas are then grouped into **High, Moderate and Standard** threats based upon their overall scores. These are referenced through the document and a full summary provided within appendix A.

High	There is an expectation that the High Level Threats will be prioritised by community safety partnerships and all partners, with an explicit response provided through local Partnership Plans and reflected appropriately in other strategies and plans.
Moderate	It is important that community safety partnerships continue to be proactive in managing Moderate Level Threats; working together to manage the risks, address identified problems and prevent new problems developing. As part of the development of local Partnership Plans, community safety partnerships may also wish to review these issues where elements of the response are considered to impede effective management.
Standard	Standard Level Threats are areas that are being managed as "business as usual" and/or not placing much additional demand on services. Community safety partnerships should monitor these issues to ensure that we continue to manage them well.

The scoring process is undertaken through a list of 19 crime and disorder areas being selected and put through the scoring exercise. The results of this exercise are then reported on within our Strategic Assessments since 2018/19 and an update to the scores for this year are provided within Appendix A.

The Good Stuff

Trauma Informed Approach:

- A Project Manager for Trauma Informed Approaches has been funded until March 2022 to support the development of the trauma informed approach in Torbay.
- The Community Safety Partnership has funded 150 places on trauma informed training, with places being spread across the partnership.
- The University of Plymouth has been commissioned to evaluate the impact of the training being delivered across the partnership.

Next Steps

Embedding a Trauma informed approach

- The Board will continue to support the development of trauma informed approaches through the EMBRACE network, developing resources and supporting continuous professional development
- The Board will seek to influence and engage partner organisations in developing a trauma informed approach within their own service areas.
- The Board will continue to support the training and development of partner organisations in relation to trauma informed approaches to support consistent understanding and delivery of support across the partnership.
- The Board will ensure that any commissioning work they are directly involved in supports a trauma informed approach in line with agreed principles and definitions.

The Good Stuff:

Exploitaion:

- The multi-agency Exploitation Delivery Group will now lead on the operational development and delivery in relation to key exploitation themes including, but not limited to modern slavery and PREVENT.
- The work of the group will link with the work undertaken by the Torbay Children's Safeguarding Partnership to support consistent development that addresses exploitation risk across the life course with a focus on key transition points.
- The partnership is now working with local businesses to support training and development in the signs and responses to exploitation.

Next Steps

Exploitation

- The Board will continue to engage in and support strategic and operational partnerships across Devon to respond to emerging threats and harm
- The Board will seek to engage with older people living within our communities to highlight the risks of financial exploitation and fraud
- The Board will work jointly with Devon to implement the Preventing Exploitation Toolkit across Torbay
- The Board will develop and implement practice guidance, training and resources to increase the understanding across the partnership of exploitation, vulnerability to exploitation and methods of disruption and safeguarding
- The Board will continue to support the sharing of intelligence across the partnership to improve our understanding and response to serious and organised crime

The Police and Crime Commissioner’s four priorities

The Police and Crime Commissioner for Devon and Cornwall and the Isles of Scilly is Alison Hernandez.

The Police and Crime Plan 2021-2025, Devon, Cornwall and the Isles of Scilly sets out the strategic priorities for Policing in Devon and Cornwall.

The Police and Crime Plan Priorities for 2021-2025 are:



Effective partnership working

Torbay is committed to effective partnership working and has a number of strategic and operational mechanisms in place to support development and delivery of partnership initiatives that address complex needs, vulnerability and crime.

A non-exhaustive list of examples of these mechanisms is below:

Strategic	Operational
<ul style="list-style-type: none"> • Community Safety Partnership • Torbay Safeguarding Adults Board • Torbay Safeguarding Children’s Partnership • Integrated Offender Manager Board • Youth Offending Team Strategic Board • Domestic Abuse and Sexual Violence Executive Board • Torbay and Devon Prevent Partnership Board • Torbay and Devon Anti-Slavery Partnership 	<ul style="list-style-type: none"> • Exploitation Delivery Group • Youth Offending Team Operational Board • Youth Crime Prevention Group • Homelessness and Vulnerability Forum • Domestic Abuse and Sexual Violence Operational Group • Multi Agency Risk Assessment Conference (MARAC) Steering Group • Multi Agency Risk Assessment Conference (MARAC) • Multi-Agency Public Protection Arrangements (MAPPA)

Torbay Context

Whilst crime data is very important this section considers other contextual information applicable for Torbay.

Torbay offers an unrivalled quality of life for individuals and families. With its rich history, breathtaking natural environment and longstanding reputation as a popular tourist and retirement destination, Torbay has enormous potential to provide individuals and families with the opportunity to live a healthy and fulfilled life.

Torbay covers an area of over 24 square miles, located in South Devon, known as the English Riviera. It is made up of the three towns of Torquay, Paignton and Brixham and comprises over 20 beaches and secluded coves along 22 miles of coastline located around the east facing natural harbour of Torbay.

With a population of over 135,000, Torbay is the second largest urban area within the Heart of the South West.

The delivery landscape

There are many factors that have affected the work of Safer Communities Torbay in recent years and they are likely to continue to do so in the next year:

- Increasing complexity of needs across the community.
- A reduction of face to face services available to vulnerable people due to a reduction in prevention services.
- Interruption to consistency of the delivery of face to face services due to the COVID-19 pandemic.
- Development of Government policy in a variety of key areas such as health, sentencing, probation, alcohol, welfare reform, anti-social behaviour and a central government focus on levelling up.
- Widespread restructuring and change across the public sector often resulting in less staff and cuts to services.
- Devolution of accountability to local councils, empowerment of communities to influence and change service delivery with a strong drive for local solutions to local problems.

The Joint Strategic Needs Assessment

The Joint Strategic Needs Assessment (JSNA) provides an analysis of the current and future health and social care needs of the communities within Torbay. This provides context for Torbay in terms of demographic key issues facing the population of Torbay. To avoid duplication data is not included in detail within this report.

Key issues highlighted for Torbay are:

- Torbay is ranked as the most deprived upper-tier Local Authority in the South West.
- 27% of Torbay residents live in an area classified as amongst the 20% most deprived areas of England
- Torbay's economy is amongst the weakest in England and has declined in recent years. With the disruption to the economy caused by COVID-19 the economy is expected to weaken further. Torbay's economy is highly dependent on tourism and unemployment is beginning to rise.
- There are high levels of Vulnerability within the population, with high levels of specialist need cohorts and high levels of mental ill health.
- Highest domestic violence rate in the South West
- Higher levels of alcohol related admissions to hospital.
- The number of children looked after by the local authority remains amongst the highest in England and around 1 in 4 children continue to live in households where income is less than 60% of the median income (living in poverty).
- Torbay's aged population has further challenges in higher levels of dependency. 26% of population are aged 65 and over.

Public Health Outcomes Framework

The Public Health Outcomes Framework includes a number of community safety indicators in its 'Wider determinants of health'.

Latest data reported that Torbay was higher than the English average for a number of indicators including the following:

- Households owed a duty under the Homeless Reduction Act.
- Emergency Hospital admissions for Intentional Self-harm
- Suicide Rate
- Alcohol related hospital admissions
- First time entrants to the youth justice system

Problematic use of alcohol

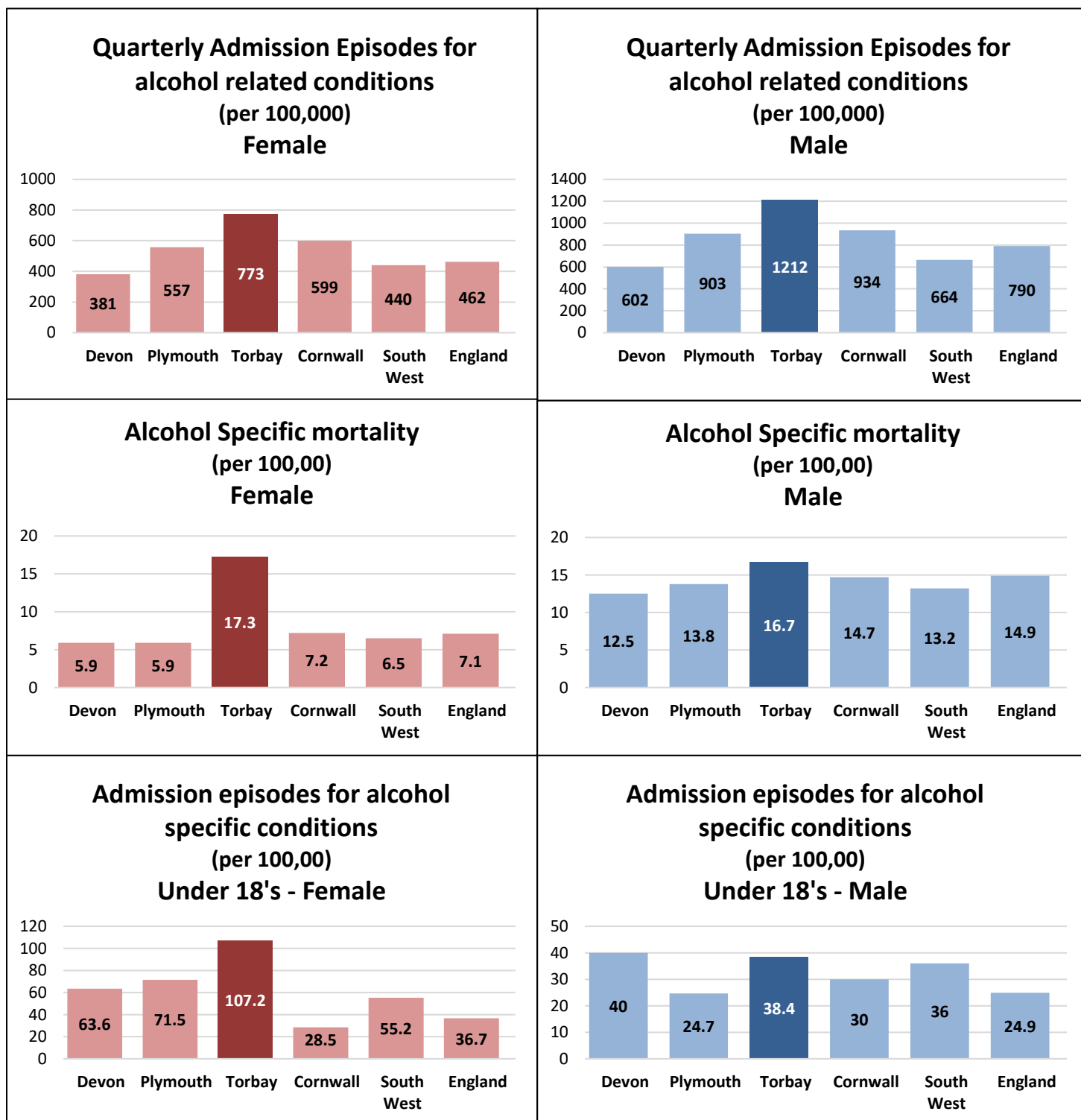
This continues to present a high risk of harm to communities across Torbay and the Peninsula, and is a major cost driver across all public sector agencies.

The impact of alcohol affects all aspects of partnership delivery and represents a significant challenge in tackling violent crime and anti-social behaviour.

Problematic alcohol use is also frequently highlighted as a barrier that prevents services from helping individuals and their families with other issues, such as finding employment and addressing domestic and family abuse.

