

Hounslow Community Safety Rapid Review

Final Report, 18 December 2020

INTRODUCTION

THE RAPID REVIEW AIMED TO IDENTIFY WAYS TO IMPROVE COMMUNITY SAFETY IN HOUNSLOW

In September 2020, Hounslow Council commissioned [Leapwise](#) to undertake a rapid review of its community safety work, as part of the Council's strategy development process for the 2021-24 Community Safety strategy. The rapid review covered several aspects of community safety work, to help the Community Safety Team consider its approaches from relationships to commissioning, policy and practice.

The overall goal of the rapid review was to identify opportunities for the Community Safety Team to improve its impact on community safety in Hounslow. Particular focus was given to the key project questions provided, namely:

1. Are the priorities provisionally agreed in October 2019 still fit for purpose, due to COVID19?
2. What are the strengths, weaknesses and opportunities in relation the Community Safety Partnership ways of working (incl. governance)?
3. How does the Partnership know if the community safety related investments across Hounslow are working?
4. What can the future of the Council contracted Police Team look like for Hounslow?

Introductions to key stakeholders were made by the Chair of the Community Safety Partnership. Leapwise worked closely with the Head of Community Safety throughout the review, to identify, access and validate key internal documents and other information, including access to other council teams who deliver community safety functions.

The Community Safety Taskforce, a multi-disciplinary council team, provided additional insight, and financial and programmatic information on an ad hoc basis and via fortnightly meetings (see Annex: methodology).

The rapid review has proposed 20 recommendations for the Council, the Hounslow Community Safety Partnership and other Partnerships to consider over the next 6 months and beyond. We spoke to internal and external partners on these recommendations, as appropriate, to discuss implications of the recommendations and which potential changes would be a constructive next step.

THE REVIEW AIMED TO CREATE BENEFITS FOR THE COUNCIL AND THE BROADER PARTNERSHIP

For the council, the project will:

- Build on the One Hounslow Priorities and previous priorities
- Identify how council could track whether outcomes are being achieved
- Identify what good looks like (in terms of progress on key measures)
- Build understanding of what drives improved outcomes – allowing for the identification of detailed objectives that sit within the 'strategic priorities'
- Build understanding of 'what works' – including effectiveness of existing spend, projects and programmes
- Build understanding of the organisational enablers of successful community safety work – including relating to governance, data, and capabilities

For the partnership, the review will:

- Inform the development of the 2021-24+ Community Safety Strategy
- Produce insights that can support ongoing community engagement and discussions of CSPB priorities for Hounslow
- Confirm the direction and pace of change needed to improve partnership working
- Support discussions about the roles of different contributors to Hounslow's Community Safety Team (who leads and who supports in different areas of work)
- [Potentially] identify gaps in provision or areas where collaboration are required to address emerging issues
- Create the environment for a longer-term discussion about community safety investments in Hounslow

WORK WAS CARREID OUT IN THREE MAIN PHASES, USING A MIXED METHODS APPROACH

	DESCRIPTION	METHOD
Phase 1 (Sept/Oct)	Understanding your needs and the community safety landscape <ul style="list-style-type: none"> • Map current community safety priorities, issues and trends • Estimate total crime harms in Hounslow (key categories) • Understand data on community/citizen sentiment • Examine existing data on any disproportionality • Understand changes relating to COVID recovery 	<ul style="list-style-type: none"> • Desktop analysis of key documents • Analysis from internal and external data • Stakeholder interviews/e-surveys • Internal team conversations • Meeting observation
Phase 2 (Oct/Nov)	Understanding strengths, gaps and opportunities <ul style="list-style-type: none"> • Assess spend effectiveness (costs and benefits) of services funded or delivered by LBH as part of Community Safety strategy. • Identify opportunities for improvement in cost effectiveness 	<ul style="list-style-type: none"> • Funding mapping • Cost: benefit analysis • Agile team/group conversations • Meeting observation • Thematic analysis • Gap analysis
Phase 3 (Nov – Dec)	Preparing for effective delivery <ul style="list-style-type: none"> • Identify key issues and options to improve governance • Capacity and capability challenges • Opportunities 	<ul style="list-style-type: none"> • Full options and Recommendations for strategy development • DRAFT REPORT DECEMBER 2020

EXECUTIVE SUMMARY

KEY FINDINGS (I)

OUTCOMES & PRIORITIES

*A shared vision
for Hounslow's
community
safety offer*

- At the highest outcomes level, the community safety priorities agreed as part of #1 Hounslow and as articulated in the draft strategy, prior to COVID are still fit for purpose.
- However, more granular priority setting remains challenging due to:
 - Very limited community level data on perception of crime, fear of crime, views on which issues the council and others should be focusing on;
 - Limited opportunity for (and history of) discussions across partners about respective priorities, roles and what can realistically be achieved;
 - Inability for Leapwise to analyse hyper-local crime data (due to info. protocols).

PARTNERSHIPS & GOVERNANCE

*An effective and
collaborative
strategic and
operational
structure to
deliver outcomes*

- Recent changes in key people, structures and roles create a vital and urgent opportunity to address fragmentation and move towards a 'One Hounslow' community safety vision.
- Hounslow's *Community Safety Partnership Board* is developing its approaches and will need to accelerate its work to strengthen true partnership working
- The new *Community Safety Strategy Group* will play a key role in energising the Board and establishing shared vision in the short term. Its long-term role needs to be clarified.
- There is some excess complexity in the governance arrangements that can be rectified
- All senior stakeholders (in interviews) and 70% of those surveyed, indicated an appetite for change towards: **Greater clarity** on overall approach and partner roles and responsibilities; **Greater accountability** of each partner, particularly links with *Safeguarding Children*; and **More streamlined** governance subgroups.

KEY FINDINGS (II)

INVESTMENT & IMPACT

*Single view of
resource allocation
& impact of
Hounslow's
community safety
related investments*

- The *Funding Mapping* exercise highlighted difficulties in disaggregating directorate and service level budgets and identifying outcomes spend is directed towards:
 - Not all members of the *Community Safety Taskforce* were able to provide data, resulting in a variety of modelling approaches to ascertain a reasonable 'starting figure' for the scale and nature of community safety related investments;
 - There was limited input from external partners;
 - As is common, Leapwise's *What Works* exercise found little evidence of formal evaluation of programme effectiveness/ outcomes. Programmes were measured mainly using council performance metrics, and in some cases, there was no evidence of any measurement taking place.
- Despite these issues, the work for the rapid review has now created a starting point for discussions about investment priorities and spend effectiveness. We observe:
 - Community safety spend within the council is a tiny fraction of partners' investments towards safety in Hounslow (and mostly sits outside the Assistant Chief Executive's Community Safety function);
 - Programmes we identified were typically small (2/3rds were under £100,000 p.a.), and a significant proportion of time/money is therefore going towards administration/ reporting requirements (e.g. relating to grants/ boards);
 - After recent cost increases, around half of all core council community safety spending will be spent on Council's funded Police teams (which supplement a now-growing police enforcement presence in the borough); and
 - Core community safety funding is unstable – with much grant funding at risk of ceasing and insufficient internal resource to shape new approaches. This largely affects the Community Safety Team.
- There is a strong case for bigger, bolder investments in evidence-based approaches – for example, place-based prevention programmes or intensive multi-agency support for those with escalating needs and risks.

KEY FINDINGS (III)

DELIVERY CAPABILITY

An effective and collaborative strategic and operational structure to deliver outcomes

- Hounslow's community safety delivery capability is fragmented, reflecting its historic approach and funding position. Technology (software) and improved governance could be short- and medium-term solutions.
- The rapid review did not involve a detailed assessment of effectiveness for different teams. However, we observed:
 - The Contracted *Neighbourhoods Police Team* and *Estates Enforcement Team* (which sit within Housing Planning & Communities) carry out significant volumes of activity. The opportunity here is to evaluate effectiveness, and examine tasking and ways of working to support greater focus on prevention, community engagement and council priorities.
 - There are opportunities for improved co-working across various teams, led by the Community Safety Team
 - The Community Safety Team is 50% subsidised by other grants, and needs stabilising to enable the council to deliver its community safety strategy (particularly at a time when MOPAC grant budgets are under pressure)
- Across programmes, there is a strong case for building more robust and systematic approaches to information management and data, programme and project management, and community engagement [some work is already underway]
- There is growing consensus that strengthening community connection and a preventative approach is essential to the council's new directional ambition for community safety. There is appetite to revisit Area-based ways of working connected to the development of a shared vision for Hounslow's community safety offer. This supports the Council's new engagement plan

POSSIBLE NEXT STEPS AND FUTURE CHANGES FOR DISCUSSION (I)

	POSSIBLE WORK (OVER NEXT SIX MONTHS)	FUTURE CHANGES
OUTCOMES & PRIORITIES	<ul style="list-style-type: none"> • Community Safety leadership to urgently prioritise articulating a #1 Hounslow Community Safety shared vision that confirms partner roles and responsibilities against the strategic priorities (and refines these, if needed) 	<ul style="list-style-type: none"> • Set and track more detailed outcomes or measures (leading indicators of delivery of key outcomes), using shared outcome metrics and dashboards where possible
INVESTMENT & IMPACT	<ul style="list-style-type: none"> • Urgently stabilise the funding model underpinning the community safety team, so that delivery of the 2021-24 strategy is not at risk¹ • Build on funding mapping exercise and assess satisfaction with council and area resource allocation (once vision and roles played by partners are clarified further, see above) • Consider a ‘bold play’ – investing in an evidence-based approach to improving community safety at scale, focusing on either location or a small cohort, via a rolling programme of evidence review and evaluation of impact across all community safety programmes, starting with those overseen directly by Assistant Chief Executive (building on work undertaken) <ul style="list-style-type: none"> ○ This can be linked to the council’s move towards Outcomes-based accountability ○ Link this activity to future funding/ service design choices, potentially leading to a gradual resource shifts away from subscale/ less effective programmes 	<ul style="list-style-type: none"> • Share Community Safety related funding dashboards and monitor spend through quarterly dashboards shared with CSPB or proposed (to be formed) Community Safety Effectiveness Strategy Group • Change how central finance team can business partner community safety’s financial information requirements by creating to a formal category/categories for Community Safety related funding in order to track funding and monitor budgets with greater transparency

1. This could equally be seen as a delivery recommendation – the key point is to ensure that sufficient priority is given to re-applying for funding

POSSIBLE NEXT STEPS AND FUTURE CHANGES FOR DISCUSSION (II)

POSSIBLE WORK (OVER NEXT SIX MONTHS)

FUTURE CHANGES

PARTNERSHIPS & GOVERNANCE

- **CSPB leadership urgently articulates a #1Hounslow Community Safety shared vision** that underpins the delivery of 2021-24 strategy; leverage peer learning and journeys on the shift towards a preventative approach to public health models
- **The newly-formed Community Safety Strategy Group must agree its long-term role/purpose** beyond articulating a shared vision and re-energising the partnership
- **Streamline community safety governance structures**, by creating one 'Safer Communities Safety Effectiveness' strategic subgroup that merging 5 existing ones (working title)
- **Develop rules of engagement/protocols and monitor meeting effectiveness** of the subgroups identified in rapid review, prior to further changes

- **Bring Stronger United Communities Group and Safer Neighbourhood Board into the strategic layer of the Safer Communities Partnership** (instead of existing as 'satellite' groups)
- **Consider strengthening the Strategic Chairs Group** implementation rather than disbanding it.
 - Resolve excessive duplication or absence of senior leadership time across Safer Communities structures

DELIVERY CAPABILITY (POLICE TEAM)

- **Initiate work to strengthen Council's police funded team(s)'s operational delivery to align with new strategic priorities** and support the new preventative and location-based model
 - E.g. new tasking arrangements that focus on all relevant teams/external partners not just police
- **Council to provide West Area Borough Command Borough Unit with greater clarity** on Hounslow's overall expectations and priorities and build mutual understanding of respective roles

- **Implement new Council police team model for up to 2022** (to align with new Safer Communities Strategy i.e. new approaches to co-location, community connection, performance visibility, levels of supervision and training)
- **Initiate a project to develop a range of alternative models for police**, serious crime, ASB & related teams for longer term

DELIVERY CAPABILITY (ENABLERS)

- **Develop data insights**, through:
 - **Creating a #1Hounslow Community Safety dashboard**, adding external partner data over time (may require investment in data analysis capability)
 - **Including questions on fear and perceptions of crime** in a robust, regular annual survey

- **Consider a deliberative process with citizens** to support the council to identify public priorities. Align with the Council's new Engagement Plan
- **Resolve some silo working blockages through technology** solutions and enhanced access privileges

SECTION 1

UNDERSTANDING THE PROBLEM

SECTION 1: OVERVIEW

In section 1 of the rapid review, Leapwise sought to gain a deeper understanding the problem in Hounslow, in order to define new strategic priorities (or confirm existing)

We found that:

- At the highest outcomes level, the community safety priorities agreed as part of #1 Hounslow and prior to COVID are still fit for purpose
- However, more granular priority setting remains challenging due to:
 - Very limited community level data on perception of crime, fear of crime, views on which issues the council and others should be focusing on
 - Limited opportunity for (and history of) discussions across partners about respective priorities, roles and what can realistically be achieved
 - Inability for Leapwise to analyse hyper-local crime data (due to information protocols)
- Leapwise has identified the total costs of crime, including economic, social, health and emotional impacts in Hounslow as £213m and segmented harms by crime type to support ongoing prioritization conversations. It is vital that prioritization considers total harm to communities rather than just volumes and considers significant under-reporting of certain crime types.
- Recent changes in key people, structures and roles, create a vital opportunity to address fragmentation and move towards a *'One Hounslow'* community safety vision

SECTION 1: APPROACH

To support priority setting, Leapwise sought to collect and analyse information relating to:

1. The problems that are ‘objectively’ causing the greatest harm to communities – now and in future
2. The problems that the public are most concerned about (and think should be prioritised)
3. The problems that stakeholders want to see resolved, and might provide resources and other support should Hounslow choose to focus on these

Our key sources of data were:

- Metropolitan Police Service recorded crime data
- “Crime Survey of England and Wales 2020” victimisation data
- Two pieces of local research on community sentiment/ perceptions (Common Place Survey and Knife Crime Young Researchers Report)
- Academic research on coronavirus crime impacts
- Stakeholder interviews covering key council and partner leaders (n= 7)
- Stakeholder E-survey (n= 27)

In many areas, a shortage of data required us to conduct analysis to estimate local crime harms and public concerns using a mix of national and local data sources. In addition, we were unable to conduct granular analysis of specific places, target/ victim characteristics and offenders due to data protocols that limited sharing of police data.

The information provided is intended to support ongoing political choices regarding priorities. Key political choices will include the relative focus on crime vs broader safety/ wellbeing; crime reduction vs crime justice outcomes; equity vs efficiency considerations; prevention vs enforcement and other complex trade-offs.

SECTION 1A: HARMS NOW AND IN FUTURE

Before examining public concerns and stakeholder views, we focused on understanding the problems that are 'objectively' causing the greatest harm to communities – now and in future

Looking at crime harms is a powerful way to assess the issues that the council and other partners should be focusing on

Our analysis has calculated crime harms for Hounslow using a range of sources and we note the following key points:

- The total social, health and economic cost of crime to Hounslow is £213 million p.a.
- Though lower in volume than some crime types, serious violence and sexual offences are causing the majority of Hounslow's crime harms
 - Violence with and without injury and homicide incur estimated social and economic costs of ~£79 million p.a., and sexual offences ~£28 million. Each homicide has an estimated social and economic cost in excess of £3 million. Robbery (also a violent offence) created harms of £24 million in 2019
 - Violence occurs in many settings – i.e. domestic abuse
 - Fraud and computer misuse offending may appear less serious but they take place in huge volumes and cause harms of £24 million p.a.

