
SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 28th July, 2014 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

- B Anderson (Chair) - Adel and Wharfedale;
J Bentley - Weetwood;
A Blackburn - Farnley and Wortley;
J Dunn - Ardsley and Robin Hood;
R Grahame - Burmantofts and Richmond Hill;
M Harland - Kippax and Methley;
P Harrand - Alwoodley;
J Jarosz - Pudsey;
K Ritchie - Bramley and Stanningley;
M Robinson - Harewood;
B Urry - Roundhay;
N Walshaw - Headingley;

Please note: Certain or all items on this agenda may be recorded

Agenda compiled by:
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Angela Brogden
Tel: 24 74553

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 30 JUNE 2014</p> <p>To confirm as a correct record, the minutes of the meeting held on 30 June 2014.</p>	1 - 4
7			<p>REFRESHED WEST YORKSHIRE POLICE AND CRIME PLAN AND DRAFT SAFER LEEDS STRATEGY 2014-2015</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the refreshed West Yorkshire Police and Crime Plan and inviting the Board to consider the draft Safer Leeds Strategy 2014-2015.</p>	5 - 66
8			<p>2013/14 QUARTER 4 PERFORMANCE REPORT</p> <p>To receive a report of the Director of Environment and Housing and Assistant Chief Executive (Citizens and Communities) setting out the position at Quarter 4 in relation to the performance areas relevant to the Board's remit.</p>	67 - 80

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>COMMUNITY COMMITTEES UPDATE</p> <p>To receive an update report from the Head of Scrutiny and Member Development on the development of Community Committees.</p>	81 - 94
10			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	95 - 122
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 15 September 2014 at 10.00 am in the Civic Hall, Leeds (Pre-meeting for Board Members at 9.30 am)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)

MONDAY, 30TH JUNE, 2014

PRESENT: Councillor B Anderson in the Chair

Councillors J Bentley, A Blackburn,
D Coupar, R Grahame, P Harrand,
J Jarosz, J Lewis, K Ritchie, M Robinson,
B Urry and N Walshaw

1 Chairs opening remarks

The Chair welcomed everyone to the Scrutiny Board's first meeting of the 2014/15 municipal year and formally acknowledged Councillors Dunn, Urry and Ritchie as new members of the Scrutiny Board this year.

2 Late Items

There were no late items.

3 Declarations of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

4 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillors J Dunn and M Harland, with Councillors D Coupar and J Lewis in attendance as substitutes.

5 Minutes - 9 June 2014

RESOLVED – That the minutes of the meeting held on 9th June 2014 be confirmed as a correct record.

6 Scrutiny Board Terms of Reference

The report of the Head of Scrutiny and Member Development presented the terms of reference for the Safer and Stronger Communities Scrutiny Board for Members' information.

Whilst it was noted that there have been no changes made to the remit of the Scrutiny Board this year, it was highlighted that the Board's terms of reference

Draft minutes to be approved at the meeting
to be held on Monday, 28th July, 2014

is to be amended to reflect the Board's role in scrutinising the performance of the Safer Leeds Partnership and the Communities Board now that the Safer and Stronger Communities Board no longer exists.

RESOLVED –

- (a) That the report be noted
- (b) That the Scrutiny Board's Terms of Reference is to be amended to reflect the Board's role in scrutinising the performance of the Safer Leeds Partnership and the Communities Board now that the Safer and Stronger Communities Board no longer exists.

7 Crime and Disorder Scrutiny

The report of the Head of Scrutiny and Member Development informed the Board of its role as the Council's Crime and Disorder Committee and included the Protocol between Scrutiny and the Community Safety Partnership in Leeds.

The report also made reference to the 'Principles for Engagement' document developed by the West Yorkshire Police and Crime Panel in liaison with the five local Crime and Disorder Scrutiny Committees. This was also attached for Members' information.

In discussing the joint Protocol, it was noted that references made to the West Yorkshire Probation Trust would need to be revised to reflect that, from 1st June 2014, the rehabilitation of offenders across England and Wales is no longer being managed and delivered by Probation Trusts. These have been replaced with 21 regional Community Rehabilitation Companies and a new National Probation Service.

RESOLVED –

- (a) That the report be noted
- (b) That appropriate changes are made to the Crime and Disorder Protocol between Scrutiny and the Community Safety Partnership in Leeds to reflect the role of the new West Yorkshire Community Rehabilitation Company and the National Probation Service.

8 Co-opted Members

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration for the appointment of Co-opted Members.

The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of the Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – The Board agreed to consider the appointment of co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

9 Sources of work for the Scrutiny Board

The report of the Head of Scrutiny and Member Development provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

The following were in attendance for this item and invited to share their views around potential areas of work for the Scrutiny Board this year:

Neil Evans, Director of Environment and Housing
James Rogers, Assistant Chief Executive (Citizens and Communities)
Councillor Peter Gruen, Executive Member for Neighbourhoods, Planning and Personnel
Councillor Mark Dobson, Executive Member for Cleaner, Stronger and Safer Communities

Members of the Scrutiny Board also shared their views on potential areas of work for the Scrutiny Board this year.

In conclusion, the Board agreed to focus on the following areas during this municipal year:

- The role of Police Community Support Officers within the context of new integrated partnership working models, particularly within localities (i.e. Community Hubs and Partnership Working Areas);
- Improving understanding of the significance of safeguarding issues linked to migration, such as human trafficking, to help develop an effective multi-agency response;
- Tackling prostitution in Leeds from a multi-sector perspective;
- Exploring options for further area based delegations to Community Committees;
- Recycling – addressing low participation rates in existing AWC areas and exploring viable options for non-AWC areas across the city;
- Revisiting the city's wider Waste Strategy;
- The effective role of the Police in the wider Road Safety agenda;
- Understanding the city's response to tackling legal highs;
- Revisiting the Prevent Agenda;
- The role of waste management linked to the development of a new Leeds Standard for house building.

RESOLVED –

(a) That the report and discussion be noted.

(b) That the areas of work listed above are taken forward by the Scrutiny Board during this municipal year.

(Councillor A Blackburn arrived at 10.20 am during consideration of this item and Councillor J Lewis left the meeting at 11.00 am during consideration of this item)

10 Work Schedule

The report of the Head of Scrutiny and Member Development presented the draft work schedule for the forthcoming municipal year.

The Principal Scrutiny Adviser was requested to work with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year. The Chair highlighted that initial working group meetings would be arranged to begin scoping terms of reference for the Board's key pieces of scrutiny work.

In addition, the Chair explained that tracking reports linked to previous inquiries undertaken by the Board will also be incorporated into the work schedule.

RESOLVED –

(a) That the report be noted.

(b) That the Principal Scrutiny Adviser works with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

11 Date and Time of Next Meeting

Monday, 28th July 2014 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)

(The meeting concluded at 11.15 am)



Report author: Angela Brogden
Tel: 24 74553

Report of the Head of Scrutiny and Member Development

Report to the Safer and Stronger Communities Scrutiny Board

Date: 28th July 2014

Subject: Refreshed West Yorkshire Police and Crime Plan and draft Safer Leeds Strategy 2014-2015

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. As the city's Community Safety Partnership, Safer Leeds has a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy. Following the introduction of Police and Crime Commissioners in November 2012, such local Crime and Disorder Reduction Strategies are expected to have regard to the objectives set out in the Police and Crime Plan for the wider police area.
2. In March 2013, the West Yorkshire Police and Crime Commissioner published the West Yorkshire Police and Crime Plan 2013-2018. In May 2013, the Safer and Stronger Communities Scrutiny Board considered the draft Safer Leeds Strategy for 2013/14 in light of the wider Police and Crime Plan and also welcomed the attendance of the Police and Crime Commissioner in this regard.
3. A refresh of the West Yorkshire Police and Crime Plan 2013-2018 has now been published and the Safer Leeds Strategy has also been updated, setting out local priorities for the year ahead. The Scrutiny Board is invited to consider the draft Safer Leeds Strategy 2014/15 prior to it being approved by the Safer Leeds Executive.
4. Representatives of the Safer Leeds Executive and the West Yorkshire Police and Crime Commissioner have been invited to today's meeting to discuss existing and new community safety priorities and how we can work collectively in delivering these.

Recommendations

5. Members are asked to note the refreshed West Yorkshire Police and Crime Plan and to consider and provide any comment on the draft Safer Leeds Strategy 2014/15.

1 Purpose of this report

- 1.1 A refresh of the West Yorkshire Police and Crime Plan 2013-2018 has now been published and is attached as appendix 1 for Members' information.
- 1.2 The Safer Leeds Strategy has also been updated, setting out local priorities for the year ahead. The Scrutiny Board is invited to consider the draft Safer Leeds Strategy 2014/15 prior to it being approved by the Safer Leeds Executive. This is attached as appendix 2 to this report.
- 1.3 Representatives of the Safer Leeds Executive and the West Yorkshire Police and Crime Commissioner, Mr Burns-Williamson, have been invited to today's meeting to discuss existing and new community safety priorities set out within the attached documents and how we can work collectively in delivering these.

2 Background information

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced Police Authorities with Police and Crime Commissioners (PCCs), and introduced Police and Crime Panels (PCPs) to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.
- 2.2 On 15th November 2012, Mark Burns-Williamson was elected as the first West Yorkshire Police and Crime Commissioner and will hold office to May 2016.
- 2.3 One of the key responsibilities of a PCC is to produce a five year Police and Crime Plan in liaison with their Chief Constable, based upon identified local priorities. There is also a statutory requirement for Community Safety Partnerships to prepare and implement a local Crime and Disorder Reduction Strategy. In doing so, these local strategies are expected to have regard to the objectives set out in the Commissioners' Police and Crime Plan.

3 Main issues

- 3.1 In March 2013, the West Yorkshire Police and Crime Commissioner published the West Yorkshire Police and Crime Plan 2013-2018. In May 2013, the Safer and Stronger Communities Scrutiny Board considered the Safer Leeds Strategy for 2013/14 in light of the wider Police and Crime Plan and also welcomed the attendance of the Police and Crime Commissioner in this regard.
- 3.2 A refresh of the West Yorkshire Police and Crime Plan 2013-2018 has now been published and the Safer Leeds Strategy has also been updated, setting out local priorities for the year ahead.
- 3.3 The Scrutiny Board is invited to consider the draft Safer Leeds Strategy 2014/15 prior to it being approved by the Safer Leeds Executive. The Scrutiny Board's comments on the draft Strategy will be reported to the Safer Leeds Executive during its meeting on 30th July 2014.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Representatives of the Safer Leeds Executive and the West Yorkshire Police and Crime Commissioner, Mr Burns-Williamson, have been invited to today's meeting to discuss existing and new community safety priorities set out within the attached documents and how we can work collectively in delivering these.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The draft Safer Leeds Strategy 2014-2015 reflects the Safer Leeds Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.

4.3 Council Policies and City Priorities

4.3.1 The draft Safer Leeds Strategy 2014-2015 sets out the city's approach to reduce crime and disorder and deliver the city's ambition to be "the best city in the UK with the best community safety partnership and services." Linked to this, particular consideration is also given to the relevant priorities set out in the City Priority Plans.

4.3.2 The Safer Leeds Executive also has a statutory requirement to produce an annual Joint Strategic Assessment (JSA) to assess the scale and nature of crime and disorder in the city and to identify medium to long term issues affecting community safety. Such intelligence has therefore been used to inform the delivery plans that underpin the overarching Safer Leeds Strategy.

4.4 Resources and Value for Money

4.4.1 Funding and resource issues linked to the delivery of the Police and Crime Plan and the Safer Leeds Strategy are set out within the respective documents.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 This section is not relevant to this report.

5 Conclusions

5.1. A refresh of the West Yorkshire Police and Crime Plan 2013-2018 has now been published and the Safer Leeds Strategy has also been updated, setting out local priorities for the year ahead. The Scrutiny Board is invited to consider the draft Safer Leeds Strategy 2014/15 prior to it being approved by the Safer Leeds Executive. The Scrutiny Board's comments on the draft Strategy will be reported to the Safer Leeds Executive during its meeting on 30th July 2014.

6 Recommendations

- 6.1 Members are asked to note the refreshed West Yorkshire Police and Crime Plan and to consider and provide any comment on the draft Safer Leeds Strategy 2014/15.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

West Yorkshire Police and Crime Plan 2013-2018



Refreshed 2014

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Foreword



Welcome to my refreshed Police and Crime Plan. It reflects the views and priorities of local people and local partners and aims to make sure that all of our communities across West Yorkshire are safer and feel safer in to the future.



Police and Crime Commissioner Mark Burns-Williamson with Chief Constable Mark Gilmore

I published my Police and Crime Plan 2013-18 in the first months of being elected as your Police and Crime Commissioner (PCC) for West Yorkshire. The Plan is built around a shared vision for the Office of the Police and Crime Commissioner (OPCC), West Yorkshire Police and other public sector agencies to work together with local partners¹ and local people to make sure all our communities are safer and feel safer.

The vision has and will continue to remain the same but the challenges we all face in delivering on the vision have changed and continue to change. The activities of the OPCC, West Yorkshire Police and other partners need to be refreshed and the vision renewed for us all to adapt and respond to this changing landscape, while continuing to prevent and reduce crime and provide improved services to people in West Yorkshire.

This year the unprecedented cuts to our public services, the privatisation of probation, extensive public sector reform, the full impact of welfare reforms (which is as yet unknown) and the Police and Crime Commissioner having the responsibility for the commissioning of services across the county - now including victim support services - all need to be factored in to a refreshed Police and Crime Plan.

Over the last 12 months I have also been able to engage much more with local people and local partners across West Yorkshire, have consulted much more widely on people's priorities and through an annual assessment understand more the needs of our communities. This refreshed Plan seeks to better reflect your priorities and concerns, what you care most about and what matters to you and your family, where you live.

This refreshed Plan sets the strategic direction for community safety across our county but it will be the Annual Report 2014 that charts the activities of the Police and Crime Commissioner, West Yorkshire Police and other partners over 12 months, working in partnership to deliver improved services for the people we all serve that meet the shared outcomes and priorities and support the commitments set out in this Plan.

Best regards

Mark Burns-Williamson
West Yorkshire's
Police & Crime Commissioner

¹ Partners include organisations such as Bradford, Calderdale, Kirklees, Leeds and Wakefield Community Safety Partnerships (including council, fire, health), criminal justice agencies, businesses, charities, voluntary, community organisations and Trading Standards

Introduction

This refreshed Police and Crime Plan 2013-18 sets the strategic direction for policing and crime prevention across West Yorkshire, but importantly sets the strategic direction for wider community safety bringing partner agencies together to achieve our shared vision of making sure communities in West Yorkshire are safer and feel safer.

We are stronger working together than we are alone.

It is built around a framework of community outcomes that I agreed with local partners when I was first elected. No single organisation can address the complex needs of our communities and by working more

closely with local partners towards our common purpose we can together tackle problems more effectively and make a real difference to the lives of individuals and the wellbeing of families and our communities.

Listening to you first.

Local people living, working and volunteering across West Yorkshire know what needs to be done to make our communities safer and this Plan builds on the commitments I made to you during the election campaign but also your priorities and concerns raised over the last 12 months. I continue to listen to you and engage in our communities and this Plan is strongly influenced by

what you care about, where you live.

Protecting neighbourhood policing.

When I ask people what would make them feel safer, it is more bobbies on the beat. Working with the Chief Constable and your Council Leaders I have protected the number of police officers and Police Community Support Officers (PCSOs) in our Neighbourhood Policing Teams and with increased visibility and reduced bureaucracy your police officers and staff can be out where you want them, in your street and remains the bedrock of how we police.



Mark Burns-Williamson with partners awarded money for delivering improved services for victims across West Yorkshire

Fighting the government cuts.

Government cuts continue to hit our public services hard - £152 million will have been taken out of the police budget alone by 2016/17. These cuts are made in Westminster not in West Yorkshire and I will continue to fight for a fairer deal for our county which despite being an area of some of the greatest needs is one of the hardest hit. I will campaign against cuts that go too far, too fast and oppose privatisation of public services.

Meeting the challenges.

There is no opportunity for any of us to continue to work as we have done in the past as the changing landscape demands a new response to the new and significant challenges we all face. Partner agencies have made a really positive contribution to this refreshed Plan and working with local people and local partners we can meet the challenges and make the change to the benefit of all our communities.

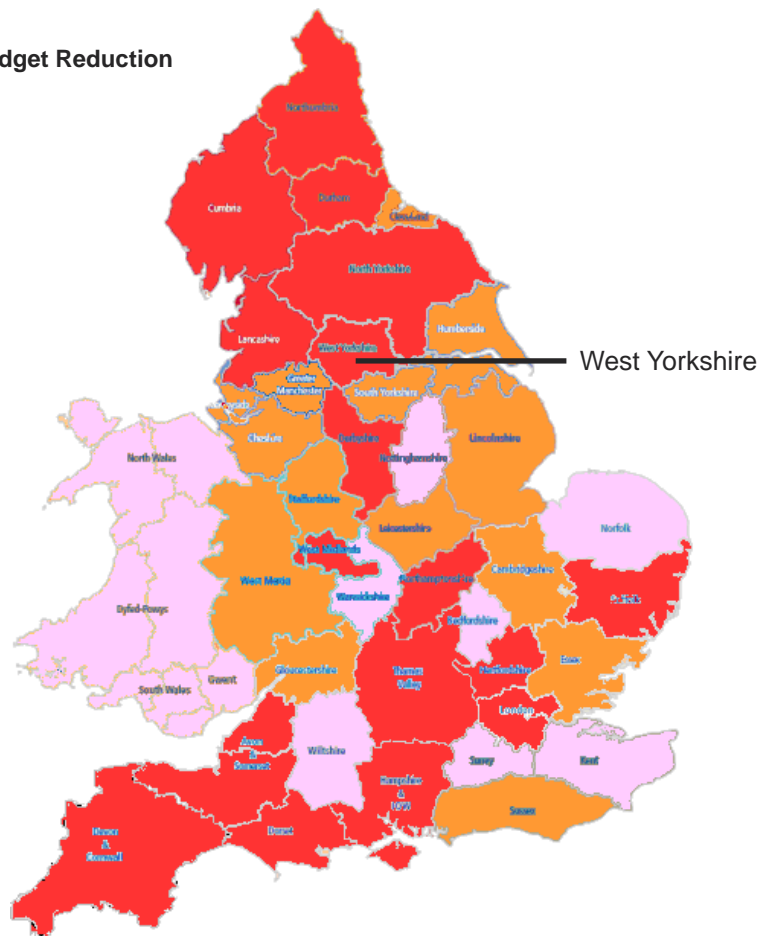
Delivering an improved service.

This refreshed Police and Crime Plan is all about working together to make a real difference to people's lives, tackling crime but also the causes and consequences of crime by co-operating, co-locating, sharing information and intelligence, innovating and investing together in our communities for the future, notwithstanding the unprecedented cuts, collectively making sure our communities are safer and feel safer.



Mark Burns-Williamson with the Neighbourhood Policing Team working better together with partners to deliver improved services locally

Percentage Budget Reduction



Estimated Budget Reduction between 2010/11 and 2013/14

Our communities, our challenges

The richness of the different people and places of West Yorkshire is the greatest strength of our area.

Our cities, towns and villages include some of England's most beautiful landscapes and architecture and the diversity of the 2.2million people living across the county - with 18 per cent of our population from a minority ethnic background - brings a distinctiveness and strength in difference in us together. Our communities have been enriched by successive generations of people from elsewhere and it is our diversity of people and places that has made West Yorkshire economically, socially and culturally what it is today.

People feel rightly proud to live and work here.

We have a common history that brings us together with our neighbours and provides a shared sense of identity and purpose. There are individuals and organisations that seek to create division but this will not be tolerated in our communities. Where we are strong we strive towards greater community



PCSOs on patrol in Bradford city centre



Mark Burns-Williamson with Victim Support at Emergency Services Day, Piece Hall, Halifax

cohesion and the wellbeing of our people and places and this collective responsibility delivers greater protection for us and for our families. Where people work together we can better present and tackle crime and anti-social behaviour and as communities will be safer they should feel safer and stronger.

The richness of our character is mirrored by problems of inequality.

Too many people in West Yorkshire live in poverty and are isolated and many of our communities experience high levels of deprivation. Many of our Neighbourhood Policing Teams have high levels of deprivation compared to the national average and with an increase in unemployment across the county the opportunities for our families are being reduced. Our children do worse at school across all the council areas except in Kirklees² and the percentage of people of working age with no qualifications

is above the national average. The life expectancy for both men and women across West Yorkshire is below the national average, with those from Bradford having the shortest life expectancy.

Times are getting tougher.

There are food banks across West Yorkshire. Government welfare reforms introducing universal credit, the bedroom tax and benefit caps are likely to worsen the cycle of exclusion and people may increasingly resort to drastic measures such as taking loans from loan sharks. Our communities experience increases in certain crime types and the increase in the number of people who live here could impact on community cohesion but also on our community safety, with the potential for higher levels of crime.

The government cuts to public services go too far too fast.

In West Yorkshire we need more resources not less to keep people

2 Pupils achieving 5 or more GCSE passes at A* - C (including English and Maths)

safer and feeling safer and our communities stronger. The increased need for policing in our local areas is set against unprecedented cuts to the public services that hit policing in West Yorkshire hard. Between 2011/12 and 2016/17 West Yorkshire Police will face a cut of £157m and with partners facing cuts that are worse and even privatisation we need to find new and better ways of working together to keep people safer.