Data indicates that alcohol use is a problem for Torbay. Latest data shows that a number of indicators were significantly worse than the national average, these included: alcohol specific mortality and hospital admissions, including those for under 18s

The following represent some of the impacts of alcohol within Torbay:



The night time economy (NTE) has been a key issue for Torbay historically and there have been many initiatives over the years.

While the NTE brings benefits to the local economy in relation to tourism and employment, it also brings issues in terms of public disorder and violence. These generate costs in terms of social, economic, health and criminal justice.

Wider than the night time economy, hazardous drinking (drinking above recommended safe and sensible levels but not yet experiencing harm) and harmful drinking (drinking above recommended safe and sensible levels and experiencing harm) within the home

can be linked to reduced physical and mental well-being and increased uptake of bed space within the acute care setting.

Alcohol is a problem that extends across a number of community safety areas including other priority issues of domestic abuse, reoffending and ASB.

Indices of Multiple Deprivation

The published Indices of Multiple Deprivation (IMD) reported that Torbay was the 48th most deprived local authority area out of 317 and in the 15% of most deprived authorities in England.

When compared to our Most Similar Family Group, Torbay has the second highest levels of multiple deprivation, and the Highest levels within the Peninsula.

The most deprived areas within Torbay provide the highest number of looked after children. Rates of Children in Care within Torbay have increased by approximately 65% when comparing 2011 to 2019.

13% of Torbay households are experiencing fuel poverty.

Coronavirus

Torbay data should be examined in context with the overall crime levels in England and Wales.

Sources of data are taken from Police recorded data, and data from the Crime Survey for England and Wales (CSEW) This year this has been undertaken as a Telephone-operated Crime Survey in which people resident in England and Wales were asked about their experiences in the 12 months prior to their interview date, on a selected range of offences. The survey included exploration of the impact of coronavirus.

The CSEW reports that patterns of crime in the year ending March 2021 have been significantly affected by the coronavirus pandemic and government instructions to limit social contact. While there were decreases across a range of individual crime types, particularly theft offences, these were offset by rises in fraud and computer misuse offences, resulting in no change in overall levels of crime.

The coronavirus pandemic has had a significant impact on patterns of crime. There were large decreases in theft offences, such as domestic burglary and theft from the person, as more people stayed at home and limited their social contact.

At the same time, there were substantial increases in fraud and computer misuse offences such as hacking, as fraudsters took advantage of behavioural changes during the pandemic, such as increased online shopping.

The number of people who became victims of violent crime also fell, driven by decreases in violence where the offender was a stranger. This likely reflects a decrease in violence taking place in public spaces during national lockdown restrictions.

The largest decreases in recorded crime were seen during the three-month period that coincided with the first national lockdown, April to June 2020.

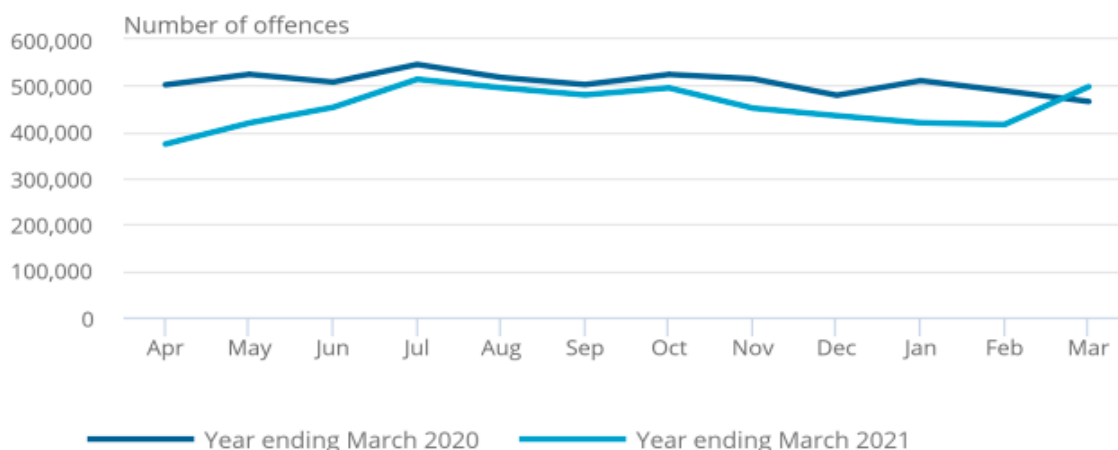
Police Recorded Data – Total recorded crime, including fraud and computer misuse, has fluctuated across the year ending March 2021. Although a small proportion of these fluctuations will be the result of seasonal effects on crime trends, most of the differences can be attributed to the introduction and subsequent easing of national lockdown restrictions throughout the year.

Total recorded crime saw substantial falls during April 2020 compared with April 2019 (26% decrease), coinciding with the introduction of the first national lockdown. Police recorded crime remained lower across subsequent months compared with respective months in 2019 but the difference narrowed as lockdown restrictions were gradually eased over the summer.

Levels of recorded crime were only 4% lower in September 2020 compared with September 2019. Crime levels again decreased substantially as national lockdowns were reintroduced. Police recorded crime was 18% and 15% lower in January and February 2021 compared with the respective months in 2020.

A phased exit out of lockdown began on 8 March 2021, with recorded crime 7% higher in March 2021 than in March 2020, when the first national lockdown was introduced.

England and Wales, monthly figures (April 2019 to March 2020 and April 2020 to March 2021)



National Context

The police recorded 5.4 million crimes in England and Wales in the year ending March 2021 a 10% decrease from the previous year.

The following crimes increased:

- Trafficking of Drugs 23%
- Possession of Drugs 12%
- Stalking and harassment 28%
- Fraud & Computer Misuse 8%
- Public Order 5%

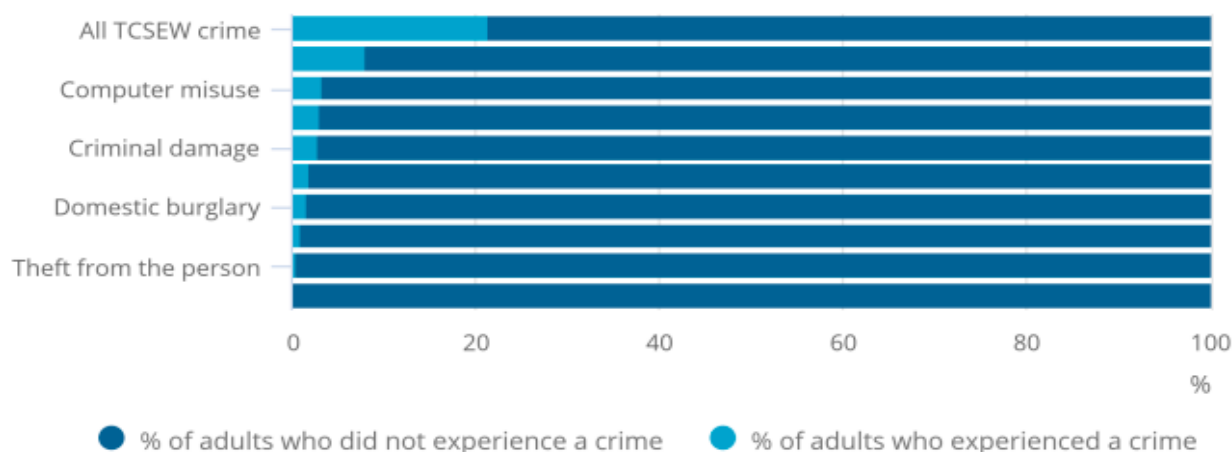
It is important to look at individual crime types as the total figure hides variation both within and across crime types.

- Violence (with & without Injury) decreased by 10%
- Burglary decreased by 30%
- Criminal damage & Arson decreased by 15%
- Theft offences decreased by 32%
- Possession of Weapons decreased by 6%
- Sexual Offences decreased by 9%

Victims

The likelihood of being a victim of crime has fallen considerably over the long-term. Most people are not victims of crime, the latest survey estimates show that 8 in 10 adults did not experience any of the crimes asked about in the survey in the year ending March 2021, a figure that has remained stable in recent years.

England and Wales, May 2020 to March 2021 interviews



The issues that present the greatest threat and risk to our communities can be described collectively under two key thematic headings:

Domestic Abuse and Sexual Violence

These present the highest risk of harm and, at its extreme, it carries risks of domestic homicide and suicide. It has a devastating impact on the lives of victims, can increase vulnerability to victimisation or offending for future generations, and results in massive costs to society. Child sexual abuse and sexual exploitation is included under this thematic heading.

Domestic abuse is often a hidden crime that is not reported to the police. Therefore, data held by the police can only provide a partial picture of the actual level of domestic abuse experienced. Many cases will not enter the criminal justice process as they are not reported to the police.

As such, domestic abuse-related crimes and sexual offences recorded by the police do not provide a reliable measure of trends, the figures do, however, provide a good measure of the crime-related demand on the police.

CSEW – Analysis from the crime survey was not possible, as data could not be collected relating to domestic abuse due to concerns around confidentiality and respondent safeguarding, which limited the types of questions asked in the TCSEW.

Given this, no conclusions could be reached on whether there has been an increase in the number of victims of domestic abuse. However, data from victim services suggests that experiences of domestic abuse may have intensified during periods of national lockdown and that victims faced difficulties in safely seeking support under these conditions.

Police Recorded Data – The police recorded 844,955 offences (excluding fraud) flagged as domestic abuse-related in the year ending March 2021. This represents a 6% increase from 798,607 offences in the previous year. This included 672,383 violence-against-the-person offences flagged as domestic abuse-related, a 7% increase compared with the year ending March 2020. Recent yearly increases are thought in part to reflect factors related to reporting, recording and an increased willingness by victims to come forward.

The number of sexual offences recorded by the police showed a 9% decrease in the year ending March 2021 (148,114 offences) compared with the previous year.

Rape offences recorded by the police fell by 6% (55,696 offences). Rape accounts for 38% of all sexual offences recorded by the police. This is the second year-on-year decrease; prior to the year ending March 2019, the number of rape offences had been increasing annually. This trend is likely to reflect the diminishing impact of recording improvements as well as the effects of national lockdown restrictions. The fall in rape this year was driven by large decreases in April to June 2020, with offences 21% lower than in the respective period in 2019. The number of rapes in subsequent quarters for the year ending March 2021 were similar to their respective periods in the previous year.

3.5% of sexual offences resulted in a charge and or summons, a slight increase compared with the previous year (3.2% year ending March 2020)

Nearly Half of all sexual offences (48.7%) recorded by the police did not proceed further through the criminal justice system due to evidential difficulties. This figure reflects the challenges involved in investigating sexual offences, despite the majority of suspects being identified.

Recorded crime

Police recorded crime in Torbay fell by 7.5% in 2020/21 the same reduction as in the previous year.

Alongside recorded crime, the table below also includes non-crime incidents with regard to Domestic Abuse and ASB.

The last three columns show how Torbay's rate of offending per 1,000 residents compares to our Family, which is a group of national CSP's that have a similar profile to Torbay, and to the Devon & Cornwall Police Force Area.