Future challenges are difficult to anticipate. However, we note:

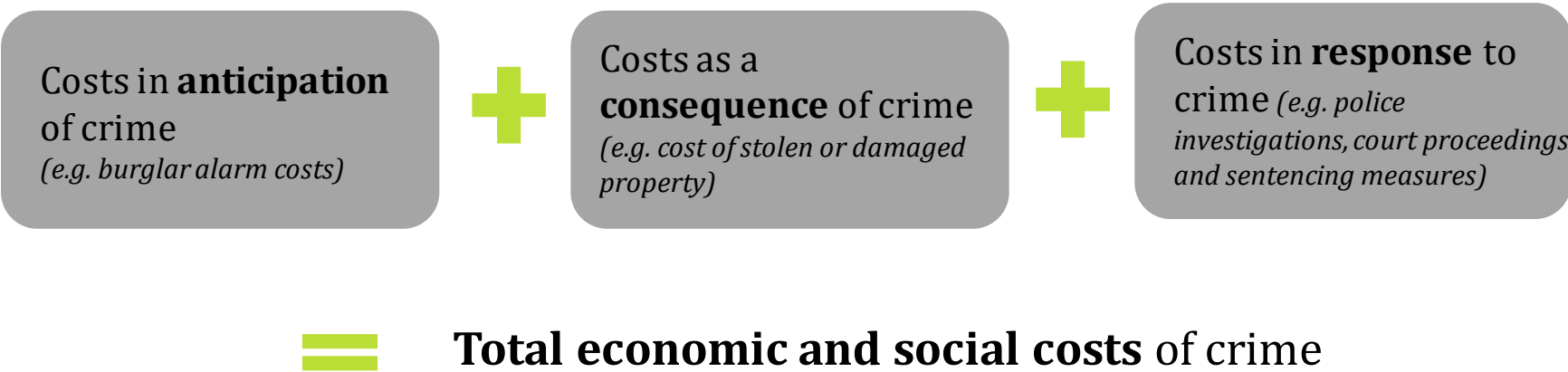
- After an immediate effect on crime demand, Coronavirus crime impacts in 2021 to 2024 appear appear relatively constrained – long-term fall-out may, however, be considerable
- A gradual shift of crime to the virtual sphere is set to continue: all crimes will have a vast digital footprint

KEY CONSIDERATION SHOULD BE TOTAL SOCIAL AND ECONOMIC COST OF CRIME, NOT VOLUME



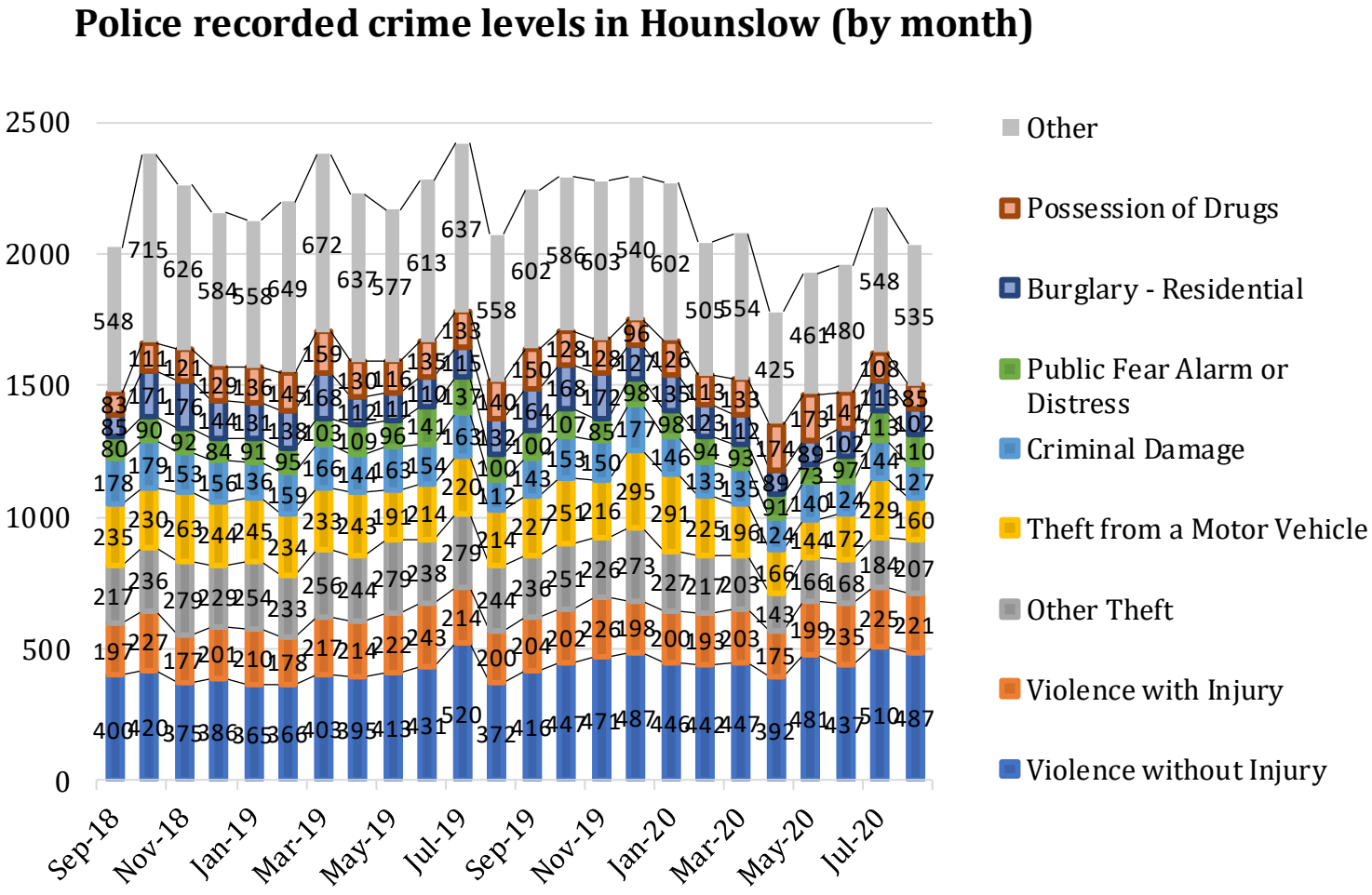
It is impossible to quantify the suffering of victims and the impact of crime, but failing to do so can lead us to focus on volumes of crime and not the most harmful problems for society

The best estimates are provided by the Home Office's 2018 *Economic and Social Costs of Crime* research, which quantifies:



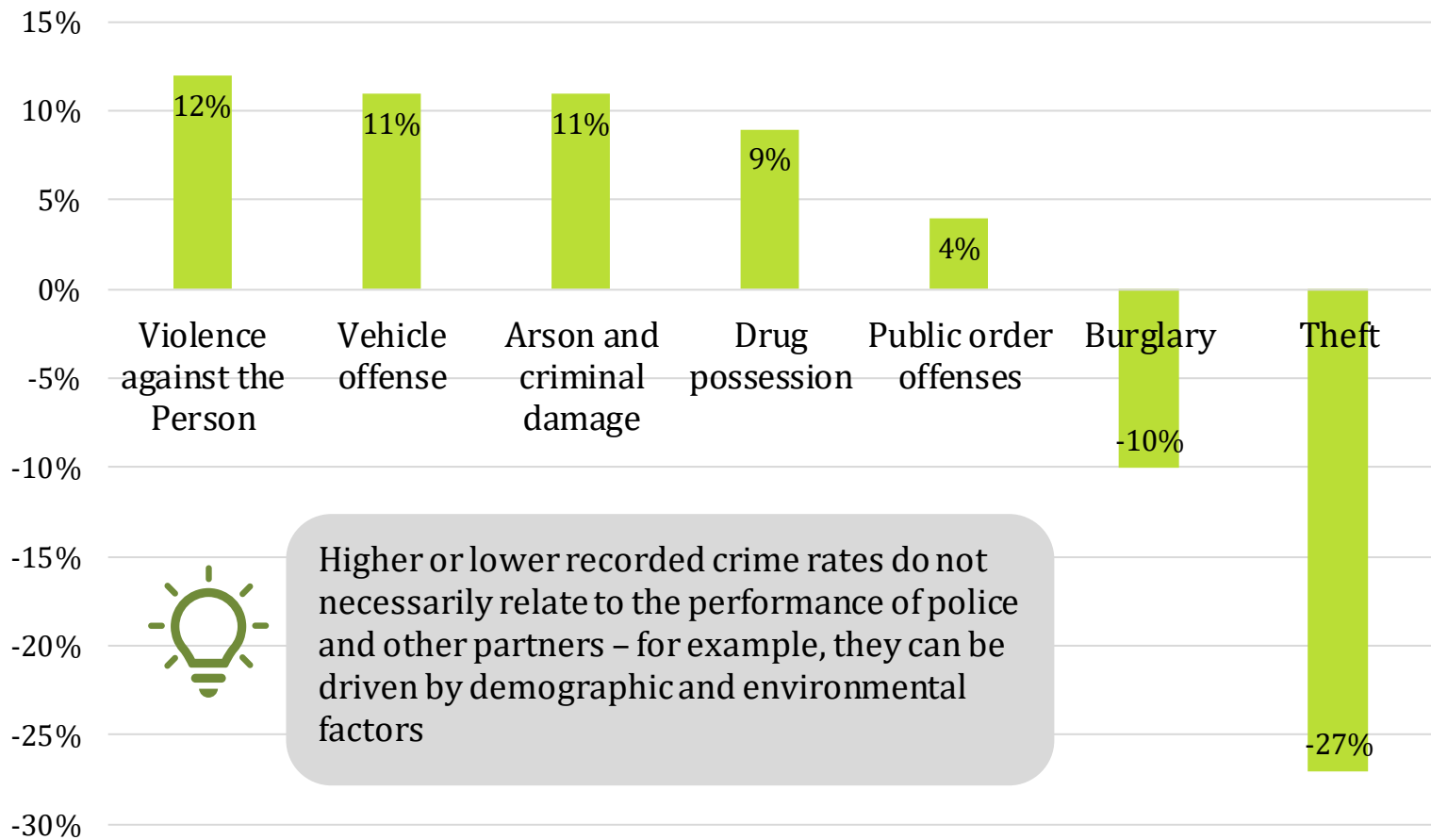
LIKE ALL AREAS, HOUNSLOW FACES A BROAD RANGE OF CRIME AND SAFETY CHALLENGES

- **26,968** recorded crimes in 2019 (Hounslow population 271,523)
- **Violent offences** (All) account for ~30% of total recorded crimes.
- Daily crime average captured by police:
 - 16 violent crimes with injury,
 - 2 sexual offences
 - 12 thefts



RECORDED CRIME RATES ARE BROADLY IN LINE WITH LONDON AVERAGE, BUT WITH NOTICEABLE VARIATIONS

Recorded crime rates vs London average (2019-2020)



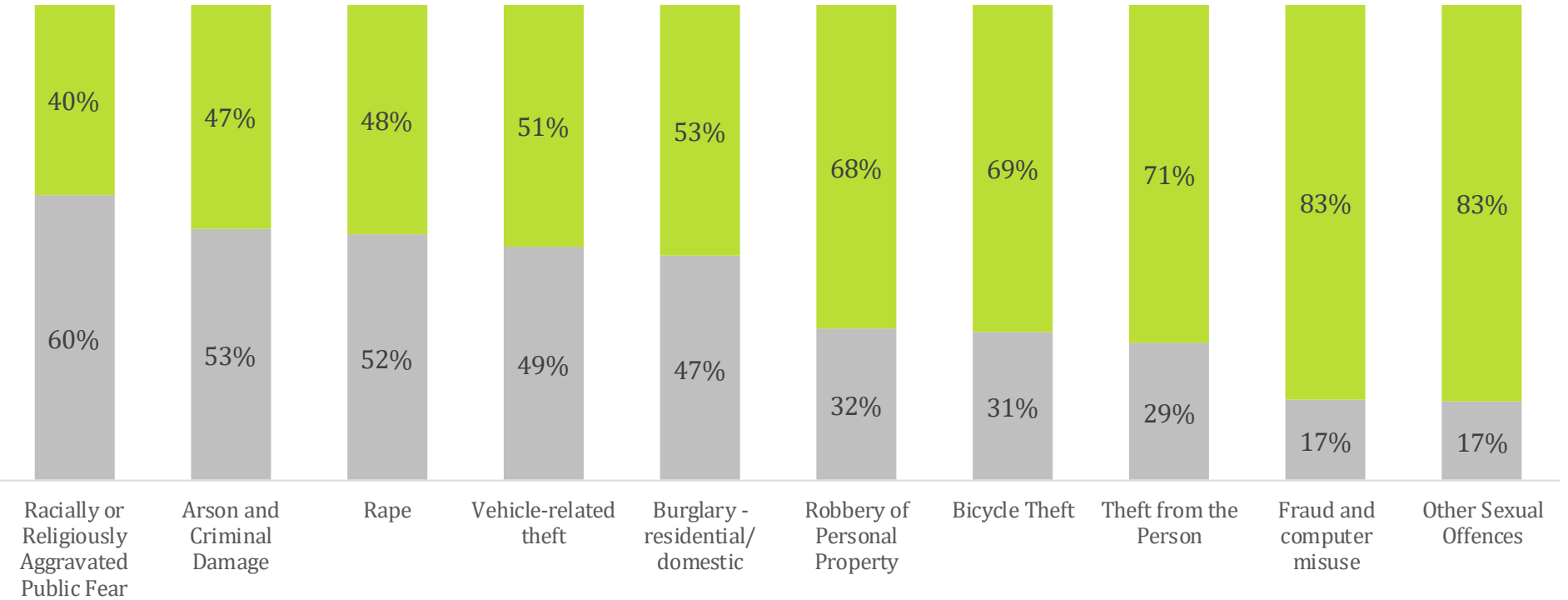
TO UNDERSTAND TRUE LEVELS OF CRIME WE NEED TO ACCOUNT FOR HIGH LEVELS OF UNDER-REPORTING



Some crime types are heavily under-reported, including some of the highest harm crimes

Estimated percent of crimes recorded vs unrecorded crime

■ % of recorded crime ■ % of not recorded crime



TO UNDERSTAND TRUE LEVELS OF CRIME WE NEED TO ACCOUNT FOR HIGH LEVELS OF UNDER-REPORTING



Some crime types are more accurately recorded but there is still under-reporting

Estimated percent of crimes recorded vs unrecorded crime

■ % of recorded crime ■ % of not recorded crime



It is not possible to make estimates of underreporting for all crime types due to data but mainly due to conceptual issues, e.g. for:

- Drug Offences
- Miscellaneous Crimes Against Society
- Possession of Weapons
- Other public order offences
- Violence without and without Injury

WE HAVE MORE CONFIDENCE IN SOME OF OUR VICTIMISATION ESTIMATES THAN OTHERS (I)

Category	% recorded crime	Multiplier	Confidence	Method rationale
Arson and Criminal Damage	53%	1.89		Used data from England & Wales and Crime Survey England and Wales. CSEW provides reliable data available.
Burglary - residential/ domestic	47%	2.12		Used data from E&W and CSEW. CSEW provides reliable data available.
Burglary - commercial	61%	1.63		Calculated the the % difference from Hounslow crimes. The sample is large enough to assume numbers are constant.
Drug Offences	50%	1.00		There is no CSEW data. We underestimate drug offences and take E&W data, but these do not currently provide a reliable indication of numbers of crime.
Drug Offences	100%	1.00		There is no CSEW data. We underestimate drug offences and take E&W data, but these do not currently provide a reliable indication of numbers of crime.
Miscellaneous Crimes Against Society	100%	1.00		There is no CSEW data. We underestimate drug offences and take E&W data, but these do not currently provide a reliable indication of numbers of crime.
Possession of Weapons	100%	1.00		There is no CSEW data. We underestimate drug offences and take E&W data, but these do not currently provide a reliable indication of numbers of crime.
Racially or Religiously Aggravated Public Fear, AI	60%	1.67		Used data from CSEW Hate crime report. We are fairly confident on estimated, however, we are probably underestimating.
Other public order offences	100%	1.00		Data is only available from police recorded crime figures, but these do not currently provide a reliable indication of real crime numbers. These figures reflect levels of police activity rather than crime.
Robbery of Personal Property	32%	3.15		Police recorded crime data thought to provide a reasonable indication of crime numbers, and are not thought to have been subject to extensive changes in recording practice. CSEW provides reliable data available.
Robbery of Business Property	66%	1.53		Calculated the the % difference from Hounslow crimes. The sample is large enough to assume numbers are constant.