In these difficult times we will turn to our strengths.

Our common sense of purpose and who we are will be the drivers of collective action as we work together to meet the challenges we all face in our communities. This Police and Crime Plan has been produced by working in partnership and not alone and together we will take a much more joined up approach where resources are pooled, practices are integrated and problems are collectively solved when possible upstream. We, the public services, can, in partnership with others such as the third sector³, do more to tackle together the causes and consequences of crime and make sure all our communities are safer and feel safer.

A sense of place is important to all of us.

We rightly want to be able to enjoy our environment and feel proud of where we live and work. Our local area impacts on our health and wellbeing and the health and wellbeing of our families and



Community Safety Partners in Wakefield, Love where you live day

neighbours. People tell me time and time again that they have real concerns about litter on their street, traffic on our roads, problems with parking, graffiti and issues with noise. If local partners with local people can work together to better address these concerns, look after our town

centres, provide more opportunities for our young people and include our older people, we can build greater community cohesion and achieve a greater sense of place.

It is everyone's responsibility to make our communities stronger.

Everyone has the right to expect the police, working with local partners including community safety, criminal justice, businesses and the third sector, to forge the relationships, make the connections and provide the right conditions for all of us to feel included, supported, integrated and proud. But we have a role as local people living and working in our communities to work together with local partners to build our local resilience, ensure our communities are stronger and make sure that all our communities are safe and feel safer in to the future.

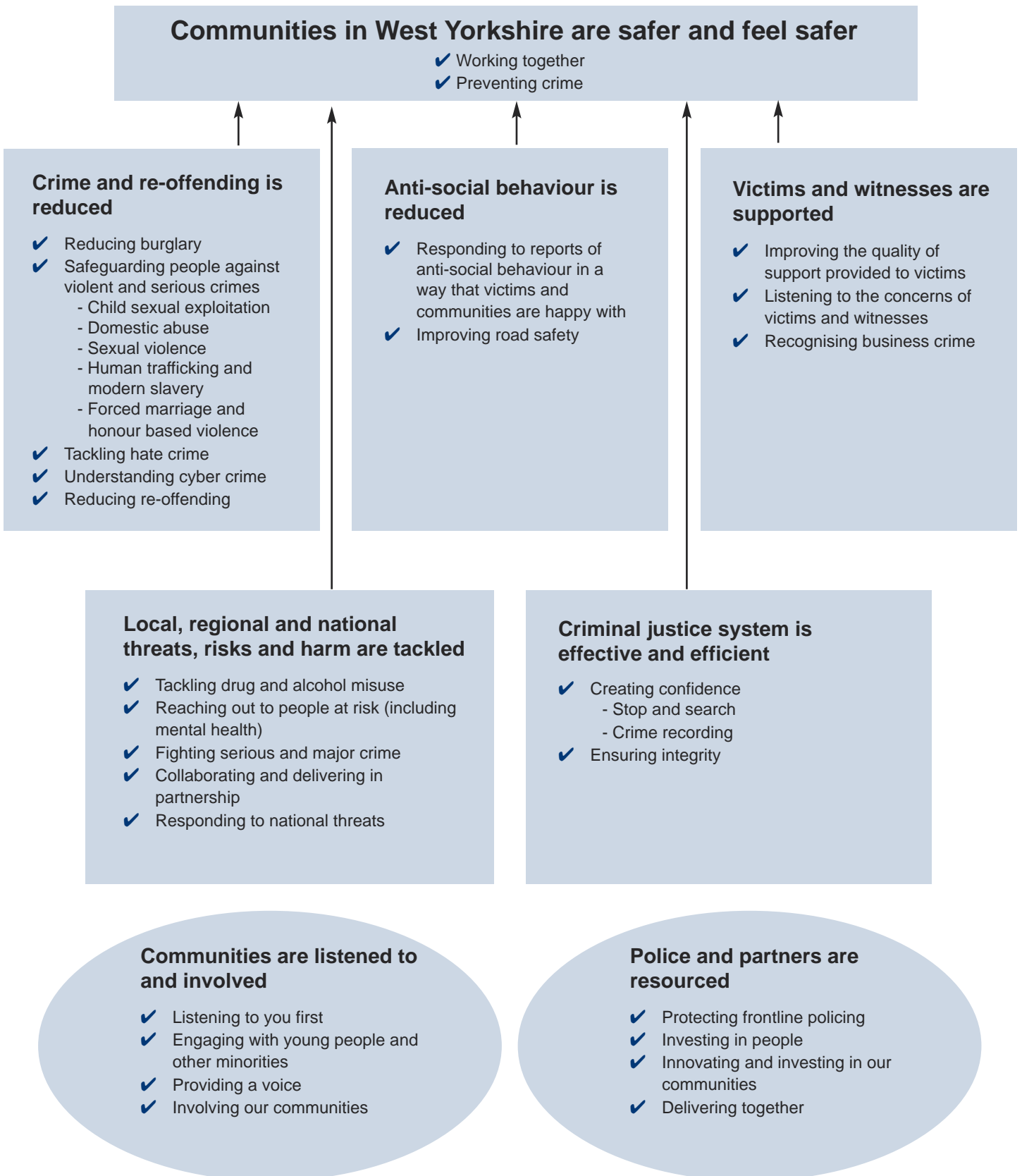


Mark Burns-Williamson and Cllr Peter Gruen, Deputy Leader of Leeds City Council, with PCSOs who work in the city centre and are part funded by the council

³ The third sector is used quite widely throughout as a generic term covering voluntary and community organisations, social enterprises, charities, faith based groups, housing associations, co-operatives and mutuals large and small. It's non-governmental and not-for-profit, which distinguishes it from both the public and private sector. Some prefer to use the terms 'voluntary and community sector'. Others add 'SE' (social enterprise) or 'F' (faith) to that.

Our outcomes and priorities

These are the outcomes and priorities set out in more detail later in the plan



Communities in West Yorkshire are safer and feel safer

Being safe and feeling safe is a priority for all of us, for our families, in our communities. Crime rates have fallen with overall crime down by 2% by March this year. If crime, re-offending and anti-social behaviour are reduced and if by working together with local partners and local people we can better tackle crime and the causes and consequences of crime then people will be included; there will be greater cohesion and confidence and communities across West Yorkshire will be safer and feel safer and stronger as a result.

Working together

We are stronger together than we are alone. Organisations working collectively are a more powerful agent for change and we need to draw on our collective strength to make a real difference to the lives of the people we all serve.

The needs of our communities should be at the heart of our delivery. All partner agencies need to abandon the old way of all too often working in silos and work in a more joined up and integrated way, co-locating, sharing intelligence and information and taking a whole system approach to better tackle the often complex problems in our society. Together we can work to intervene more effectively at an earlier stage 'upstream' and prevent the most vulnerable in our



Mark Burns-Williamson with local partners at Mandela Community Centre in Leeds

communities from falling through the gaps.

Partnership working should add significant value to the work of existing organisations to their mutual benefit and to the benefit of our communities. It should lead to more accessible services, provided in the way that people want them and result in improved outcomes for the communities of West Yorkshire. Tackling crime and anti-social behaviour is not just the job of the West Yorkshire Police - there are other organisations across the county whose job it is to keep us safe. Where we can co-ordinate our efforts we should and there is more collaboration to be done across our emergency services. But it is the responsibility of the emergency services to work with other organisations to protect those who are vulnerable and deal with the wider social issues that

can lead to crime and anti-social behaviour in the first place. We also need to be prepared for the threat, risk and harm that can come, not just from criminality, but also from civil emergencies and crises.

We need to work in closer partnership to meet the significant challenges public services face across the county but we also need to find smarter more innovative ways of working together to meet the emerging threats and challenges of the future. At a time of vastly diminishing resources this has never been more important and as West Yorkshire Police and Crime Commissioner I will allocate resources and do more to bring partners together to share ideas and best practice and to innovate and invest in our communities.

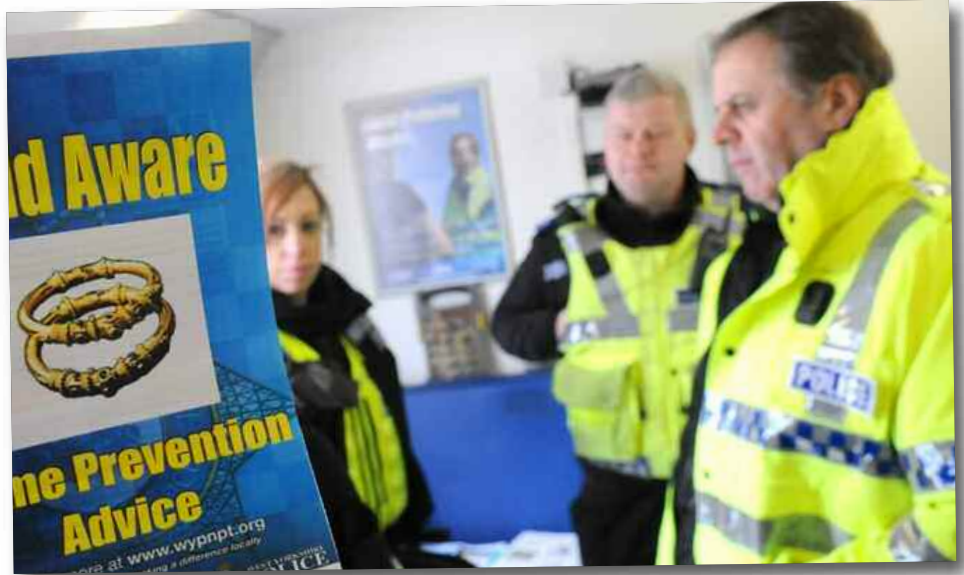
- ✓ Making sure that communities are safer and feel safer is not just the responsibility of the police but is everyone's business. I am committed to working in partnership with you, local councils, community safety and criminal justice organisations, the health and wellbeing sector, fire and rescue services, safeguarding boards, schools, businesses, trade unions, faith groups, charities, volunteers and other organisations in your communities to tackle the problems which matter on your street, across West Yorkshire and nationally.
- ✓ We will work as closely together as possible to deliver integrated, joined up services and I will investigate all opportunities for improving resilience.

Preventing crime

One of the key ways to reduce crime and anti-social behaviour, reduce threats, risks and harm, improve the criminal justice system and support victims and witnesses, is to prevent crime from happening in the first place. The need to reduce demand on the public sector has never been greater and yet too often public services are dealing with the problems of crime after the event, rather than working to protect people and prevent crime and disorder longer term.

Early identification and intervention can improve the lives of our children and young people and the wellbeing of our families. With partners based in the same buildings and coming together to share knowledge and understanding, we are more able to protect people from harm, especially those who are the most vulnerable by resolving issues at an earlier stage and tackling often complex problems upstream.

To divert people away from crime and anti-social behaviour, we need to make sure there are opportunities in our communities



Mark Burns-Williamson discussing preventing crime with Neighbourhood Officers in Bradford

for our young people – particularly in education, training and employment. Intervention programmes for young people provide information and support and divert those who are either at risk of entering the criminal justice system or are already involved in criminal activity and together we need to do more to focus efforts on reducing re-offending, in particular on those who are prolific offenders. Alongside diversion we also need to deal more effectively with the drivers of crime such as substance misuse.

Different partners – at all levels –

are rightly involved in providing information and raising awareness to protect people from becoming victims, to prevent crime and the potential for crime, and to protect the health and wellbeing, in particular of our young people. This awareness raising is important and a lot of work goes into programmes delivered within schools to try to educate people on a variety of topics with the aim of keeping them safe. Where possible we need to speak with one voice, delivering the right messages coherently and consistently, in a way that people understand, without duplicating effort and cost.



Mark Burns-Williamson and the Chief Constable Mark Gilmore at a Smartwater demonstration in Keighley

Investing in crime prevention is key to making sure our communities are safer and feel safer, and I will work with partners to explore new technologies that can support partners to design out crime. I will make better and more use of existing technologies such as Automatic Number Plate Recognition (ANPR) and CCTV, to prevent crime and reduce crime 'hotspots'. Local partners need to work with local people to put in

place a range of practical measures in our streets and across our neighbourhoods to tackle problems and make community safety a priority when making decisions such as proactive patrolling, provision of street lighting, protecting employees and designing out crime, to make our homes more secure.

Preventing crime is everyone's business and as individuals we have an important role to play in the prevention of crime. We can help make ourselves and our communities safer by taking practical steps to ensure we and our possessions are safe, such as locking all doors and windows on our houses and cars, not leaving valuables on display, and taking extra care when out in strange places or after dark. We can also keep an eye out for those in our communities who may be more



Members of Shop Watch in Pontefract use CCTV and radios to notify the police and other shops of active shoplifters in the area

vulnerable than we are and need more help in keeping – and feeling – safe.

Many people in our communities already look out for one another and do a great deal to make their neighbourhoods safer. I will work with Neighbourhood Watch and other vital schemes across West Yorkshire to increase the number of Neighbourhood Watch groups,

and improve our engagement with your scheme. I will also continue to encourage volunteering across our county, including the continued recruitment of special constables to make the most of their skills, knowledge and understanding so that we can do more to prevent crime, tackle the causes and consequences of crime and keep our communities safer and feeling safer.

- ✓ I will work with partners to ensure that crime prevention is at the forefront of efforts to reduce the opportunity for acquisitive crime (such as burglary and car crime), violent crime, business crime and anti-social behaviour.
- ✓ I will advocate the use of work with academics and others to implement measures to predict, plan for and prevent crime.
- ✓ I will work with the police service to recruit more special constables from local areas.
- ✓ I want to see adequate support provided for Neighbourhood Watch Schemes across West Yorkshire by the end of March 2015.
- ✓ Her Majesty's Inspectorate of Constabulary (HMIC) is due to report on its making best use of police time inspection in June 2014. Through holding the Chief Constable to account I will ensure that the areas for improvement around crime prevention identified are given due consideration and implemented swiftly.
- ✓ I will actively engage with those in Government with responsibility for matters affecting crime prevention in areas such as standards of security for new housing developments.
- ✓ I will engage with private and social landlords, the third sector and local people to highlight the need to increase security for their properties.
- ✓ I will work with trade unions, business people and other relevant partners in West Yorkshire to ensure that people at work are and feel protected.
- ✓ I will work with communities and organisations such as school/colleges, businesses and the third sector to open up opportunities for young people around education, employment and training.
- ✓ I will advocate the use amongst partners of early intervention in helping to prevent crime and anti-social behaviour from happening by tackling issues upstream.

Understanding why people feel safe

Our shared outcome is that communities are not only safer to be in, but feel safer too. If people don't feel safe it impacts on their decisions and their activities and can blight the lives of individuals and families. Reductions in crime and disorder go a long way to making sure that communities in West Yorkshire are safer but I am well aware that how safe people feel is of real concern and depends on many differing factors.

Feelings of safety can be influenced by national events, the

time of day or evening, who you are or the differing places you visit and by the services that agencies provide - whether it be street lighting, sufficient sentencing or support for victims. People may also not engage with the agencies whose job it is to keep them safe and people can be isolated in our communities. Where people have been a victim of crime in the past may be a factor in how they feel and with commissioning of victims service people need to be assured that the right support to cope and recover will be provided.

I am reassured that those communities that I have spoken to have told me that the majority of you currently feel safe⁴. However to explore these factors in greater depth I am working with the Applied Criminology Centre at the University of Huddersfield to develop ways of measuring how safe people feel. This work will assist me and partners to ensure feelings of safety continue to improve alongside the continued reduction in crime and disorder.

- ✓ I will make sure the measure of feelings of safety is reliable and reflects how people in communities actually feel. I will then be able to check that the work of the police and our partners is ensuring people have the ability to live their own lives without the fear of crime preventing them from doing so. I will monitor the performance of the police and partners against this.

Crime and re-offending is reduced

Reducing crime and re-offending is the aim to which all partners are working. I promised to be tough on crime and while crime figures suggest an improvement in many types of crime there are some crimes that remain an ongoing concern, either because numbers are still high, or because communities and partners have identified them as a problem. I am committed to seeing all forms of crime tackled and will be working to understand the changing nature of crime, in partnership, to mitigate against emerging crime types and monitor the performance of the police and partners in tackling total recorded crime.



Mark Burns-Williamson meeting people as part of Community Support Against Crime (CASAC) Leeds

⁴ Listening to you first campaign 2012/13

- ✓ If crime levels are on the increase, I will bring partners together to look at measures to combat crime and to find relevant and effective solutions.
- ✓ I will ensure that any crime identified by partners as a problem is given due regard to understand the nature of the problem and to find relevant and effective solutions.
- ✓ I will monitor the volume of total recorded crime.

I also promised to be tough on the causes of crime. In this economic climate there is a real risk that crime may go up as people lose jobs and benefits and struggle to make ends meet. Communities recognise this link and have told

me that social issues such as poverty and unemployment can sometimes be a cause of crime⁵. While overall crime is not increasing there is a danger that changes to the welfare system and housing reform may have an

impact on how much money families have, which could lead to increases in social deprivation, burden and crimes associated with food and other theft and illegal lending.

- ✓ By December 2014 I will bring social housing providers together to see what more I can do to help them to address some of the issues their tenants have, whether it be specific crime, anti-social behaviour and safety problems, how we can better protect those communities, or issues linked to social poverty.
- ✓ I will set up a review to establish the full impact that the changes to the welfare system and housing reform is having on crime and community safety across West Yorkshire.

I want to make communities safer by tackling all forms of crime. However specific crime areas that have been identified as priorities are as follows:

Reducing burglary

Burglary of houses, sheds, allotments and business property is a real concern for communities across West Yorkshire. The invasion of people's personal space and the theft of personal, all too often irreplaceable, belongings at the least is an experience that makes people feel extremely vulnerable. People are aware of the areas where burglary happens most, and fear of becoming a victim and the priority it has for them increases in those areas⁶. While the police and partners have worked hard to reduce the number of burglaries and there have been some significant



Mark Burns-Williamson at the launch of a No Cold Calling Zone in Ackworth, Wakefield

⁵ Listening to you campaign 2012/13

⁶ Police and Crime Commissioner Public Perception Survey 2013

successes (with a 13.5% reduction seen for the 12 months to March 2014), communities in West Yorkshire still suffer from burglary more than many other similar areas in the country. This is not acceptable. Because burglary makes people feel

vulnerable these high crime rates need to be reduced. People should expect the police and partners to be there when they need them, expect a proper response and expect support and measures to be put in place to prevent such crimes being

committed. I want the risk of domestic burglary in West Yorkshire to be reduced and have set the police, working with partners, a target for performance to be better than the most similar forces and partnerships⁷ in England and Wales.

- ✓ I will monitor the volume of recorded domestic burglary and the risk of household crime.

Safeguarding against violent and serious crimes

There are fortunately relatively low levels of serious violent crime in West Yorkshire, but understandably violent crime is of real concern to communities, and is especially of concern for younger people⁵. People need to feel assured that they are as safe as they can be from such serious crimes but when there are instances of such crimes that the police and criminal justice agencies can be relied on and those affected feel supported and protected.

There are many forms of violent and serious crimes and in all instances those who are at most risk - and therefore the most vulnerable - need to be the most protected. However all people who are victims of any violent or serious crime for instance victims of rape, need to be provided with the right support, in the right way, at the right time, and by the right agency across West Yorkshire.

There are certain forms of serious and violent crime, including child sex exploitation, domestic abuse and sexual violence, that are of particular concern to people and partners across West Yorkshire and nationally and I will make more resources available to work with partners to make sure we better together tackle these horrendous crimes.

Child sexual exploitation

Child sexual exploitation is one of the highest priorities for the police and partners and is an area of work that is subject to a lot of scrutiny and national guidance and policy. Over the last year, there has been a significant increase in the number of investigations due to proactive working including effective awareness campaigns that have resulted in the identification of more victims, and an increase in the number of victims coming forward. It is anticipated that the number of investigations will continue to increase, particularly as the links between child sexual

Child Sexual Exploitation

Know the signs...

Going missing *New adult friends* *Skipping school* **Secretive behaviour!**

Any young person can become a victim of child sexual exploitation. If you have concerns ring 101 or Crimestoppers anonymously on 0800 555 111.





⁵ Listening to you campaign 2012/13

⁷ A list of most similar forces and partnerships can be found in the needs assessment published at www.west-yorkshire.gov.uk

exploitation, human trafficking and people missing from home are better understood and more work is done to identify and protect victims.

The impact on victims and communities cannot be underestimated. It is, largely, a hidden problem that can manifest itself in different ways. There is a clear need for every agency with responsibility for children across

West Yorkshire to work together to raise awareness of and to tackle this serious problem but also to understand more about the extent of child sexual exploitation in our communities, its long term impact on victims and the effectiveness of prevention, intervention and therefore the services we provide.

A fully joined up approach is needed by different partner agencies to tackle child sexual

exploitation alongside a commitment to provide the level of resources to deliver the services needed and a long term commitment to work together with partners and communities to protect these vulnerable victims and do more to tackle organised networks of perpetrators across the county.

- ✓ I will continue to work with partners to make children, wherever they are, safer from those who exploit them, identifying and punishing those in groups and gangs sexually exploiting children.
- ✓ I will monitor the number of children protected from harm.

Domestic abuse

Domestic abuse can happen to anyone and can be financial, emotional or physical and yet is all too often denied or excused.