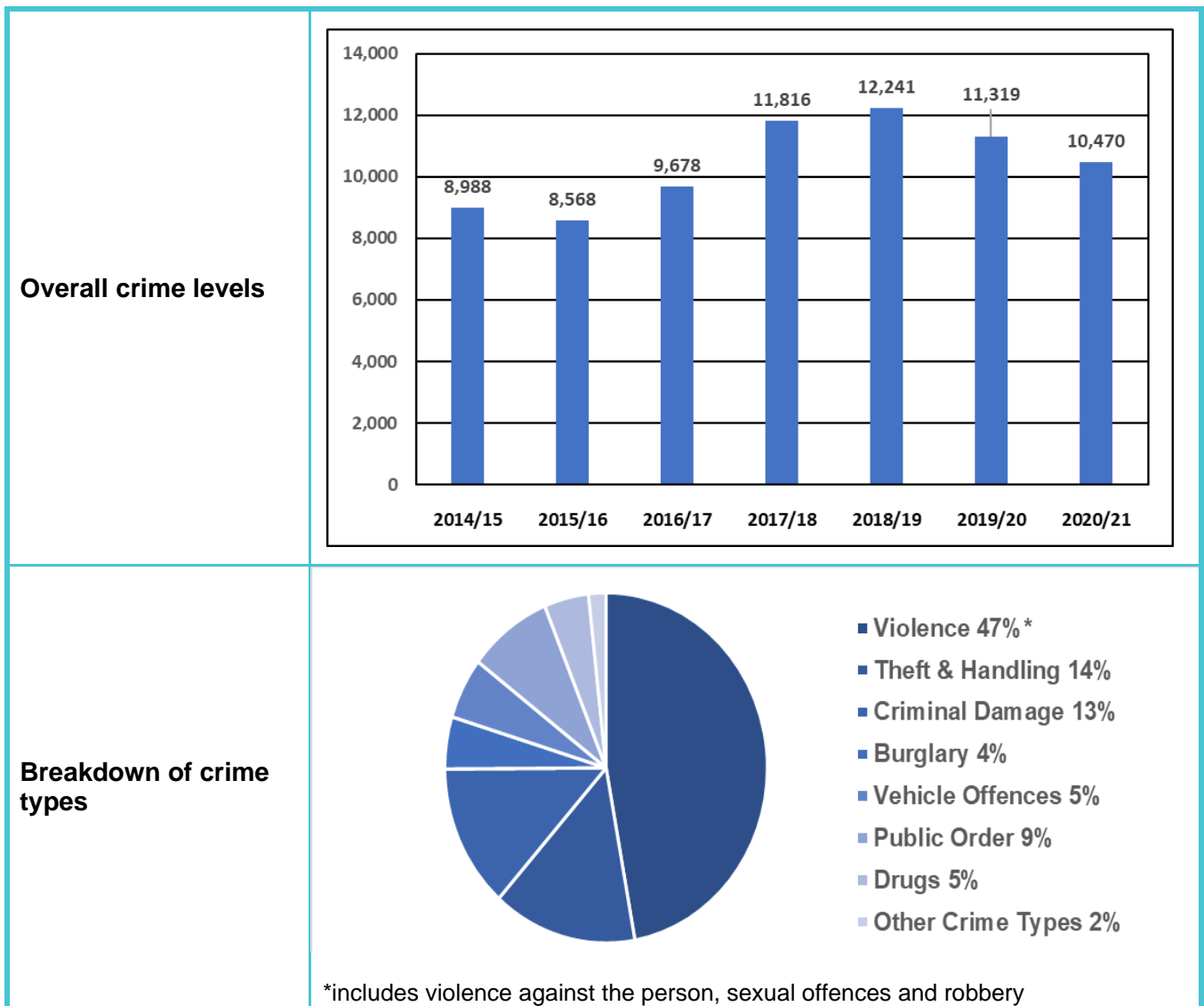
In comparison to our "Families" performance, Torbay performance is better in some areas and worse in others, but against the "Force" average we have more crimes per 1,000 residents for all types of crime.

Crime / incident type	2019/20	2020/21	Change	Trend	Crimes per 1,000 residents.				
					Torbay	Family		D & C Force	
All Crime	11319	10470	-7.5%	▼	76.6	89.3	▼	50.9	▲
All Domestic Abuse	3645	3507	-3.8%	▼					
All ASB	3714	4600	23.9%	▲					
Violent Crime									
Violence with injury	1845	1496	-18.9%	▼	10.9	8.8	▲	7.3	▲
Violence with no injury*	1750	1716	-1.9%	▼	12.5	13.6	▼	8.3	▲
Homicide	0	1		▲					
*Violence without injury excludes DA									
Domestic abuse and sexual offences									
Domestic abuse Incidents	1253	1172	-6.5%	▼					
Domestic Abuse Crime Related	2392	2335	-2.4%	▼					
Other sexual offences	267	228	-14.6%	▼	1.6	1.7	▼	1.4	▲
Rape	164	136	-17.1%	▼	0.9	1.0	▼	0.8	▲
Acquisitive Crime									
Domestic Burglary	283	196	-30.7%	▼	3.2	8.7	▼	2.2	▲
Non domestic burglary	262	187	-28.6%	▼	1.3	1.3	▶	1.0	▲
Shoplifting	658	722	9.7%	▲	5.2	4.9	▲	2.1	▲
Other theft	979	764	-22.0%	▼					
Vehicle Crime	641	562	-12.3%	▼	4.1	5.1	▼	1.7	▲
Robbery	108	69	-36.1%	▼	0.5	0.7	▼	0.2	▲
Drug offences									
Drug trafficking	125	141	12.8%	▲	1.0	0.9	▲	0.7	▲
Possession of drugs	380	432	13.7%	▲	3.1	2.3	▲	2.0	▲
Anti-Social Behaviour									
Criminal Damage (exc arson)	1454	1348	-7.3%	▼	9.8	10.2	▼	6.7	▲
Arson	51	56	9.8%	▲	0.4	0.5	▼	0.2	▲
Public Order	811	801	-1.2%	▼	5.8	10.2	▼	4.0	▲
Possession of Weapons	141	139	-1.4%	▼	1.0	0.8	▲	0.6	▲
ASB Incidents	3714	4600	23.9%	▲					

QUICK FACTS – POLICE RECORDED CRIME

Current figures refer to the 12 month period ending 31 March 2021

Level of Crime	10,470 crimes / 77 crimes per 1000 resident population																																
Change since 2019/20	Decrease by 849 crimes, 7.5%.																																
<p>Family comparison</p> <p>Overall rate of crime per 1,000 Residents</p> <p>Torbay 76.6</p> <p>Family Average 89.3</p>	<p>MSG Average</p> <table border="1"> <caption>Family Comparison Data</caption> <thead> <tr> <th>Region</th> <th>Rate per 1,000 Residents</th> </tr> </thead> <tbody> <tr><td>Merseyside - Wirral</td><td>70</td></tr> <tr><td>Merseyside - Sefton</td><td>75</td></tr> <tr><td>Devon & Cornwall - Torbay</td><td>76.6</td></tr> <tr><td>Derbyshire - Chesterfield</td><td>80</td></tr> <tr><td>Northumbria - North Tyneside</td><td>80</td></tr> <tr><td>South Yorkshire - Sheffield</td><td>85</td></tr> <tr><td>Greater Manchester - Wigan</td><td>85</td></tr> <tr><td>Northumbria - Gateshead</td><td>85</td></tr> <tr><td>West Yorkshire - Kirklees</td><td>85</td></tr> <tr><td>Greater Manchester - Bury</td><td>90</td></tr> <tr><td>Cleveland - Stockton-on-Tees</td><td>90</td></tr> <tr><td>Durham - Darlington</td><td>95</td></tr> <tr><td>Cambridgeshire - Peterborough</td><td>95</td></tr> <tr><td>Humberside - North East Lincolnshire</td><td>105</td></tr> <tr><td>Kent - Thanet</td><td>115</td></tr> </tbody> </table>	Region	Rate per 1,000 Residents	Merseyside - Wirral	70	Merseyside - Sefton	75	Devon & Cornwall - Torbay	76.6	Derbyshire - Chesterfield	80	Northumbria - North Tyneside	80	South Yorkshire - Sheffield	85	Greater Manchester - Wigan	85	Northumbria - Gateshead	85	West Yorkshire - Kirklees	85	Greater Manchester - Bury	90	Cleveland - Stockton-on-Tees	90	Durham - Darlington	95	Cambridgeshire - Peterborough	95	Humberside - North East Lincolnshire	105	Kent - Thanet	115
Region	Rate per 1,000 Residents																																
Merseyside - Wirral	70																																
Merseyside - Sefton	75																																
Devon & Cornwall - Torbay	76.6																																
Derbyshire - Chesterfield	80																																
Northumbria - North Tyneside	80																																
South Yorkshire - Sheffield	85																																
Greater Manchester - Wigan	85																																
Northumbria - Gateshead	85																																
West Yorkshire - Kirklees	85																																
Greater Manchester - Bury	90																																
Cleveland - Stockton-on-Tees	90																																
Durham - Darlington	95																																
Cambridgeshire - Peterborough	95																																
Humberside - North East Lincolnshire	105																																
Kent - Thanet	115																																
<p>Force Comparison</p> <p>Overall rate of crime per 1,000 Residents</p> <p>Torbay 76.6</p> <p>Force Average 50.9</p>	<p>Force Average</p> <table border="1"> <caption>Force Comparison Data</caption> <thead> <tr> <th>Force</th> <th>Rate per 1,000 Residents</th> </tr> </thead> <tbody> <tr><td>Isles of Scilly</td><td>10</td></tr> <tr><td>East and Mid Devon</td><td>35</td></tr> <tr><td>South Devon and Dartmoor</td><td>35</td></tr> <tr><td>Northern Devon</td><td>45</td></tr> <tr><td>Cornwall</td><td>45</td></tr> <tr><td>Exeter</td><td>60</td></tr> <tr><td>Torbay</td><td>76.6</td></tr> <tr><td>Plymouth</td><td>80</td></tr> </tbody> </table>	Force	Rate per 1,000 Residents	Isles of Scilly	10	East and Mid Devon	35	South Devon and Dartmoor	35	Northern Devon	45	Cornwall	45	Exeter	60	Torbay	76.6	Plymouth	80														
Force	Rate per 1,000 Residents																																
Isles of Scilly	10																																
East and Mid Devon	35																																
South Devon and Dartmoor	35																																
Northern Devon	45																																
Cornwall	45																																
Exeter	60																																
Torbay	76.6																																
Plymouth	80																																



Violent crime

Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Violence with Injury	Standard	1	Standard	1
Violence without Injury	Standard	2	Standard	2

During 2020/21 **Violent Crime in Torbay decreased** by 7% reducing from 4,797 to 4,465.

Violent Crime with Injury fell by 19% to 1,496 and Violent Crime without Injury increased by 1% to 2,969. This includes crimes that are also categorised as Domestic Abuse which are detailed later within the report.