WE HAVE MORE CONFIDENCE IN SOME OF OUR VICTIMISATION ESTIMATES THAN OTHERS (II)

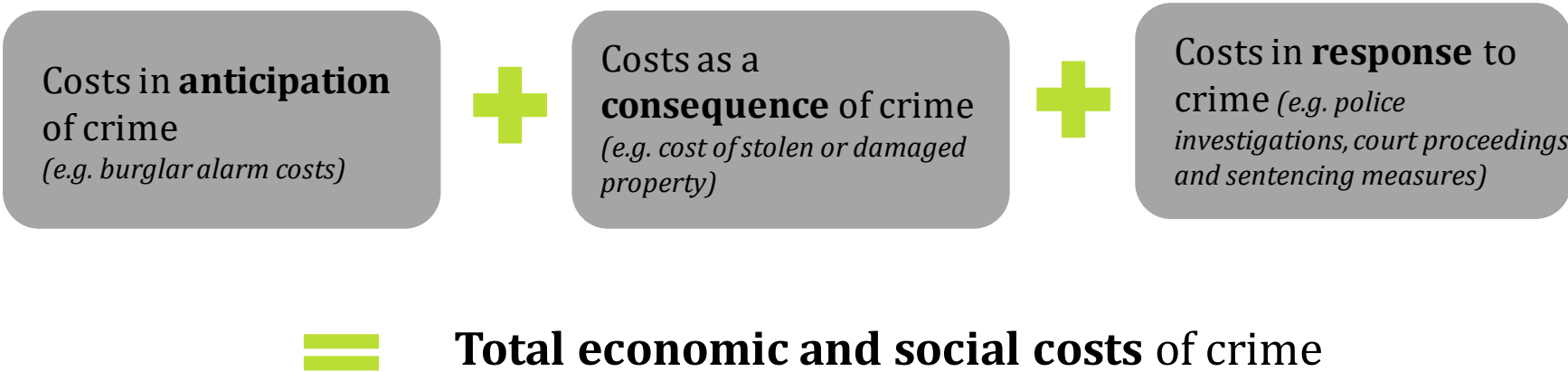
Category	% recorded	Multiplier we therefore use	Confidence	Method rationale
Rape	52%	1.94		Used 2016-18 data from victimisation survey (sexual offences). CSEW limitations of the sample size mean that estimates have large margins of error
Other Sexual Offences	17%	6.02		Used 2016-18 data from victimisation survey (sexual offences). CSEW limitations of the sample size mean that estimates have large margins of error. Recording improvements in police recorded crime data, as well as increasing willingness among victims to report to authorities, mean that police recorded crime data do not provide a reliable measure of trends in crime
Shoplifting and Other theft	70%	1.44		Used data from E&W and CSEW. CSEW provides reliable data available although probably under estimating levels of crime
Bicycle Theft	31%	3.21		Used data from E&W and CSEW. CSEW provides reliable data available although probably under estimating levels of crime
Theft from the Person	29%	3.46		Used data from E&W and CSEW. CSEW provides reliable data available although probably under estimating levels of crime
Vehicle-related theft	49%	2.04		Used data from E&W and CSEW. CSEW provides reliable data available although probably under estimating levels of crime
Violence without Injury	98%	1.02		E&W data is not considered to be reliable, there is no CSEW. This crime is largely under reported
Violence with injury (including death or serious injury by unlawful driving)	97%	1.03		E&W data is not considered to be reliable, there is no CSEW. This crime is largely under reported
Homicide	100%	1.00		Reliable data available in E&W
Fraud and computer misuse	17%	5.88		We assumed volumes of fraud relating to Hounslow based on the proportion of recorded crime nationally that relates to fraud

KEY CONSIDERATION SHOULD BE TOTAL SOCIAL AND ECONOMIC COST OF CRIME, NOT VOLUME



It is impossible to quantify the suffering of victims and the impact of crime, but failing to do so can lead us to focus on volumes of crime and not the most harmful problems for society

The best estimates are provided by the Home Office's 2018 *Economic and Social Costs of Crime* research, which quantifies:



VAST VARIATION IN HARMS CAUSED BY DIFFERENT OFFENCES



These estimates are robust *but still subject to numerous assumptions*. They do not attempt to include less tangible and difficult to measure costs e.g. impact of crime on social trust, government legitimacy. Costs are not provided for several crime types.

Crimes (individual)	Anticipation	Consequence	Response	Total unit cost
Homicide	£61,070	£2,343,730	£812,940	£3,217,740
Rape	£980	£31,450	£6,940	£39,360
Violence with Injury	£340	£11,220	£2,500	£14,050
Robbery	£330	£6,310	£4,680	£11,320
Theft of Vehicle	£1,730	£4,670	£3,900	£10,290
Criminal damage - arson	£320	£3,110	£4,980	£8,420
Other sexual offences	£160	£5,220	£1,150	£6,520
Violence without Injury	£120	£3,750	£2,060	£5,930
Domestic burglary	£710	£3,420	£1,800	£5,930
Theft from Person	£30	£930	£430	£1,380
Fraud	£220	£840	£230	£1,290
Theft from Vehicle	£120	£580	£180	£870

WE ESTIMATE (CONSERVATIVELY) THAT THE ECONOMIC AND SOCIAL COST OF CRIME IN HOUNSLOW IS £213M P.A.

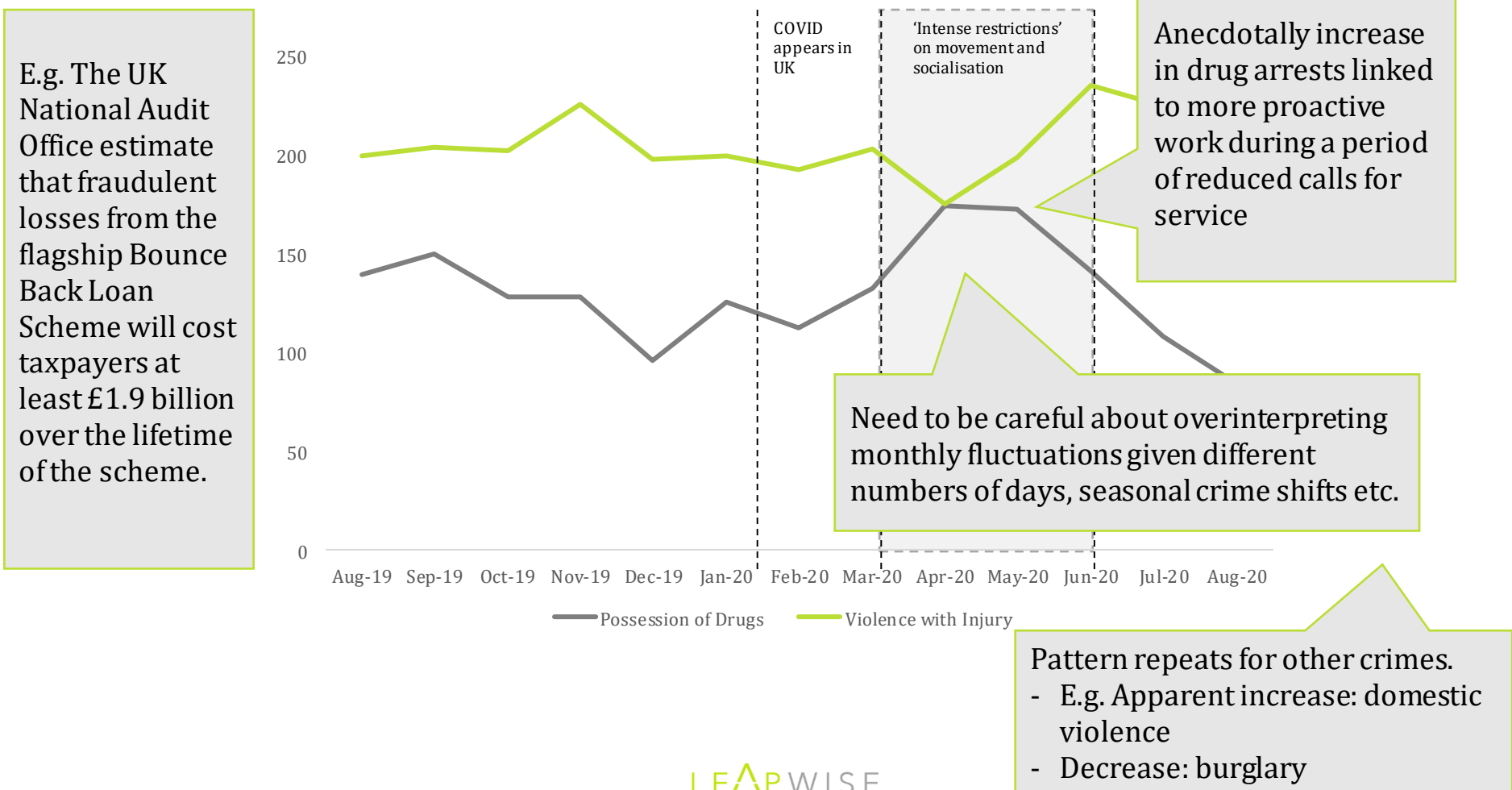
Category	Hounslow reported crimes (2019)	Total unit cost	Reported costs	Estimated Hounslow total crimes (2019)	Estimated total cost
Violence with injury	2519	£ 14,060	£ 35,417,140	2,606	£ 36,638,847.54
Violence without Injury	5287	£ 5,930	£ 31,351,910	5,391	£ 31,968,621.99
Robbery of Personal Property	678	£ 11,320	£ 7,674,960	2,135	£ 24,166,648.71
Burglary - residential/ domestic	1581	£ 5,930	£ 9,375,330	3,357	£ 19,904,353.98
Rape	190	£ 39,370	£ 7,480,300	369	£ 14,518,267.73
Other Sexual Offences	334	£ 6,530	£ 2,181,020	2,011	£ 13,132,436.07
Burglary - commercial	487	£ 15,460	£ 7,529,020	796	£ 12,308,091.02
Homicide	3	£ 3,217,740	£ 9,653,220	3	£ 9,653,220.00
Shoplifting and Other theft	4173	£ 1,390	£ 5,800,470	5,999	£ 8,338,477.48
Vehicle-related theft	4318	£ 880	£ 3,799,840	8,788	£ 7,733,079.99
Arson and Criminal Damage	1863	£ 1,350	£ 2,515,050	3,520	£ 4,751,996.21
Bicycle Theft	639	£ 1,390	£ 888,210	2,048	£ 2,847,062.63
Theft from the Person	554	£ 1,390	£ 770,060	1,917	£ 2,665,271.09
Robbery of Business Property	43	£ 15,000	£ 645,000	66	£ 984,070.35
Total excluding fraud and computer misuse	22,669		£ 125,081,530	39,005	£ 189,610,444.80
Fraud and computer misuse	3,173.66	£ 1,290	£ 4,094,021	18,648	£ 24,055,397.19
Total	30,392		£ 129,175,551	57,653	£ 213,665,841.98

Source: Economic and Social Costs of Crime (Home Office 2018) for unit costs; Recorded crime from MPS dashboards; Leapwise analysis
Note: crimes not directed at an individual, property or business including drugs/weapons possession, misc public order are excluded from this analysis

THERE HAVE BEEN A RANGE OF CHANGES IN CRIME DURING THE PANDEMIC ACROSS THE UK

Drivers of crime shifts	Crime types most affected
1. Physical mobility (movement restrictions): <ul style="list-style-type: none">Reduced crime opportunitiesIncreased crime opportunities	<ul style="list-style-type: none">Theft, robbery, assault, public disorder, etc.Domestic abuse; child abuse in home
2. Virtual mobility (increased online activity): <ul style="list-style-type: none">Existing cybercrimes facilitatedNew for of cybercrime facilitated	<ul style="list-style-type: none">More available suitable targets online for existing crimesCybercrimes, specifically vulnerable people, online child sexual abuse; online bullying; exposure to terrorist propaganda
3. New mean of commission of crime (modus operandi) <ul style="list-style-type: none">Facilitation of existing crimesFacilitation of new crime forms	<ul style="list-style-type: none">Fraud online/offline, furlough fraud, fake medical productsBio-assault (cough, spit, touch, threats)
4. Product markets and prices <ul style="list-style-type: none">Health-related crimes made more attractiveNon health-related crimes made more attractive	<ul style="list-style-type: none">Theft and counterfeits of pandemic medical products (medicines, PPE, facemasks)Goods in short supply-theft, price-gouging
5. Civil law breaches <ul style="list-style-type: none">Breach of lockdown restrictionsCrime provoked by COVID-related laws	<ul style="list-style-type: none">Lockdown breaches; meeting limits; no-maskFly-tipping (increased as refuse tips closed)

SOME NATIONAL CHANGES APPEAR TO HAVE AFFECTED CRIME PATTERNS IN HOUNSLOW – BUT HAVE NOT ENDURED



STAKEHOLDERS HAD NOT YET REPORTED CHANGES TO LONG TERM COMMUNITY SAFETY PRIORITIES DUE TO COVID19

- Senior stakeholders we spoke to in October did not articulate changes to **long term priorities**, due to COVID at this stage although there had been clear changes to short term tactics and ways of working.
 - Some are still working to understand the problem, readying for changes in 12-18months time.
 - Some were evaluating the changes to ways of working to assess what would filter through to more longer-term adaptations
- Other **tactical** observational changes as a result of COVID reported include:
 - Increase in virtual multi-agency meetings
 - Increase in Domestic Abuse referrals
 - Increase in Child referrals from schools – yet none reached section 47 thresholds
 - Increase in ASB complaints
 - Decrease in shoplifting

COVID19 response impact on BAME communities:

Early indicators of the community response to Covid-19 show that the majority of activity has been concentrated in the east (Chiswick) and south west (Feltham), with little activity or investment in the areas with the highest concentration of BAME communities e.g. Cranford, Heston or Hounslow. However, 5 of the 11 grants issued by third sector grant funders to voluntary groups in response to Covid-19 were for programmes targeting BAME groups – suggesting that BAME needs are being considered in the pandemic response, even though the main activity is not occurring in areas with a high proportion of BAME residents.

(Source: Hounslow Equality Impact of COVID 19, July 2020)

THE LONG-TERM IMPACT OF COVID IS UNCLEAR AND MAY DEPEND ON OUR RESPONSES TO CRIME SHIFTS

We are not yet clear on if and how far Covid-related crime changes will 'bounce back' but early indications is that crime trends tend to be 'u' or 'n' shaped

There may be an opportunity to pursue targeted strategies to cement gains or recover lost ground

Table 1: Types of Effect of Exit Strategies upon Crimes that Decreased under Lockdown

Model	Effect	Impact
L shape	Crime is kept at low levels (due to consolidation efforts promoted by policy and practice) – (the opposite of an upward ratchet effect)	Positive <-----> Negative
U shape	Crime remains at lower levels for some time but gradually returns to pre-pandemic levels	
W shape	Further covid-19 spikes cause re-introduction of movement restrictions, with crime rates responding in turn	
Local W	Local covid-19 outbreaks cause varying and intermittent local lockdowns, local crime rates varying in return	
V shape	Crime bounces back quickly to pre-pandemic levels	
J shape	Crime bounces back to rates <i>higher</i> than before the pandemic, as offenders <i>make up for lost crime</i>	

Table 2: Types of Effect of Exit Strategies upon Crimes that Increased under Lockdown

Model	Effect	Impact
Λ-shape	The Λ-shape (pronounced 'caret-shape') is a positive scenario with crimes that increased quickly declining to pre-pandemic levels	Positive <-----> Negative
n-shape	The n-shape is positive, with crime remaining higher for some time but then returns to pre-pandemic levels	
M-shape	Crimes decrease with exist strategies but then increase in response to further mobility restrictions with new covid-19 spikes	
Local-M	Local covid-19 outbreaks cause varying and intermittent local lockdowns, local crime rates varying in return	
r-shape	The r-shape or ratchet effect model is negative because crimes that increased do not decline – they have 'ratcheted' upwards.	
Steps	The step-shape model is negative because crimes that increased continue to do so in a stepwise (or other, including linear) increase	

MANY ARE CONCERNED ABOUT THE LONG-TERM HARM TO MENTAL HEALTH AND ASSOCIATED OUTCOMES

There is no uniform link between economic downturn, unemployment and crime

- Covid-19 measures have already created a recession that is predicted to be endure for at least as long as restrictions are in place (and probably beyond)
- However, crime has both generally increased (1990-2) and decreased (2008-11) during recent economic downturns

However, there is growing evidence of significant impacts of the Covid-19 pandemic on mental health (initially increased stress and anxiety) and previous health crises have had significant impacts:

- For example, a meta-analysis of studies on from communities affected by outbreaks of Ebola virus disease (EVD) found that depressed mood, anxiety, impaired memory, and insomnia were present in 33–42% of patients admitted to hospital for severe acute respiratory syndrome or Middle East respiratory syndrome, and that in some cases these effects continued beyond recovery

Given the associations between mental health, self-medicating substance misuse and other coping behaviours, many are expecting some increases in crime demand across England and Wales – but nothing is certain.