Abuse in the home can have far reaching effects, especially where it happens again and again to the same people. Because of its seriousness and the implications it can have for victims' and children's health and wellbeing, including in the longer term protecting those in most danger it is rightly a focus for those involved in policing, community safety, criminal justice and health. The more local partners and people can do to identify domestic abuse at an earlier stage the more we can all do to keep people safe and protect and support those affected.

Domestic abuse should not be tolerated by anyone and together we need to do more to change

perceptions and behaviour, break the cycle of abuse and provide the right help and support to victims to

improve the outcomes for individuals and families in our communities.



- ✓ I have set up a working group of partners to look at innovative ways and evidence-based approaches of tackling domestic abuse, looking to take a county wide approach. I will ask for this work to conclude by the end of March 2015.
- ✓ Through holding the Chief Constable to account I will ensure that the areas for improvement from the recent inspection into domestic abuse are given due consideration and implemented swiftly.
- ✓ I will monitor the repeat victimisation rate for domestic abuse.

I will also work with partners to:

- ✓ Encourage people suffering from domestic abuse – or those who know someone who is affected - to come forward and report what is happening.
- ✓ Through commissioning of services provide the support victims need to feel safe, stay safe and help them recover.
- ✓ Do more to protect domestic abuse victims and those affected by such abuse by working with perpetrators to prevent them from re-offending again in the future.
- ✓ Monitor the introduction of Domestic Violence Protection Notices and the Domestic Violence Disclosure Scheme to ensure they are being used appropriately/effectively.

Sexual violence

West Yorkshire has a high rate of sexual offences, including rape, compared to many other areas of the country⁸ and this has been increasing for three key reasons. Many victims of historical offences have come forward to report those crimes to the police. The police and partners have been working together to proactively tackle child sexual exploitation, and there have been changes in the way sexual offences are recorded by the police.

Work has been undertaken with partners to ensure offenders are caught and prosecuted more quickly and victims receive a better, more timely outcome. More work however needs to be done to safeguard people against sexual violence, to ensure those responsible are brought to justice and to provide victims with the support they need to help them recover from their experience.

Don't take risks with your safety

Statistically the risk of being attacked on the streets of West Yorkshire is low.

Nevertheless, you can reduce the risk even further by taking a few simple precautions.

- Look confident.
- Stay alert.
- Don't take short cuts.
- Plan your route in advance and let someone know the route you will be taking and what time you expect to arrive.
- Don't carry large amounts of cash.
- Don't display valuable items such as mobile phones, cash and jewellery and try to disguise laptops when carrying them around.
- Carry your bag away from the road, but if it gets snatched, let it go.
- Carry a personal attack alarm and use it if you are confronted.

WEST YORKSHIRE POLICE

www.westyorkshire.police.uk

⁸ As at 31 December 2013, West Yorkshire was 36th out of 43 forces nationally for rates of sexual offences per 1,000 population

- ✓ With partners I will make sure the right support is available for victims of sexual violence and that the right reassurance is given and action taken.
- ✓ I have signed the Survivor's Charter, which tells survivor's of domestic and sexual violence how they should expect to be treated by the criminal justice system and agencies. I will encourage other agencies within West Yorkshire to do the same.
- ✓ I will monitor the conviction rate for sexual offences and, specifically, rape.

Human trafficking and modern slavery

Human trafficking is a significant emerging threat nationally and within West Yorkshire, especially around forced labour. The identification and support of victims, and the pursuit and prosecution of offenders, requires a partnership response, with the police, local authorities, health, housing providers and third sector organisations playing a key role.

Although human trafficking is most commonly thought to be associated with people brought into the UK, those born here can be at risk from modern slavery. It is only relatively recently that these have been recognised as criminal offences and this will be strengthened in 2014 through the Modern Slavery Bill. Already West Yorkshire has seen an increase in

the number of victims referred for help, and the impact on the resources of partners will only continue to increase once these changes are in place. Despite some good work already being undertaken, more work needs to be done to understand the extent of trafficking in West Yorkshire, raise awareness of the problem and provide more support to victims.



Mark Burns-Williamson at a conference he held to better understand and raise awareness of Human Trafficking

- ✓ I will work with partners - including the Anti Slavery Commissioner once in place - to raise awareness of and tackle human trafficking and modern slavery.
- ✓ Through the Partnership Executive Group I will agree how I and partners will address the findings and implement the suggestions provided at a recent event that I held to help identify and support victims of human trafficking.

Forced marriage and honour based violence

A forced marriage is recognised in the UK as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights. Within the last year there have been changes to the law – which come into force in June 2014 – to recognise forced marriage as a crime. Breaching a Forced Marriage Protection Order – which aims to protect those identified as in danger of being forced into a marriage – is also now a crime.

With honour based crimes, including female genital mutilation, and potentially forced marriage there is a real issue around crime recording. Not all victims want to tell the police and have their crime recorded, while others may not want to be witnesses in a criminal

prosecution. A lot of work needs to be done for victims and witnesses to come forward and report the crimes and overcome the culture of silence that often surrounds such crimes. Victims need to have

confidence in the police and the criminal justice system that perpetrators will be brought to justice and victims and witnesses see the right outcomes.



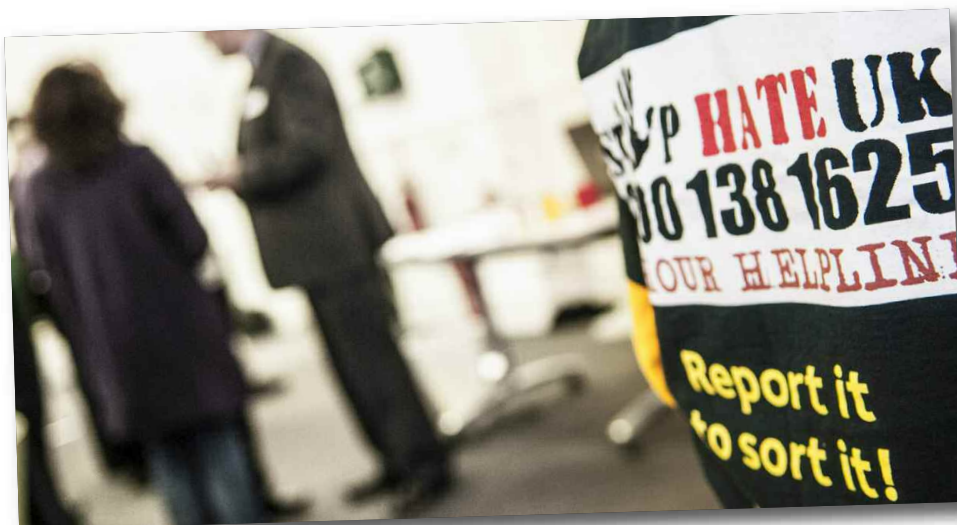
- ✓ I will support a partner led campaign to raise awareness of the new laws around forced marriage and honour based violence, which will include events across the county.

Tackling hate crime

A hate crime is a criminal offence which is perceived by the victim or any other person as being

motivated by prejudice or hate, in particular motivated by the victim's sexual orientation, religion or faith,

race, gender-identity or whether they have a disability. Hate crime should not be tolerated in any of its forms as nobody should feel threatened or be a victim of crime because of who they are. All victims of all hate crime should rightly expect the police and others to take their report seriously and all partners should work together to ensure that reports are made, dealt with appropriately and there is a positive outcome for the victim.



Organisations representing people who are at risk or have been a victim of crime have expressed serious concerns about how

people can report hate crime and how it is dealt with once it is reported. Responses to my Listening to You First survey in 2012/13 showed that those who felt threatened or had been attacked were more likely to be female, disabled, gay/lesbian, Muslim or from an ethnic minority background. A quarter of respondents thought hate crime could be challenged through education and addressing reporting issues was also key.



'Living our lives in safety' Disability Hate crime event in Leeds

I will bring people and partners together to tackle all forms of hate crime through:

- ✓ Ensuring people understand and are aware of what hate crime is, how it can be reported, and how they can help. This includes schools based hate/prejudice based incidents.
- ✓ People who experience or witness hate crime feeling able to come forward to report it, ensuring that they are supported in a way that best meets their needs.
- ✓ Being assured that people can go to individuals and organisations they trust and that reported hate crime is dealt with appropriately, while reinforcing the message that it is not acceptable in any form.
- ✓ Ensuring the right services are commissioned for victims and witnesses of hate crime to guarantee a consistent approach to tackling the problem across all strands of diversity and all districts in West Yorkshire.
- ✓ While a measure for satisfaction of victims of other hate incidents is being developed, I will monitor satisfaction levels for racist incidents.

Understanding 'cyber' crime

We have seen a real shift in the way crimes are committed in recent years. Experts believe that crime committed via the Internet is the fastest growing type of crime, and will continue to increase. It can be seen in two parts: cyber-enabled crime, where crimes that may be committed without computers are instead committed using computer networks, with a wider scale or reach for example fraud and bullying; and pure cyber crime where the offence can only be committed through the use of computers for example computer hacking or malicious software.

At the highest end of the spectrum there exists international cyber attacks where organisations use technology applications to damage the economic, social or political stability of another country. Such activities are covered by the Strategic Policing Requirement that I have to take into account within this Plan as a matter of law. With police resources trying to curb crimes on the street, criminals are turning to technology to commit crimes without needing to leave their homes.

While people will always steal from others, stealing with the cover of anonymity that the Internet and related communications networks can provide is becoming a more attractive prospect. Not only is it harder to detect and therefore prosecute such crimes, but there are not always the same incentives for this activity to be reported to the police and law enforcement agencies. More people are using the Internet to shop, purchase presents and holidays, and also to bank. In response, many businesses now have an online presence, and

their ability to protect themselves will often reflect the size of the company. As 'cyber space' is borderless, cyber crime also takes no account of traditional jurisdictions making regulation and enforcement particularly difficult - a fraudster operating online can be sitting with a computer anywhere in the world.

As well as the rise in use of the Internet to commit theft and fraud, there is a worrying development in the increase in use of online forums and social media to bully,

stalk and groom people. People are targeted by those they know but also others they don't know and by people operating in groups. There are often stories in the media of 'trolling', where someone has anonymously left vile abuse on a person's Facebook account or Twitter feed or used these as vehicles for libellous comments. We must never underestimate the impact this can have on anyone, but especially those who are young and vulnerable.

I recognise that this type of crime is growing, and with it partners will need to adapt how they respond. West Yorkshire Police has identified the increased risk of this crime and has developed a cyber crime action plan and is utilising national resources when needed.

- ✓ With partners, including the police service, I will undertake a review to look at the scale and impact of cyber and cyber-enabled crime in West Yorkshire.
- ✓ I will work with the police and partners to develop the right skill sets and tools to investigate and protect individuals, businesses and communities against crimes perpetrated via the Internet.
- ✓ Private industry has a role to play in protecting, preventing and pursuing cyber crime. I will work with both private and public partners to ensure action is taken by the appropriate people to get the best outcomes and prevent crime from happening in the first place.
- ✓ I will use my staff to work with others to raise awareness of all types of cyber crime, taking account of national and international protocols and guidance.
- ✓ I will call for a national review of the laws around prosecution of those who target others via social media, so called cyber bullying and cyber stalking.
- ✓ I will pursue opportunities for research and collaborative projects to increase the resilience of West Yorkshire's communities to high level cyber attacks in accordance with the Strategic Policing Requirement.

Reducing re-offending

Crimes are often committed by a relatively small number of people and many communities know who those people are. Repeat offenders are the ones who often cause the most harm to our communities and the cycle of re-offending needs to be broken and persistent behaviour addressed. People have told me that reducing re-offending is a top concern for them and that offenders continuing to commit crimes affects communities' confidence in the criminal justice system⁹. People also told me that

⁹ Criminal justice survey 2012



Mark Burns-Williamson with Graham Wiles, manager of Green Business Network who employs ex-offenders

tougher consequences, better education and more opportunities were important ways of tackling crime⁵.

However preventing offenders from committing another crime is not simple as an offender often has multiple needs; Criminal justice agencies have been working successfully for some years to target particular identified pathways understood to contribute to the likelihood that an offender will re-offend. These pathways are: accommodation; education, training and employment; mental and physical health; drugs and alcohol; finance and benefit advice; children and families; attitudes, thinking and behaviour; abuse and domestic violence; and sex industry workers. Partners

believe that rehabilitative approaches help more to prevent re-offending than punitive measures such as imprisonment as the starting point for the majority of prolific offenders is appropriate accommodation and employment, so that people have the opportunity to make a positive choice.

The rehabilitation landscape is going through a time of massive change. Local probation services are being dismantled, and the work will instead be overseen by two bodies: a National Probation Service that will manage high risk of harm offenders; and a Community Rehabilitation Company that will manage those classified as medium and low risk. For the first time, offenders who

have been sentenced to less than 12 months imprisonment - which accounts for approximately 60-65% of the prison population - will also be supervised on their release. These arrangements are not yet in place and the identity of the West Yorkshire Community Rehabilitation Company – who will be paid by the success they have in reducing re-offending – is as yet unknown.

Given the changing landscape and the importance of continued efforts to reduce re-offending, including the impact re-offending can have on the volume of crime in our communities, I will continue to monitor the re-offending rates of those who cause harm to our communities, both adults and young people.

- ✓ I will monitor the proven re-offending rate of both adults and young people.

Reducing re-offending however demands a truly partnership approach and we all need to continue and further the good work that has been seen across West Yorkshire to bring re-offending rates down. I will ensure that all agencies work effectively together in order to provide offenders with the right interventions aimed at breaking the cycle of offending. The starting point for the majority of prolific offenders is appropriate accommodation and employment so that there is the opportunity for a positive choice. We need to better rehabilitate offenders into society by creating more opportunities and incentives for repeat offenders to divert them from a life of crime and play a rightful role in society.



Mark Burns-Williamson talking to apprentices who recently met with ex-offenders to reduce vandalism at the facility

⁵ Listening to you campaign 2012/13

We also need to learn from those who have committed crimes. Why did they commit the crime they did, how did they go about it, and what can we learn from this to protect ourselves in the future? If

we can better understand the reasons behind offending behaviour, this knowledge could be used positively to help communities proactively prevent crime, to help divert people away

from offending in the first place and also to address particular issues for the offender to stop them offending again.

- ✓ Through existing partnership arrangements such as the Partnership Executive Group or the Local Criminal Justice Board I will ask questions of those involved in reducing re-offending if the re-offending rates begin to increase. This will include both the new National Probation Service and the Community Rehabilitation Company.
- ✓ Where a need is identified by the criminal justice agencies involved in reducing re-offending I will use my influence to affect decision making and policy at a regional and national level.
- ✓ I will bring current and new partners together to rehabilitate and reintegrate offenders back into their community and help them to succeed, including increasing opportunities to divert repeat offenders from a life of crime.
- ✓ I will ensure that, where relevant, all agencies including my office learn from offenders to help reduce re-offending.

Anti-social behaviour is reduced

Anti-social behaviour is a very broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people's lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours and traffic issues.

Time and time again when I speak to people in communities in West Yorkshire I hear about the negative impact that anti-social behaviour has on their quality of life, especially for older people.

Despite improving perceptions around levels of anti-social behaviour this clearly remains a priority for communities and partner agencies such as the police, councils and housing providers that recognise and experience the impact anti-social behaviour can have. I have pledged to tackle anti-social behaviour and services should work closely together to deliver a joined up, integrated and accessible service that will support all those who work in local areas to help reduce anti-social

behaviour and be there when you need them. The Anti-social behaviour, Policing and Crime Act will come in to Force from June 2014. It will replace the existing powers used to tackle Anti-social behaviour - such as ASBOs - with a smaller, more refined set of powers intended to give professionals the flexibility to deal with any given situation and be victim-focused. It also sets out some specific duties for police and crime commissioners around the Community Remedy and Community Trigger.



What is the Community Remedy?

- The Community Remedy gives victims a say in the out-of-court punishment of offenders for low-level crime and anti-social behaviour. It sets out a list of actions which may be chosen by the victim for the perpetrator to undertake in consequence of their behaviour or offending.
- As Police and Crime Commissioner I must consult with members of the public and community representatives on what punitive, restorative or rehabilitative actions they would consider appropriate to be in the Community Remedy document.

What is the Community Trigger?

- The Community Trigger gives victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem-solving approach to find a solution. A threshold is defined locally after which point the Community Trigger can be used. This threshold is defined by local agencies but should not be more than three complaints in the previous six month period. The Trigger can be used by victims of anti-social behaviour or someone representing a victim. The victim could be an individual, a business or a community group.
- As the Police and Crime Commissioner I must be consulted on the Community Trigger procedure when it is set up and subsequently whenever it is reviewed. I can also become more involved in the process if I and local agencies wish.

Tackling anti-social behaviour

- ✓ I will work with partners to implement the Community Trigger in a way that is most appropriate and meaningful for the communities of West Yorkshire. I will review the use of the Community Trigger on a quarterly basis across all districts.
- ✓ I will consult the public and partners on the list of actions contained within the Community Remedy, which I will then agree with the Chief Constable and publish by September 2014.
- ✓ I will ensure that agencies work together to effectively tackle anti-social behaviour in West Yorkshire and make best use of the new legislation to target those who cause the most harm in their communities. The focus must be on engaging with communities (including young people), dealing with anti-social behaviour effectively and preventing its escalation.

Improving road safety

When I ask people about the issues that matter to them, road safety and traffic issues are the issues that come up the most⁶. The police and community safety partners have also told me it is an issue. Road safety covers a variety of issues such as inconsiderate parking, speeding, use of mobile phones, general inconsiderate driving, and driving that causes a danger to others and vulnerable road users such as cyclists and pedestrians. While



Mark Burns-Williamson conducting speed checks with local school children in Calderdale

⁶ Police and Crime Commissioner Public Perception Survey September 2013

some view such issues as being minor and of little importance, an overwhelming majority feel it has an impact on their day-to-day lives and can impact how safe they feel. For some, the consequences can mean loss of health and life.

Of course, road safety issues are not necessarily endemic across West Yorkshire or even across local areas - they can be related

to a specific street corner, road or crossing. Local areas are looking to improve road safety through a programme that combines education, engagement, prevention and enforcement. Road safety will only be improved by working in partnership. While the police can prosecute some offences, others are within the jurisdiction of local councils and some road safety issues could be

better resolved through planning, the use of street furniture or the involvement of the highways authority.

It is important that I work with local partners to find local solutions. I will bring partners together and see where I can add value to work that is informed by local people.

- ✓ I will ask the broad range of local agencies that are involved in this area to work together with local people to ensure that local plans are in place to tackle high priority road safety issues where it is needed, and in the most appropriate way. As part of this I will ask local authorities, through the appropriate remit, to ensure that this is raised across relevant departments, as it is not simply a community safety issue and cannot be tackled without that wider buy-in from local people as well as local partners.
- ✓ I will encourage the police and other partners, where appropriate and a need exists, to educate communities on road safety.
- ✓ I will work with relevant partners to invest in and utilise technology such as automatic number plate recognition technology and CCTV to keep our roads safe.

Improving the way victims are dealt with

How do we know that communities are happy with the response they are receiving from agencies around the anti-social behaviour issues that matter? As anti-social behaviour can be of real detriment to our communities, it is important to understand whether the response to anti-social behaviour by the police and by partners is adequate and deals with the problem.

Through a regular survey I ask communities about the specific anti-social behaviour problems they experience in their local area. I ensure that results are fed back

to local councils and the police, at a local level, so that they can take action to address emerging and persistent anti-social behaviour problems that victims and communities tell me about. The police also contact a sample of people who have reported anti-social behaviour to ask them how it was dealt with.

I want to make sure that reports of anti-social behaviour are responded to in a way that victims and communities are happy with. While monitoring use of the Community Trigger will provide some measure of the degree to

which persistent complaints are being dealt with, I will also monitor the general performance of partners.



- ✓ I will monitor the satisfaction of those who report anti-social behaviour with the overall service provided to them.
- ✓ I will monitor the proportion of residents who say that anti-social behaviour has got worse over the last twelve months.

Victims and witnesses are supported

Victims need to come first. When thinking back to the time when they were growing up, or over the course of their family and working lives, many people in West Yorkshire have been affected by crime at some point. They haven't always felt supported, especially those from a minority ethnic background⁵. Victims from minority ethnic groups in the community are often least satisfied with the police despite there being high victim satisfaction overall, although this is improving¹⁰. Support for victims is a priority. All victims and witnesses need to feel supported and the right services need to be provided in the right way, at the right time, by the right agency.

Wanting the needs of victims of crime to be properly met is consistently a priority for people, no matter who you are or what background you are from⁹. It is also a priority for local criminal justice partners. We need to look to a more innovative and integrated approach to the



Victim Support help victims and people affected by crime to find the strength to deal with what they've been through

services we provide and the way in which we provide them, and we need to work together better to ensure victims always feel they come first.

Some victims are prepared to be witnesses while others are reluctant to get involved in the criminal justice process. We have

to make sure that we have a system that encourages and supports victims to provide evidence against the perpetrators of crime against them but one that also recognises the reality that some people simply need support to recover from their experience and move on with their lives.

Keeping victim and witness promises

I have made five promises to victims and witnesses. I will work with partners to see how we can fulfill these promises to:

- ✓ Be open and accountable to victims and witnesses, seeking out and acting on their views.
- ✓ Make sure victims and witnesses get the high quality help and support they need, when they need it, in the way they need it, from the right agency.
- ✓ Support the police to be even more victim focused and be more effective in meeting victims' needs.
- ✓ Give victims and witnesses an effective voice in the wider criminal justice system.
- ✓ Constantly work to develop new ways of delivering justice for victims.