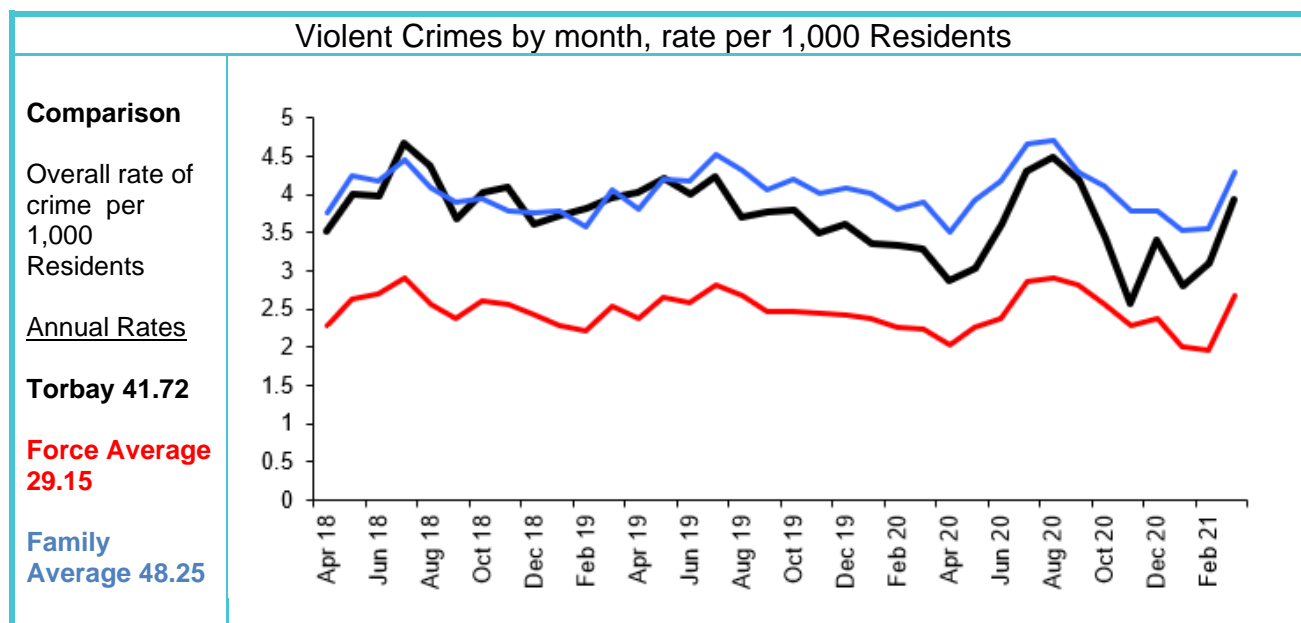
The most common offences included within the category Violence with Injury are:

ACTUAL OFFENCES	2019/20	2020/21	Change
ASSAULT A PERSON THEREBY OCCASIONING THEM ACTUAL BODILY HARM	1634	1322	-312
SECTION 18 - GRIEVOUS BODILY HARM WITH INTENT	58	49	-9
OWNER / PERSON IN CHARGE OF DOG DANGEROUSLY OUT OF CONTROL CAUSING INJURY	50	34	-16

The most common offences included within the category violence without injury are:

ACTUAL OFFENCES	2019/20	2020/21	Change
COMMON ASSAULT	1365	1199	-166
SEND LETTER / COMMUNICATION / ARTICLE CONVEYING A THREATENING MESSAGE	375	403	28
HARASSMENT WITHOUT VIOLENCE	346	372	26

Compared to similar CSP areas, Torbay was below average for violent crimes and above average for those within Devon & Cornwall.



The good stuff

Evening/Night Time Economy (ENTE)

Area: Torquay

- Torbay Council partnered with Night Time Economy Solutions Ltd to produce an ENTE Strategy following data analysis, public consultation and stakeholder engagement. This strategy helps consider a diversification of Torquay's ENTE to be more inclusive of wider interests in social and leisure activities, less seasonally reliant whilst maintaining a continued safe environment. Including work on trailing Hotspot Policing to assess different policing models to provide resilience and maximise impact. This forward thinking strategy has short, medium and long term objectives, that build on the principle that well plan ENTE is a safe ENTE
- Torbay has successfully retained its Purple Flag status for the 9th year running, and is one of only two town and city centres in **Devon and Cornwall** to hold this prestigious award;
- Purple flag is an accreditation that is awarded by the Association of Town Centre Management and **represents a "gold standard"**;
- By focusing on key areas, this ensures a **safe vibrant attractive** early evening and night time economy and includes **focus on partnership working**. The award highlights that Torquay is a safe place to have a night out.
- Torbay Council continue to work in partnership with the Torbay Street Pastors who engage and support people accessing the ENTE.
- Safer Communities has provided training to the Street Pastors to support them in their role including domestic abuse training.
- In the summer Torbay Council with the support of the Office of the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly, commissioned Street Marshals to support people in the ENTE. This had a reported positive impact on the safety of individuals across the NTE area.

Domestic Abuse

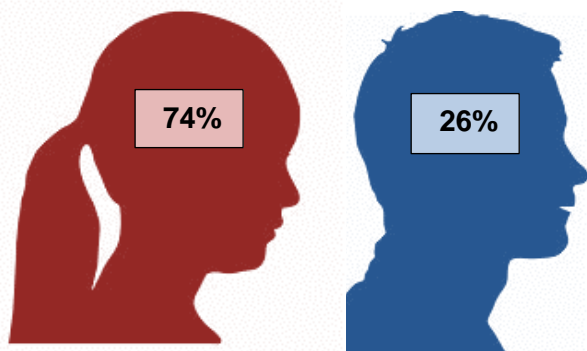
Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Domestic Abuse	High	3	High	3

It should be taken into account that figures only relate to those crimes and incidents that are reported. Most domestic abuse (DA) incidents are unreported for example the latest available estimates from the Crime Survey for England and Wales (CSEW) estimated that fewer than one in five (17%) victims reported their experience of abuse to the police.

Women were more likely than men to have experienced all types of domestic abuse in the last 12 months. Sexual assault (including attempts) by a partner is where the largest difference between men and women is observed, with women being five times as likely as men to have experienced this type of abuse. (CSEW 2020)

Within Torbay 99.7% of DA Crimes had a victim gender recorded. This equates to 1707 women and 605 men. With regard to the ages of the victims 101 were children.

DA Victims

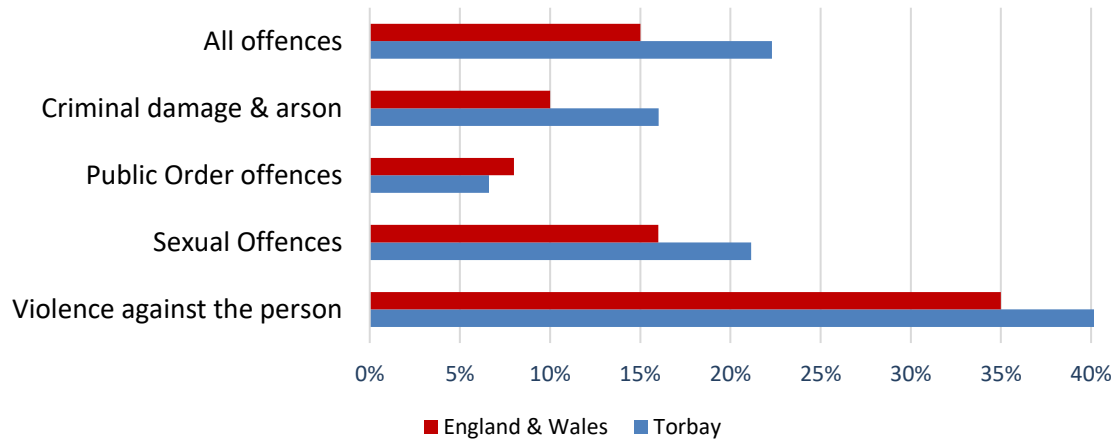


1,601 victims were recorded against 2,318 DA Crimes. 1,199 were a victim of one DA crime, whilst 402 were victims of multiple DA Crimes reported within this year. Repeat victims, (25% of total victims identified), were victims in 1,119 DA Crimes, 48% of total DA Crime.

1926 DA risk assessments were completed by the police during the year out of the 2335 DA Crimes. Children were reported as being present during the incident on 535 occasions (23%).

In Torbay the following chart represents how much crime was domestic abuse related in the last year compared to England & Wales. As you can see in every category apart from Public Order offences Torbay has a higher percentage of offences flagged as domestic abuse.

Percentage of Offences flagged as Domestic Abuse



In Torbay the overall level of reported **Domestic Abuse in the last year has decreased** from 3,645 to 3,507 a 4% reduction. This includes Domestic Abuse Incidents & Domestic Abuse related to crimes.

The number of DA Crimes recorded represent 67% of total reported Domestic Abuse, an increase of 1% on 2019/20. The following 6 offences account for 96% of all Domestic Abuse related crimes:

ACTUAL OFFENCE	2019/20	2020/21	Change
Criminal Damage	212	225	13
Other Theft	87	76	-11
Public Order Offences	61	53	-8
Rape	61	48	-13
Violence with Injury	654	580	-74
Violence without Injury	1202	1253	51

The good stuff

Developing a community response: Standing Tall Partnership

Area: Torbay

- Community groups and organisations in Torbay have come together to form a partnership around domestic abuse and sexual violence, it formed out of the Torbay DASV Community Forum. There are now 18 organisations in the Standing Tall Partnership.
- Since its opening for referrals in June 2020 the partnership has received 506 referrals for 410 individuals.

White Ribbon Accreditation:

- In November 2021 Torbay Council received the White Ribbon Accreditation and in doing so made a public commitment to ending male violence against women.

Multiple and Complex Needs: Alliance Commissioning

Area: Torbay

- Recognising that many people with multiple and complex needs often fall between the gaps of single-issue services, Torbay Council is in the process of re-commissioning its domestic abuse, substance misuse and homelessness hostel services under an alliance contract model;
- This will ensure that decisions are made on a 'best for person' basis and enable the providers to respond more holistically to people by adapting their offers to the specific needs of those requiring their services.
- Process the culmination of multiple stakeholder engagement and learning from other areas. Services will commence 2022.

Next Steps

Domestic Abuse & Sexual Violence

- The Board will continue to support the development of new and innovative roles across the system and contribute to the development of best practice
- The Board will continue to work with commissioners and community safety partners across the peninsula to ensure we share good practice, ideas and expertise to provide the best coordinated and evidence-led responses possible
- The Board will ensure that Torbay develops to meet the duties implemented by the Domestic Abuse Act 2020.
- The Board will continue to support the strategic embedding of the CRAFT framework across agencies, to raise system-wide levels of competency to respond to domestic abuse
- The Board will continue to support the development of the community and voluntary sector support offer
- A new database will be commissioned to support the MARAC process to aid more timely responses from the partnership, improved data sharing and management and with the aim to improve outcomes for those supported by the MARAC process.
- The White Ribbon plan will be embedded in delivery to improve outcomes.
- There will be a focus on workforce development across the partnership in relation to DASV including Young Person's Violence Advisor training.
- The Board will work to implement the use of the Domestic Abuse Risk Assessment for Children and include a sustainable workforce development approach with implementation to support children.
- The Board will review the Torbay approach to Harmful Sexual Behaviour to support better outcomes for vulnerable children.

Sexual Offences

Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Other Sexual Offences	Standard	2	Standard	2
Rape	High	2	Moderate	2

The number of reported Sexual offences decreased by 16% in 2020/21, 364 compared to the previous year of 431.

Within these offences Rape decreased by 17% in the year from 164 offences in 2019/20 to 136 this year. With regards to the victims of these rapes 118 were female and 16 were male. Of the 136 offences 48 were flagged as Domestic Abuse.