THERE ARE BROADER SOCIETAL TRENDS THAT COULD SHAPE COMMUNITY SAFETY ISSUES IN HOUNSLOW (I)

- 1. A growing and aging society:** All things being equal, more people means more demand. Hounslow's has historically experienced steady population growth though it remains to be seen how that will be affected by challenges in the aviation sector and other local industries as a result of the Covid-19 epidemic. Demographic shifts can have complex effects. Younger groups, particularly the under 30s, are more likely to commit crime and become victims of it – so relative falls in the size of these cohorts tend to suppress crime rates. But, while older groups are generally less involved in and affected by crime, they are also more fearful – being more likely to overestimate their likelihood of becoming a victim and to have elevated fear of crime.
- 2. A globalising economy.** There is currently a lively debate about how far COVID-19 will lead to companies and countries seeking to build more robust domestic supply chains – and how far new technologies such as 3D printing will facilitate the return of largescale manufacturing activity to advanced economies. The consensus, however, is that globalisation will continue. Technologies that reduce barriers to communication and export of goods and ideas are continuing to develop and this will mean quicker, cheaper movement of goods, services and people. This creates opportunities for illegal economies as well as legal ones – for example, as the continued rise of synthetic drugs increases the mobility and unpredictability of drug supply. A key impact of globalisation is that major disruptions and global conflicts have increasingly rapid contagion effects – for example, when wars conclude, we see surges in firearms availability, and shifts in drug and people trafficking routes.
- 3. Persistent inequalities.** A recent (2008-2013) slight dip in global economic inequality was the first since the early 19th century. It was driven largely by the economic success of populous but still generally poorer countries such as China and India, reduced inequality in some extremely unequal Latin American and stable levels of inequality within most advanced countries. Whether this modest [progress](#) is sustained or not, the inequalities that have built up over centuries will not disappear overnight. Sustained economic and race-based inequality will pose significant challenges for criminal justice systems – not least because those who are most economically and socially marginalised are least likely to recognise the legitimacy of criminal justice agencies.

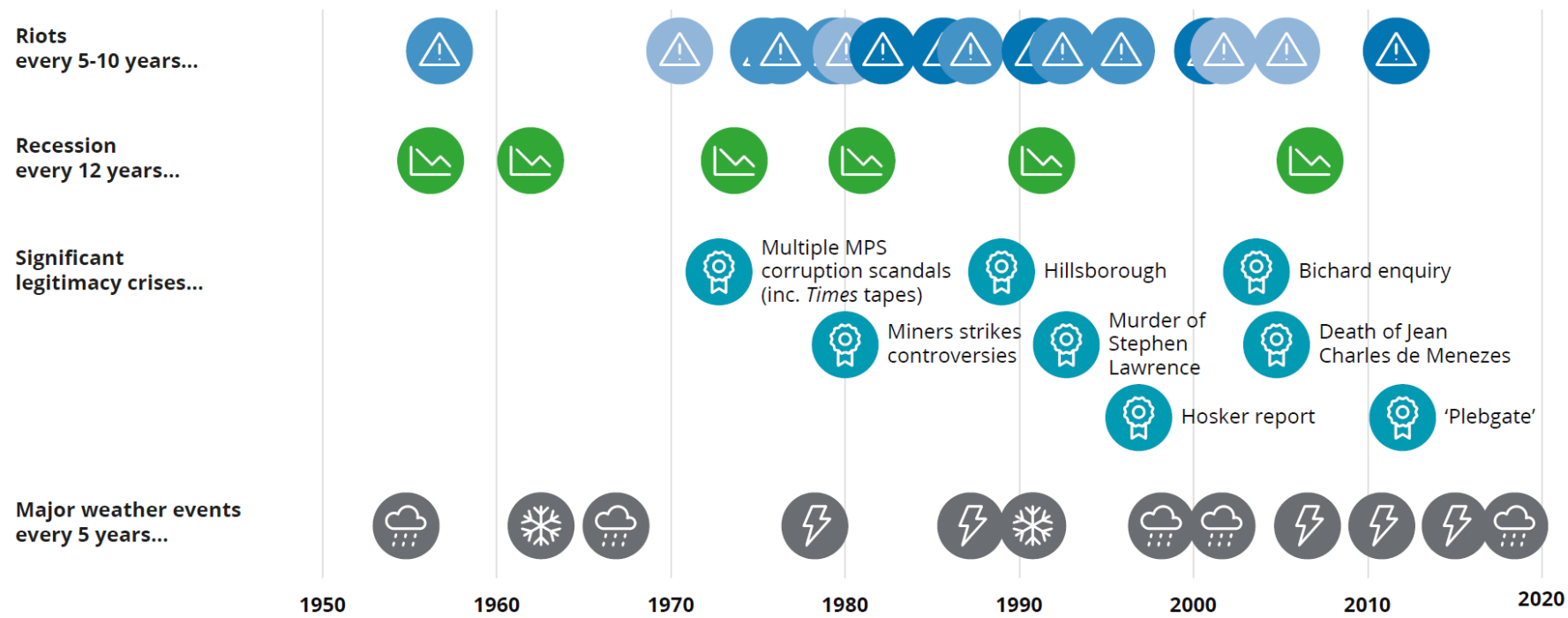
THERE ARE BROADER SOCIETAL TRENDS THAT COULD SHAPE COMMUNITY SAFETY ISSUES IN HOUNSLOW (II)

4. **Technological acceleration.** New technologies are developing rapidly in the biological, physical and virtual spheres. Key recent developments include artificial intelligence and the emergence of cyber-physical systems (where machines act based on digital information, in increasingly interconnected systems). Some shifts have clear crime implications. New technologies are usually developed for a particular economic or social purpose, but because they are invented to create benefits, they often ignore the risks of criminal misuse and are initially vulnerable. For example, consider the potential criminal exploitation of AI for identity forgery. AI methods can generate speech in a target's voice given a sample and couple it with synthesized video of them speaking. This might then be used to commit fraud, or incite hate crime. Such crimes can be partially 'designed out' but they are unlikely to be tackled largely at a local level, raising questions about the role of local government and indeed local policing organisations in the digital age.
5. **A broadening information space.** Improvements in data capture and storage, mean that the average domestic crime scene in many countries already requires the seizure of at least eight connected devices holding vast volumes of information. More powerful tracking and sensing technologies (including natural language processing and image recognition) are developing that local government may not be able to access. As the information space has grown, it is also democratising – with more people able to produce, share and access information from increasingly disparate sources. Along with better crowd-source intelligence, the risk emerging here is related to viral dissemination of misinformation, and unrest.
6. **New models of work.** The criminal justice system will be part of broader trends in the labour market and the developing [Future of Work](#). There will be tough choices to be made for the various criminal justice agencies about [how far to embrace flexible working](#) and the 'gig economy', how to integrate the 'four generation workforce', [benefiting from diversity](#) and the talents of marginalised groups, and other shifts. As technology evolves, and the paper-based work of some court systems is entirely digitised, justice professionals will need to work in entirely new ways. See how digitisation, facial recognition and predictive analytics could affect the role of corrections in our profile of a future '[criminal redirection officer](#)'.

THERE ARE BROADER SOCIETAL TRENDS THAT COULD SHAPE COMMUNITY SAFETY ISSUES IN HOUNSLOW (II)

7. **Identity and ideological conflict.** Many countries are seeing an increasingly vigorous conflict around identity and ideas – with strong nationalist governments emerging in several countries. One consequence of coronavirus could be an entrenchment of exclusionary political narratives, calling for new borders and security measures to be placed around urban communities – overseen by leaders who have the legal and technological capacity, and the political will, to build them. Activism around giving full civil rights for marginalized groups has always provoked reactions and resistance, but there are signs that identity culture wars are growing and there have been significant rises in reported hate crimes and race-based or nativist terrorism that could continue.
8. **Climate change and resource scarcity.** Extreme weather events could create additional public safety work, and have implications for the functioning of justice infrastructure in affected areas. Weather genuinely affects crime patterns (for example, largescale public disorder is generally a warm weather affair) but the bigger issues could be geopolitical, as resource scarcity creates local and global conflict, with knock on impacts for immigration and illegal markets.
9. **The rise of the market economy.** Private investment in security services already exceeds public investment in many areas. There are as many private security guards in the US and UK as there are police personnel (officers and staff), and private investments in security devices, consultancies and technologies are vast and growing.¹ Many market analysts predict increases in private spending on security to accelerate. Meanwhile, some forms of private and community activism on crime have increased – including the advent of ‘paedophile hunters’ – and this trend may continue as citizens are enabled and empowered by new technology tools. Global businesses, whose influence and power cross continents and regulatory regimes are also increasingly posing challenges to state authority. An increasing number of complex terrorism and fraud investigations require the access to information held by global technology firms and financial institutions – and building effective relationships and legal frameworks to support effective collaborations with these companies will be a vital component of effective investigation and prime prevention strategies in coming decades.

LONDON WILL ALSO CONTINUE TO BE AFFECTED BY A RANGE OF RECURRING ISSUES AND SHOCKS



Source: Deloitte analysis and Tom Gash unpublished research on riots and weather patterns

SECTION 1B: RESIDENT COMMUNITY SAFETY CONCERNS

We analysed data that Hounslow already has relating to community concerns and perceptions, and complemented this with nation data and research on public views from which we could draw inferences

Many working at an operational level and politicians appeared to have a strong 'feel' for public concerns through their ongoing work and engagement – and a recent Young Researchers Report on Knife Crime provides a good example of more detailed community/ citizen engagement

However, overall, we did not believe it was possible to properly understand public concerns and views regarding the issues the council and partners should be focusing from existing local data/ research

- Relying on existing surveys is problematic due to small, unrepresentative samples
- Existing forums are not yet representative, and do not encourage debates about trade-offs between competing priorities for resources

Relevant research on police prioritisation suggests that while citizens tend to respond that they are most concerned about the more common and visible manifestations of crime (ASB, Drugs etc.) when questions are asked differently they agree that police should focus on serious harms/ crimes

In addition, work on police priorities shows that the public has strong views about what the police specifically should be doing (vs other agencies). It is reasonable to assume that the public also has views about the type of work the council should be focused on – which may be a factor in selecting priorities and communicating with the public

COMMUNITY SENTIMENT DATA ON HOUNSLOW COMMUNITY SAFETY CONCERNS REMAINS VERY LIMITED

The Community Safety Team used the priorities agreed by the CSPB in October 2019 for a range of engagement activities to shape the borough's next Community Safety Strategy. This work was paused due to Covid19. Currently, there are multiple opportunities for public input on community safety priorities and action, including:

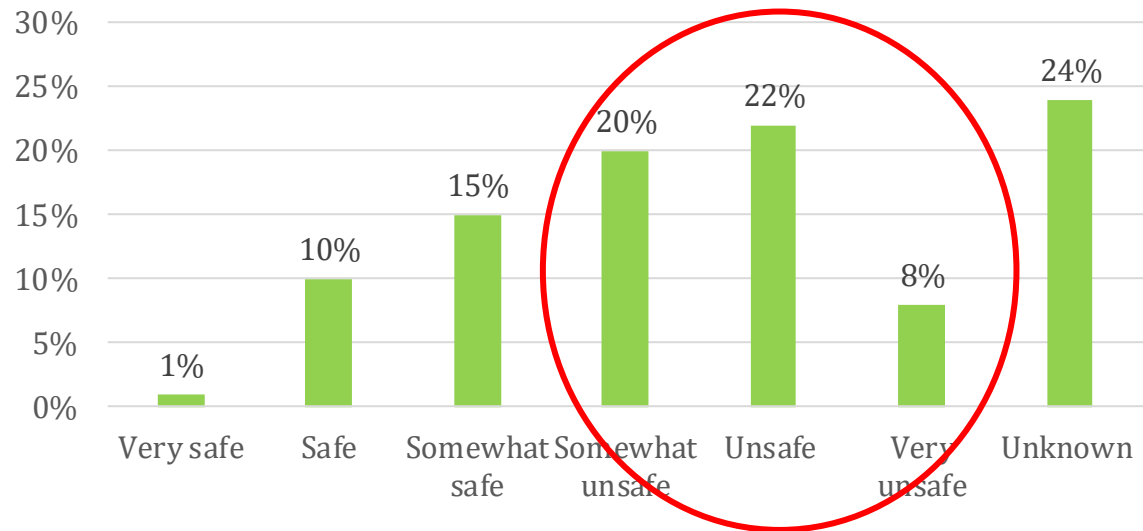
- Hounslow Consultation and Engagement Hub - Commonplace
- Area Forums
- Ward panels
- Commissioned reports e.g. Youth Knife Crime Report
- Interactions with council and police staff
- Letters and other in person communication with councilors

Stakeholder interviews to date, commissioned as part of the CSP Review, suggest that the approach to getting community input can, however, be inconsistent and this results in unrepresentative sentiment data and significant information gaps. Separate to the rapid review, the Council is exploring how it engages with the wider community on a more consistent basis.

We have supplemented Hounslow information, using a set of national data to flag common concerns and issues across England and Wales and how these vary across different demographic groups.

COMMON PLACE SURVEY PROVIDES SOME INDICATION OF CITIZENS' VIEWS BUT HAS SIGNIFICANT LIMITATIONS*

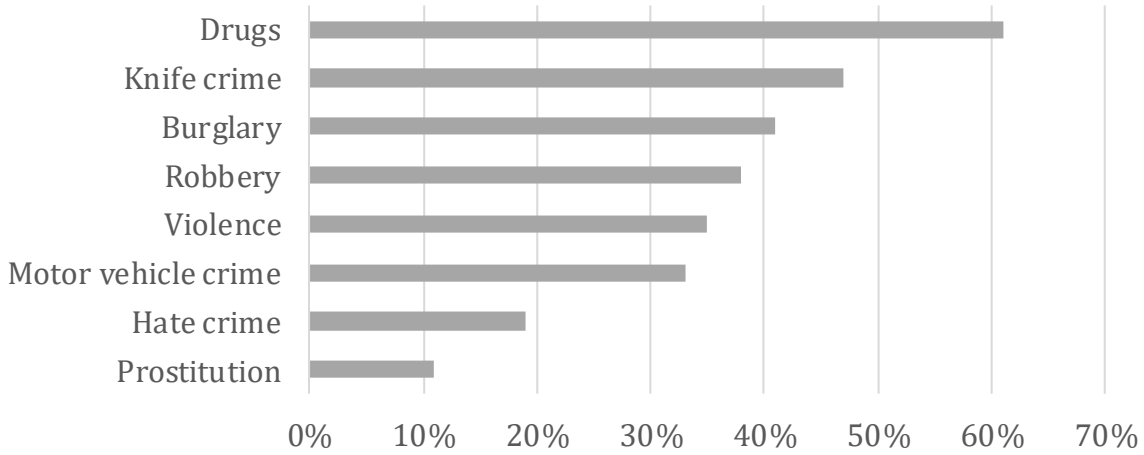
How safe do you feel in Hounslow?