⁵ Listening to you campaign 2012/13
⁹ Criminal justice survey 2012

¹⁰ West Yorkshire Police User Satisfaction Survey 2013

Under the revised Victims' Code¹¹ I have the opportunity and responsibility to make sure that if you are victim of crime in West Yorkshire you receive the information you need together with practical and emotional support. Young people are disproportionately victims of crime, and their specific needs are now set out under this revised Code. Working with partners I will make sure that victims can easily report crime, are referred to the appropriate support services and are kept informed about the

progress of their investigations and know when arrests have been made. I will measure success against this by monitoring the satisfaction levels of victims of crime with the overall service they receive. During the year I will also be working with partners from the criminal justice services, community safety partners and third sector organisations to prepare for and to commission services that meet the wide ranging needs of victims in West Yorkshire.

I have been told that many people feel that the balance between the rights of the victim and the rights of the offender is biased towards the offender⁹. As part of providing improved services to victims I will encourage, where appropriate, restorative practice¹² services that are driven by the needs of the victim.

- ✓ As part of the preparations for me taking over the commissioning of victims' services I will ask Victim Support to map those services currently available to victims of crime, to identify duplication, gaps and best practice.
- ✓ I will work with partners to build on the earlier Local Criminal Justice Board work that looked at the journey that victims and witnesses take through the criminal justice system – in their eyes – with the aim of improving this journey.
- ✓ To provide a louder voice for victims I intend to work with the police to provide the opportunity for victims to prepare a victim personal statement (VPN).
- ✓ I will establish a specific website to provide practical support for victims and witnesses. This will include an 'app' for use on smartphones and tablets and multi-lingual access to the Victims' Code, based on frequently asked questions.
- ✓ I will learn from the work being undertaken in West Yorkshire to tackle both crime and anti-social behaviour with people who have committed crimes, putting right the damage they have done, and endorse the expansion of use of such practices to improve victim satisfaction and reduce re-offending.
- ✓ I will also support victims and communities, whenever it is appropriate, by providing a community impact statement that is considered during sentencing at court.
- ✓ I will monitor the satisfaction of victims with the overall service provided to them.

⁹ Criminal justice survey 2012

¹¹ Published in December 2013 – visit <http://www.westyorkshire-pcc.gov.uk/how-we-work/the-victims-code.aspx> for a copy

¹² This is where those who have experienced crime have contact with the person responsible to explain the impact their actions have had and to get an apology and/or an explanation from the offender. Victims may also be able to say what activity the offender can do to repair the damage done by crime.

Recognising business crime

Thriving businesses are a key feature of any healthy community. If we are to improve people's lives and create jobs in West Yorkshire we need local businesses to do well. Many businesses I have spoken to have told me that crime is a problem for them¹³. National research suggests that business crime is often neglected when looking at crime numbers, because there is no agreed definition of what 'business crime' actually looks like. As a result there is often a focus on crime involving shops (retail crime) while the rest of the business sector can be neglected. In addition there are hidden crimes associated with businesses such as fraud and forgery and black market trading. This means that the full extent of the crime and anti-social behaviour problems suffered by businesses is not known. In turn this means that I cannot consider the full impact of crime on businesses when I consider my

budget and refresh of the Police and Crime Plan.

I also recognise that businesses may have different needs from the wider community and may need us to work with them in different ways to find out their views and

what is important to them. Under the revised Victims' Code, businesses are recognised for the first time, and are entitled to receive services that other victims get, including the opportunity to set out the impact that a crime has had on them.



Mark Burns-Williamson speaking to retailers about business crime

I will work with business people and partners in West Yorkshire to:

- ✓ Agree/implement a definition for business crime to allow the police and partners to identify the real impact of all types of crime experienced by businesses – work is ongoing at a national level and I will review the outcome of this.
- ✓ Make sure that I consult with local businesses in a way that is meaningful and useful and that will allow local businesses to have a say in decision making.
- ✓ Businesses can help play a part in addressing crime and anti-social behaviour and I will engage with businesses to see how this can best be done, such as utilising particular skills their staff have, through to using their visibility in our communities.
- ✓ Seek opportunities for working with businesses and other public sector services to reduce the impact of economic crime, particularly cyber-enabled crime.
- ✓ Hold the Chief Constable to account for providing adequate mechanisms for businesses to make an impact statement that can be considered in court.
- ✓ Reduce and prevent shoplifting, which has increased both locally and nationally.

¹³ Business crime survey 2012

Local, regional and national threats, risks and harm are tackled

Aside from what has been set out so far in this plan, there are underlying issues that cause

threat, risk and harm to communities that need to be tackled. There is a need for us to

work better together to tackle the most serious challenges that cut across our communities.

Tackling drug and alcohol misuse

Substance abuse - the use of drugs and misuse of alcohol – is a key driver for many crimes and anti-social behaviour and this is recognised by our communities⁵. Many of you, especially younger people^{6,14}, have told me what a worry it is for you. Police and partners can prove that there are strong links between drugs,

particularly class A drugs (such as heroin and cocaine) and organised crime. However, society is constantly changing and we are seeing a shift from problems around such drug use to problems from cannabis use and so-called 'legal highs'. Not only does the abuse of drugs and alcohol cause crime, both low level and serious,

but it can also cause serious harm to people's health and wellbeing and life chances, to their families and to the wider communities they live in. As these problems cause harm across communities, we need collective action and a collective response to these causes and consequences of crime.

- ✓ I will work with partners to get a better understanding of the serious problems that exist in our communities around drugs and alcohol.
- ✓ With partners I will ensure that the findings of the drug intervention programme review are considered and acted upon, promptly.
- ✓ With partners I will work towards reducing the harm caused to individuals, families and communities through the abuse of drugs and alcohol.
- ✓ I will lobby government to update the policies and laws that exist around drugs to reflect the rapidly changing problem we are facing such as legal highs.



Mark Burns-Williamson finding out about services for people with addictions in Wakefield (left) and at the launch of an anti-drugs poster campaign with local schoolchildren in Bradford (right)

5 Listening to you campaign 2013/14
14 Summer and targeted events 2012

6 Police and Crime Commissioner Public Perception Survey September 2013

Reaching out to people at risk

Across West Yorkshire there are significant risks around services provided for vulnerable people, especially those with mental health issues, those who go missing from home and children who are looked after or leaving care. We all have a responsibility and a duty to protect those who

Mental health

Protecting people with mental health issues is a challenge for all agencies working to support people looking after themselves and keeping those with mental health issues safe and feeling safe. Mental health is one of the four acknowledged principal triggers for crime, and with people suffering from mental health conditions being more likely to be victims of crime - coupled with differing levels of resources across West Yorkshire for mental health provision - more needs to be done to understand the complexities and the appropriate support to be put in place by the police, criminal justice and health agencies for those with mental health issues. Resources need to be prioritised and equalised and practices integrated further and faster to deliver a new way of

are vulnerable and most at risk. Recognised best practice is already being drawn upon around the size and scale of the challenges this brings to communities but more needs to be done to ensure the right services are engaged at the right time to meet the challenges. The

working and a more effective and efficient service for those

resource implications cannot be underestimated either for helping those at risk, for instance those missing from home, and that this help often needs to be a co-ordinated but rapid response to protect those people.

individuals who are most at risk and therefore most in need.



Bradford Royal Infirmary has seen a dramatic reduction in crime and an increase in feelings of safety since a PCSO has been stationed in the A&E department on a permanent basis

- ✓ I will work with the police and other partners to review the need for services around places of safety for those with mental health issues, missing persons, and appropriate adults for children and vulnerable adults.
- ✓ Two districts in West Yorkshire are hosting pilots for how mental health services work with the police (the street triage system in Leeds, and the liaison and diversion service in Wakefield). I will work with partners to ensure that the learning from these pilots is rolled out across the West Yorkshire districts as soon as possible.
- ✓ I will work with partners, including health and wellbeing, to improve our understanding of the issues around mental health, community safety and the criminal justice system and ensure joined up working and funding to put in place better systems to deal with those issues.

Fighting serious and major crime

Visible uniformed policing can tackle many forms of crime and offending but there are some types of crime that need a different response. There are many agencies that work together to keep people in West Yorkshire safe and protecting the public from serious harm is a major part of policing and partner working. The number of people acting together to commit serious crime and the links these groups have to drugs, guns, financial crime (such as fraud and forgery) and, in some

cases, sexually exploiting children make this a key threat. The management of dangerous offenders is also a threat and partnership working is key to addressing serious and major crime. Those we have engaged with say that serious and organised crime is a concern⁴ and I have been working with the Director General of the new National Crime Agency to explore the ways in which West Yorkshire can work more effectively with the agency.

In October 2013 the Government launched its Serious and Organised Crime Strategy, which defines organised crime as serious crime planned, co-ordinated and conducted by people working together on a continuing basis. The strategy aims to substantially reduce the level of serious and organised crime affecting the UK and its interests by: prosecuting and disrupting people engaged in serious and organised crime; preventing people from engaging in it; increasing protection against serious and organised crime; and reducing the impact of this criminality where it takes place. While much of the work on this strategy will be directed from a national level, local organised crime partnership boards need to be established to support police forces to continue to conduct most law enforcement work on serious and organised crime by ensuring all available information and powers are used against the threat. Organised crime is being delivered across the Yorkshire and Humberside region by West Yorkshire Police, so there will be links with organised crime partnership boards in these areas.



- ✓ I will work with the police and other agencies to ensure the threats posed locally and nationally by organised crime groups are tackled in the most effective and efficient way to minimise serious harm in our communities.
- ✓ I will support the development of suitable mechanisms for the support of the police and oversight of serious and organised crime activity – through a local organised crime partnership board – by April 2015.
- ✓ I will ask partners to ensure that their own strategic plans adequately reflect the role that they need to play in tackling serious and major crime, taking particular account of the Strategic Policing Requirement.

⁴ Listening to you campaign 2013/14

Collaborating, delivering in partnership and responding to national threats

Some threats and risks can only be dealt with effectively by drawing together the resources and expertise of people regionally or across the country. Good examples are counter-terrorism work, activity to tackle serious organised crime and people who use the Internet to commit crimes against people and businesses. While you may not always see the impact locally of work undertaken by the police and partners at a national level, it does not mean that this work is not keeping you safe locally. West Yorkshire Police is well equipped and experienced in tackling many of these aspects of policing and others often rely on the police to help them. It is the lead force for the Yorkshire and Humberside region to deliver services around organised crime and scientific support, hosts the Counter Terrorism Unit for the North East region and is also the lead force – as am I the lead policing body - nationally for the National Police Air Service.

West Yorkshire has also been collaborating in partnership to maximise use of assets, encourage and capture innovation and reinvest in communities, especially in areas of greatest threat, risk and harm. We are tapping into the N8 programme which involves some of the UK's top universities, to provide research into some of the key areas affecting policing and issues within criminology, law and the Strategic Policing Requirement.

The Strategic Policing Requirement sets out what, in the Home Secretary's view, are the national threats that the police and partners must address.



The threats are organised crime, terrorism and extremism, public order, civil emergencies and a major cyber incident. To meet these threats, West Yorkshire Police must evidence capacity and contribution, capability, consistency and connectivity as part of the wider policing landscape. My role is to ensure I consider this requirement when setting priorities and when

considering resource decisions for West Yorkshire Police, to ensure that we are in a position to make an effective contribution as part of the wider police service should the need arise. The National Policing Requirement sets out the specific resources and skills that chief police officers advise are needed in order to fulfil these obligations within both proactive and reactive responses.

- ✓ When it comes to policing and crime, no single organisation is big enough or wealthy enough to go it alone. I will consider all realistic options for collaborating with others to ensure better value for the people of West Yorkshire, and to seek strong public sector delivery of those services.
- ✓ For those areas of policing that West Yorkshire leads on, whether it be regionally or nationally, I will hold the Chief Constable to account for the delivery of appropriate services to the other forces it serves. I will make sure that where other forces take the lead that the communities within West Yorkshire are benefiting from this arrangement, and ask questions if I feel our communities are not.
- ✓ I will hold the Chief Constable to account to ensure that the police tackle major crime which impacts nationally and locally on the public of West Yorkshire.
- ✓ With the Chief Constable I will make sure that we have the right resources, understanding, people and governance frameworks to tackle national threats such as terrorism, serious public disorder, organised crime, major cyber incidents and civil emergencies. I will work with local authorities and planning agencies to make sure we are prepared for the national risks, threats and harm set out by the Home Secretary in the Strategic Policing Requirement.

Criminal justice system is effective and efficient

The criminal justice system is made up of several agencies including the police, the Courts Service, youth offending and probation services, the Crown Prosecution Service and prisons. While some people have concerns

that the existence of police and crime commissioners might threaten the independence of some criminal justice partners, I take the view that almost everything in criminal justice is inter-dependent – which means

we all have to work together to be more effective and efficient. If the system works then people should be deterred from committing crime, witnesses and victims will have a real voice in the process and will be supported, while those who cause the most harm or persistently offend will be dealt with swiftly, proportionately and appropriately.



Barbara Petchey, Deputy Chief Crown Prosecutor for West and North Yorkshire, Mark Burns-Williamson and Martin Goldman, Chief Crown Prosecutor for Yorkshire and the Humber

Over the past year activity around the criminal justice system has focused on transforming it to ensure the system is fair and just, to increase public confidence, provide victims with reparation, protect the public, punish offenders and reduce crime and re-offending. A national Criminal Justice Board has been set up which will support the Local Criminal Justice Board, of which I am now a member. I will play whatever part I can in ensuring the efficiency, effectiveness and fairness of the criminal justice system across West Yorkshire.

Through involvement with the Local Criminal Justice Board I will be able to monitor the performance of the criminal justice

system across West Yorkshire. However there are two criminal justice performance measures which very much require a

partnership approach if they are to succeed, and I will be monitoring performance against these throughout the year.

- ✓ I will work in partnership with criminal justice agencies to align our priorities and plans and achieve the outcomes people expect for their communities particularly for victims of crime.
- ✓ I will ask West Yorkshire Police to look at how its custody facilities might be used by wider agencies, whether it is health and wellbeing completing assessments of detainees or other agencies with powers of detention such as immigration.
- ✓ With partners I will push for a change in legislation so that custody is no longer used as a place of safety for detainees with mental health issues.
- ✓ The National VIPER[®] Bureau - which is owned and run within West Yorkshire - provides technical support to witnesses and courts around identity parades and the electronic presentation of evidence. I will explore how the bureau can be used to help make criminal justice services more effective and efficient.
- ✓ I will work in partnership with relevant criminal justice, third sector and other agencies to address the multiple needs of women within the criminal justice system.
- ✓ I will monitor the conviction rate and ineffective trial rate across West Yorkshire.

Creating confidence

If the criminal justice system works efficiently and effectively but also in a way that's fair then communities should have confidence in it as a whole. If people have confidence in the system then they are more likely to report incidents of crime and anti-social behaviour, come forward as witnesses, and co-operate and engage with the agencies involved.

I will continue to monitor the confidence that people in West Yorkshire have in the criminal justice system and will work with criminal justice organisations to understand the factors affecting confidence and how these can be addressed.



- ✓ I will monitor the proportion of people who are confident that the criminal justice system in West Yorkshire is effective and fair.

Stop and search is an issue that is often talked about and one that has attracted national attention and scrutiny including from the Home Office and HMIC. Many young and minority ethnic people spoken to have told me and my staff that the way in which they have been stopped, or stopped and searched, by the police remains an issue. While police figures suggest that disproportionality between the

numbers of people from different ethnic groups being stopped has recently reduced, this does not tell us whether the experience of those stopped and searched has improved.

The impact of stop and search on communities can be significant – whether the causes behind that impact are real or perceived. The power to stop and search should only be applied where it is

operationally necessary, following due process and used appropriately, proportionately and in the pursuit of a legitimate aim - and communities need assurance that this is happening. This need is perhaps greater where the powers used have no safeguard of reasonable suspicion such as those available under the relevant counter-terrorism legislation.

- ✓ I will hold the Chief Constable to account to ensure stop and search activity is used appropriately, proportionately, in the pursuit of a legitimate aim and in a way that can be explained by the searching officer to the person stopped.
- ✓ My staff will undertake a programme of consultation with the public to assess the current impact this activity has had on them and assess whether the perceptions around stop and search of all kinds reflect the changing figures.



How, when and why crimes are recorded is another issue that can deeply affect public confidence. It is important that crime is recorded in a way that is accurate and ethical. Data on recorded crime is often used to assess the impact of action and initiatives undertaken not just by the police but by wider community safety and criminal justice partners. I use them to hold the Chief Constable to account. Late 2013 saw criticism levelled at police forces around how they record crime, with accusations that police recorded crime statistics were flawed and inaccurate. A Public Administration Select Committee enquiry into crime recording has generated a lot of negative publicity, and

partners as well as the public are seeking reassurance that the crime figures they rely on are accurate and show the true picture of crime in West Yorkshire.

Following feedback from previous HMIC inspections West Yorkshire Police has worked hard to identify and address crime recording and data integrity issues, and significant progress has been made. The HMIC is undertaking an inspection of all forces during the first half of 2014, and I will continue to seek assurances from the Chief Constable that the public of West Yorkshire can rely on the very numbers they quote.

- ✓ Through holding the Chief Constable to account I will ensure that the areas for improvement identified in the upcoming HMIC inspection are given due consideration and implemented swiftly.
- ✓ I will ask the Chief Constable for quarterly updates on action plans and crime recording audits undertaken internally by the police service.
- ✓ I will ask the joint Internal Audit team to periodically dip sample a selection of crime data to ensure that crime recording standards are being followed, and to review the processes to ensure they remain robust and reliable.

Ensuring integrity

Our police officers and staff work tirelessly to protect the people of West Yorkshire and make sure our communities are safer and feel safer. They are some of the bravest and most committed people of any public service. However, in the past a small minority of officers have let themselves, their colleagues and

their communities down. Sometimes officers and staff have failed to behave as we would expect them to and the culture of the police service is not always as open, transparent and responsive as people would expect. I know that, even in the most professional and hard-working organisations,

things will sometimes go wrong and my focus is on putting things right and resolving issues at the earliest opportunity. That's why I instigated, with the support of the Chief Constable, an independent review of police conduct and standards in West Yorkshire.

- ✓ I will scrutinise complaints against the police and, wherever possible, aim to help put things right.
- ✓ I will ensure that the lessons and findings from the independent review of police conduct and standards (known as the Crawford review) are understood and locally acted upon, and promptly. I will ensure an action plan is in place to address the findings by September 2014.
- ✓ I will also work with the Independent Police Complaints Commission to ensure we work more closely together to reduce bureaucracy and duplication of effort, and make the outcomes of investigations into conduct and standards more joined up and meaningful to the public of West Yorkshire

Communities are listened to and involved

It is vitally important that the views of our communities inform the work of the OPCC and West Yorkshire Police. Engaging with people in their communities is the key principle that partners

identified as being important for services that they are being paid to provide. As your elected Police and Crime Commissioner for West Yorkshire I am accountable to you and I continue to engage with

people in their communities at every opportunity to address the concerns that matter to our communities, to deliver the services that people want and need, and to give communities a voice.

Listening to you first

I was elected as your first Police and Crime Commissioner for West Yorkshire to be your voice locally and nationally on policing and community safety. I continue to fulfil the election pledges I made after talking to you about what matters to you locally. I have protected the number of bobbies on the beat and continue to fight

the privatisation of our public services and the severe government cuts that hit the West Yorkshire Police Service hard. I also continue to listen to what you have to say through consultation and engagement with all our communities to make sure that your views and concerns are represented here in West

Yorkshire but also in Westminster.

In the first weeks of taking office I ran my Listening to You First campaign to hear about your experiences, find out more about the issues that matter to you the most and to listen to your views on policing and community safety across West Yorkshire.



Mark Burns-Williamson speaking to a householder in Bradford as part of his listening to you campaign

I undertook the same campaign this year and more than 1,100 of you completed the annual survey and over 16,000 have completed my monthly perception survey within the last 12 months, with many more of you taking the opportunity to speak to me when I have been out and about in your community, listening to you first.

All of your feedback has been considered in detail and has informed this refreshed Police and Crime Plan, which remains a Plan for the people of West Yorkshire.

There are 2.2m people that live and work in West Yorkshire. I will find new and smarter ways to engage with more of you, to seek

the views of the 'silent majority' but also those individuals and communities that are harder to reach and communicate to more people across the county about the work that is being done to make sure communities are safer and feeling safer. Many people are still not aware of my position or what it involves and Appendix A sets out the role and responsibilities of your Police and Crime Commissioner.

It is also important, where it is possible and appropriate to do so, to communicate together with partners. I will work more closely with West Yorkshire Police and others to provide information, including through the media, that is more consistent and co-ordinated and does not result in mixed messages or duplication to provide better value for the people of West Yorkshire and make sure we are communicating with you more coherently and effectively.