There was a wide age range of victims, 75 aged 19 and under, 26 in their 20's and 34 between the age of 30 and 70.

Whilst 136 rape offences were reported this year, 62 (46%), of the cases were historic with 13 committed within the last 2 years, 15 between 3-5 years, 10 between 6-10 years and 24 committed more than 10 years ago.

Of the 136 rape crimes with a location recorded, 64 of these were committed within a dwelling.

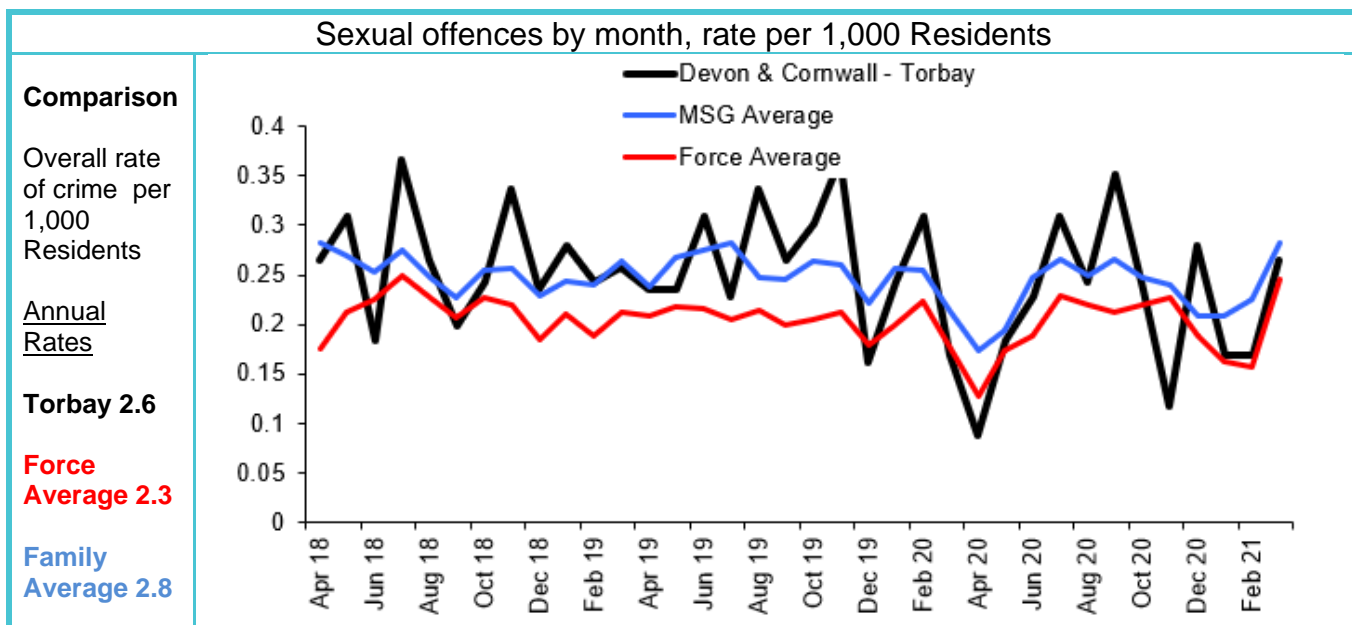
Other Sexual Offences have decreased by 15% to 228 crimes.

As recognised nationally, decreases within these offences, are partially due to the effects of national lockdown restrictions.

The most prolific offences in this category are:

ACTUAL OFFENCE	2019/20	2020/21	CHANGE
ASSAULT A FEMALE 13 AND OVER BY PENETRATION WITH PART OF BODY / A THING - SOA 2003	19	15	-4
ASSAULT A GIRL UNDER 13 BY TOUCHING - SOA 2003	30	17	-13
ENGAGE IN PENETRATIVE SEXUAL ACTIVITY WITH A GIRL 13 TO 15 - OFFENDER UNDER 18	6	11	5
EXPOSURE - SOA 2003	8	12	4
SEXUAL ASSAULT ON A FEMALE	92	69	-23
SEXUAL ASSAULT ON A MALE	19	11	-8

Compared to similar CSP areas and those within Devon & Cornwall, Torbay was above the average rate.



Acquisitive crime

Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Burglary Dwelling	Moderate	2	Standard	2
Burglary Non-Dwelling	Standard	2	Standard	2
Shoplifting	Standard	2	Standard	2
Other Theft	Standard	1	Standard	1
Vehicle Crime	Standard	1	Standard	1
Robbery	Standard	2	Standard	2

Torbay has seen a **decrease in total Acquisitive Crime**. In 2020/21 the total acquisitive crimes were 2,500 compared to 2,931 the previous year, a decrease of 15%

If you consider just serious Acquisitive Crime - Domestic Burglary, Robbery and Vehicle Crime, overall this has decreased by 20% reducing from 1,032 crimes to 827 crimes. Domestic Burglary decreased by 30.7% whilst Vehicle Crime reduced by 12.3% and Robbery reduced by 36.1%

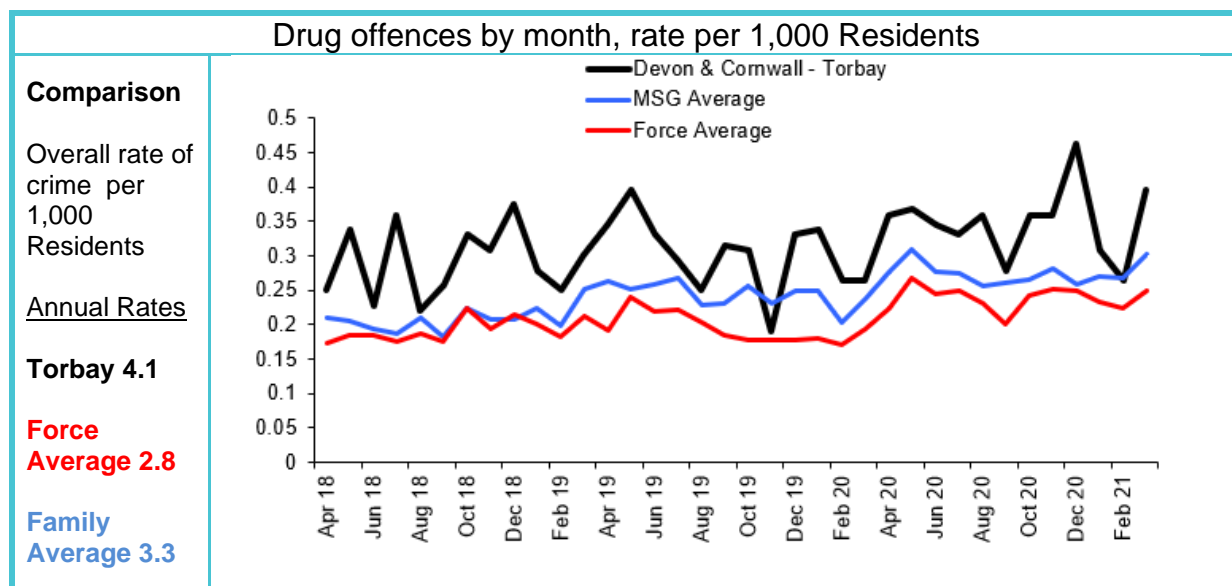
Drug Offences

Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Trafficking Drugs	High	3	High	3
Possession of Drugs	Moderate	2	High	3

There was a 13.7% **increase in Possession of Drugs**, from 380 offences to 432 and also an **increase in Drug Trafficking** offences of 12.8% from 125 to 141.

76% of all the possession offences related to Class B drugs.

Compared to similar CSP areas and those within Devon & Cornwall, Torbay was above the average rate.



The good stuff

Devon & Torbay Anti-Slavery Partnership

Area: Devon, including Torbay

- The Devon and Torbay Anti-Slavery Partnership (ASP) provides multi-agency strategic direction and co-ordination in the response to modern slavery and human trafficking
- The partnership continues to promote and upskill staff in identifying and reporting modern slavery and human trafficking.
- Soup kitchens, shelters, and rough sleeping sites have been identified as hotspots for individuals and organised crime groups targeting modern slavery victims. The Partnership continues to support organisations and staff working with homeless individuals by offering free training to help raise awareness and target harden these locations.

Next Steps

Drug and Alcohol misuse

- The Board will support the re-commissioning of substance misuse services in an alliance contract alongside domestic abuse and homelessness hostel services
- The Board will explore evidence-led harm reduction measures such as diamorphine assisted treatment.
- The Board will work with partners to refresh the current drug and alcohol strategies
- The Board will assist the delivery of the recommendations of the NightTime Economy strategy.
- The partnership will develop an improved and more co-ordinated understanding of drug and alcohol use by young people in Torbay and develop its multi-agency response.

Anti-Slavery Partnership

- The Board will review its work and impact to develop the multi - agency approach moving forward.
- Torbay will develop the local delivery approach and pathways to improve understanding and response.

Anti-Social Behaviour

Anti-social behaviour (ASB) in all forms is linked to many community safety challenges such as fear of crime (i.e. how people perceive crime and how it makes them feel) and substance misuse (e.g. the misuse of alcohol or drugs). ASB can have a detrimental impact on the quality of life for individuals, families and communities.

ASB has been the main crime and disorder priority of the public. Alcohol, drugs, mental health, family issues and accommodation are all things that can contribute to ASB problems.

Morile Ranking	Threat, Risk & Harm Assessment			
	2019/20		2020/21	
	Risk Rating	ORI Rating	Risk Rating	ORI Rating
Criminal Damage	Standard	2	Standard	2
Arson	Standard	2	Moderate	2
Public order offences	Standard	2	Standard	2
Possession of Weapons	Standard	2	Standard	2
Anti-social Behaviour	Moderate	3	Moderate	4

The total number of Public Order and Possession of weapons offences showed no significant change from the previous year. Public Order decreased by 1.2% and Possession of Weapons decreased by 1.4%. A decrease of 7.3% was seen in Criminal damage. However, Arson increased by 9.8%.

The most common offences included within Possession of Weapons are:

ACTUAL OFFENCE	2019/20	2020/21	CHANGE
POSSESS KNIFE BLADE / SHARP POINTED ARTICLE IN A PUBLIC PLACE	42	51	9
POSSESS AN OFFENSIVE WEAPON IN A PUBLIC PLACE	45	35	-10
THREATEN A PERSON WITH A BLADE / SHARPLY POINTED ARTICLE IN A PUBLIC PLACE	22	17	-5

Alongside the figures above, a new category has been included - The Import of prohibited weapon/ammunition. 15 offences were reported within this definition during 2020/21. Comparisons against 2019/20 cannot be provided, as this category was not available.

Torbay has experienced an **increase in police reported ASB of 23.9%**, from 3,714 to 4,600 incidents in 2020/21.

The good stuff

Homelessness & Vulnerability Meeting (H&V)

Area: Torbay

- The ASB and Vulnerability Team of Torbay Council lead weekly multi-agency meeting that brings together representatives from agencies including: substance misuse services, adult social care, Housing First, Resettlement (outreach) Team, Police, hostel, housingoptions and support services;
- Information is shared with consent to help provide the best multi-agency response to persons identified in need, where necessary separate more focused meetings are held for individuals who are included in the process;
- Where all system offers have been exhausted, a referral can be made to the Creative Solutions Panel supported by the Safeguarding AdultsBoard.