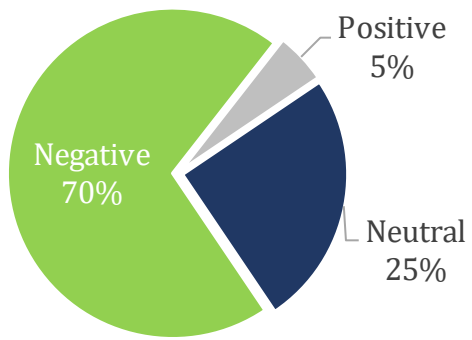
*Important limitations include:

- Very small sample (n=79);
- Limited visibility on representativeness (and big risks that only the most concerned responded)
- Some question design limitations (e.g. framing of questions re priorities)

Most important issues

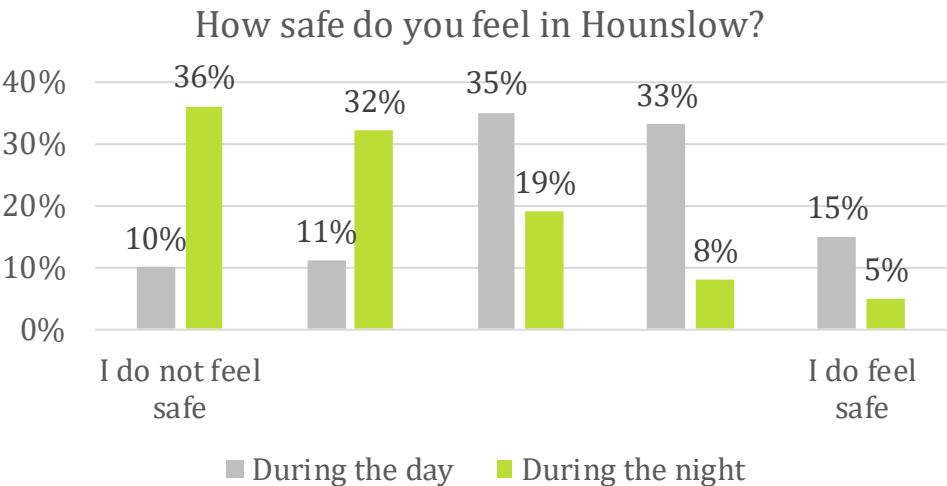


Overall sentiment of Neighbourhood Safety



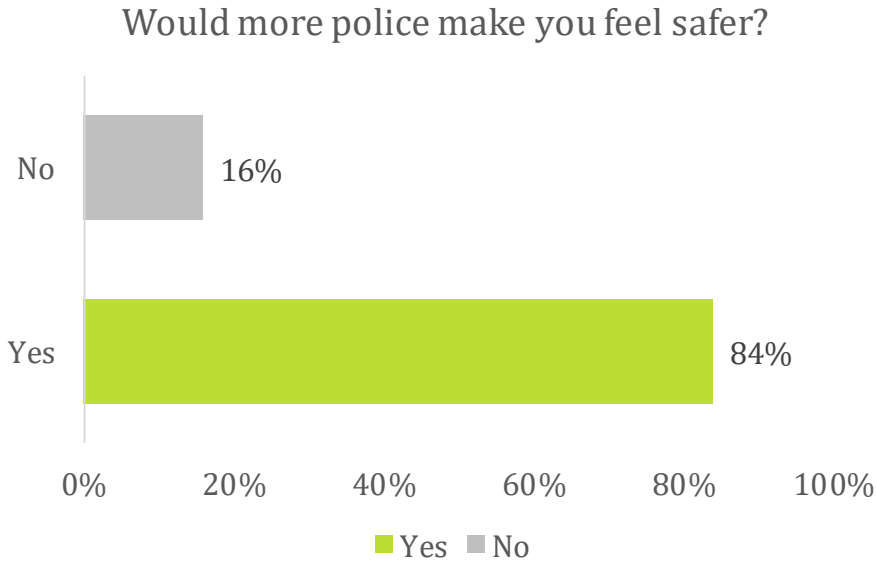
KNIFE CRIME YOUNG RESEARCHERS REPORT (2020)

COMPLEMENTS CITIZENS' VIEWS*

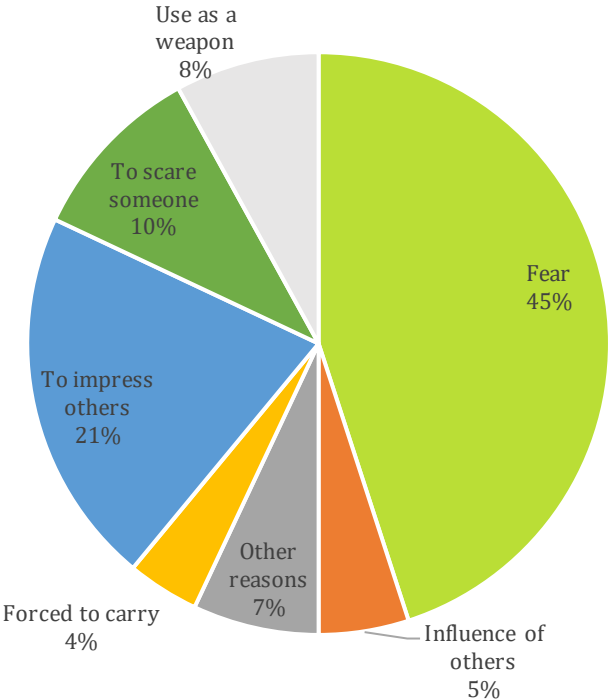


Some relevant findings:

- 68% of young people do not feel safe in Hounslow after dark.
- This increases further for girls (76%), those accessing CAMHS (73%) and those supported by a social worker (76%).



Why do young people carry knives?



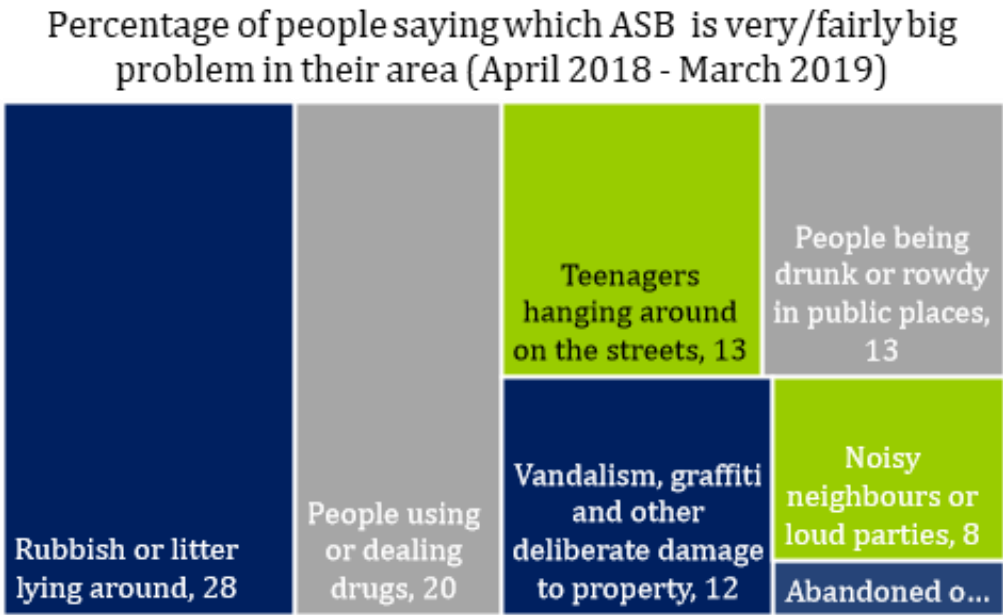
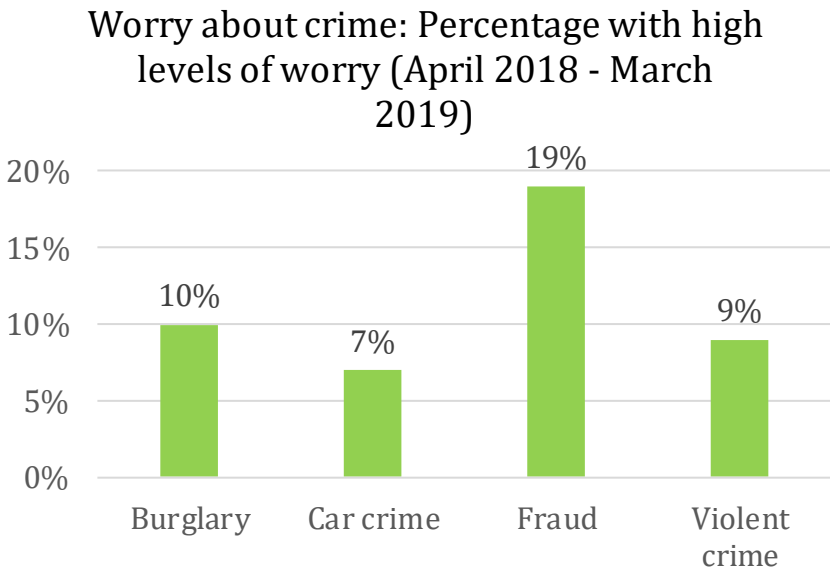
*Young Researchers Project: 2,247 survey responses, and spoke to 222 young people participating in focus groups throughout 8 secondary schools

YOUTH COUNCIL REPRESENTATIVES THINK THAT KNIFE CRIME, DRUGS AND ASB ARE THE KEY COMMUNITY SAFETY CHALLENGES

A selection of young people were interviewed as part of the October stakeholder interviews. They reported key issues as being:

- Knife crime, drugs and anti-social behaviour are seen as main crime and community safety challenges.
- Hounslow High Street, Lampton Park, Inwood Park perceived to be more 'unsafe' than others.
- Young people stated that the following would make them feel more safe:
 - more police presence would make them feel safer (see also Knife Crime report).
 - more street lighting
 - more positive activities/places to go in the community
- COVID19 and social distancing means that young people may feel safer 'outside' but stated that young people are now more susceptible for online grooming (and other cybercrime).
- Youth council would, welcome the opportunity to play a role in delivering the future community safety strategy.

NATIONALLY, PEOPLE TEND TO SAY THEY WORRY MOST ABOUT CRIME TYPES THAT ARE MORE COMMON & VISIBLE



When you ask certain types of question, the public will focus on the most common and recently seen or talked about offences/ Anti Social Behaviour.

Sources: Adapted from Confidence in the local police 2020, , from: <https://www.ethnicity-facts-figures.service.gov.uk/crime-justice-and-the-law/policing/confidence-in-the-local-police/latest> and from CSEW 2020: <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/crimeinenglandandwalesannualsupplementarytables>

HOWEVER, WHEN THEY REFLECT, THE UK PUBLIC IS OFTEN MOST CONCERNED ABOUT SERIOUS VIOLENCE

Public views - after deliberation - on the priority the police should attach to different issues

(Average priority score out of 10, selected examples)



This reflects only public views of **police** priorities. We know of no equally thorough deliberative exercise on the public's views of the council's ideal priorities in terms of community safety



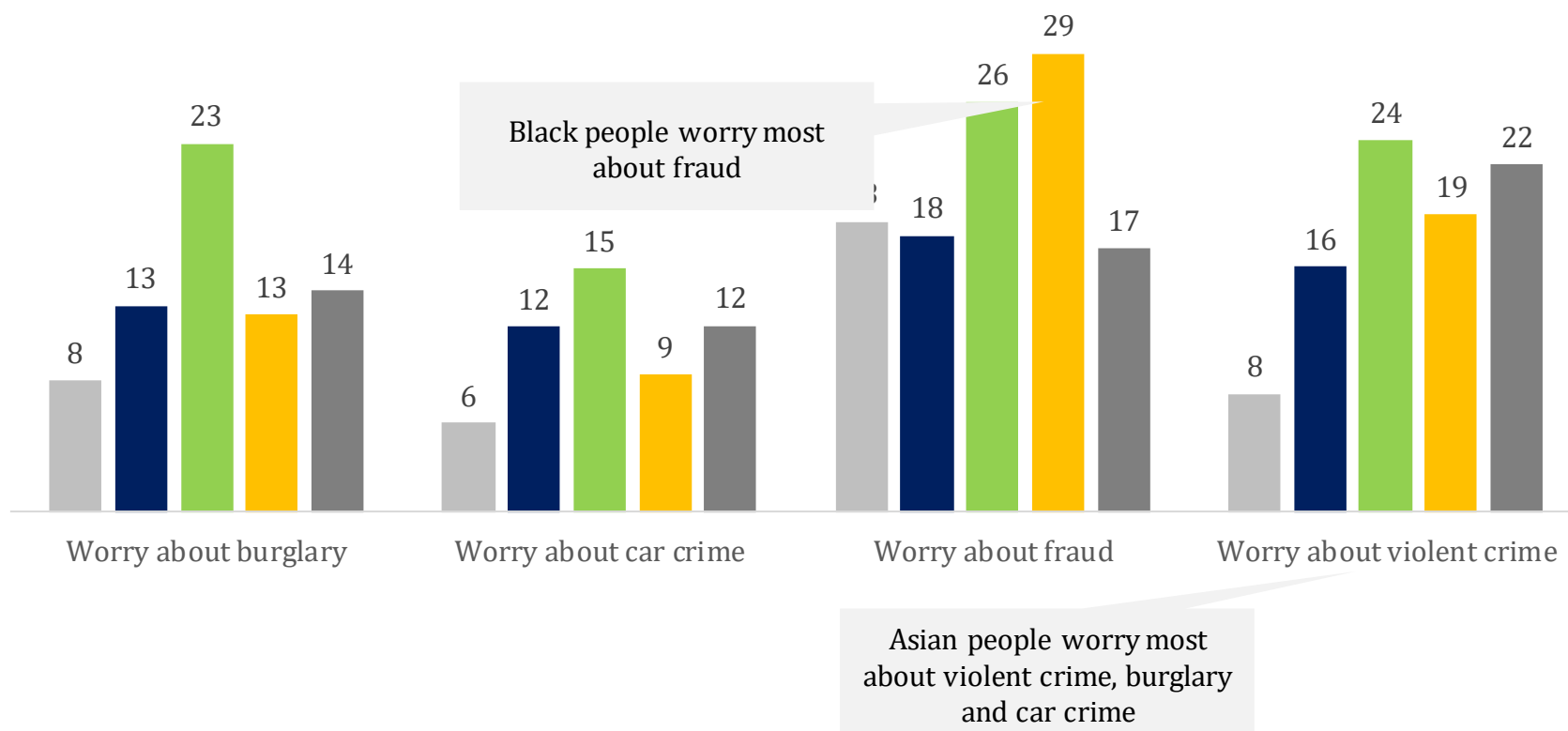
“When asked to rank policing issues people consistently feel that the police should focus on what is most harmful and what fits best with their preconceptions about what the police (rather than other agencies, communities or citizens) *do* – this results in a clear public direction for the police to focus on preventing and responding to serious and sexual violence and abuse.”

- Andy Higgins, Police Foundation author of *Understanding the Public's Priorities for Policing* (2019)

NATIONALLY, BLACK AND ASIAN PEOPLE WORRY THE MOST ABOUT CRIME...