- ✓ I will spend as much of my time as possible listening to the people of West Yorkshire, visiting neighbourhoods, holding surgeries and listening to a wide range of groups about their experiences and what matters to them.
- ✓ I will work with the Chief Constable to improve engagement, increase consultation with local partners and local people and ensure more coherent, joined up communications.
- ✓ I will work with communities on key issues affecting them and put their needs first when making decisions.
- ✓ When you tell me issues that you are encountering I will work with the police and partners to try to address these issues, and will reflect them where appropriate in any decision I make.
- ✓ I will use my staff at the Office of the Police and Crime Commissioner to help me to gather people's views, allowing me to hear the voices of more of the people I have been elected to serve.
- ✓ I will also use my staff to raise awareness of my role, so that people are aware of who they can turn to when they have questions or need help, how they can influence the priorities within the Police and Crime Plan and what I am doing for them.
- ✓ I will share what the majority and minority views are on the issues the people of West Yorkshire care about, and then make decisions with communities taking these views into account.
- ✓ I will work with and encourage partners to share the results of community consultation and engagement so that we can build up as complete a picture as possible of crime and community safety concerns across West Yorkshire.
- ✓ Above all else, I will continue to listen to you first.

Including young people and minority groups

There are people and communities in West Yorkshire that do not feel involved or feel that their voice is not being heard. I pledged during the election campaign to involve young people and minority groups whose voices are all too often not heard by public bodies and I continue to consult with my youth advisory group and many other minority groups to ensure their views inform the work of the OPCC,

West Yorkshire Police and other partners.

There are many diverse communities within West Yorkshire and local areas can differ significantly not only in the people who live there but also the problems they face and yet the opinions, views and experiences expressed to me as part of the Listening to You First campaign have shown a strong agreement

between people in different areas on issues which really matter. This is a plan for all the people of West Yorkshire and the changes that have been made in the refresh reflect what is important across all our communities. I have made five promises to young people and I will work with partners and young people to see how I can fulfil these promises, which are to:

- ✓ Make myself accessible to young people and provide appropriate ways for young people to express their concerns to me (e.g. face-to-face surgeries, social media, e-petitions).
- ✓ Treat all young people as citizens, valuing their interests and opinions as much as any other group in the community.
- ✓ Provide an equal platform for all members of the community, including minorities and those who are marginalised. I will develop a more formal mechanism that will allow me to engage in a more meaningful way with those from ethnic minority communities.
- ✓ Establish a way of meaningful representation of young people's views by creating, for example a young advisory panel.
- ✓ Use my influence as Police and Crime Commissioner to support the police to engage positively with all young people.



Mark Burns-Williamson discussing with young people their policing and crime concerns

Involving communities

While partners have a large role to play in the prevention of crime, as communities and individuals we also have a role. Neighbourhood

Watch schemes are a valuable resource, run by volunteers who have a genuine desire to take a role in making their communities

safer. There are many Neighbourhood Watch groups across West Yorkshire, spread across the five district areas and

they represent a valuable community safety partner. In order to keep these local partnerships successful, we need to recognise the hard work of the individuals involved and ensure they are linked in with other key partners to receive the support, information and guidance they need.

Volunteers support our partners across a wide breadth of themes

which all have a significant impact in preventing crime and anti-social behaviour including: special constables; support for adults and vulnerable people in health and social care; sharing views and opinions on scrutiny committees and youth councils; bringing victims and offenders together on community projects; and a whole range of environmental and sports recreation. I want to see more

opportunities for volunteering to engage all the people with vital understanding, experience and skills to get involved in making sure our communities are safer and feel safer. To create confidence in the work of the OPCC and partners it is important that our volunteers are integrated in and reflective of the communities we serve.

- ✓ I will work with the Chief Constable and partners to involve the community through appropriate volunteering opportunities.

Police and partners are resourced

In these times of unprecedented cuts to our public services together with significant public sector and welfare reform and the privatisation of public service,

including prisons, probation and court services - the impact of which is not yet understood - partners are adapting to the changing landscape and will need

to find new ways of working together to meet the challenges and provide improved services to the people of West Yorkshire.

Protecting frontline policing

I have committed to fight against the government cuts that go too far too fast and to fight the privatisation of our vital public services including the privatisation of elements of the police. I also pledged during the election campaign to protect frontline policing and with communities telling me that the visibility and availability of officers and staff is a top concern for them⁴ I am working with the Chief Constable of West Yorkshire Police and the five district council leaders across West Yorkshire to protect the numbers of police officers and police community support officers (PCSOs) out on the beat in your street.

West Yorkshire Police with a warrant card are out in communities fighting crime. I have maintained the level of funding for PCSOs for the next two years at £17.8m, despite a government cut of £2.4m and have made an extra £2.2m available to local councils

to fund the 399 PCSOs in the county that your local council continues to help pay for. With partners I will be reviewing the funding for PCSOs and wider community safety funding going forward.



Mark Burns-Williamson on patrol with neighbourhood beat officers in Halifax

⁴ Listening to you campaign 2013/14

- ✓ I will monitor the proportion of police officers engaged in operational activity.

Everything possible has been done to protect frontline delivery of policing but the police simply can't afford to continue to recruit police officers without the help of local people. I canvassed the views of people across West Yorkshire through my 'Listening to You First' consultation and with the majority of people supporting the idea I have increased the

police council tax which costs most households¹⁵ on average less than £2 a year extra which will contribute towards the recruitment of 126 police officers.

This investment is important as there are seriously difficult financial times ahead. As it stands West Yorkshire Police will lose £157m from its budget by

2016/17. This is a 31% budget reduction over six years and although half the savings have been delivered, the fact that 80% of the budget is spent on staff means that there is no option but to reduce numbers and it is estimated that West Yorkshire will lose around 2,500 staff¹⁶.

- ✓ I will lobby Government for adequate funding nationally for policing and a fairer share of the total funds available for West Yorkshire, reducing the removal of funds from our national grant top sliced for other uses.
- ✓ I am committed to keeping neighbourhoods safe by funding and supporting services devolved to the local level, which can act and change what happens on your street to prevent and tackle anti-social behaviour and crime.
- ✓ I will use the Chief Constable's ambitions as part of the wider mechanisms for holding him to account for policing performance across West Yorkshire.

Special constables provide an invaluable service in our communities and I will provide funding for further recruitment and training and look at ways of extending the role of volunteers to include specialist areas like cyber and financial crime. The next

generation of police officers and staff in West Yorkshire Police need to better represent the communities we all serve and I will make sure that the special constables we recruit here in West Yorkshire continue to reflect the diversity of our communities.



Mark Burns-Williamson attending a Specials recruitment event

With the police service I will work towards:

- ✓ Recruiting more special constables in local areas.
- ✓ The whole workforce – including staff, officers, special constables and volunteers – being more representative of the communities that West Yorkshire Police serve.
- ✓ I will monitor the proportion of police workforce from a minority ethnic background.

¹⁵ 64% of households in West Yorkshire fall within bands A and B for council tax

¹⁶ Staffing reduction numbers are subject to variation throughout the year

Investing in people



DS Veronica Hepworth Employee of the Year 2014

When I took office I became the legal employer of all West Yorkshire Police staff as well as the employer of my own staff who work tirelessly to directly support my elected role. Under what is known as Stage 2 transfers however the Chief Constable has become the employer of all the operational support staff and while many staff have already been transferred, consultation has and continues to take place with staff, their unions and associations and with individual groups of employees and partners. Our plan has as its heart the values and importance of public service and ensures that the Chief Constable can focus on operational policing with the right support behind him.

Our greatest asset and resource is our staff and I know that it is the hard work and dedication of police officers, staff and volunteers in West Yorkshire that enables the police service to continue to deliver an improved service in these increasingly challenging times.

Budget cuts across the police service and partner agencies means that more is needed from

the people employed by them in order to improve performance and keep communities safe. We need to recruit and retain the right people, help them to develop and recognise the hard work these people put in for our organisations, and make sure that staff are protected and that in these stretched times we do not forget their health and welfare. These principles are reflected within the West Yorkshire Police People Ambition.

So that all staff, whoever they are employed by in the future, are protected and have equal employment status, both I and the Chief Constable will sign a West Yorkshire employment charter or an equivalent employee protection that incorporates the principles in the charter I have already signed.

I will support the Chief Constable to ensure that:

- ✓ The police service workforce has the skills they need to carry out their jobs in a way that meets the needs of communities.
- ✓ West Yorkshire Police fulfils its equality objectives in line with the national Equality Standards for the Police Service (for the equality objectives please see www.westyorkshire.police.uk/about-us/equality-diversity).
- ✓ West Yorkshire Police is working towards being a living wage employer.

Innovating and investing in our communities

Because of the financial challenge we all face it is even more important that we continue to examine everything we do to make sure it provides value for money to all the communities of West Yorkshire. I will also work with the police service and others to explore all avenues of revenue and ways to increase our funding to try to lessen the impact that the cuts have on communities, the police, partners and the staff themselves.

I hold a wide range of assets for, and on behalf of the communities of West Yorkshire. These assets include the state-of-the-art training facilities at Carr Gate in Wakefield, to wider criminal justice system services such as those provided by the Police National Legal Database. Maximising the community benefits coming from those assets is not just a matter of

good governance, it is also vital to the health of the organisation. Exploring opportunities for encouraging innovation and increasing investment is vital at a time when the pressures on our

services have never been greater and because it encourages and rewards good ideas from those who have the best ideas: the people involved in delivering our services.



Mark Burns-Williamson meeting with local construction worker employed building state of the art facilities for West Yorkshire Police

- ✓ I will continue to work with the police and partners to find money through other sources, such as the Innovation Fund, making sure we use our assets to best effect and generating income through new ways of working. I will try, wherever possible, to reduce the impact of funding cuts on frontline policing so important for communities in West Yorkshire.

Investing in technology is key to working smarter together and providing a police service that is fit for a new purpose, visible and more efficient and effective. I have made a one-off fund of £20m available for the Chief Constable to invest in smarter ways of working to keep people safe across the county, in our communities, on our roads and in our streets.

Areas of proposed development include:

- Introduction of mobile technology including hand held devices, vehicle borne computers and body worn cameras to enable officers and staff to be more visible, more productive and to engage more meaningfully in our communities.
- Automation and streamlining of business processes.
- Significant investment in automatic number plate recognition (ANPR) infrastructure and capability to ensure communities are safer and feel safer by proactively denying criminals the use of the county's road network.
- Further integration of police and partner agency service delivery.

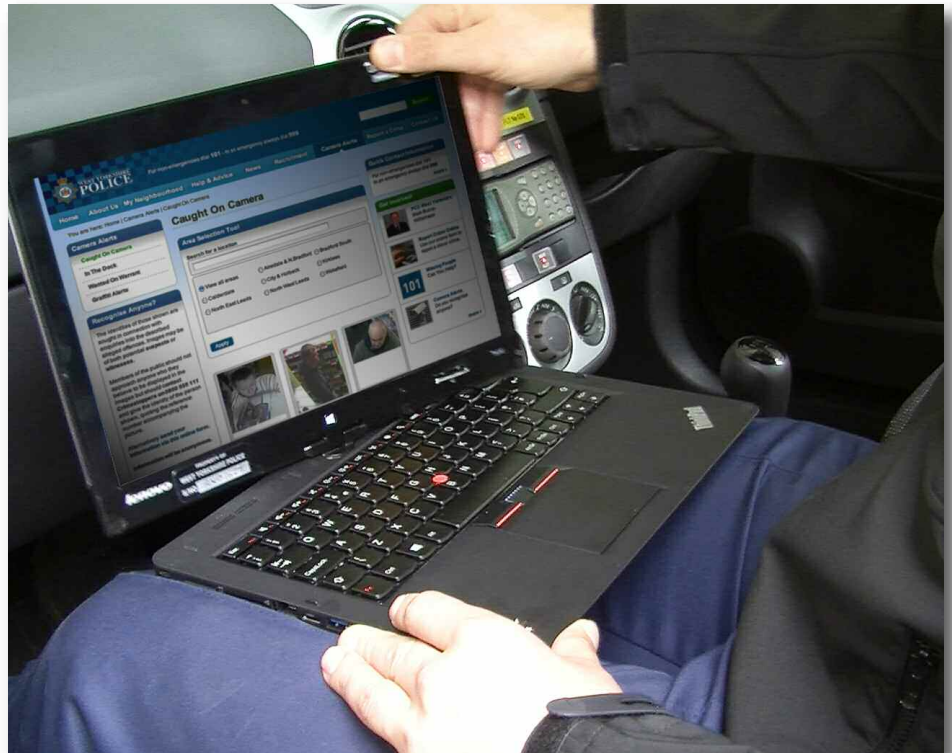
Use of technology

Investing in technology is critical to raise productivity and offset the effect of the financial savings required that lead to a reduction in the number of officers and staff available. The use of technology can reduce crime, increase detections and make people feel safer. New developments in CCTV allow police and partners to turn around images quickly in order to help detect crime and ANPR is a powerful tool in the identification of criminals using the roads. Technology must be used to improve the efficiency and effectiveness of frontline police officers. Body worn cameras have seen success in other police areas including improved evidence gathering leading to better criminal justice outcomes and increased protection for officers. Technology is also being used to enable officers to be more productive, visible and accessible in communities. The provision of mobile hand-held devices which are pre-loaded with specialist software allows officers to access various force systems without returning to the police station. This complements the current deployment of in-vehicle laptops which will have similar functionality and also allow electronic witness statements to be taken.

The Proceeds of Crime Act 2002 was an innovative and impactful piece of legislation that gives powers to police and other criminal justice partners to seize and confiscate the cash and property of those engaged in criminal activity in our communities. It helps prevent criminals from profiting at the expense of other people's lives, removes the incentive for criminal behaviour and allows partners to more effectively tackle crime and criminality, in particular serious and organised crime. This money is then invested in policing operations and into the communities that suffer from criminal activity.

West Yorkshire Police have had some real successes in recovering proceeds of crime and with partners have exploited all the available opportunities. But the legislation needs to be amended and updated and I will continue to lobby the government to encourage and enable more innovative practices and to strengthen the legislation to give the police and others more powers to seize and confiscate cash and property and hit

5 Listening to you campaign 2012/13



New equipment allows police staff and officers to work more smartly in your communities keeping you safe and feeling safer

criminals harder where it really hurts.

Currently the Treasury keep most of the money that is recovered across the county and I campaigned during the election to get all the money recovered in West Yorkshire back to West

Yorkshire. With 87% of local people supporting me⁵, as well as thousands of petition signatures, I continue to call on the government to see this money not as belonging to the state but invested back into communities that suffered from crime and criminality in the first place.

- ✓ I will continue to lobby government and try to get more of the money seized from criminals in West Yorkshire kept here and invested back in tackling crime.
- ✓ I will also continue lobbying government to ensure that the laws around proceeds of crime are updated and any loopholes allowing people to escape these laws are closed.
- ✓ I will encourage and support more work by our police service and criminal justice partners to recover more assets from criminals.
- ✓ I will decide together with communities how this money is spent locally to address threat, risk and harm, and will hold the Chief Constable to account for any of this money spent directly by the police service.

Delivering together

Investing in partnership working is key to achieving our shared outcomes and providing an improved service to people across West Yorkshire. Together with partners I will be doing my best with the resources I have available to make sure communities are safer and feel safer and grasping opportunities to constantly learn from what we do, innovate and improve.

I will be commissioning services this year including delivery of community safety and victims' services and will continue to work with partners to identify the best way to do this, learning from those who know what works and what doesn't. I will work with local services to meet local need and where appropriate I will collaborate with other police areas and partners to deliver better value for money for the people of West Yorkshire.

I have protected the level of the Community Safety Fund that I will



provide to partners over the next two years at £5.3m a year, despite the government cut equivalent to £0.7m. I will also make available a further £2.3m for community safety initiatives, £1m for work on domestic abuse and serious sexual offences and £1m for partnership initiatives. This resource will be rightly assessed, measured and reviewed on a quarterly basis.

Delivery however is not all about money. Securing better outcomes

for people relies on a mix of activities from a range of partners. To come together to share ideas, best practice, and an understanding of 'what works', to innovate and together implement change. To support this I have established key groups containing expert knowledge of policing, community safety, criminal justice and the third sector organisations who are working together to achieve our shared aims and ambitions for West Yorkshire.

- ✓ I will ensure that, come October 2014, there is a clear framework in place for the commissioning of victims' services.
- ✓ When procuring and commissioning services I will have regard to local providers while balancing this with the need to ensure value for money.
- ✓ I will also ensure that partnership working is set out against agreed outcomes.
- ✓ With partners I will develop a database of those interventions and projects that have been proven to work, to help inform future funding decisions.

How will we know if we are succeeding?

It is important that we know whether we are succeeding in achieving our objectives but without burdening the police and partners with bureaucratic tick box targets that don't tell us a great deal and that can have unintended consequences. I have agreed a small number of practical performance indicators and each will be monitored carefully on a regular basis (see Appendix C for the measures I will use, which are also placed throughout the Plan where

relevant). I have deliberately chosen to only have one target (for burglary) which reflects the importance burglary has in this county. Other indicators will be monitored to ensure an improvement is being seen over time and I will be using the Chief Constable's own 'ambitions' that he sets in order to monitor performance. Relevant performance reports will be shared with partners and placed on my website for people to access. Any under-performance

will be challenged and ways forward identified.

My Annual Report will chart the activities of me and my office, West Yorkshire Police and other partners over the previous 12 months. It will set out what I have done to meet the commitments I have made in this Plan, details of specific projects, initiatives and case studies provided by partners and will set out performance against the measures set out in Appendix C.



How will I manage performance:

- One of my key functions is to hold the Chief Constable to account for how well the police play their part in the delivery of this plan, with the Chief Constable's role being to have direction and control of operational policing and to ensure it operates efficiently and effectively.
- I will continue to meet regularly with the Chief Constable to discuss important policing concerns and the progress made to deliver my Police and Crime Plan. Important information and decisions that affect communities will be placed on my website.
- Quarterly I analyse performance indicators around crime, perceptions and other relevant information with the Chief Constable, challenging poor performance at both a West Yorkshire and district level.
- I and my staff attend the monthly force accountability meetings, where the Chief Constable holds his senior leaders to account for delivery against the Plan and discusses key issues to seek resolution. Where relevant I have the opportunity at these meetings to ask questions and answer questions directed at me.
- The Chief Constable sets his own internal performance ambitions – which he sets to reflect current crime issues, but in no way reflect the totality of the issues the police service has to address – for measuring and driving the performance of the police. I will hold the Chief Constable to account for the performance ambitions. These ambitions will be included in the Annual Report.
- Many people contact me directly with their concerns and experiences. Where appropriate I raise these directly with the Chief Constable and hold him accountable for ensuring the issues are addressed.
- I am looking at ways of making the discussions with the Chief Constable more accessible, such as recording relevant sections of the meetings and making this available on my website.
- I will also look to establish mechanisms for feedback/questions and answers.
- As promised I will be out and about in West Yorkshire meeting with communities, groups and partners to hear directly about the impact that the delivery of my Plan is having. Twice a year I will dedicate time to visiting each district to discuss face-to-face with the people that are affected their policing and community safety concerns.
- My delivery of the Plan will be supported and scrutinised by the Police and Crime Panel and, with them, I will look at ways of how they can support me in my role.
- I often attend local meetings along with senior police officers where the public attend and are able to ask questions. I will continue to attend these opportunities when they are available and appropriate.
- Tackling crime, disorder, drugs and reducing re-offending is not just about policing: it involves a wide range of partners coming together and working co-operatively. Partner agencies have their own plans setting out how they intend to achieve the priorities I have set out here, both at a strategic and a local level and we will be monitoring our collective and individual progress. My office will help me to assess whether the police delivery plans have been implemented and whether their activity has helped to achieve the outcomes and priorities I have set. They will also work with other agencies to explore the impact of their activity.
- Where I have commissioned services or provided grants to other agencies I will look to receive regular reports against agreed outcomes to ensure they are providing the right services to achieve the outcomes and priorities set out in the plan. For West Yorkshire community safety partners this will likely be through the recently established county wide forum.
- My staff and I also undertake a lot of work to meet the statutory obligations but also to meet the commitments and priorities set out in the plan. In addition my office receives a vast amount of contact from the public and partners. I will monitor activity of both myself and my office on a quarterly basis to ensure that public queries are responded to and that the commitments I have made are being addressed.

Appendix A - Role of Police and Crime Commissioner

The Police and Crime Commissioner is responsible for the totality of policing in West Yorkshire. He has a primary legal duty of making sure that West Yorkshire has an efficient and effective police force. Primarily, he meets these responsibilities by:-

- Appointing the Chief Constable
- Holding the Chief Constable to account for the delivery of policing
- Setting and updating a police and crime plan
- Setting the force budget and the police precept in the council tax
- Engaging meaningfully with the public and communities he serves
- Operating an independent custody visitors' scheme

He is also responsible for ensuring so far as possible that West Yorkshire has an effective and efficient criminal justice system, for providing certain services to victims of crime and for working with partners - such as local authorities, health and wellbeing bodies, businesses and the third and voluntary sector - to keep people in West Yorkshire safe and feeling safe. He provides grants to community groups and partners who help meet the priorities and outcomes set out in the Plan.