Youth ASB Meetings:

- Safer Communities Leads a monthly youth ASB meeting. Multi-agency partners including police, Children's Services, Torbay Council ASB Team and Youth Service Providers meet monthly to discuss locations where youth ASB is being identified. The meeting then puts in place a multi-agency plan to address concerns and monitors impact through the meetings.
- The Youth ASB Meeting reports into H&V above to assist a whole system understanding and approach.
- Themes are reported to the Youth Crime Prevention Group for development of a longer terms responses to need.

Next Steps

ASB and Criminal Damage

- The Board will explore new approaches to drug policy in an effort to reduce crime, disorder and ASB related to substance misuse
- The Board will continue to review partnership approach in relation to exploitation, vulnerability, youth crime and ASB to identify areas of good practice and opportunities for development as part of co-ordinated approach.

Terrorism, Radicalisation and Extremism

- The Board continues to review, develop and support the implementation of a PREVENT and CHANNEL training competency framework and the Act Early Prevent Safeguarding Campaign across the partnership
- The Board will continue to support the work of the Torbay and Devon PREVENT Partnership.
- The Board will support the Torbay Exploitation Delivery Group to implement a co-ordinated approach to PREVENT using the Counter Terrorism Local Profile as an evidence base for this.

Hate Crime

- The Board will support the Zero Tolerance to Hate campaign and continue to engage with partners and the community in raising awareness of this campaign
- The Board will work with partners to understand the prevalence and profile of hate crime within Torbay and support activity to tackle specific areas as appropriate

Outcomes

The latest national data published for crime outcomes in England & Wales were for the year ending March 2021.

Key Findings

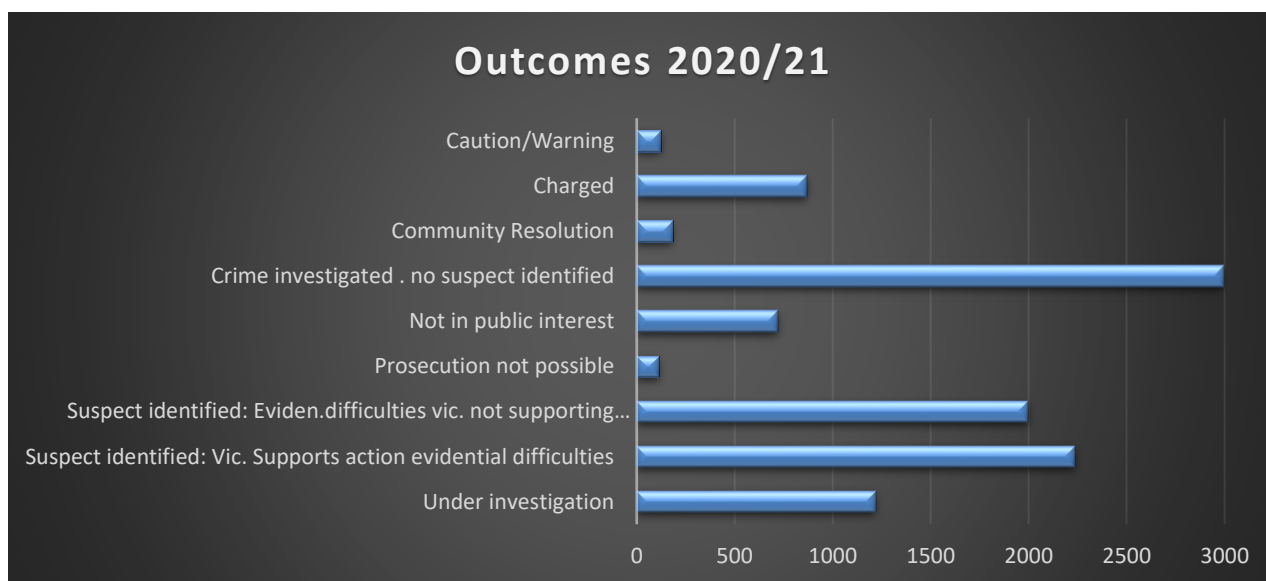
- The number of crimes recorded by the police decreased during the pandemic compared with the previous year (down 10%) and volume of outcomes assigned (down by 14%)
- Compared with the previous year, the proportion of crimes resulting in a charge and or summons stayed broadly the same (7%) This halted a previous downward trend seen since the year ending March 2015 when 16% of crimes were resolved with a charge and or summons.

- The proportion of offences that were closed as a result of “evidential difficulties” increased from 35% to 40%, compared with the previous year. This continued the rising proportion of crimes closed with this outcome which has been on the increase since year ending March 2015 (when it was 17%). These trends are likely to reflect improved crime recording processes as well as a more complex crime caseload being dealt with by the police. In the most recent year, a lengthening of the criminal justice process as a result of the Covid-19 pandemic has been suggested as a reason why more victims have been withdrawing from cases

Nationally 7% of crimes recorded to March 2021 resulted in someone being charged and or summonsed whilst in Torbay this figure is 9%, the same as the previous year.

Nationally 26% of investigations were closed where the victim did not support further action a rise from 24% the previous year. In Torbay this is 22% compared to 28% last year.

36% of crimes recorded over the past year had been closed with no suspect identified; this is lower than the previous year (43% in March 2020) and reflects the changing crime mix as a result of the pandemic; theft and criminal damage and arson account for the majority of cases closed with this outcome, these offences fell during the pandemic by 32% and 16% respectively. In Torbay the latest figure is 32% compared to 36% the previous year.



As in previous years, how crimes are resolved vary considerably by the type of crime and is likely to reflect a range of factors including the nature of the offence, differing police priorities and the varying challenges in gathering evidence. For example, it will be far more difficult to identify a suspect for a criminal damage offence that was not witnessed than for a drug possession offence where the police apprehended the offender when the crime came to their attention. Similarly, an offence where substantial forensic evidence exists will be easier to proceed with, than one where such evidence does not.

The willingness of victims or witnesses to engage with the police can also vary by type of offence. Related to this is the length of time that an offence requires to investigate. Both can impact on the distribution of outcomes. In the most recent year, a lengthening of the criminal justice process as a result of the Covid-19 pandemic has been suggested as a reason why more victims have been withdrawing from cases.

The variation in outcomes across offence groups for Torbay is highlighted below:

	Charged	Out of Court Outcome	Evidential Difficulties	Investigation Complete-no suspect identified
Drugs offences	10%	9%	7%	5%
Rape/Sexual Offences	2%	0%	61%	16%
Robbery	6%	0%	27%	44%
Violence	6%	1%	66%	13%

Reducing Reoffending

Reducing reoffending is fundamental to reducing crime and as of April 2010 this became a statutory responsibility of Community Safety Partnerships.

There is a wealth of research that shows that adults and young people that offend are amongst the most socially excluded in society and the majority often have complex and deep-rooted health and social problems, such as substance misuse, mental health, homelessness, and debt and financial problems.

Prison is not a cost effective solution and does not deliver sustainable benefits in terms of reduced harm to the community. Currently the prison population totals 78,000 a decrease from 83,000 in the previous year.

Tackling these issues in a holistic and co-ordinated way is important to provide “pathways out of offending” and to break the inter-generational cycle of offending and associated family breakdown.

This approach underpins the development of Integrated Offender Management (IOM) which is a single coherent structure for the management of repeat offenders, from prevention to conviction to rehabilitation and resettlement, with the aim of delivering long-term, sustainable benefits to the community.

Overall - Adult and Juvenile offenders

Trends in re-offending are measured by the frequency of re-offending and the proportion of offenders who re-offend, quarterly cohorts are tracked over 12 months to see if they reoffend and how many reoffences they commit. There is always a delay in reporting on a cohort as there is a 6 month waiting period added to the one year follow up period to allow offences to receive an outcome e.g. court sentencing. The most recent cohort is Apr 2018 to Mar 2019.

During this period within Torbay 968 adult and 59 juvenile offenders were cautioned, received a non-custodial conviction at court or released from custody, 274 of these offenders committed a reoffence within a year.

This gives an overall reoffending rate of 26.7% which is a decrease of 1% compared to the previous 12 months and is below the national rate of 28%

Over the one year follow-up period 983 reoffences were committed, with those that reoffended committing on average 3.6 offences each compared to a rate of 3.7 in the previous 12 months. The current national rate is 4 offences.

Adult Offenders

Adult offenders represent 94% of the offending cohort and had a proven reoffending rate of 26.2%, representing a decrease of 1.6 percentage points compared to the previous 12 months. The national rate is 27.4%.

Adults committed 909 reoffences over the one year follow-up period and those that reoffended committed on average 3.6 reoffences each.

Juvenile Offenders

Juvenile offenders only represent 6% of the offending cohort and had a proven reoffending rate of 33.9%, an increase of 7.9 percentage points from the previous 12 months which is below the national rate of 37.8%, the size of cohort has increased from 50 in April 2017 to 59 in this period.

Juveniles committed 74 reoffences over the one year follow-up period and those that reoffended committed on average 3.7 offences each, an increase from 2.2 offences each the previous year.

The table below demonstrates that re-offending rates for Adults has seen a downward trend since April 2016 to date, whilst Juveniles re-offending rates have increased (the first increase in rates since April 2015)

	Apr 2011 to Mar 2012	Apr 2012 to Mar 2013	Apr 2013 to Mar 2014	Apr 2014 to Mar 2015	Apr 2015 to Mar 2016	Apr 2016 to Mar 2017	Apr 2017 to Mar 2018	Apr 2018 to Mar 2019	Trend
Re-offending									
Adult									
Proportion of offenders who reoffend (%)	32.5	28.2	28.2	29.1	29.0	29.8	27.8	26.2	
Average number of reoffences per reoffender	3.81	3.36	3.37	3.53	3.33	3.61	3.72	3.58	
Juvenile									
Proportion of offenders who reoffend (%)	31.7	30.4	33.9	27.6	39.3	31.5	26.0	33.9	
Average number of reoffences per reoffender	2.83	2.57	3.75	2.37	2.86	3.14	2.23	3.70	

The good stuff

Youth Crime Prevention:

- The Board has set up a Youth Crime Prevention Group.
- The group meets monthly and is attended by multi-agency partners including community safety, police, Children's Services, education, public health and youth providers.
- The aim of the group is to address identified themes of risk and needs that increase the risk of young people's vulnerability in relation to offending, re-offending and exploitation.

Next Steps

Reducing Offending/reoffending

- The Board will refresh our Reducing Offending and Reoffending Strategy, ensuring alignment with regional and peninsula wide strategies
- The Board will ensure that reducing offending and reoffending is a core theme throughout all of its work and will proactively learn from and consider Desistance Theory
- The Board will continue to support the work of the Youth Offending Team.
- The Board will continue to engage with and support the work of the regional Improving Outcomes for Women in the Criminal Justice System Board.

Appendix A - Morile

MoRiLE – Partnership Strand

MoRiLE is a tool to enable law enforcement agencies and wider partners to understand their strategic risk. A partnership strand was added in 2016 to help Community Safety Partners assess a range of strategic issues in a structured and consistent way, to support and inform their Strategic Assessments. With all law enforcement agencies in the UK using the MoRiLE process it is possible to establish a national picture of risk.