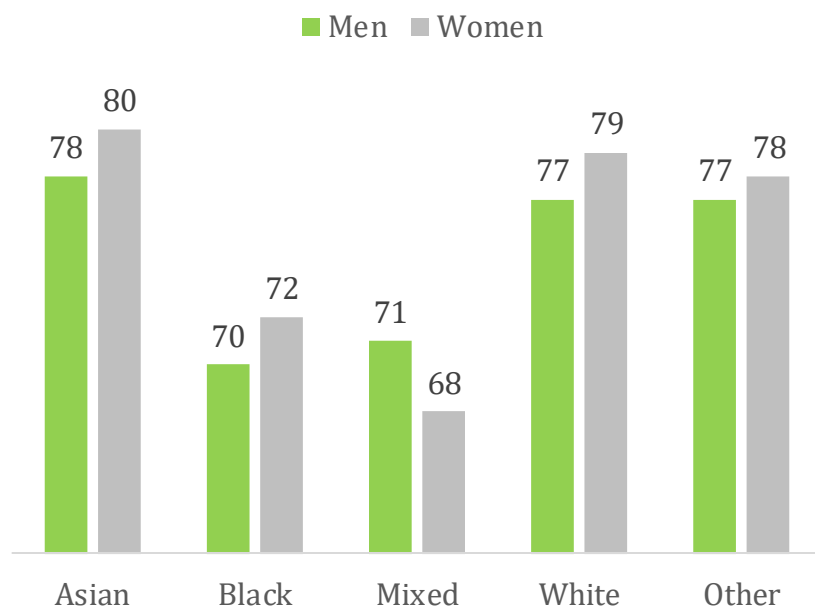
Percentage of worry about crime by ethnic group (April 2018 - March 2019)

■ White ■ Mixed/Multiple ■ Asian/Asian British ■ Black/African/Caribbean/Black British ■ Other ethnic group

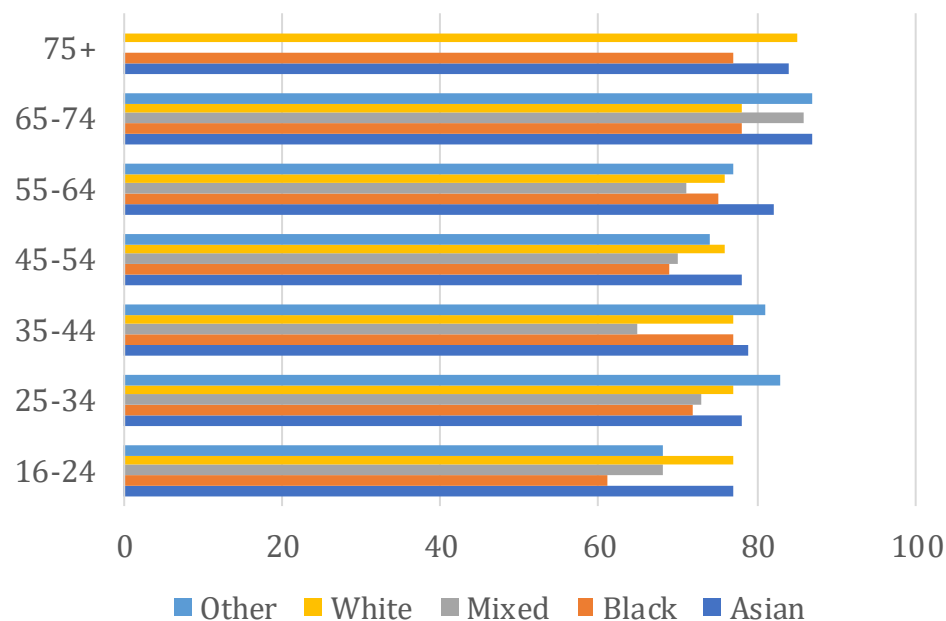


.... BUT BLACK AND MIXED ETHNICITY PEOPLE HAVE LOWER CONFIDENCE IN POLICE, AS DO YOUNGER AGES

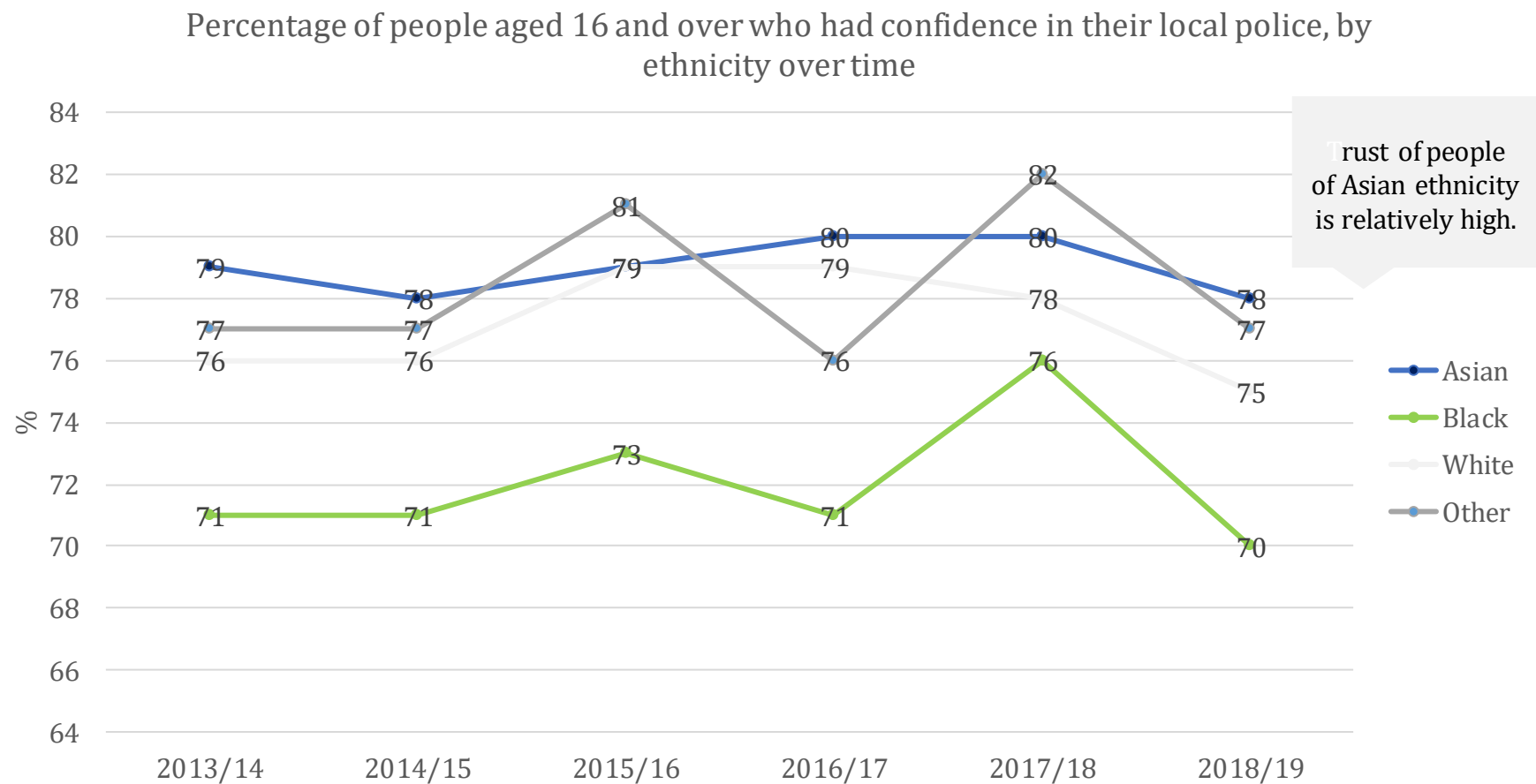
Percentage of people aged 16 and over who had confidence in their local police, by ethnicity and gender



Percentage of people aged 16 and over who had confidence in their local police, by ethnicity and age group



LEVELS OF TRUST (AND VARIATION IN CONFIDENCE ACROSS GROUPS) HOLDS OVER TIME



STAKEHOLDERS RECOGNISE THE NEED TO PURUSE MORE – AND MORE REPRESENTATIVE - COMMUNITY ENGAGEMENT

There was recognition that existing mechanisms for involving communities in priority setting were not yet adequate. The Council is undertaking a separate piece of work to improve mechanisms for representative community engagement, as well as a clear strategy for the Voluntary and Community Sector, as a separate piece of work. This will support the findings of the Community Safety Rapid Review:

We need to get better at youth engagement...not engaging enough with young, black men

Remember not all people have access to or no how to use a computer. The leaflet through the door is one way to reach a lot of people or putting up messages in a shop window or on bill boards in the high street

We need a clear strategy for the Voluntary and Community Sector

“Apps like "next door" often provide this community safety platform and will highlight burglaries or other crime concerns”

I am not sure what the community can do in shaping a safety strategy as they too are not aware of the real issues faced within the borough. The issues with addressing the BAME is that it all starts to sound to be positive, going in the right direction and then it is put on HOLD, brushed under the carpet etc. The public then have no involvement. no way of this moving forward etc.

THERE ARE A RANGE OF WAYS THE COUNCIL COULD BUILD STRONGER PUBLIC INPUT INTO ONGOING WORK

Hounslow's approach to securing public input on community safety issues would ideally be aligned with the overall approach across the council (and partner efforts)

However, we note three opportunities for strengthening public input and generating insight on public priorities, namely:

1. **Deliberation with residents** to ask how they would prioritise community safety activity (which issues should be tackled, given the range of challenges and limited resources) - and to understand what they see as the proper role of the council (vs police/ others) in this area
2. Including **a set of consistent, carefully designed questions in a regular annual survey of community sentiment** (covering a broader set of issues, and with careful sampling for representativeness of the community etc.)
3. **Work to make traditional community input forums more representative**, and to provide more visibility to these forums on work being done, trade-offs etc.
4. **Better communication around existing work, collaboration and impacts**

Our stakeholder interviews highlighted some needs and challenges around informing the community of work undertaken and results, so work to seek input should be accompanied with work to inform the public

SECTION 1C: STAKEHOLDER PRIORITIES

Decisions on priorities, particularly when there is a shortage of local data, will be shaped heavily by stakeholder views and concerns

To understand these concerns, we:

- interviewed 25 stakeholders and partners, including representatives of the organisations sitting on the Community Safety Partnership Board
- conducted a e-survey of a broader group of 27 stakeholders

Our interviews suggested that there was general satisfaction and agreement with the high level outcomes set out in existing documents, but beneath that there was significant disagreement about the precise crime types, locations or groups which should be supported

Most stakeholders wanted greater clarity on the respective roles played by those supporting community across Hounslow (i.e. the crime types or problems that different agencies lead on vs support on).

STAKHOLDERS WERE BROADLY CONTENT WITH THE ARTICULATION OF THE 'ONE HOUNSLOW' OUTCOMES AND OTHER COMMUNITY SAFETY AMBITIONS

ONE HOUNSLOW PRIORITIES

- Residents at the heart of what the council does
- People live in good homes and pleasant neighbourhoods
- People feel proud to live and work
- Businesses flourish and local people enjoy good quality local jobs
- Children reach their potential
- People are safe
- Residents are healthy, active and socially connected
- Residents receive the right help and support

COMMUNITY SAFETY PRIORITIES*

Ensuring our Housing Estates and Neighbourhoods are Safe

Keeping our Children, Young People and Vulnerable Adults Safe

Creating Cohesive and Safer Communities

COMMUNITY SAFETY WORKING PRINCIPLES

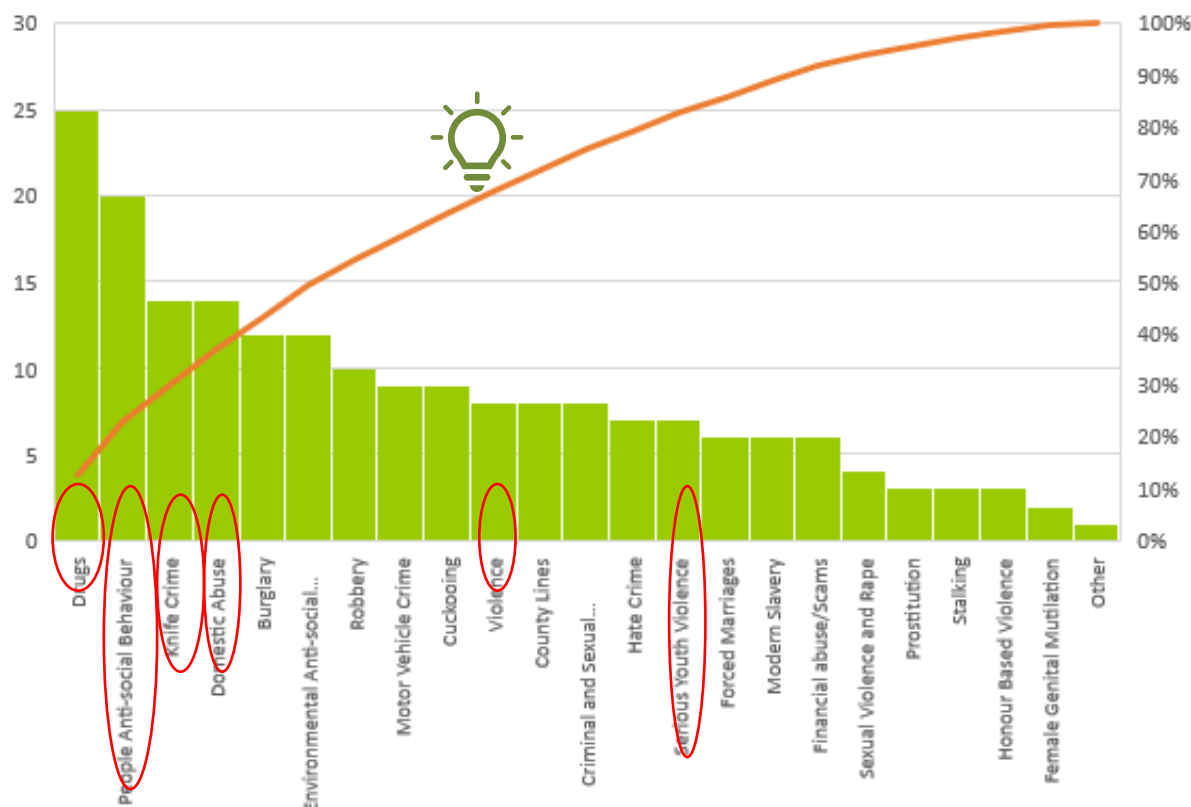
Underpinned by 4 principles:

- **Principle 1 Preventing and reducing crime** - By focusing on providing early help to stop crimes from happening in the first place and working to create safer and cleaner spaces to deter criminal activities
- **Principle 2 - Protecting vulnerable residents** - By reaching out to children, young people and adults at most risk of being affected by crime
- **Principle 3 - Managing and changing offending behaviour** - By providing positive activities to prevent criminal behaviour, using civil remedies and other statutory powers to tackle offending and where necessary, use criminal legislation
- **Principle 4 Working with our communities** - By understanding their needs and supporting them to share ideas about how to make their neighbourhoods safer

* These three priorities have been refined during the same time period as the Rapid Review.

HOWEVER, COMMUNITY SAFETY STAKEHOLDERS AND PARTNERS HAVE A WIDE RANGE OF VIEWS ON KEY COMMUNITY SAFETY CONCERNS...

What are the biggest crime and community safety challenges facing Hounslow?



- Stakeholders list a wide range of priorities – but there is no accompanying, ordered sense of magnitude of how entrenched the problem is in Hounslow based on population-level intelligence (data + community insights).
- Priorities must balance 'high risk' and 'low level' crimes, using a community safety approach that balances enforcement and prevention, depending on what the nature of the crime looks like in Hounslow.

NATIONAL AND PAN-LONDON PRIORITIES MAY BOTH REDUCE AND CREATE FUNDING OPPORTUNITIES

MOPAC's evolving priorities

MOPAC will publish a new police and crime plan after the 2021 mayoral election

If the outcome is in line with current polling and Sadiq Khan remains mayor, the following issues may be priorities:

- Racism (Cf Mayoral Action Plan)
- Violence against women and girls (domestic and sexual assault)
- Neighbourhood support

Budget pressures on City Hall are mounting and this could create pressures on grant funding for a sustained period

Home Office priorities

The government is issuing a new performance framework for policing, reviewing the strategic policing requirement and examining governance structures

Overall, after a period of localism, the Home Office is looking to exert greater influence over local activities

Beyond the key manifesto commitment to recruit 20,000 additional officers, there will likely be a focus on serious violence – particularly murder, 'volume' offences (including burglary), and people feeling safe

Ministry of Justice priorities

The Ministry of Justice landscape is rapidly evolving, but remains characterised by acute strains

- Court backlogs have grown from already high levels during the pandemic and will continue to delay justice
- There are backlogs in the performance of community orders and probation services are undertaking significant structural change (again)
- The drive for 'secure schools' in the youth prison estate is set to continue
- New sentencing policies will have an impact on use of custody

SECTION 1: RECOMMENDATIONS

Please refer to section 5, for further detail relating to benefits and next steps for section 1 recommendations.