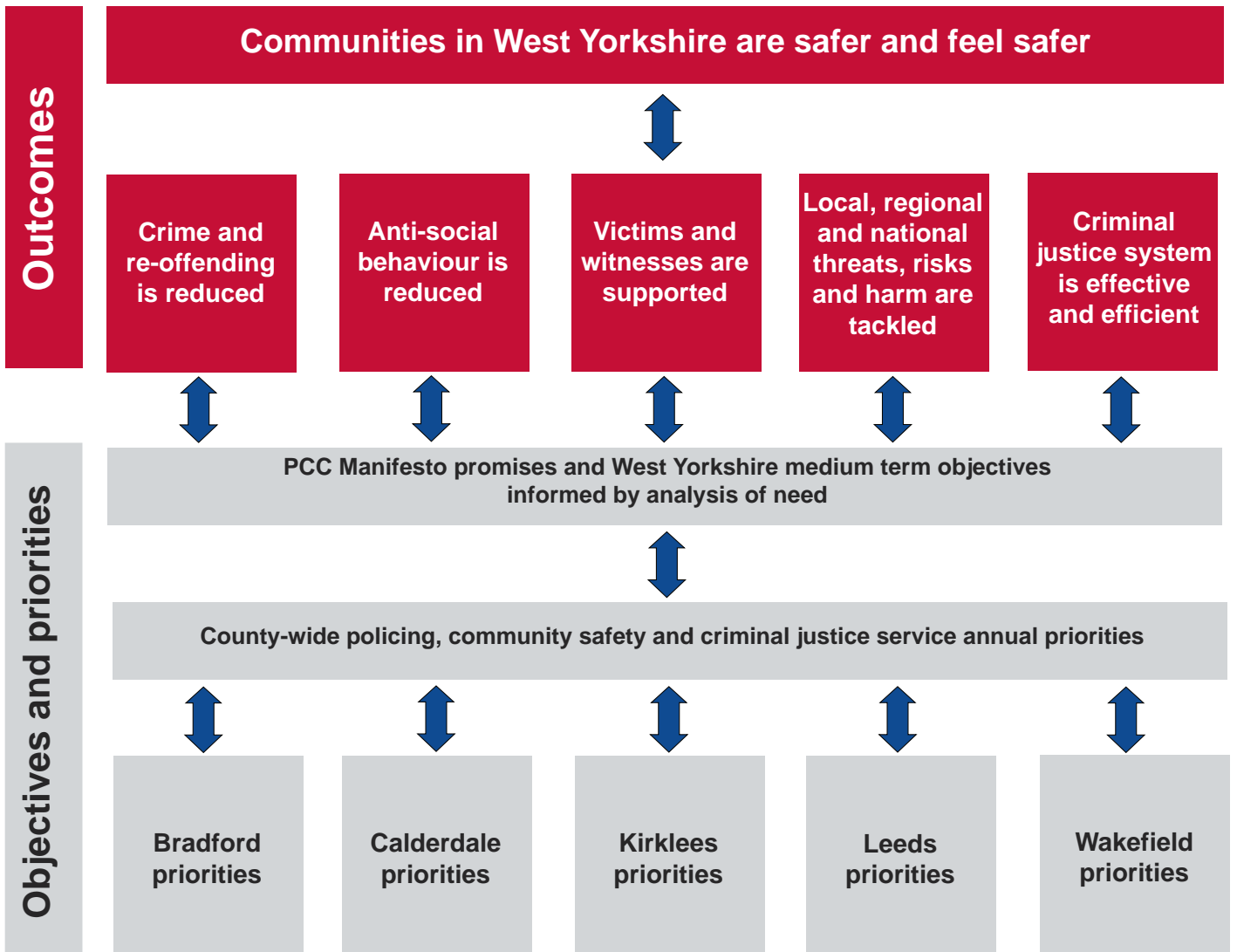
In doing so, he aims to ensure that the policing and crime needs of communities are understood and are met as effectively as possible, bringing communities closer to the police and partners, working more effectively with others to address the causes and consequences of crime, building confidence in the criminal justice system and maintaining trust. As your elected representative in all matters affecting policing across West Yorkshire, your police and crime commissioner is your voice for your area. Elected by you and accountable to you at the ballot box, the Police and Crime Commissioner is responsible for policing, not only at a local level, but also for policing issues that span larger geographical areas such as counter-terrorism, civil emergencies, and public disorder. These and other areas are set out in the Home Secretary's Strategic Policing Requirement designed to make sure that the police in West Yorkshire work closely and appropriately with other bodies and partners to protect our communities from substantial threats, risk and harm, including serious organised crime, public disorder, terrorism and cyber attacks.

So far as the police are concerned, the Chief Constable has operational independence in deploying police officers and staff across West Yorkshire and he has direction and control of policing operations. A copy of the protocol setting out the responsibility of the Chief Constable can be found at www.westyorkshire-pcc.gov.uk The Chief Constable sets his own internal performance ambitions for measuring and driving the performance of the police while the Police and Crime Commissioner makes the relevant resources available to the Chief Constable for this purpose and will hold him to account for the use of those resources and the performance of the police.

The Police and Crime Commissioner's activities and decisions are scrutinised and supported by a Police and Crime Panel. In West Yorkshire the Panel has 14 members made up of councillors from the five local authorities together with two co-opted independent members. The Panel's main duties are:

- Reviewing the Police and Crime Plan and annual reports issued by the Police and Crime Commissioner
- Agreeing or rejecting proposed police precepts
- Investigating some types of complaints made about the conduct of the Police and Crime Commissioner or his Deputy Police and Crime Commissioner
- Considering proposed senior appointments by the Police and Crime Commissioner such as statutory officers and agreeing or rejecting the proposed appointment of a Chief Constable.

Appendix B - Community outcome framework



Appendix C - Performance measures and current performance

Measures that will be reported monthly

Objective	Measures	Performance 12 months to Mar 2014
1. Make communities safer and feel safer by tackling all forms of crime	Total recorded crime (comparison against other forces)	WY -1.8% MSG ¹ -1.3%
2. Reduce the risk of domestic burglary in West Yorkshire	Recorded domestic burglary (TARGET - performance to be better than similar forces and partnerships)	WY -13.5% MSG ¹ -3.1%
3. Improve the outcomes for victims of hate crime/incidents ²	Satisfaction levels for racist incidents (<i>satisfaction levels for other hate incidents being developed</i>)	87.4%
4. Respond to reports of anti-social behaviour in a way that victims are happy with	Satisfaction with service delivery	80.6%
5. Respond to reports of anti-social behaviour in a way that communities are happy with	Proportion of residents saying anti-social behaviour has got worse over the last 12 months	11.9%
6. Improve the quality of support provided to victims of crime and incidents	Satisfaction with overall service	88.5%
7. Protect those who are affected by domestic abuse	Repeat victimisation rate for domestic abuse	33.2%
8. Increase identification of those children at risk of harm	Number of children supported through safeguarding activity	11,040 ³
9. Maximise the proportion of police officers engaged in operational activity	% of police officers in operational functions	93.6%
10. Create a more effective criminal justice system that has the victims needs at its heart	Conviction rate	Mags – 82.5% CC – 81.6%
	Ineffective trial rate	Mags – 17.4% CC – 11.4%

¹ Data for the 12 months to December 2013

² Changes to the way outcomes are recorded and the new rehabilitation landscape mean that interim measures have been used in the absence of more robust performance indicators. These will be reviewed and developed throughout the year

³ Data for April 2013 – February 2014

Measures that will be reported quarterly

Objective	Measures	Performance 12 months to Mar 2014
1. Reduce the risk of domestic burglary in West Yorkshire	Risk of household crime	13.1% ¹
2. Improve the outcomes for victims of sexual violence ²	Conviction rate for sexual offences	82.7% ⁴
	Conviction rate for rape	68.2%
3. Reduce the re-offending of persistent criminals who cause harm to our communities ²	Proven re-offending rate of adults	25.6% ⁴
	Proven re-offending rate of young people	34.1% ⁴
4. Strive for a police workforce that is representative of the communities it serves	Proportion of police workforce from a minority ethnic background (officers, staff, special constables and volunteers)	5.03%

Measures that will be monitored annually

Objective	Measures	Performance 12 months to Mar 2014
1. Make communities safer and feel safer by tackling all forms of crime	Feelings of safety	Being developed by March 2014
2. Increase the confidence of communities by working with partners in the criminal justice system	% confident that the CJS is effective	43% ⁵
	% confident that the CJS is fair	62% ⁵

¹ Data for the 12 months to December 2013

² Changes to the way outcomes are recorded and the new rehabilitation landscape mean that interim measures have been used in the absence of more robust performance indicators. These will be reviewed and developed throughout the year

⁴ Data for the 12 months to June 2012

⁵ Data for the 12 months to March 2013 (data will be published annually in July)

Acknowledgements

I would like to give thanks to all of those who have taken the time to fill in my surveys, contact the Office of the Police and Crime Commissioner and speak to me while I have been out and about in our communities. Your views and priorities have helped inform this Police and Crime Plan refresh.

I would like to give special thanks to all those who have worked with my office to develop this refreshed Police and Crime Plan and make sure we get the strategic direction for policing and community safety right for West Yorkshire. Most of all I would like to thank all those local people and local partners,

including all the West Yorkshire Police staff and officers and the dedicated staff in the Office of the Police and Crime Commissioner, who work tirelessly day in day out, to make sure all our communities are safer and feel safer.





Office of the
**Police & Crime
Commissioner**
West Yorkshire

Safer Leeds

Strategy

(2014/15)

DRAFT

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Foreword

Lead Member for Community Safety: *Councillor Mark Dobson (draft)*

Welcome to the Safer Leeds Strategy, which sets out our priorities for the year ahead.

We have made a lot of progress in recent years in tackling crime and disorder but we should never be complacent, any victim is one too many, and we still face a range of challenges to make sure Leeds is a safer place to live, work and visit.

By being clear about what we aim to achieve, we can all consider what needs to be done and how we can each contribute to make it happen.

I strongly believe that we are better when we work together. To all staff and volunteers, thank you for your continued commitment to serve the people and communities of Leeds. By keeping our focus on the priorities in this strategy we can make a difference.

At the end of the year it would be great to look back and say YES we have achieved what we set out to do.

Kind regards

Mark Dobson

Our Priorities

Safer Leeds has agreed the following shared outcomes as the top priorities for 2014/15:

<i>Making People Safer</i>	Integrated partnership approach to tackle domestic violence and abuse
<i>Making Communities Safer</i>	Effectively tackle & reduce anti-social behaviour in our communities
<i>Safeguarding the Vulnerable</i>	Improve understanding to tackle child sexual exploitation & human trafficking
<i>Protecting Property</i>	Continued focus on reducing domestic burglary
<i>Managing Offending Behaviour</i>	Continued focus on reducing re-offending
<i>Tackling Substance Misuse</i>	Deal with the increased use of legal highs & cannabis

Principles of Serving Communities

The public have the right to be safe and feel safe in their own home, on the streets and the places they go.

§ *Tackling serious crime and diffusing tensions in our communities is vital to peoples' quality of life.*

Victims have the right to expect that crimes they have reported are investigated and to receive information about what happens.

§ *All victims should be treated with respect and sensitivity and be offered emotional and practical support.*

Communities expect public agencies to tackle anti-social behaviour in their localities in a responsive and effective manner.

§ *Communicating, engaging and involving local people is a vital component to providing public reassurance and reducing the fear of crime.*

The community has a specific right to expect public agencies to work with known offenders.

§ *Managing or modifying behaviours of offenders will reduce the risk of them offending again and in turn reduce crime.*

Substance misuse affects the well-being of individuals, families and neighbourhoods.

§ *Reducing drug and alcohol related crime is vital to making people safer and improving lives.*

Introduction

Safer Leeds is the city's statutory Community Safety Partnership, responsible for tackling crime, disorder and substance misuse. Leeds is proud of its strong record of partnership working, which was embedded as part of the Crime and Disorder Act (1998) and subsequent legal enhancements.

Our Ambition

- ✓ To be the best city in the UK with the best community safety partnership and services.

Our Desired Outcome

- ✓ People in Leeds are safe and feel safe in their homes, in the streets, and the places they go.

Direction of Travel

The success of the Safer Leeds Strategy is based on the partnership becoming more focused on joint delivery against a clear plan, as set out in the 'plan on a page'.

There must be less emphasis on working to single organisational agendas and more about delivery of services to meet the needs and demands of communities, regardless of responsibility for the resource. As a partnership, we already have examples of co-location and integration, but we need to be ambitious and take risks to maximise all opportunities to restructure and refresh where needed.

The next twelve months needs a real drive to use resources across agencies and organisations to deliver shared plans, work more efficiently and cost effectively, with clear accountability.

Knowing what success looks like is critical. Accountability at every level of delivery will be worked through and must be clear and visible.

Governance & Accountability

Recognising that no single agency can address crime and disorder issues in isolation, the following are committed to working collectively through Safer Leeds Executive:

Responsible Authorities

Executive Member; Leeds City Council; Leeds Clinical Commissioning Groups; West Yorkshire Police; West Yorkshire Community Rehabilitation Company; West Yorkshire Fire & Rescue Service; Office of the Police & Crime Commissioner

Co-operating Bodies

Leeds Children's Trust Board; Leeds Safeguarding Children's Board; Youth Offending Service; Adult Social Care; Housing Leeds; HM Prison Service Leeds; Third Sector Partnerships

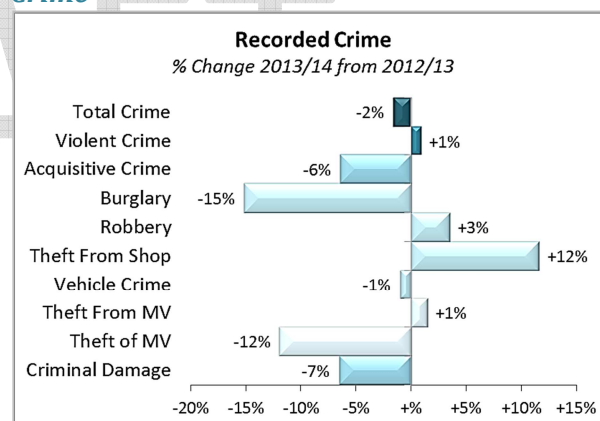
The Executive has a statutory requirement to:

- ✓ Produce an annual Joint Strategic Assessment
- ✓ Prepare and implement Partnership Plans
- ✓ Establish information sharing arrangements
- ✓ Be responsible for establishing Domestic Homicide Reviews

The partnership aims to serve all members of its communities, giving due regard to implications for different groups to ensure people are not excluded or disadvantaged because of Age, Disability, Gender, Race, Religion and Belief, or Sexual Orientation.

Key Performance (2013/14)

Crime



Domestic Violence/ Abuse

Recorded Incidents (WYP)	2013/14	Change from Previous Year
Domestic Abuse Incidents	13,832	+ 484
Repeat Victims	33.2%	- 2.9%

Anti-Social Behaviour

Customer satisfaction (LASBT)	2013/14	Change from Previous Year
Case outcome	94%	+ 5%
Overall service	98%	+ 4%

Customer satisfaction data is collated at case closure through customer (complainant) surveys

Priorities

A number of reoccurring themes, risks, threats and harms were identified in the Joint Strategic Assessment (Jan 2014):

Dangerous or prolific offenders linked to various crimes and safeguarding issues

Opportunistic stealing and disposal of stolen goods

Individuals, families and communities deliberately targeted through harassment, ASB and crime

Neighbourhoods having low level nuisance, ASB and crime issues

Young people becoming involved in criminal behaviour; new and emerging offenders

Intolerance and aggression leading to abuse or violence

Alcohol, drugs or mental health issues resulting in increased susceptibility victimisation and/ or offending

Complex needs requiring partnership problem solving, intervention and case management

Pressures on organisations to deliver appropriate services

Dealing with these issues will not only address concerns around crime and disorder, but also improve levels of satisfaction and confidence.

Safer Leeds will focus on shared outcomes and core business, while maintaining a flexible approach to respond to cross cutting factors and new and emerging issues.

Partnership activity will be delivered through city wide and locality based plans. These will be managed, monitored and revised on a regular basis to:

- § Enhance information exchange to facilitate problem solving
- § Improve tasking and co-ordination to support delivery and activity
- § Strengthen community engagement and involvement
- § Improve access to services and reporting procedures
- § Facilitate consultation and feedback to service users

Shared Outcomes

<i>Making People Safer</i>	Integrated partnership approach to tackle domestic violence and abuse
<i>Making Communities Safer</i>	Effectively tackle & reduce anti-social behaviour in our communities
<i>Safeguarding the Vulnerable</i>	Improve understanding to tackle child sexual exploitation & human trafficking
<i>Protecting Property</i>	Continued focus on reducing domestic burglary
<i>Managing Offending Behaviour</i>	Continued focus on reducing re-offending
<i>Tackling Substance Misuse</i>	Deal with the increased use of legal highs & cannabis

Funding

The West Yorkshire Police & Crime Commissioner has agreed to protect and extend the current funding arrangements to March 2016. These include:

Community Safety Fund

Community Safety Initiatives

- § Domestic Abuse
- § Serious Sexual Offences
- § Partnership Initiatives

Opportunities

Following West Yorkshire Police organisational change, Leeds is now one policing division, led by one Chief Superintendent.

Eleven new Partnership Working Areas are aligned to the Council's ten Area Committees plus the city centre. This provides opportunities for integrated partnership working at a local level to deliver priorities and concerns of local people.

To motivate partnership activity towards delivery against the shared outcomes, the following 'plan on a page' highlights the focus, priorities and key measures for 2014/15.

Plan on a Page (2014/15)

Focus	Priorities	Success Measures
Domestic Violence & Abuse	<ul style="list-style-type: none"> § Multi-Agency Risk Assessment Conference processes § Domestic Homicide Reviews § District Partnership Strategy § Training & Awareness § Perpetrator Violent Behaviour 	<ul style="list-style-type: none"> w MARAC process supports victims w DHRs achieve relevant status at outcome w Increased reporting w Reduction in repeat victims w Reduced incidents from men who have completed a perpetrator programme
Anti-Social & Nuisance Behaviour	<ul style="list-style-type: none"> § Structure and legislative changes § Noise Nuisance Service § Hate Crime Strategy § PCSO tasking and co-ordination § Enhanced use of volunteers 	<ul style="list-style-type: none"> w Embedded reviewed structure for LASBT w Introduction of Community Trigger w Reduction in Noise Nuisance calls w Reduction in complaints relating to Noise Nuisance Service delivery w Increased use of volunteers across LASBT
Child Sexual Exploitation & Trafficking	<ul style="list-style-type: none"> § Awareness & Training § Intelligence support linked to Child Sexual Exploitation § Identify & disrupt offenders § Supporting victims § Support for children's care homes 	<ul style="list-style-type: none"> w Increase intelligence submissions w Increase number of prosecutions w Introduction of new role supporting Children's Care Homes
Burglary Dwelling & Acquisitive Crime	<ul style="list-style-type: none"> § Target stolen goods markets § Crime Prevention § Housing Regulations § Victim support § Intelligence led tasking 	<ul style="list-style-type: none"> w Reduced number of recorded offences w Intelligence products meet the needs of tasking process for all partners
Offender Management	<ul style="list-style-type: none"> § Area based delivery § Organised crime groups & gangs § Restorative justice § Prison releases § Up and Coming Offenders 	<ul style="list-style-type: none"> w Reduced re-offending levels w Increased detections & prosecutions
New & Expanding Drugs Markets	<ul style="list-style-type: none"> § "Legal highs" and "Head Shops" § Cannabis production & markets § Class A drug supply § Night-time economy § Awareness & Training 	<ul style="list-style-type: none"> w Implemented structured response to demands associated with psychoactive substances (Legal Highs) w Increase convictions for supply w Improved outcomes for treatment

Other Core Business

Prevention & Support	Guardianship & Situational
<ul style="list-style-type: none"> ∨ Safer Schools ∨ Youth Offending Service ∨ Families First Leeds ∨ Signpost ∨ Treatment/ Rehabilitation Services ∨ Extremism & Community Tensions ∨ Gypsy & Traveller Liaison ∨ Begging & Rough Sleeping 	<ul style="list-style-type: none"> ∨ Police Community Support Officers ∨ CCTV ∨ Alley-Gating ∨ Pub Watch ∨ Licensing Enforcement ∨ Business Against Crime in Leeds ∨ Safer Travel ∨ Area Community Safety Co-Ordination

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DRAFT



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Report of Director of Environment and Housing and Assistant Chief Executive (Citizens and Communities)

Report to Safer and Stronger Communities Scrutiny Board

Date: 28th July 2014

Subject: 2013/14 Quarter 4 Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Last year the Safer and Stronger Communities Scrutiny Board agreed revised arrangements for reporting performance across its remit. This includes receiving on a quarterly basis a report which highlights good performance as well as performance in service areas where trends are changing and/or performance is showing signs of deterioration. It also allows the Director / Assistant Chief Executive an opportunity to identify any emerging areas of concern or risks. This report sets out the position at Quarter 4 in relation to the performance areas relevant to the board. Appendices 1 and 2 provide separate highlight reports from the Director of Environment and Housing and the Assistant Chief Executive (Citizens and Communities).

Recommendations

2. Members are invited to consider the Quarter 4 highlight reports of the Director of Environment and Housing and the Assistant Chief Executive (Citizens and Communities) which are provided as appendices to this covering report.

1 Purpose of this report

- 1.1 The purpose of the report is to provide the Board with Quarter 4 highlight reports from the Director of Environment and Housing and the Assistant Chief Executive (Citizens and Communities), showing areas of good performance as well as performance issues linked to changes in trends or where performance has dipped. It also provides an opportunity for the Director and Assistant Chief Executive to identify any other emerging areas of concern or risks.