The key benefits of the MoRiLE process are:

- A transparent and informed decision-making process, that is multi-agency and secures buy in from partners from an early stage
- Assessment of a range of different thematic areas and issues alongside each other
- Assessment of capability and capacity in relation to each thematic area
- Avoidance of bias in risk assessment
- Use of a common language in relation to threat, risk and harm
- A clear process that is easy to use and understand

Definitions

One of the initial objectives of the MoRiLE project was to define the terms ‘threat’, ‘risk’ and ‘harm’. These definitions are consistent throughout the MoRiLE Matrix

Threat	A thematic area that poses a threat, with the intention to inflict harm against a person, group, organisation, event or property, coupled with the capability to do so.
Harm	The anticipated impact (harm) of the thematic issue on individuals, communities and the environment
Likelihood	The probability of the thematic or tactical issue impacting in the way expected
Risk	Assessed by multiplying impact (harm) by likelihood (of the impact being realised)
RISK = HARM/IMPACT X LIKELIHOOD	

The Scoring Guide frequently refers to timescales in assessing the level of risk. The following definitions can be used as a guide and should be applied consistently across the MoRiLE Matrix:

- **Short Term** – less than 6 months
- **Mid/Medium Term** – 6 to 12 months
- **Long Term** – 12 months plus

The Matrix

A risk matrix has been created to assist in the MoRiLE process. There are four over-arching component parts of the MoRiLE thematic matrix:



Collectively each of these sections allows us to capture and assess all key areas of risk. Risk is assessed at two points in the process to give first the Risk Score and then the Organisational Risk Indicator Grade.

- **Impact & Harm** - the level of harm to victims, the wider community and the environment, for each Thematic Area.
- **Likelihood** - the current scale of the issue (how often, how much) and the trend (has it got better or worse, is it predicted to improve or decline over the next 12 months).
- **Confidence** - the quality of our assessment and the evidence used to inform it, and the extent to which the subject is known and understood by practitioners in the area.
- **Organisational Position** - how well-placed partners are to mitigate the risk presented by the strategic issue, taking into consideration economic and resourcing factors.

The Matrix is a tool to help decision making and is designed to be used in conjunction with narrative which explains why scores have been given for the Impact Criteria, Likelihood or Organisational Position: for example, why modern slavery may have a rating of 'severe' in the Individual and Financial Impact columns, and why there may be ratings indicating serious Capacity and Capability problems under the Organisational Position section.

The matrix is made up of the following sections:

Thematic Areas

It is essential to separate Thematic Areas into clear categories to ensure each score is pertinent and gives an accurate reflection of the risk posed. For example, acquisitive crime may be difficult to accurately assess as a whole, due to the broad range of offending that falls under the umbrella theme.

In these circumstances it is recommended to break the issue down into a number of sub-issues – so, you may wish to assess burglary, vehicle crime and shoplifting separately.

Whilst standing as a strategic issue in their own right, they would also be grouped together under the umbrella theme. The assessment of the over-arching group would then be considered based on the range of the component assessments.

Impact

The scoring scheme has been designed to cover the fundamental impacts experienced across all Thematic Areas.

These are explained in a table below:

<u>MATRIX AREA</u>	
<u>Impact</u>	This is the harm or impact caused by the criminality and/or criminals. Definition - The anticipated Harm of the Thematic Area on individuals, communities, the environment, the organisation or the economy.
Victim	This is our first impact area and focuses on assessing the harm to the victim across three areas, physical, psychological and financial.
Victim Physical	What is the physical impact on the victim? What level of harm has been caused to them? Have they required medical assistance? Are there any deaths/murders linked to the operation? Catastrophic – would be looking at the likes of a terrorist attack and multiple deaths/injuries.
Victim Psychological	What is the psychological impact on the victim? Was medical assistance required? Is the individual a danger to themselves or to others?
Victim Financial	What is the financial impact on the victim? Is the financial loss recoverable? How much hardship does this financial impact cause?
Community	What is the impact on the community? How do the public feel about what is happening? Are they vocal about the issue? How many partner agencies will need to be involved in order to resolve this issue?
Environmental	What is the impact on the environment? Who, or what, is affected? How widespread is the impact? Is the damage permanent? Are endangered species involved?

The Impacts for each Thematic Area are considered by working through the matrix. This will enable the agency to identify the most significant impacts for each thematic area and will provide an understanding of how targeted activity, aimed at these impacts, could reduce the overall risk.

Likelihood

This looks at the scale of criminality seen by the agency, the trends shown in the data for the last 12 months and the expected forecast for the next 12 months for the Thematic Area.

<u>MATRIX AREA</u>	
<u>Likelihood</u>	The scale of criminality (frequency & volume) seen by the agency alongside trend and forecast assessments.
Frequency	How often the issue is occurring in the local area?
Volume	How much activity is seen each time?
Trend	Has the number of crimes increased or decreased? By how much (%) has this increase/decrease happened?
Forecast	Is it expected that the number of crimes will continue to increase or decrease in the next 12months? By how much (%) is it expected that this area will increase/decrease in the next 12months? What does horizon scanning reveal?

Confidence Score

This part of the matrix aims to inform decision-makers on the reliability of the assessment and is a critical part of the process. There are two elements – Intelligence Assessment and Thematic Area Knowledge. They are non scoring and intended to focus attention on the quality of our assessment and the evidence used to inform it, and the extent to which the subject is known and understood by practitioners in the area.

<u>MATRIX AREA</u>	
<u>Confidence Score</u>	Confidence is assessed in two ways, The Intelligence Assessment considers the confidence the Process Lead Author has regarding the intelligence picture and that the impacts have been correctly assessed. The Thematic Area Knowledge considers whether the criminality is a known subject matter area.
Intelligence Assessment	Does the intelligence picture contain weaknesses? How significant are these weaknesses? Do these weaknesses affect how confident you are in being able to accurately score the impact criteria?
Thematic Area Knowledge	Is this a standard area of crime that law enforcement have been fighting for many years? Is it an easy area to investigate or does it require additional skills? Are there any new elements – i.e. how it is being carried out? Is this area classed as a SIR* or an emerging issue?

*(Strategic Intelligence Requirement) is a law enforcement term and refers to a dynamic document that outlines the information required to fill gaps in knowledge, in relation to threats identified in the strategic assessment.

Organisational Position

This part of the matrix enables us to measure how well-placed partners are to mitigate the risk presented by the strategic issue, taking into consideration economic and resourcing factors alongside key external factors – public expectation, political or reputational pressures.

<u>MATRIX AREA</u>	
<u>Organisational Position</u>	The impact on the agencies reputation and finances is considered along with their capacity and capability to manage the impact from the Thematic Area. This represents the residual risk to the agency after assessing the actions already in place to mitigate the risk.
Public Interest	Is the agency receiving public pressure to deal with this issue? Where does this pressure come from? What is the damage to the organisation if we do not act?
Reputation and Politics	Is the agency receiving political pressure to deal with this issue? Risks to the partnerships reputation if we do not act Are there any political pressures (Locally or Nationally) to resolve?
Economic Cost	What is the cost to the organisation to deal with this issue....over and above Business As Usual? How long is it expected that resources will be committed? What is the effect on the organisation to do other work?
Capacity	Do we have people to work on this? Do we need more resources? Are resources allocated correctly?
Capability	Do we have the right people to work on this? Do we need more resources with specific skills? Are the correct skills and equipment being utilised?

The completion of this section of the matrix will create an Organisational Risk Indicator, which is graded from 1 to 5. The higher the ORI, the less effective the management of the risk, with 5 being the worst case and 1 being the best (that the issue is being managed appropriately). This combined with the Risk Score helps prioritise issues for partnership action.

ORGANISATIONAL RISK INDICATOR	
1	Value >0 and <=3 The response in place is effectively managing the risk
2	Value >3 and <=6 The response is having some impact on the risk but there may be minor concerns
3	Value >6 and <=8 The response is having limited impact on the risk with minor/some concerns to address
4	Value >8 and <=11 The response is having little impact on the risk with some concerns to address
5	Value >11 The response is failing to have an impact on the risk and needs urgent attention

Morile Scoring Guide

The results of the assessment will provide a numerical Risk Score, alongside a colour-coded numerical indicator for the Organisational Risk Indicator (ORI) but what do these mean? In reality there is no key or 'magic' formula relating to interpreting these numbers, they are merely an indicator of the scale of the risk (the higher the number the greater the risk) and the extent of the impact that the current response is having on the risk (on a scale of 1 to 5).

The numbers can be used for comparison purposes or to aid prioritisation across a range of very different strategic issues that might be otherwise difficult to compare. For example, if burglary has a notably higher Risk Score than fly-tipping, then at a superficial level you can say that the risk is greater. Similarly, if both issues have the same Risk Score, but the Organisational Risk Indicator for burglary is lower than for fly-tipping, this indicates that the partnership's response to each issue is having a very different impact; for burglary the risk is being managed effectively and for fly-tipping the risk is being escalated by a poor or ineffective response.

This ensures that those Thematic Areas which score at the upper extremities receive due attention while lower scoring themes are not over emphasised and are dealt with as "business as usual".

What thematic MoRiLE provides is a means of illustrating the variation in risk and organisational response. This should be used as an aid to strategic decision making and resource planning, although it is important that it is seen as one of a number of tools rather than as a definitive outcome in its own right.

MoRiLE Scoring Guide

Title	IMPACT & HARM					Total Harm Score	LIKELIHOOD				MoRiLE Thematic Risk Score CALCULATING RISK SCORE
	Victim(s)			Community	Environmental		Scale of Activity		Prediction		
Detail	PHYSICAL The physical impact suffered by the victim(s)	PSYCHOLOGICAL The psychological impact suffered by the victim(s)	FINANCIAL The financial impact suffered by the victim(s)	The impact on the community	The impact on the environment and ecological infrastructure	CALCULATING TOTAL HARM SCORE	FREQUENCY The current frequency with which the activity is seen to be committed	VOLUME The current volume of activity seen to be committed	TREND Based on last 12 months data	FORECAST Expectation for the next 12 months	CALCULATING TOTAL LIKELIHOOD SCORE
None/ Negligible	No / Negligible impact (0)	No / Negligible impact (0)	No / Negligible impact (0)	No / negligible impact (0)	No / negligible impact (0)	Add the score for each of the Harm criteria together (Individual + Community + Public Expectation + Environmental = Total Harm Score)	Annually, or less frequent (0.25)	None / Very Small volumes (0.25)	Downward (>10% decrease) (0.25)	Downward (>10% decrease) (0.25)	Add the scores from the two criteria together (Scale of Criminality + Prediction = Total Likelihood Score)
Low	Short term physical impact and/or recoverable without medical assistance (0.5)	Short term psychological impact and/or recoverable without medical assistance (0.5)	Short term financial impact and/or impact has a minimal effect on day to day life. (0.5)	Short term impact on specific / small proportion of the community, but daily life largely unaffected (1)	Short term impact and/or low impact on the environment (1)		Between 6-monthly and Annually (0.5)	Small volumes (0.5)	Downward (<10% decrease) (0.5)	Downward (<10% decrease) (0.5)	
Moderate	Medium term physical impact and/or requiring medical assistance. (1)	Medium term psychological impact and/or requiring assistance of local GP (1)	Short term financial impact and/or impact is recoverable within a short period of time (i.e. insurance) (1)	Short-medium term impact on a small proportion of the community, or short term impact a notable proportion of the community (2)	Medium term impact and/or incident is contained within a specific area with limited damage (2)		Between Monthly and Quarterly (1)	Moderate volumes (1)	Same level (1)	Same level (1)	
Substantial	Long term physical impact and/or requiring hospitalisation for 7+ days. (2)	Long term psychological impact and/or requiring assistance of local GP. (2)	Medium term financial impact and/or loss is not recoverable due to sentimental nature of loss (2)	Medium term impact on a notable proportion of the community (4)	Medium term impact and/or incident causes substantial damage across a large area (4)		Between Weekly & Fortnightly (1.5)	Large volumes (1.5)	Upward (<10% increase) (1.5)	Upward (<10% increase) (1.5)	
Severe	Loss of individual life (4)	Individual requires specific treatment which involves partner agencies (i.e. Sectioned) (4)	Medium term financial impact and/or loss is not recoverable through insurance and therefore causes hardship (4)	Medium-Long term impact on a small proportion of the community, or a medium term impact on the widespread community (8)	Long term impact and/or incident causes sustained damage across a large area (8)		Daily (or more frequently) (2)	Very large volumes (2)	Upward (>10% increase) (2)	Upward (>10% increase) (2)	
Critical	Loss of two or more lives (8)	Individual endangers and/or causes loss of own life (8)	Long term financial impact to an individual or organisation and/or impact causes significant hardship (homelessness, redundancies) (8)	Long term impact on the widespread community (16)	Requires a multi-agency (4+) response to tackle, incident endangers the environment and all things living in that area (16)						
Catastrophic	Mass casualty, impact affects the wider community (16)	Individual endangers and/or causes loss of others lives (16)	Loss of business causing financial hardship in the wider community (16)	Long term impact on widespread communities throughout the UK (32)	Critical incident declared requiring significant, incident causes permanent damage to the environment (32)						