RECOMMENDATIONS OVERVIEW	AREA	TIMEFRAME
Create a One Hounslow Community Safety dashboard that captures the richness of data held by the council and other external partners such as the Police, Clinical Commissioning Group, West Middlesex Acute Services and Probation, that aligns to the strategic priorities.	Investment & Impact / Delivery	MEDIUM TERM (6-12 MONTHS)
Gather data on community perceptions and fear of crime via an annual, Hounslow-wide survey, shared across all Partners. Results may highlight differences between articulated community safety strategy priorities and from real crime data.	Investment & Impact / Delivery	IMMEDIATE (0-6 MONTHS)
Invest in the Council Intelligence Hub to improve data analytics capability. This role must engage with relevant counterparts in partner organisations.	Investment & Impact / Delivery	IMMEDIATE (0-6 MONTHS)

SECTION 2

UNDERSTANDING CURRENT SUCCESSES AND EFFORTS

SECTION 2: OVERVIEW

In the second phase of the rapid review, Leapwise sought to gain an understanding current successes and efforts to improve community safety for Hounslow.

We found that:

- Hounslow is making significant efforts to work in partnership, reflecting the complex and cross-cutting nature of community safety issues
- Hounslow's *Community Safety Partnership Board* is evolving its approach – and interviewees were keen to see strengthened collaboration across all agencies involved
- Community safety functions are distributed, which can create coordination challenges – including in complex governance (operational subgroups)
- The new *Community Safety Strategy Group* has high potential to play a key role in energising the Board and establishing shared vision, but its long-term role is unclear.
- All senior stakeholders (in interviews) and 70% of those surveyed, were keen to build on continuous improvements to date – with particularly appetite for greater clarity on overall approach and partner roles and responsibilities.
- The *Funding Mapping* exercise highlighted difficulties in disaggregating directorate and service level budgets, and identifying outcomes that spend was directed towards.
- Programmes were measured mainly using council performance metrics. In the long-run this could undermine ability to deliver maximum benefit from every pound spent.
- Robust cost-benefit analysis was not feasible with existing data – but there is now a starting point for discussions about investment priorities and spend effectiveness.

SECTION 2: APPROACH

Section 2 evidence was drawn from a number of key activities that took place in October and November 2020. This included:

Strategic stakeholder interviews –

- Leapwise conducted 1:1 and small group interviews, reaching 22 strategic stakeholders partners within the community safety ecosystem (most were CSPB members). We asked stakeholders what they thought was working well in the Partnership and what was needed to improve partnership working (See Annex for participant breakdown). Response to stakeholder interview requests was positive, 90% of interviews were scheduled within 48 hours.

Operational stakeholder engagement –

- **E-surveys** - Leapwise asked similar questions to operational stakeholders delivering community safety work in Hounslow via an e-survey hosted on Hounslow Council website. 27 responses were received over a 3 week window.
- **Conversations** - with Community Safety Team members

Funding mapping –

- Leapwise conducted a Funding Mapping exercise of community safety related investments across Hounslow to understand the totality of expenditure. We relied on co-operation from Taskforce and external partners. Obtaining financial and programmatic data proved to be a key challenge to the rapid review. By the end of the exercise, partial data from other council services was provided, resulting in interesting, yet limited insights.

‘What works’ mapping –

- Leapwise commenced a mapping exercise to try and identify the impact of community safety related programmes and services. Limitations applied as per Funding Mapping however we were also able to provide some best practice programmes for consideration of future opportunities.

INTERVIEWEES REPORTED THE NEED FOR A SHARPER SHARED VISION FOR HOUNSLOW'S COMMUNITY SAFETY

Historic funding instability has contributed to a fragmentation of efforts due to reliance on grant funding

Community Safety leadership commitment to articulating a One Hounslow shared vision for community safety in 2021+ is needed to underpin the future strategy and to help reset the balance of preventative and enforcement elements of Hounslow's community safety offer

The newly formed Community Safety Strategy Group can play a leading role in articulating the shared vision.

PRACTICAL WAYS FORWARD

Superintendent Stan Gilmour, who is a leading figure in Preventative approaches to Policing and also Director of Thames Valley VRU suggests:

- A strong focus on embedding relationships and trust between individual leaders.
- Inviting additional expert perspectives on a 'public health approach' to arrive at a shared understanding of what it means in Hounslow. Language matters.
- Seeking out peer-to-peer learning opportunities from other local authorities and VRUs that are embarking on the journey. Everyone is on this journey but at different stages.

"A public health approach focuses on the population, not the sector or service..."

- The '5Cs' approach set out by Public Health England, Department for Health & Social Care and Home Office, provides a practical framework for implementation (see page 62).

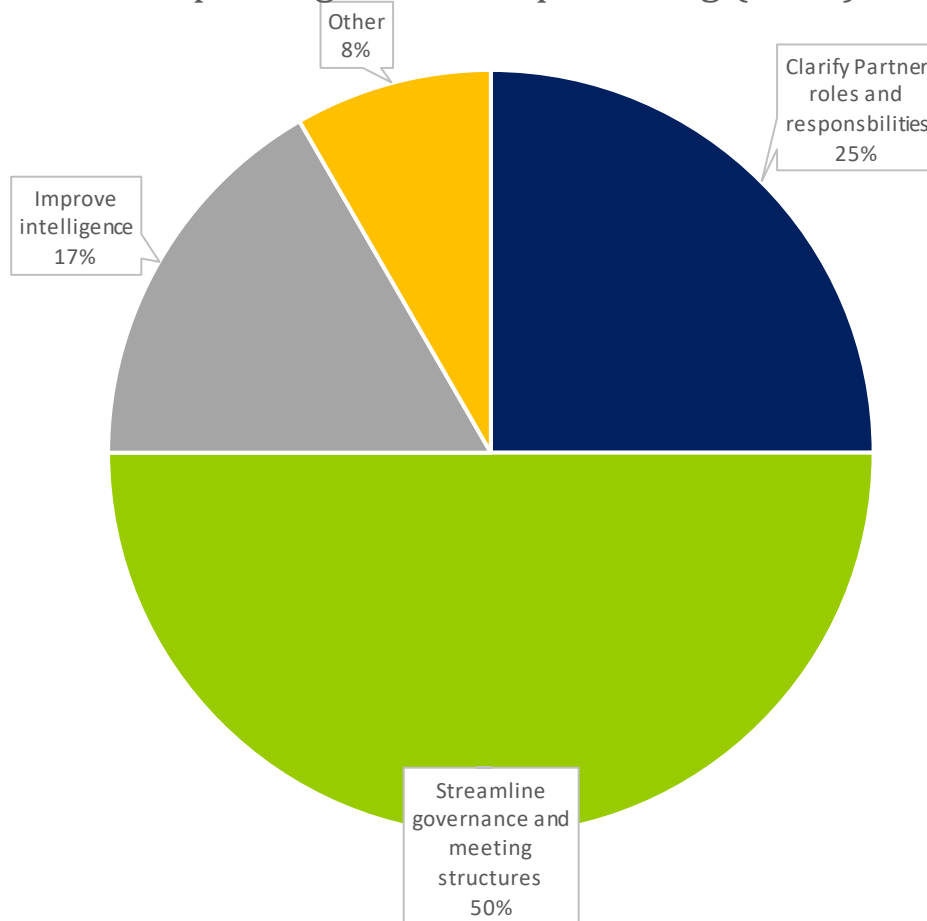
Useful sources:

<https://www.college.police.uk/What-we-do/Support/uniformed-policing-faculty/Documents/Public%20Health%20Approaches.pdf>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862794/multi-agency_approach_to_serious_violence_prevention.pdf

THERE IS REAL APPETITE TO STREAMLINE GOVERNANCE AND FURTHER CLARITY ROLES AND RESPONSIBILITIES

Most frequently cited suggestions for improving Partnership Working (n=27)



- There were many suggestions for improving partnership working (see left)
- For statutory Partners, clarifying roles and responsibilities is particularly important. For example, the Clinical Commissioning Group, which has experienced a lot of leadership churn, wanted to understand how they could engage more effectively as part of the new strategy.

A SHARED VISION WILL STEER PARTNERS TOWARDS A COMMUNITY CONSENSUS APPROACH, AS PART OF A FUTURE HOUNSLOW COMMUNITY SAFETY OFFER.

Public Health England's 5Cs approach is a place-based approach to partnership working to improve outcomes of a place, across organisational boundaries. **It provides a tangible framework to guide the rejuvenation of a One Hounslow Community Safety offer, particularly in the context of a shift to Area-based community safety approach.**

- **Collaboration** - requires a shared understanding of the broader implications of violence to generate a collective understanding across all partners within the local system.
- **Co-production** – requires establishing and maintaining representative community engagement. This must be embedded in local governance arrangements.
- **Cooperation info-sharing** – requires creating a shared view of population data to mobilise effective preventative and operational interventions.
- **Counter-narrative** – requires working with children and young people and community members to create opportunities to support positive aspirations and promote positive role-models.



OUR FUNDING MAPPING EXERCISE HIGHLIGHTED THE CHALLENGES IN SHARING INFORMATION RELATED TO COMMUNITY SAFETY WORK

- Leapwise's funding mapping intention was communicated to strategic stakeholders as part of the October stakeholder interviews. Executive Directors and Leaders in external organisations were asked to delegate this activity to senior officers, where appropriate (many were on the Taskforce).
- Initial funding mapping information was provided by the Head of Community Safety.
 - Collection of additional data was prioritised by Community Safety priority, crime, programme, funder and year
 - A review of current and previous programs (2017-2021) was undertaken using documents provided by the CST
 - Several interviews with key stakeholders were carried out to clarify and expand data

Challenges

- Leapwise did not receive any information from external stakeholders, due to disclosure protocols and/or information was not able to be disaggregated in the format required.
- Joint Commissioning were particularly proactive in their co-operation, formulating a proportion of their budget based on the % of outcomes that are directly linked on community safety priorities.
- All strategic stakeholders interviewed in October indicated that they are open to pooling resources/joint-bidding of activity in the new strategy, where evidence showed a need.

MAPPING 'WHAT WORKS' TO IDENTIFY EFFECTIVE PROGRAMMING WAS ALSO A CHALLENGE DUE TO LACK OF EVIDENCE

1. A selection of programs identified from the funding mapping exercised were used for this exercise, based on the level of information provided more information were chosen to undertake the “what works” task
2. Programs were divided by crime, focus (victim, offender, place), intervention timing relative to crime and measurement of outcomes.
 - The objective is to understand the type of policy implemented and if there is a pattern on how programs are carried out and why.
 - Importantly, we tried to understand if and how programs were measured.
3. The rapid review systematically searched 3 reliable UK and International sources (Campbell Collaboration, Arizona State University, College of Policing), to understand whether similar programmes are judged to have positive crime reduction effects.
 - Programs where contrasted with relevant literature and a subjective measure of likelihood of possible impact was carried out
 - A search of alternative possibilities to tackle they same crime was carried out and presented as possible future steps.

SECTION 2: RECOMMENDATIONS

Please refer to section 5, for further detail relating to benefits and next steps for section 2 recommendations.

RECOMMENDATIONS OVERVIEW	AREA	TIMEFRAME
CSPB Leadership to develop a One Hounslow Community Safety vision to underpin the 2021-2024 strategy that clarifies roles and responsibilities against the community safety strategic priorities.	Partnerships	IMMEDIATE (0-6 MONTHS)
Community Safety Strategy Group to confirm what its long-term role is. Is it a time-fixed strategic group whose purpose is to establish the One Hounslow shared vision for Community Safety and re-energise the CSPB? Or is their value in this group becoming a more permanent Executive group, sitting above the CSPB, potentially shared with Hounslow Safeguarding Children's & Adults Boards.	Partnerships & Governance	MEDIUM TERM (6-12 MONTHS)
Senior Leads to consider revitalising the Strategic Chairs Group (consisting of the Chairs of the Safeguarding Children, Safeguarding Adults, Community Safety and Health & Wellbeing Boards) This exploration is linked to the discussion on longevity of the Community Safety Strategy Group. Two groups are not needed.	Partnerships & Governance	IMMEDIATE (0-6 MONTHS)
Work with central finance team to create a formal category for Community Safety related funding that can be used to create and track funding with greater transparency. A transparent budget will help understand if the most important problems and priorities of the community are being tackled.	Delivery Capability	MEDIUM TERM (6-12 MONTHS)
Share Community Safety related funding dashboards with internal stakeholders to improve accountability, trust and better allocation of community safety related resources between the different departments. Monitoring use of funds through quarterly dashboards needs to be a key part of the CSPB or the proposed (to be formed) Community Safety Effectiveness Strategy Group (working title), which will report into the CSPB twice a year.	Delivery Capability	MEDIUM TERM (6-12 MONTHS)
Consider a 'bold play' – investing in an evidence-based approach to improving community safety at scale via a rolling programme of evidence review and evaluation of impact across all community safety programmes to help predict whether the benefits of a policy outweigh its costs (and if so, by how much), relative to other alternatives.	Delivery Capability	IMMEDIATE (0-6 MONTHS)
Develop a shared outcomes framework across the Partnership (internally and externally) to have a shared view of progress against community safety related priorities and objectives outlined in the strategy.	Delivery Capability	IMMEDIATE (0-6 MONTHS)

SECTION 3

**NEW OPPORTUNITIES FOR IMPACT: CONTRACTED POLICE TEAM
OPPORTUNITIES AND OTHER**

SECTION 3: OVERVIEW

The rapid review allowed for a small amount of time to examine the police teams commissioned by the council to provide additional services to communities, and to consider broader opportunities

We found that:

- The Contracted *Neighbourhoods Police Team* and *Estates Enforcement Team* (which sit within Housing, Planning & Communities) carry out significant volumes of activity. There are opportunities to change tasking and ways of working to support greater focus on prevention, community engagement and priority issues for the council.
- There are opportunities for improved co-working across various teams, led by the Community Safety Team.
- The Community Safety Team is 50% subsidised by other grants, and needs stabilising to enable the council to deliver its community safety strategy (particularly at a time when MOPAC grant budgets are under pressure).
- Given funding fragmentation, there is a need to stabilise funding over time – particularly if there is an ambition to pursue bolder, evidence-based approaches such as the location-based model, or more intensive interventions with vulnerable individuals/ groups

SECTION 3: INTRODUCTION

- There are significant developments that may increase appetite for review and a refreshed approach to both the contracted police team and broader enforcement resources, including:
 - The current increase of police neighbourhood policing resource in Hounslow
 - The Community Safety Review work which shows the proportion of community safety resources invested in enforcement work, uncertainty about alignment of team activities with priorities, and appetite for investment in prevention and community engagement specifically
 - Growing awareness of the potential to improve co-ordination across community safety/ police

CURRENTLY TEAMS APPEAR QUITE STRONGLY FOCUSED ON LEVEL 1 ENFORCEMENT ACTIVITIES (PLUS COUNCIL STAFF SUPPORT)

	Priorities	Geography	Tasking	Impact
“contracted police”	TBC- – appears to be level 1 crime ¹ and supporting council activities	All Hounslow – tends to focus on town centre (tbc)	RAG/ CRP joint tasking; email requests – relating to staff security, specific issues etc.; Thrive+ model (patrol and stop and search in downtime)	341 arrests, 26 warrants 706 crime reports completed and actioned 816 stop and search; proactive operations on Level 1 crime (drugs and prostitution)
“Estates enforcement”	TBC – appears to be ASB and level 1 crime on estates, with strong focus on supporting housing officers	Estates		
“Council ASB”	To be mapped	Council-owned/ managed housing	TBC	TBC
“Ward teams”	To be mapped	Ward-based	TBC	TBC

RIGHT APPROACH TO THE COUNCIL-FUNDED TEAMS MAY DEPEND ON BROADER MPS APPROACH

- Funding reductions from 2010 affected the Metropolitan Police Service's officer numbers, and cuts fell hardest on neighbourhood policing roles
- In practice, this affected policing's capacity to deal with 'less serious' offences and ASB – which can still significantly affect community safety and wellbeing
- However, the situation is now evolving – and will continue to – both in terms of funding, activities prioritized by the police, etc.
- It will therefore be important to understand what functions the police team is performing vs council funded services, and the 'boundaries' between various community safety/enforcement functions
- Commander Alison Heydari is currently leading a Met-wide review of the neighbourhood policing, which could have significant implications

MODELS OF NEIGHBOURHOOD POLICING CAN VARY WIDELY AND COUNCIL MAY SEEK TO INFLUENCE THESE

What constitutes 'Neighbourhood Policing' varies widely across the country. We have identified at least 8 dimensions of the key differences in approach to Neighbourhood Policing across police forces/ areas.