2 Background information

- 2.2 This is a new way of reporting performance that was agreed by the Board last year. It also takes account of the changing corporate reporting arrangements. In addition to receiving quarterly highlight reports, the Board will receive, on an alternate basis, more detailed reports covering the Safer and Stronger aspects of the Board's remit from the Director of Environment and Housing and the Assistant Chief Executive (Citizens and Communities). These will be provided at Quarter 1 and Quarter 2.

3 Main issues

3.1 Environment & Housing

- 3.1.1 The highlight report is given as appendix 1 to this report.

- 3.1.2 Areas of performance to highlight include:

- Domestic Burglary which continues to show year on year improvement as well as an improvement in core city rankings, but trends are continuing to be tracked on a monthly basis to identify any areas for concern at a district and local level
- Anti-social behaviour which is continuing to achieve high levels of customer satisfaction and is showing continual improvement.
- Domestic Violence which is showing signs of improvement in terms of repeat victimisation rates. To support the domestic violence strategy, the service has started to monitor repeat suspect rates and will use information to influence delivery. Q4 showed a drop in prevalence of repeat suspects. Further measures will be introduced as the strategy is developed.
- Drugs and Alcohol programmes which are continuing to deliver improved levels of successful completions.
- Missed bins figures based on customer feedback which have dropped over Quarter 4 across all bin types and point to an improving performance trend during a time of continual change.

- Recycling YTD figures which, are currently slightly off track in relation to meeting the year-end target of 46.4%. Work has already been initiated to improve the position and the impact will be monitored over the next quarter.
- Tonnage to landfill which is also showing significant year on year improvement and is generally on track to meet the 142,000t minimum target.
- Members may wish to note the draft Quarter 4 figures given in the highlight report which are awaiting confirmation by the Environment Agency. Members may also wish to note that a new system is scheduled for this summer which it is anticipated will allow us to provide more up to date figures for recycling and landfill.
- Street cleanliness, which at a yearly average of 93% is showing an improvement on the previous year (92%) as well as exceeding the target of 90.2%

3.2 Citizens & Communities

3.2.1 The Communities Board met for the first time in January 2014 and met again on the 7th July. At this meeting the board began to consider and agree its work programme for the coming year. It is working to develop projects that are a practical expression of what the Board is trying to achieve and to be able to provide learning which could then be transferred appropriately elsewhere, and inform future strategy. Once this work programme is agreed appropriate performance measures will be developed and will in the future be reported to this board.

3.2.2 In addition, the revised Best Council Plan 2013-17 includes the priority 'strengthening local accountability and being more responsive to the needs of local communities' which is within the remit of this board. Arrangements are currently being put in place with regards to the performance management of the revised plan and this board will receive information in relation to this priority once arrangements are finalised.

3.2.3 The highlight report at Appendix 2 reflects the current position stated above.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is a performance report for the Board's information and as such there is no need for wider consultation. If the Board determines that any performance area requires further investigation, then it may be decided that the views of interested parties should be sought or that existing information reflecting the views of customers and others stakeholders should be provided to the Board.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is not a decision-making report and as such there is no need for an EIA screening document to be completed.

4.2.2 The business of the Safer and Stronger Communities Scrutiny Board is to consider the extent to which the corresponding Partnership Boards are delivering City Priorities and also to review and challenge the Council's own performance in relation to the Safer/Stronger agenda in particular as outlined in the Best Council Plan 2013-17. As part of this role, the Scrutiny Board will consider the extent to which the relevant partnership boards and directorates are addressing cross-cutting issues, including equality and diversity and cohesion and integration. This will be taken into account when determining the performance information the Scrutiny Board may require. Specifically, the Board's remit also includes scrutiny of cohesion and integration matters under the Stronger Communities element of its work.

4.3 Council policies and City Priorities

4.3.1 The performance information received by the Board allows it to assess and challenge performance in relation to the delivery of specific city priorities and priorities within the Best Council Business Plan 2013-17.

4.4 Resources and value for money

4.4.1 The Board has specifically asked that the performance information provided is based on information that is already available, and has determined that it will only require more detailed reports where it wants to examine performance areas in more depth, thereby ensuring that reporting arrangements remain efficient and effective.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report is provided within the context of the formal role of Scrutiny Boards within the Council's constitution. There is no decision being made and there is therefore no call-in requirement.

4.6 Risk Management

4.6.1 The provision of performance information to the Board is designed to enable the Board to fulfil its role effectively and as such will minimise the risks of non-delivery of City Priorities and Best Council Business Plan Priorities. Care is being taken to make use of existing data rather than create an additional reporting burden.

5 Conclusions

5.1 Performance in Quarter 4 across the areas of responsibility of the Director of Environment and Housing and the Assistant Chief Executive (Citizens & Communities) continues to be generally good, with improving performance trends across the majority of services.

6 Recommendations

- 6.1 Members are invited to consider the Quarter 4 highlight reports of the Director of Environment and Housing and the Assistant Chief Executive (Citizens and Communities) which are provided as appendices to this covering report.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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DIRECTOR OF ENVIRONMENT AND HOUSING: QUARTER 4 HIGHLIGHT REPORT

SECTION A: SAFER COMMUNITIES

Performance area	Performance Reports/Data (available to Members on request – n.b. some of this may include confidential protected data)	CPP / BCP Priority?	Summary comments drawing out performance issues for noting/discussion
Crime - Burglary	Partnership quarterly report card and burglary ward performance overview	City Priority Plan: Priority - Reduce crime levels and their impact across Leeds. Headline Indicator – Reduce the overall crime rate.	<p>Leeds has improved on last year’s domestic burglary outturn and achieved its lowest figure ever recorded. In the 12 months to the end of March 2014 there were 4,499 recorded offences, down 15.2% (806 fewer offences) when compared to the previous year. In Q4 (Jan-Mar) there were 979 recorded offences, down 24.3% when compared with the same period last year. This is our best performance ever during this quarter.</p> <p>Leeds ranked 5th (out of 8) for highest burglary rates when compared with other core cities, significantly improving from its position at 2nd in 2012.</p> <p>The following are examples of the work being done to deliver this excellent performance:</p> <ul style="list-style-type: none"> • In February, the Leeds Neighbourhood Approach was extended to cover a locality in Armley, building on good practice established in the Nowells area. Properties are being inspected to ensure compliance with legal standards, with crime prevention advice being offered and environmental visual audits undertaken to identify areas for improvement. A flyer has been circulated to landlords advising the top 10 practical burglary reduction tips that should be taken. • A comprehensive system is in place for identification of all young people subject to Youth Cautions and Conditional Cautions. All young people with YCCs are given interventions; those with YCs are assessed for suitability. Other young people at risk of offending are referred for YOS intervention by police, clusters, CSWS and others. • Leeds YOS has been awarded the Quality Mark for its restorative justice work by the Restorative Justice Council. Most young people subject to work order receive a restorative intervention and there are up to 20 different reparation opportunities available to young people.

Anti-Social Behaviour	Partnership quarterly report card and monthly service level data	City Priority Plan: Priority – Effectively tackle and reduce ASB in our communities. Headline Indicator – Improve public perception rates that ASB is being handled effectively.	<p>The overall trend of public perceptions that ‘levels of disorder and ASB has increased in the last 12 months’ has improved with some variation in quarters and between localities. At the end of March 2014 the current level is 10.7%, down from 16.94% in 2008-09.</p> <p>In 2013/14, West Yorkshire Police in Leeds received 23,294 ASB calls. 4,983 of these were in Q4 (Jan-Mar 2013). These calls are responded to through neighbourhood and response teams. More complex or persistent calls are referred to LASBT. At the end of Q4 2013-14, WYP Link Officers had 295 active ASB cases.</p> <p>The LASBT customer satisfaction survey - with a 53% response rate (543 surveys returned from a sample of 1,036 complainants to date) – highlights increasing levels of customer (complainant) satisfaction with case outcomes (94.3%) and overall provision (98.0%). Feedback suggests that customers are more satisfied where they feel well informed about the processes involved, regularly updated and able to develop a positive working relationship with the investigating officer.</p> <table border="1" data-bbox="772 579 1599 783"> <thead> <tr> <th>Customer satisfaction</th> <th>09/10</th> <th>10/11</th> <th>11/12</th> <th>12/13</th> <th>2013/14</th> </tr> </thead> <tbody> <tr> <td>Case outcome</td> <td>66.1%</td> <td>60.3%</td> <td>79.9%</td> <td>89.4%</td> <td>94.3%</td> </tr> <tr> <td>Overall service</td> <td>73.7%</td> <td>70.4%</td> <td>83.0%</td> <td>93.7%</td> <td>98.0%</td> </tr> </tbody> </table>	Customer satisfaction	09/10	10/11	11/12	12/13	2013/14	Case outcome	66.1%	60.3%	79.9%	89.4%	94.3%	Overall service	73.7%	70.4%	83.0%	93.7%	98.0%
Customer satisfaction	09/10	10/11	11/12	12/13	2013/14																
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Domestic Violence	Partnership quarterly report card and some police data	BCP Objective 1 – Supporting communities and tackling poverty – Tackling domestic violence and abuse.	<p>There has been an overall drop in the prevalence of repeat victimisation. At March 2014, the twelve month rolling repeat victimisation rate was 33.2% (13,832 incidents and 4,589 repeat victims), down from 36.1% (13,348 recorded incidents and 4,816 repeats) in the twelve months up to March 2013.</p> <p>To support strategic priorities repeat suspect rates will be monitored. At March 2014, the twelve month rolling repeat suspect rate was 16.2% (2,240 repeat suspects). In Q4 2013-14 there were 13 fewer repeat suspects than in the previous quarter, representing a drop in prevalence.</p> <ul style="list-style-type: none"> • The Domestic Violence Strategy and Action Plan 2014-15 has been developed. • A Victim Satisfaction Survey is being undertaken by West Yorkshire Police to ascertain levels of satisfaction among 500 victims; this is due to be completed in June 2014. • The Caring Dads Programme has been launched – 3 pilots began running in Q4 each with approx. 10 men in attendance. A 17 week programme will be delivered to men whose children are subject to a Child Protection Plan. Support is in place for the female partners and the pilots will be evaluated by a student who is being supervised by Nick Frost. • Leeds has joined a newly established group to support the PCC to develop regional arrangements for procuring DHR Chairs, sharing lessons learned and further developing DHR processes. 5 DHRs are underway in Leeds with the first one due to be completed in June 2014. • A review of perpetrator services has begun with a view to commissioning new provision in the forthcoming year. 																		

Drugs and Alcohol	Partnership report Nov 13	BCP Objective 1 – Supporting communities and tackling poverty – Supporting healthy lifestyles and getting people active (Increase the number of successful alcohol and drug treatments)	As of Q4 2013-14 commissioned services delivered 426 successful completions. Although this is below the target of 447 completions, it is still a huge improvement on what providers were delivering in 2011-12 (308 successful completions) and 2012-13 (328 successful completions).
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SECTION B: STRONGER COMMUNITIES

Performance area	Performance Reports/Data (available to Members on request – n.b. some of this may include confidential protected data)		Summary comments drawing out performance issues for noting/discussion
Missed bins per 100,000	Monthly trend report	BCP Objective 5 – Dealing effectively with the city’s waste – Ensuring a safe, efficient and reliable waste collection service (Reduce the number of missed collections).	There has been a drop in the number of missed bins for residual (black) and sort (green) across the last three lunar months. Figures for missed garden waste bins (brown) drastically reduced, reaching a low in lunar 12 but then increasing again in lunar 13. The drop is as expected with reduced amounts of garden waste this time of the year and the pattern from lunar 9 through to 13 in fact very closely matches that experienced for garden waste in the previous year.

Recycling	Monthly trend report	BCP Objective 5 – Dealing effectively with the city’s waste – Increasing recycling and reducing the use of landfill.	<p>The below year to date recycling rates (Dec 2013) are 2.6% below target. Monthly recycling has been below budgeted levels all year, except in June. New arrangements have been put in place at HWSS, van ban has now been implemented and community engagement is taking place.</p> <p><i>Draft Quarter 4 data shows 43.6%, which would represent over 3% improvement compared to last year’s outturn. The EA will need to confirm our final performance via Waste Data Flow in July.</i></p> <table border="1" data-bbox="770 349 1912 557"> <thead> <tr> <th></th> <th>Oct</th> <th>Nov</th> <th>Dec</th> </tr> </thead> <tbody> <tr> <td>Monthly Target</td> <td>47.8%</td> <td>46.8%</td> <td>38.4%</td> </tr> <tr> <td>Monthly Achieved</td> <td>44.1%</td> <td>43.1%</td> <td>34.8%</td> </tr> <tr> <td>YTD Target</td> <td>49.1%</td> <td>48.8%</td> <td>47.9%</td> </tr> <tr> <td>YTD Achieved</td> <td>46.8%</td> <td>46.4%</td> <td>45.3%</td> </tr> </tbody> </table>		Oct	Nov	Dec	Monthly Target	47.8%	46.8%	38.4%	Monthly Achieved	44.1%	43.1%	34.8%	YTD Target	49.1%	48.8%	47.9%	YTD Achieved	46.8%	46.4%	45.3%
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Tonnage to Landfill (domestic waste only)	Monthly trend report	BCP Objective 5 – Dealing effectively with the city’s waste – Increasing recycling and reducing the use of landfill.	<p>YTD figures show we are now sending less waste to landfill than projected.</p> <p><i>Draft Quarter 4 data figures show 141.7k/t were landfilled which achieves better than the targeted position of 142.4k/t. Again, this figure is subject to EA confirmation.</i></p> <table border="1" data-bbox="770 809 1912 1016"> <thead> <tr> <th></th> <th>Aug</th> <th>Sep</th> <th>Oct</th> </tr> </thead> <tbody> <tr> <td>Monthly Target</td> <td>12,343</td> <td>11,510</td> <td>11,843</td> </tr> <tr> <td>Monthly Achieved</td> <td>11,463</td> <td>11,354</td> <td>11,312</td> </tr> <tr> <td>YTD Target</td> <td>61,391</td> <td>72,901</td> <td>84,744</td> </tr> <tr> <td>YTD</td> <td>61,430</td> <td>72,784</td> <td>84,102</td> </tr> </tbody> </table>		Aug	Sep	Oct	Monthly Target	12,343	11,510	11,843	Monthly Achieved	11,463	11,354	11,312	YTD Target	61,391	72,901	84,744	YTD	61,430	72,784	84,102
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Street Cleanliness (% of sites that have acceptable litter levels)	Bi-annual	City Priority Plan: Priority – Ensure that local neighbourhoods are clean. Headline Indicator – Reduce the percentage of streets in Leeds with unacceptable levels of litter.	<p>The statistics show a yearly average for 2013/14 of 93% which is exceeding the target of 90.2% as well as improving on the 2012/13 figure of 92%).</p> <table border="1" data-bbox="770 1153 1787 1278"> <thead> <tr> <th colspan="2">% of sites that have acceptable litter levels</th> </tr> <tr> <th>Summer 13/14</th> <th>Winter 13/14</th> </tr> </thead> <tbody> <tr> <td>92%</td> <td>94%</td> </tr> </tbody> </table>	% of sites that have acceptable litter levels		Summer 13/14	Winter 13/14	92%	94%														
% of sites that have acceptable litter levels																							
Summer 13/14	Winter 13/14																						
92%	94%																						

SECTION C: POTENTIAL EMERGING RISKS/ISSUES

Risk/Issue	Reports/Data (available to Members on request – n.b. some of this may include confidential protected data)	Summary comments
Risk associated with Ash Tree Dieback	Officer's update	<p>Following the initial surveys in 2012 that identified a large number of infected ash trees in woodlands in parts of the country, especially East Anglia and the south east, the spread of Chalara fraxinea (the fungus responsible for Ash Dieback) has, so far, been slower than anticipated. Certainly, to date, there have been no further confirmed outbreaks in Yorkshire – thus far, only one confirmed outbreak in a mature woodland in the Holderness area (East Riding of Yorkshire). All identified, infected nursery stock was swiftly destroyed. It should be noted, however, that there are a number of sites where Chalara is suspected, but not yet confirmed (none yet in Leeds that we are aware of). A further spread of Chalara is anticipated this summer. We will continue to monitor the situation and continue to fall into to line with national policy.</p> <p>(Leaf symptoms (browning and dieback) are best observed between August and September.)</p>
Risks associated with Implementation of Alternate Weekly Collection	(no report available – based on officer's verbal update)	Phase 2 of AWC, which is being delivered to over 113,000 households, commenced on 18th November and the first four weeks of collection have been very positive. All the routes have completed on their scheduled collection days with only some minor exceptions.

NB. Exclusions from performance monitoring this quarter:

- Other key crime types (these were addressed within the more detailed report covering 'Safer' aspects provided at the March board meeting)
- Grounds maintenance: It is anticipated that a performance summary will be available to members at the next relevant board meeting.

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CITIZENS AND COMMUNITIES: QUARTER 4 HIGHLIGHT REPORT

Performance Area	Performance Reports/Date	Strategic Links	Summary Comments
Projects to be confirmed	To be confirmed	Communities Board	The board has begun to consider and agree its work programme for the coming year. It is working to develop projects that are a practical expression of what the Board is trying to achieve and to be able to provide learning which could then be transferred appropriately elsewhere, and inform future strategy. Once this work programme is agreed appropriate performance measures will be developed and will in the future be reported to this board.
Migration work	To be confirmed	Communities Board	Work is taking place to establish the top priorities for the council in relation to migration and the scrutiny inquiry is welcomed to support the conversations around strategic direction. The Safer and Stronger scrutiny inquiry will take place between Sept 2014 and April 2015
Poverty Truth Challenge	To be confirmed	Communities Board	The 3 main work strands are now being taken forward by the Steering Group and the council is supporting this process. With the continuation of the project we are reflecting on our role and input in this area and looking to establish how we can best add value, with limited resources
Strengthening local accountability and being more responsive to the needs of local communities	To be confirmed	Best Council Plan Priority	<p>Strengthening local accountability and being more responsive to the needs of local communities has been agreed as one of the 30 priorities contained within the revised best Council Plan 2013/17. 4 deliverables have been agreed for the year 2014/15 which are:</p> <ul style="list-style-type: none"> • Put in place community committees which help develop a strong local identity • Deliver engagement plans in each locality, resulting in increased involvement • Develop our approach to a social contract • Increase the community use of and interactions with community hubs. <p>Work is currently taking place to identify the most appropriate ways to monitor our performance against these deliverables. The performance measures that are agreed will be provided to this board.</p>

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Report author: Angela Brogden
Tel: 24 74553

Report of Head of Scrutiny and Member Development

Report to Safer and Stronger Communities Scrutiny Board

Date: 28th July 2014

Subject: Community Committees Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. In February 2014, the Safer and Stronger Communities Scrutiny Board was invited to consider and provide comment on the proposed design principles for Community Committees and Community Engagement as part of a wider consultation process held between February and April 2014.

2. This report updates the Scrutiny Board on the development of the new Community Committees following this consultation process, including details of their terms of reference and procedure rules, as agreed by Council in June 2014. The Board will also receive a verbal update during the meeting of the ongoing development work with Community Committees across the city.

Recommendations

3. Members are invited to note the progress made regarding the development of the new Community Committees.

1 Purpose of this report

- 1.1 The purpose of this report is to provide an update to the Scrutiny Board in relation to the new Community Committees.

2 Background information

- 2.1 The Executive Board received a report in December 2012 following a review of the council's area working arrangements which led to further work and a subsequent report to the 18th December 2013 Executive Board meeting. At this meeting Members endorsed the "Responsive to the needs of local communities" proposition, including the proposed development of a new approach to build on the work of Area Committees, to improve local democratic leadership of local areas, as well as providing a more meaningful way of involving local people in decisions that affect their local neighbourhoods.
- 2.2 Work has since been undertaken to develop the proposal to promote an inclusive, citizen based approach to locality decision making, in which formal Community Committees are underpinned by enhanced community engagement. Linked to this, an extensive consultation was undertaken with Members, partners, Town and Parish Councils, third sector organisations and officers. In February 2014, the Safer and Stronger Communities Scrutiny Board also considered and provided comment on the proposed design principles for Community Committees and Community Engagement.
- 2.3 A number of changes to the design principles were made to reflect the discussions and concerns expressed during the consultation process. In particular, these related to the naming of Community Committees and the number of formal business meetings held. In naming Community Committees, it was considered that the best way forward would be to retain the existing naming arrangements (e.g. Outer North East) but to also detail the ward names covered by the committee in all design and communication activity. This approach continues to use names which many people are familiar with, but at the same time being much clearer on the wards and areas covered.
- 2.4 Each Community Committee will decide how many formal business meetings they need each year, the only stipulation being a minimum of four, as well as deciding how much time will be devoted to other types of engagement activity. More agile delegations will be developed to enable decisions to be taken between meetings, and allow more member and staff resource to focus on greater community involvement activity. Such delegations will include the parameters for progressing an officer delegated decision i.e. relevant members have been consulted and are in agreement with the decision.

3 Main issues

Agreed Terms of Reference and Procedure Rules for Community Committees

- 3.1 The Terms of Reference for Committee Committees were agreed by full Council on 9th June 2014 and are attached at Appendix 1 for Members' information. The Community Committee Procedure Rules were also agreed by full Council on 9th June 2014. These are intended to promote a flexible approach to the formal business to be conducted by Community Committees, so that each may engage with the communities in their area using the means most appropriate to those Members and those communities. The rules also provide for flexibility in determining the number of meetings each committee holds each year, stipulating only that the minimum should be four. The Community Committee Procedure Rules are also attached at Appendix 2 to this report.