Confidence Assessment			ORGANISATIONAL POSITION					Organisational Risk Indicator
Confidence Assessment			External Factors		Resourcing			
INTELLIGENCE ASSESSMENT	THEMATIC AREA KNOWLEDGE		PUBLIC INTEREST	REPUTATION & POLITICS	ECONOMIC COST	CAPACITY	CAPABILITY	
How confident are we that the Impact and Likelihood scores reflect the true scale of the threat?	Is the criminality a known subject matter area?		What do the public expect of the organisation?	The impact on the organisation's reputation and the effect of internal and external political factors	The cost to manage the issue	Do we have amount of resources required to deal with the issue? <i>If already resourced, consider if enough resources are allocated</i>	Do we have the expertise / equipment required to deal with the issue? <i>If already resourced, consider if the correct skills/equipment are being utilised</i>	CALCULATING THE ORGANISATIONAL RISK INDICATOR Organisational Risk Indicator is achieved by populating the Public Interest, Reputation, and Resourcing columns. The resulting score from these columns will pull back a set multiplier and a calculation will be performed providing an overall ORI Grading
Almost Certain (>95% chance)	KNOWN ISSUE -existing strategic priority		No public expectation (0)	The issue would likely attract local media or political interest only (0)	Short term, (small resource implication for a limited period of time) (0)	Yes - sufficient capacity (0)	Yes - sufficient capability (0)	
Highly Likely (>80% - <90% chance)	KNOWN ISSUE, but not a strategic priority		Low levels of public expectation (0.5)	The issue would likely attract regional media or political interest (0.5)	Medium term, managed within the owning organisation (1)	Limited resourcing issues exist but management of the issue continues (1)	Minimal capability issues exist, but management of the issue continues (1)	
Likely or probable (>65% - <75% chance)	KNOWN EMERGING ISSUE - Existing Strategic Intelligence Requirement		Moderate levels of public expectation (1)	The issue would likely attract national media or political interest (1)	Long term, managed within the owning organisation (2)	Resourcing issues exist which have a limited impact on the management of the issue (2)	Capability issues have a limited impact on the management of the issue (2)	
Realistic possibility (>40% - <50% chance)	KNOWN EMERGING ISSUE - Not a current Strategic Intelligence Requirement		High levels of public expectation (1.5)	The issue would likely attract international media or political interest (1.5)	Medium to long term resource implication which requires additional resources to be sought from suitable (external) agencies (3)	Resourcing issues impede management of the issue (3)	Capability issues impede management of the issue (3)	
Unlikely (>25% - <35% chance)	NEW AREA OF CRIMINALITY (within last 12 months)		Very high levels of public expectation (2)	The issue would likely attract international media or political interest and could result in an international dispute (trade embargoes etc.) (2)	Severe economic consequences (large, prolonged resource implication which is unsustainable, restricts the ability to conduct daily business) (4)	No capacity, or resourcing issues prevent management of the issue (4)	No capability, or capability issues prevent management of the issue (4)	
Highly Unlikely (>10% - <20% chance)								
Remote Chance (<5% chance)								

Page 10

The following 2 tables are the completed Morile matrix for crime types within Torbay:

SCORING INFORMATION	IMPACT & HARM						LIKELIHOOD					RISK
	Victim(s)			Community	Environmental	Total Harm Score	Scale of Activity		Prediction		Total Likelihood Score	
	Physical	Psychological	Financial	Community	Environmental		Frequency	Volume	Trend	Forecast		
Thematic Area											RISK SCORE	
Violence with Injury	Moderate	Moderate	Low	Moderate	None/Negligible	4.5	Daily	Very large volumes	>10% decrease	>10% decrease	4.5	20
Violence without Injury	None/Negligible	Moderate	Low	Moderate	None/Negligible	3.5	Daily	Very large volumes	<10% increase	<10% increase	7	25
Homicide	Severe	Severe	Severe	Moderate	None/Negligible	14	Annually	No/Very Small volume	>10% increase	>10% increase	4.5	63
Domestic abuse	Moderate	Severe	Moderate	Severe	None/Negligible	14	Daily	Very large volumes	<10% decrease	<10% increase	6	84
Other Sexual Offences	Moderate	Substantial	Low	Moderate	None/Negligible	5.5	Daily	Small volumes	>10% decrease	>10% decrease	3	17
Rape	Substantial	Severe	Substantial	Moderate	None/Negligible	10	Daily	Small volumes	>10% decrease	>10% decrease	3	30
Burglary Dwelling	None/Negligible	Moderate	Moderate	Substantial	None/Negligible	6	Daily	Small volumes	>10% decrease	>10% decrease	3	18
Burglary Non-Dwelling	None/Negligible	Low	Moderate	Low	None/Negligible	2.5	Daily	Small volumes	>10% decrease	<10% increase	4.25	11
Shoplifting	None/Negligible	None/Negligible	Low	Moderate	None/Negligible	2.5	Daily	Moderate volumes	>10% increase	>10% increase	7	18
Other Theft	None/Negligible	Low	Low	Low	None/Negligible	2	Daily	Moderate volumes	>10% decrease	>10% decrease	3.5	7
Vehicle Crime	None/Negligible	Low	Moderate	Moderate	None/Negligible	3.5	Daily	Moderate volumes	>10% decrease	>10% decrease	3.5	12
Robbery	Low	Moderate	Moderate	Moderate	None/Negligible	4.5	Weekly / Fortnightly	Small volumes	>10% decrease	>10% decrease	2.5	11
Trafficking Drugs	Low	Moderate	Moderate	Severe	Low	11.5	Daily	Small volumes	>10% increase	<10% increase	6	69
Possession of Drugs	Moderate	Moderate	Moderate	Severe	Low	12	Daily	Moderate volumes	>10% increase	>10% increase	7	84
Criminal Damage	None/Negligible	Low	Low	Moderate	Low	4	Daily	Large volumes	<10% decrease	>10% decrease	4.25	17
Arson	Low	Low	Moderate	Moderate	Low	5	Weekly / Fortnightly	Small volumes	>10% increase	>10% increase	6	30
Public Order Offences	None/Negligible	Low	None/Negligible	Moderate	Low	3.5	Daily	Moderate volumes	<10% decrease	>10% decrease	3.75	13
Possession of Weapons	None/Negligible	None/Negligible	None/Negligible	Substantial	None/Negligible	4	Daily	Small volumes	<10% decrease	<10% decrease	3.5	14
Anti-social behaviour	None/Negligible	Low	Low	Substantial	Moderate	7	Daily	Very large volumes	>10% increase	>10% increase	8	56

RiLE 2020 Thematic Matrix Version 1.0

SCORING INFORMATION	CONFIDENCE ASSESSMENT		ORGANISATIONAL POSITION					ORI	
			External Factors		Resourcing				
	Intelligence Assessment	Thematic Area Knowledge	Public Interest	Reputation & Politics	Economic Cost	Capacity	Capability		Total OP Score
Violence with Injury	>95%	Strategic Priority	Low	Local Interest	Short Term	Issues exist	Yes	2.5	1
Violence without Injury	>95%	Strategic Priority	Moderate	Local Interest	Short Term	Issues exist	Minimal lack of skills	4	2
Homicide	>95%	Strategic Priority	Moderate	Regional Interest	Medium Term - Internal	Issues exist	Yes	4.5	2
								-	-
Domestic abuse	>55% - <75%	Strategic Priority	High	National Interest	Medium Term - Internal	Impede management	Minimal lack of skills	7.5	3
Other Sexual Offences	>80% - <90%	Strategic Priority	High	National Interest	Short Term	Issues exist	Minimal lack of skills	5.5	2
Rape	>80% - <90%	Strategic Priority	High	National Interest	Medium Term - Internal	Limited issues	Minimal lack of skills	5.5	2
								-	-
Burglary Dwelling	>95%	Not Priority	Moderate	Local Interest	Short Term	Impede management	Minimal lack of skills	5	2
Burglary Non-Dwelling	>95%	Not Priority	Low	Local Interest	Short Term	Issues exist	Minimal lack of skills	3.5	2
Shoplifting	>55% - <75%	Not Priority	Low	Local Interest	Short Term	Impede management	Yes	3.5	2
Other Theft	>95%	Strategic Priority	Low	Local Interest	Short Term	Issues exist	Yes	2.5	1
Vehicle Crime	>95%	Not Priority	Moderate	Local Interest	Short Term	Limited issues	Minimal lack of skills	3	1
Robbery	>95%	Strategic Priority	Moderate	Local Interest	Short Term	Impede management	Minimal lack of skills	5	2
								-	-
Trafficking Drugs	>95%	Strategic Priority	Very High	Regional Interest	Medium Term - Internal	Impede management	Minimal lack of skills	7.5	3
Possession of Drugs	>95%	Strategic Priority	High	Regional Interest	Medium Term - Internal	Impede management	Minimal lack of skills	7	3
								-	-
Criminal Damage	>95%	Strategic Priority	Low	Local Interest	Short Term	Issues exist	Minimal lack of skills	3.5	2
Arson	>95%	Strategic Priority	Moderate	Local Interest	Short Term	Issues exist	Minimal lack of skills	4	2
Public Order Offences	>95%	Strategic Priority	Moderate	Local Interest	Short Term	Issues exist	Minimal lack of skills	4	2
Possession of Weapons	>80% - <90%	Strategic Priority	Moderate	Regional Interest	Short Term	Issues exist	Lack of skills	5.5	2
Anti-social behaviour	>95%	Strategic Priority	High	Regional Interest	Long Term - Internal	Impede management	Lack of skills	9	4