- 1. Geographic focus:** Strongly place based (small areas) vs broader geographic coverage. Some NP teams have a 'universalist' geographically-based resourcing model (e.g. equal resources for every ward), others target resources based on areas with more need.
- 2. Investigative handovers:** Some NP will hold no – or at least a very limited – investigative caseload; others have quite significant caseloads; Some will only take forward cases when they encounter them; others can be tasked by control rooms and become overspill for lower level investigations that cannot be handled by CID
- 3. Crime type/ severity focus:** Some NP teams will focus in particularly on a specific, limited range of crime types (e.g. hate crime in W. Yorkshire); Some NP teams will focus on lower level offences only, while others will tackling a full range of crime severities (note: few known examples of most serious crimes being investigated by NP teams but many will tackle issues like county lines, VAWG)
- 4. Individual focus:** Some NP teams have a specific 'caseload' for vulnerable and/or high risk individuals (outside MAPPA) who they are tasked with managing/ interacting with, others do not.
- 5. Preventative vs Reactive focus:** Some NP teams will react to non-emergency calls for service, others will proactively identify problems to solve or risks to manage based on patterns of crime/ ASB, issues raised by the public or partners etc. Note that this ties closely to general tasking mechanisms
- 6. Team leadership:** Some teams have dedicated neighbourhood team leadership (from sergeants), others do not; spans of control vary
- 7. Connection to other agencies:** Some NP teams work alongside or even in joint teams with other public agencies (e.g. council, health etc.) while others are standalone policing teams; Some teams are colocated with partners, others not; Some NP teams are more closely integrated to broader policing, or more isolated (including ability to access police to e.g. execute warrants)
- 8. Public input approach:** Some NP teams set priorities with the public through a structured process of public engagement, others rely on less direct public input on prioritization decisions

VARIATION IN APPROACHES TO POLICE-COUNCIL INTERFACES ACROSS THE COUNTRY: SOME INTERESTING MODELS

Rotherham, South Yorkshire

- Co-located team in new council offices
- Neighbourhood policing team (core, funded by police) working closely with ASB officers from council

Various

- Business Improvement District levies
- Business funded police teams (e.g. Westfield)

Luton, Bedfordshire

- PCSOs managed by a council employee around community safety (may have a sergeant)

Previous Police/Council co-location models have also worked in Hounslow, for example, in 2009-16, Hounslow Neighbourhood Community Safety Co-ordinators were situated in Police stations across the borough. In revisiting this model, it will be important to understand what worked well and did not work well, to arrive at an improved model. The Head of Community Safety identified a number of factors that underpinned the model's effectiveness:

- A MOU covering the co-location arrangement was in place between the Community Safety Team and the Police.
- The Sector Inspectors had supervisory responsibility for staff
- Monthly three-way meetings took place during the mobilisation period of the new team being setup.
- Quarterly meetings followed once the team was embedded
- The co-ordinators worked on issues that were complex, requiring a multi-agency response

SECTION 3: RECOMMENDATIONS

RECOMMENDATIONS OVERVIEW	AREA	TIMEFRAME FOR
Work to provide the West Area Borough Command Unit with greater clarity on Hounslow's overall expectations and priorities for policing in Hounslow, and stronger mutual understanding of respective roles in improving community safety (lead and support roles)	Delivery Capability	MEDIUM TERM (6-12 MONTHS)
Support police team(s) strategic focus, through improvements to tasking and attention to the relationships across all community safety work areas. Consider co-location, community connection, impact measurement/ performance visibility, levels of supervision and training as part of this immediate improvement review.	Delivery Capability	MEDIUM TERM (6-12 MONTHS)
Stabilise the funding model underpinning the community safety team, so that delivery of the 2021-24 strategy is not at risk.	Delivery Capability	IMMEDIATE (0-6 MONTHS)
Work to develop a view of alternative longer-term approaches to resourcing for these functions	Delivery Capability	LONGER TERM (12 MONTHS+)

SECTION 4

PREPARING TO DELIVER

SECTION 4: OVERVIEW

In the second phase of the rapid review, Leapwise sought to identify, practical immediate and longer-term steps to help Hounslow's preparation to deliver the new Community Safety Strategy 2021-24. The Leapwise Team were aware that the Community Safety Team were already advancing plans and conversations for an Area-based approach to deliver the new Community Safety strategy, parallel to conversations about the renewal of the Contracted Police Team Review.

Area-based approach has strong support

- Leaders in Hounslow and across community safety partners were broadly in favour of the shift to an Area-based approach. There was therefore appetite to see further concrete on the ground changes to support this ambition, and to ensure it was connected into the overall vision
- There is growing consensus that strengthening community connection and a preventative approach is essential to the council's new directional ambition for community safety. There is appetite to revisit Area-based ways of working connected to the development of a shared vision for Hounslow's community safety offer.

Governance can be streamlined

- A more streamline governance was the most cited suggestion to improve partnership working, and we see immediate and medium-term opportunities for streamlining governance:
 - Immediate term - the Communities Directorate within the Assistant Chief Executive Directorate can streamlining and avoid duplication (details below)
 - Medium Term – Leapwise identified a number of subgroups for further monitoring of 'meeting effectiveness' for a duration of 3-6 months prior to further merges or disbanding.
- Developing rules of engagement/protocols between subgroups is needed to maximise co-ordination and effectiveness of subgroups operating with overlapping interests.

Funding instability needs to be addressed

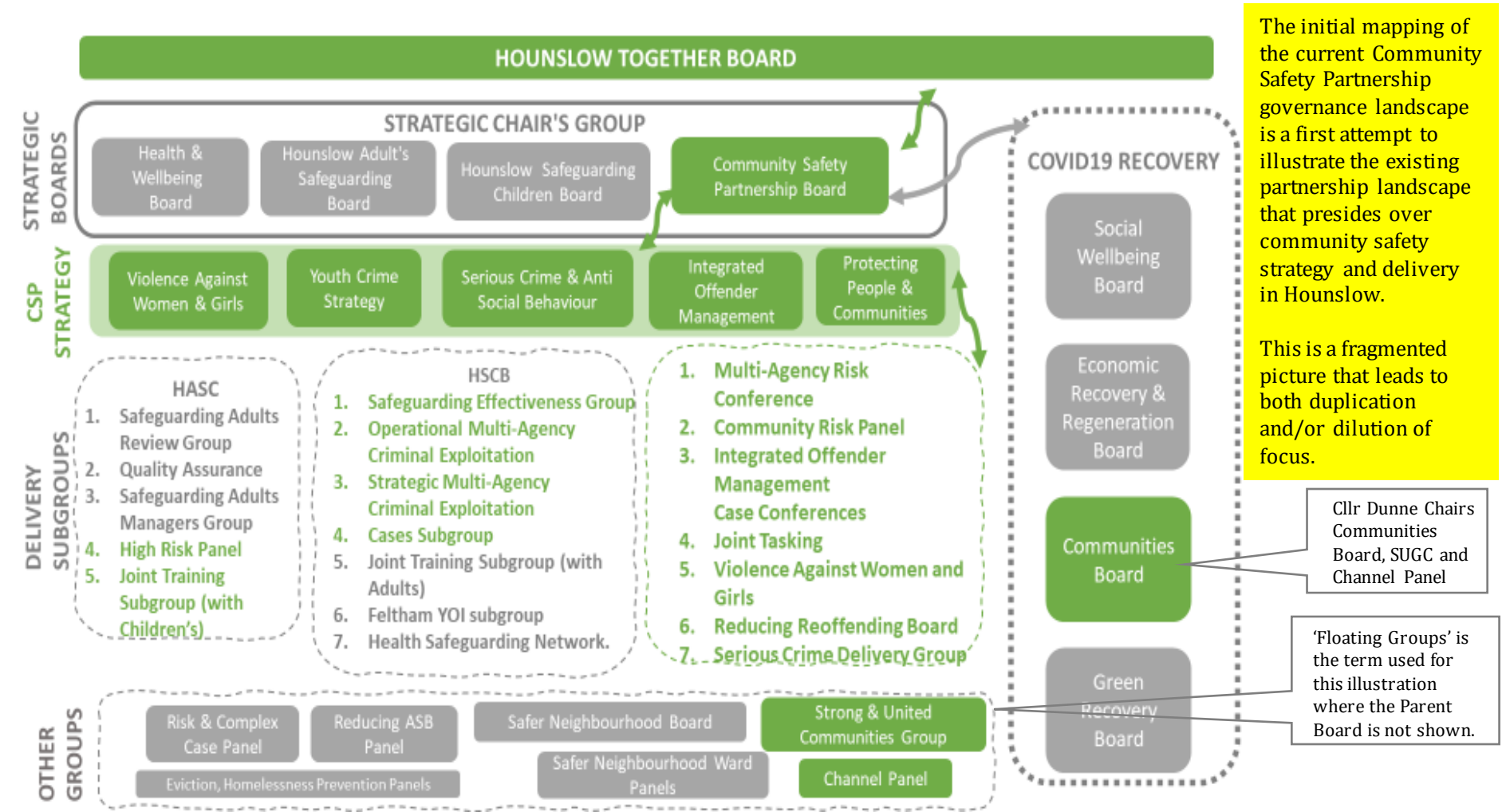
- The Community Safety Team, within the ACE, is 50% subsidised by Other grants, and needs stabilising to enable the council to deliver its community safety strategy.

SECTION 4: APPROACH

Leapwise's rapid review explores the existing community safety governance landscape structure, and where possible synergies, to identify if any changes can be made to improve the strategic decision making and operational implementation of future Community Safety Strategy priorities.

Governance mapping includes	Governance mapping does not include
<ul style="list-style-type: none">• Terms of Reference review is a desk-based, high-level mapping study of:<ul style="list-style-type: none">○ 10 selected sub-groups, who ultimately report to the Community Safety Partnership Board○ 10 additional selected sub-groups who do not report to the Community Safety Partnership Board yet have intersecting areas of focus• Partnership working sentiment from the October strategic and operational stakeholder interviews• Meeting observations:<ul style="list-style-type: none">• October: Community Safety Partnership Board; Strategic Leaders Group• November (Joint Tasking Group; Community Risk Panel – see Annex for excerpts from observation shared with Head of Community Safety in full)• Conversations with Community Safety Team including Hate Crime, Prevent and Domestic Abuse, as well as other service leads including Housing and the Business Manager for Safeguarding Children Partnership.	<ul style="list-style-type: none">• Review of structure of other Strategic Boards (e.g. Safeguarding Children, Safeguarding Adults)• Review of minutes (including attendance lists), mainly due to confidentiality aspects.

AN INITIAL MAPPING OF THE COMMUNITY SAFETY GOVERNANCE LANDSCAPE HIGHLIGHTED A COMPLEX PICTURE.



IN THE 2020 RAPID REVIEW, COMMUNITY SAFETY GOVERNANCE WAS MAPPED ACROSS A WIDER SUBSET OF SUBGROUPS TO IDENTIFY SYNERGIES

COMMUNITY SAFETY UNIVERSE

No.	Operational Group	Partnership/Board/Service 'Parent'	Frequency	Chair
1	VAWG Strategy group	CSP Strategy Group	Quarterly	Superintendent Safeguarding – West Area BCU
2	Youth Crime Management Board	CSP Strategy Group	Quarterly	Head of Adolescent Services
3	Serious Crime & ASB	CSP Strategy Group	Quarterly	Superintendent Neighbourhoods from the West Area Police Basic Command Unit (BCU).
4	IOM Strategy Group	CSP Strategy Group	Quarterly	TBC
5	Protecting People & Communities	CSP Strategy Group	Quarterly	Assistant Director – Community Enforcement & Regulatory Service
6	MARAC	Community Safety sub group - Serious Crime & ASB strategy group	Monthly	Detective Inspector from the West Area Safeguarding Team
7	VAWG operational group	Community Safety sub group - VAWG Strategy Group	Quarterly	Community Safety Team
8	Community Risk Panel	Community Safety sub group - Serious Crime & ASB	Monthly	Director of Resident Services, Hounslow Housing
9	Serious Crime Delivery Group	Community Safety sub group - Serious Crime & ASB	Monthly	Detective Chief Inspector of Hounslow Police Reactive and Proactive CID unit
10	Joint Tasking group	Community Safety sub group - Serious Crime & ASB strategy group	Monthly	Neighbourhood Enforcement Manager

NEIGHBOURING ‘UNIVERSES’

No.	Operational Group	Partnership/Board/Service 'Parent'	Frequency	Chair
11	Risk & Complex Case Panel	Youth Offending Service	Monthly	YOS Managers
12	Safeguarding Effectiveness Group	Safeguarding Children Sub Group - Hounslow Safeguarding Children’s Board	Every 8 weeks	Head of Safeguarding and Quality Assurance
13	Strategic Multi-Agency Criminal Exploitation	Safeguarding Effectiveness Group	Every 8 weeks	Head of Safeguarding and Quality Assurance & Service Manager Safeguarding Vulnerable Children
14	Operational Multi-Agency Criminal Exploitation	Strategic Multi-Agency Criminal Exploitation	Monthly	Head of Safeguarding and Quality Assurance & Service Manager Safeguarding Vulnerable Children
15	Feltham YOI subgroup .	Safeguarding Children Sub Group		
16	Community Cohesion Group	Stronger United Communities Group/Board		TBC
17	Channel Panel	Stronger United Communities Group/Board	Monthly	Manager Prevent
18	Reducing ASB Group	Housing		Housing Investigation and ASB Manager
19	Emergency Needs Referral Panel	Housing	Monthly	Head of Lettings & Acquisition
20	Homeless Prevention Panel	Housing		TORs NOT RECEIVED

SECTION 4: RECOMMENDATIONS

Please refer to section 5, for further detail relating to benefits and next steps for section 2 recommendations.

RECOMMENDATIONS OVERVIEW	AREA	TIMEFRAME
Streamline subgroups by creating a new 'Safer Communities Effectiveness Group', that merges the ToRs of existing 5 subgroups and will have a similar function to the HSCP Safeguarding Effectiveness Group (Working title).	Partnerships> Governance> Delivery	IMMEDIATE (0-6 MONTHS)
Re-locate the Safer Neighbourhood Board Group from its standalone function so that it is more closely linked to strategic function of community safety. This Board will remain an Independent Board to satisfy MOPAC rules.	Partnerships> Governance> Delivery	MEDIUM TERM (6-12 MONTHS)
Relocate the Stronger United Communities Group from its standalone function so that it is more closely linked to strategic function. This Group will remain closed to satisfy Home Office rules.	Partnerships> Governance> Delivery	MEDIUM TERM (6-12 MONTHS)
Develop 'rules of engagement' protocols: Chairs of each Subgroup (excluding the strategic subgroups that have been recommended to close) to update their ToRs, reflecting key relationships with Community Safety Partnership subgroups, other Partnerships (e.g. HSCP) or service-led (Housing). This is with a view to establishing a rules of engagement that outlines how groups will co-exist in the context of community safety. This exercise will also surface whether some subgroups are able to be further disbanded or merged following a further period of monitoring.	Partnerships> Governance> Delivery	IMMEDIATE (0-6 MONTHS)
Monitor effectiveness of subgroup meetings for 6 months: to gather further detailed to inform any future decisions related to merging and future community safety operational groups.	Partnerships> Governance> Delivery	IMMEDIATE (0-6 MONTHS)
Resolve open conversations on the role of technology to mitigate silo working through the use of software (e.g. ECiNs) and access privileges that create blockages in information flow between services.	Partnerships> Governance> Delivery	MEDIUM TERM (6-12 MONTHS)