Continued areas of development

- 3.2 The Board will receive a verbal update during today's meeting of the ongoing development work with Community Committees across the city. Particular areas of development include the following:
- 3.3 Locally focused Community Committees – simplified processes are being established in relation to the effective delivery of Community Committees. Their work will be based on local intelligence provided via services, and community engagement events and understanding. An engagement plan will be developed by each Community Committee which will enable focus on a small number (2 or 3) areas of specific concern to the locality which the Community Committee wants to address. Each Community Committee will operate in the way best suited to them and their locality, whilst abiding by the underpinning principles.
- 3.4 Cultural change - It is recognised that for Community Committees to be successful they need to be accompanied by a significant cultural shift. To achieve this, consideration is being given to the appropriate support arrangements which need to be in place within the locality teams' services, members and partners to effectively support the new way of working. Therefore, any change agreed will need to be supported by an appropriate organisational development and change process to ensure culture and behaviours also change to reflect the new way of working.
- 3.5 Local decision making - Integral to the success of Community Committees is their ability to influence service delivery through direct budget/service responsibility, SLAs and/or other appropriate mechanisms. Work is continuing to develop the approach to budget and service devolution, with this beginning to take effect in 2014/15. This will bring an increased focus on locality influence and decision making. Not all services or budgets are within scope for consideration, but the intention is to challenge and move decision-making closer to communities wherever possible. Linked to this, the Scrutiny Board has already agreed to undertake a piece of work this year to look at options for area based delegations.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Informal consultation with the members of the Area Chairs' Forum and area committees has been regular and incremental as part of the work following on from the area review recommendations agreed in December 2013 by the council's Executive Board. This supported the substantive and formal part of the consultation with elected members, services, partners, the third sector and town and parish councils which took place between February and April 2014. In February 2014, the Safer and Stronger Communities Scrutiny Board also considered and provided comment on the proposed design principles for Community Committees and Community Engagement.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Citizens@Leeds propositions which include the move to Community Committees have undergone an equality screening exercise. This was included in the December 2013 Executive Board papers. No further screening is required at this stage.

4.2.2 Specific equality impact assessments will be undertaken on community engagement plans, specific initiatives and decisions as required.

4.3 Council policies and City Priorities

4.3.1 Changes in the nature and focus of community engagement are supportive of the Council's values of working as a team for Leeds, being open, honest and trusted, treating people fairly, spending money wisely and primarily working with communities.

4.3.2 The Best Council Plan 2013-17 includes the key outcome to make it easier for people to do business with us, and the move to community committees will make a significant contribution to the delivery of this.

4.4 Resources and value for money

4.4.1 There are no specific budgetary implications arising from this report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal, access to information, or call-in implications arising from this report.

4.6 Risk Management

4.6.1 There are no risk management issues of any significance arising from this report.

5 Conclusions

- 5.1 This report updates the Scrutiny Board on the development of the new Community Committees following the extensive consultation undertaken between February and April 2014, to which the Scrutiny Board had also contributed. Attached to this report for Members' information are the Community Committee Terms of Reference and Procedure Rules, as agreed by Council in June 2014. During today's meeting, the Board will also receive a verbal update of the ongoing development work with Community Committees across the city.

6 Recommendations

- 6.1 Members are invited to note the progress made regarding the development of the new Community Committees.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Community Committees

Within each Committee's area:

(Council functions)

1. To adopt and review a Community Plan¹;
2. to make Elected Member² appointments³ to Outside Bodies as determined by the Member Management Committee;
3. to advise or make representations to the Council or the Executive Board⁴ on all matters affecting community interests;⁵
4. to consider and respond to consultations on planning briefs and frameworks and on major development proposals;⁶
5. to consider proposals referred to the Committee by the Council or the Executive Board⁷ and to report back the Committee's views to the referring body;⁸
6. to receive and hear deputations;
7. to consider the performance, targeting, frequency and co-ordination of services and make recommendations to the Executive and to the Council's partners as appropriate;⁹

(Executive functions)¹⁰

8. *to promote and improve the economic, social and environmental well-being of the Committee's area*¹¹;
9. *to exercise Executive Functions*;¹²

¹ Which shall include such community engagement plans as necessary and appropriate to reflect the themes, neighbourhoods and communities in the area.

² Including the appointment of a suitable nominee as set out in the Appointments to Outside Bodies Procedure Rules

³ In accordance with the Appointments to Outside Bodies Procedure Rules at Part 4 of the Constitution.

⁴ Or to any committee appointed by the Council or the Executive

⁵ This is an advisory function under Section 102(4) Local Government Act 1972.

⁶ This is an advisory function under Section 102(4) Local Government Act 1972.

⁷ Or to any committee appointed by the Council or the Executive

⁸ This is an advisory function under Section 102(4) Local Government Act 1972.

⁹ This is an advisory function under Section 102(4) Local Government Act 1972

¹⁰ All executive functions will be exercisable concurrently with the Executive Board.

¹¹ In furtherance of, and subject to the limitations set out in the Community Committee Executive Delegation Scheme detailed in Part 3 Section 3D(a) of the Constitution, as determined from time to time by the Executive Board

¹² As determined from time to time by the Executive and in furtherance of, and subject to the limitations set out in the Community Committee Executive Delegation Scheme detailed in Part 3 Section 3D(a) of the Constitution and the Community Committee Procedure Rules in Part 4 of the Constitution.

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COMMUNITY COMMITTEE PROCEDURE RULES

Body/Person with authority to
change the document

Leader in relation to executive
functions set out in Section 3.1 –
3.5 and Section 8
Full Council all other.

COMMUNITY COMMITTEE PROCEDURE RULES¹

1.0 STATUS, ROLE, FUNCTIONS AND ACCOUNTABILITIES

- 1.1 Community Committees are appointed by Full Council.
- 1.2 The role of Community Committees is set out in Article 10.
- 1.3 Community Committees may exercise both Executive and Council functions as set out in the Terms of Reference for Committee Committees and the Community Committee Executive Delegation Scheme.
- 1.4 The Local Government Act 2000 provides for the Executive to make arrangements for functions which are the responsibility of the Executive to be discharged by Community Committees. In exercising these functions each Community Committee is accountable to the Executive.
- 1.5 Each Community Committee is accountable to Full Council for the exercise of Council functions within their terms of reference.

2.0 APPOINTMENT OF CHAIR

- 2.1 The Chair of each Community Committee will be elected, from amongst the City Councillors eligible to serve on that Committee.
- 2.2 Each political Group² with Members elected within a Community Committee area may put forward a nomination from amongst Members on the Community Committee to Chair the Community Committee. An Independent Member may also put forward a nomination.
- 2.3 All nominations must be notified to the Head of Governance Services by no later than 5pm the day before the meeting convened to consider the appointment of the Chair. The Head of Governance Services will give appropriate notice to whips and Independent Members of this deadline.
- 2.4 Community Committees will meet to agree the election of Chair for the forthcoming Municipal Year during the period that is the first working day after the nomination process closes, and the last working day before the Annual Council Meeting.
- 2.5 The Chair will be elected by overall majority of first votes cast by those Members eligible to do so and present at the meeting, the member presiding at the meeting will have no second or casting vote. If no overall majority is achieved, then the nominee with the smallest number of votes will be eliminated from consideration and the vote repeated.

¹ These Procedure Rules should be read in conjunction with Article 10 and the Terms of Reference for Community Committees

² A nomination from a political group must be forwarded by a Whip

Community Committee Procedure Rules

- 2.6 All agreed appointments will be reported to the Annual Council Meeting.
- 2.7 Where an overall majority of votes cannot be obtained, or it is not possible to convene, or hold, a meeting of the Community Committee, or, for any other reason a decision is not possible in advance of the Annual Council Meeting, the Annual Council Meeting will appoint the Chair.
- 2.8 Where it has not been possible to hold a meeting of the Community Committee and the Annual Council Meeting is required to consider more than one nomination for the position of Chair, the Chair will be elected by overall majority of votes cast by those Members of the Community Committee eligible to do so and present at the Council meeting. If no overall majority is achieved, then the nominee with the smallest number of votes will be eliminated from consideration and the vote repeated.
- 2.9 Where an overall majority of votes cannot be obtained by votes cast by those Members of the Community Committee eligible to do so and present at the Council meeting, the vote will be widened to include all Members of Council. The nominee with the overall majority of votes cast by members of Council will be appointed as the Chair of the Community Committee.
- 2.10 Where it has not been possible to hold a meeting of the Community Committee and the Annual Council Meeting is required to consider an unopposed nomination for the position of Chair, the unopposed nominee will be elected by the Council.
- 2.11 Where Council has made an appointment of Chair of a Community Committee the decision will be reported to the relevant Community Committee.

3.0 COMMUNITY COMMITTEE MEETINGS

Frequency

- 3.1 There shall be at least four ordinary meetings of each Community Committee in each municipal year. A schedule of meetings will be approved by each Community Committee.
- 3.2 Special meetings of a Community Committee may be called in accordance with the Council Procedure Rules.

Business to be Transacted

- 3.3 All decisions or recommendations to be made by a Community Committee must be determined at a formal meeting of the Committee.
- 3.4 Community Committees will comply with the Executive and Decision Making Procedure Rules and the Access to Information Procedure Rules in Part 4 of the Constitution.

Community Committee Procedure Rules

- 3.5 The Community Committee will not deal with an individual's issues or complaints.

Agenda Items

- 3.6 Community Committees shall consider the following business:

- exclusion of public;
- appeals against refusal of inspection of documents;
- late items;
- declarations of interest if any;
- apologies for absence;
- additional matters set out on the agenda for the meeting.

4.0 PARTICIPATION

- 4.1 Save for those parts of a meeting where the arrangements for exclusion of the press and public set out in the Executive and Decision Making Procedure Rules and the Access to Information Procedure Rules apply, all meetings will be held in public³.

Co-optees

- 4.2 Co-opted members may participate⁴ in the debate in the same way as Elected Members.
- 4.3 No co-opted member shall be appointed for a period beyond the next Annual Meeting of the Council.

Quorum and Substitution

- 4.4 The quorum for a meeting of an Community Committee shall be as set out in the Council Procedure Rules.

Voting

- 4.5 Elected Ward Members are entitled to vote in relation to all business transacted at Community Committee meetings⁵.
- 4.6 Co-optees are non-voting members of the committee.
- 4.7 In the event of an equality of votes, the Chair will have a second, or casting, vote.

³ The Recording Protocol: Third Party Recording of Committees, Boards and Panels, set out in the Access to Information Procedure Rules applies.

⁴ Section 102 (3) of the Local Government Act 1972 provides that a committee, other than a committee for regulating and controlling the finance of the local authority or of their area, may include persons who are not members of the appointing authority. Co-optees will not therefore participate in business of the committee which regulates or controls the finance of the area,

⁵ Save where the Code of Conduct prevents this

Rights to attend and speak

- 4.8 A Community Committee may invite representatives from other organisations to attend Community Committee meetings. These people may speak with the permission of the Chair.
- 4.9 Members of the public present at Community Committee meetings are observers and may speak with the permission of the Chair.

Deputations

- 4.10 A Community Committee may receive up to three⁶ Deputations, relevant to some matter in relation to which the committee has powers or duties or which affects the committee's area⁷, at any meeting of the Committee.
- 4.11 A request to bring a deputation must be submitted, to the Council's Head of Governance Services, at least fourteen clear working days in advance of the Community Committee meeting for which permission is sought. The request must include a copy of the proposed deputation speech.
- 4.12 The suitability of the deputation shall be determined by the Assistant Chief Executive (Citizens and Communities). Permission to present the deputation shall be issued by the Head of Governance Services⁸.
- 4.13 A deputation shall consist of at least two and no more than five people, only one of whom shall speak except by permission of the Chair. The deputation may address the Committee for not more than five minutes in duration.
- 4.14 Deputations shall be heard in the same order in which notices were received.
- 4.15 Any Member of the Community Committee may propose that the deputation be or not be received, or that the subject matter be referred to the appropriate Director or Committee. If the proposal is seconded the Chair shall put the proposal to the vote.

Open Forums

- 4.16 At the discretion of the Chair a period of up to 10 minutes⁹ may be allocated at each ordinary meeting of a Community Committee for members of the public to make representations or ask questions on matters within the terms of reference of the Community Committee. The period of time may be extended at the discretion of the Chair.

⁶ This number may be extended at the discretion of the Chair but shall be fixed in advance of any meeting.

⁷ Deputation requests which relate solely to the interests of an individual or company, or which present, or may appear to present unsubstantiated allegations or claims in respect of an individual, group of individuals, a company or any other body, or are in any way vexatious or otherwise significantly prejudicial to the interests of the Council or the City of Leeds, will not be permitted.

⁸ A deputation shall not be admitted about any matter which has been the subject of deputation in the preceding six months.

⁹ Which may be extended at the discretion of the Chair

Community Committee Procedure Rules

- 4.17 No member of the public shall speak for more than three minutes in the open forum, except by permission of the Chair.

Advisory Or Consultative Forums

- 4.18 A Community Committee may establish¹⁰ and set terms of reference for one or more¹¹ area or issue based Community Forums¹², to act in an advisory or consultative capacity.
- 4.19 Where a Community Committee establishes a Community Forum, the Chair of that Forum must be appointed by the Community Committee¹³.
- 4.20 Where disputes arise with regard to the appointment of Chairs of Community Forums these will be referred to the Member Management Committee for resolution.

5.0 DECISION MAKING

- 5.1 Community Committees must make decisions:
- in accordance with all relevant procedure rules¹⁴ within the Constitution;
 - in accordance with the Council's Budget and Policy Framework¹⁵;
 - in accordance with the Community Plan for the area and any other relevant strategy or plan approved by the Executive Board; and
 - following consideration of a report from relevant Director or his/her nominee.
- 5.2 A Community Committee, or two or more Community Committees jointly, may refer any matter in relation to its executive functions to the Executive Board for decision.

¹⁰ The Community Committee shall determine how the membership of the Forum shall be decided.

¹¹ The total number of forums established and the frequency of meetings will need to be sustainable for the Members, officers of the Council and other service providing agencies, and community representatives.

¹² A forum may cover the whole of the Committee's area or smaller areas within it, for example, one ward

¹³ The committee must ensure that the Chair is appointed with regard to the political balance of the ward to which a forum relates and having regard to the number of ward based Community Forums. Where a political group has the majority of members within a ward, the chair will be appointed from amongst or be a nominee of those Members. Where no political group has a majority, the chair will be appointed by the Community Committee from Members of the ward to which the forum relates or a nominee of those Members.

¹⁴ Council Procedure Rules, Executive and Decision Making Procedure Rules, Community Committee Procedure Rules, Financial Procedure Rules, Contract Procedure Rules, Appointments to Outside Bodies Procedure Rules and Access to information Procedure Rules

¹⁵ Subject to the provisions of the Budget and Policy Framework Procedure Rules



Report author: Angela Brogden
Tel: 2474553

Report of Head of Scrutiny and Member Development

Report to Safer and Stronger Communities Scrutiny Board

Date: 28th July 2014

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Purpose of this report

1. The Scrutiny Board’s work schedule is attached as appendix 1. The work schedule has been provisionally completed pending on-going discussions with the Board. The work schedule will be subject to change throughout the municipal year.
2. Also attached as appendix 2 are the minutes of Executive Board on 25th June 2014.

Recommendations

3. Members are asked to:
 - a) Consider the Board’s work schedule and make amendments as appropriate.
 - b) Note the Executive Board minutes

Background papers¹

4. None used

¹ The background documents listed in this section are available to download from the Council’s website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	June	July	August
<i>Tackling Prostitution in Leeds</i>			Scoping terms of reference WG meeting – TBC
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>			Scoping terms of reference WG 4/08/14 @ 9 am
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>			
<i>Waste Management Strategy</i>			
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>			
Briefings		Community Committees Update SB 28/07/14 @ 10 am	
Crime and Disorder Committee work.	Crime and Disorder Scrutiny in Leeds SB 30/06/14 @ 10 am	Refreshed West Yorkshire Police and Crime Plan and draft Safer Leeds Strategy 2014/15 SB 28/07/14 @ 10 am	
Recommendation Tracking			
Performance Monitoring		Quarter 4 performance report SB 28/07/14 @ 10 am	

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	September	October	November
<i>Tackling Prostitution in Leeds</i>	Agree Terms of Reference SB 15/09/14 @ 10 am		
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>	Agree Terms of Reference SB 15/09/14 @ 10 am		
<i>Understanding safeguarding issues linked to migration</i>	Scoping terms of reference WG meeting - TBC		
<i>Area based delegations to Community Committees</i>	Scoping terms of reference WG meeting - TBC		
<i>Waste Management Strategy</i>	Scoping terms of reference WG meeting – TBC		
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>	Scoping terms of reference WG meeting - TBC		
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking	Inquiry into Tackling Domestic Violence – formal response SB 15/09/14 @ 10 am	Tackling Illegal Money Lending 13/10/14 @ 10 am	Fuel Poverty 10/12/14 @ 10 am Grounds Maintenance 10/12/14 @ 10 am
Performance Monitoring	Quarter 1 performance report SB 15/09/14 @ 10 am		

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Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	December	January	February
<i>Tackling Prostitution in Leeds</i>			
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>			
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>			
<i>Waste Management Strategy</i>			
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>			
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking	Parish and Town Councils SB 08/12/14 @ 10 am		
Performance Monitoring	Quarter 2 performance report SB 08/12/14 @ 10 am		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Area of review	Schedule of meetings/visits during 2014/15		
	March	April	May
<i>Tackling Prostitution in Leeds</i>			
<i>The role of Police Community Support Officers linked to new integrated partnership working models</i>			
<i>Understanding safeguarding issues linked to migration</i>			
<i>Area based delegations to Community Committees</i>			
<i>Waste Management Strategy</i>			
<i>Recycling – determining options for non-AWC areas and areas of low participation.</i>			
Assessment of the Strategic Partnerships	To undertake an annual assessment of the relevant Partnership Boards SB 16/03/15 @ 10 am		
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking			
Performance Monitoring	Quarter 3 performance report SB 16/03/15 @ 10 am		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Safer and Stronger Communities) Work Schedule for 2014/2015 Municipal Year

Other agreed work items to be scheduled:

- The role of the Police in the wider Road Safety agenda
- Understanding the city's response to tackling legal highs
- Prevent Agenda

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EXECUTIVE BOARD

WEDNESDAY, 25TH JUNE, 2014

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
S Golton, P Gruen, R Lewis, L Mulherin,
A Ogilvie and L Yeadon

1 Chair's Opening Remarks

The Chair welcomed all in attendance to the meeting and congratulated Councillor A Carter on recently receiving the Commander of the Order of the British Empire (CBE) honour.

2 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

(a) Appendices 5 and 6 to the report entitled, 'The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative', referred to in Minute No. 10 are designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that they contain information which relates to City Fusion Ltd as a business and its release may prejudice their commercial interests and withholding the information is considered to outweigh the public interest benefit of its release. Further risks, in addition to those outlined in section 4.6 of the submitted report, are identified in exempt Appendix 6 which relate to the financial or business affairs of the Council. Disclosure of those risks would be prejudicial to the interests of the Council. It is considered that the public interest in treating this information as exempt from publication outweighs the public interest in disclosing it.

(b) Appendix 1 to the report entitled, '265 and 269 Roundhay Road, Harehills, Leeds, LS8', referred to in Minute No. 11 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th July, 2014

disposal of the property/land then it is not in the public interest to disclose this information at this point in time. Also, it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(c) Appendix A to the report entitled, 'Aire Valley Enterprise Zone Park and Ride Proposal Update and Funding Approval', referred to in Minute No. 12 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the purchase of the land/property referred to then it is not in the public interest to disclose this information at this point in time. Also, the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

(d) Appendix 1 to the report entitled, 'Progress on Delivering the Council Housing Growth Programme', referred to in Minute No. 20 is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains commercially sensitive and sensitive financial information and it would not be in public interest therefore to disclose this information as it could be used to gain an advantage through any future procurement exercise.

3 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting, however in relation to the agenda item entitled, 'Financial Performance: Outturn Financial Year Ended 31st March 2014', Councillor Yeadon drew the

Board's attention to her position as Chair of the Leeds Grand Theatre and Opera House Board of Management (Minute No. 24 refers).

4 Minutes

RESOLVED – That the minutes of the previous meeting held on 2nd April 2014 be approved as a correct record.

HEALTH AND WELLBEING

5 Leeds - Best City for Health and Wellbeing 2013/2014

The Director of Public Health, the Director of Adult Social Services and the Director of Children's Services submitted a joint report presenting an update on the work and achievements of the Health and Wellbeing Board, one year on from being established as a formal Board.

It was noted that the Health and Wellbeing Board had approved the first annual report at its meeting held on 18th June 2014.

The Board welcomed the first annual report and the achievements which had been made to date. Members noted the significant challenges which lay ahead in this field and the work which continued to be undertaken in order to address such challenges. Also, Members welcomed that £5,000,000 from the savings made through Adult Social Care contingency actions had been transferred to an earmarked reserve for 'pump priming' the Better Care Fund in 2014/2015.

RESOLVED – That the achievements of the Health and Wellbeing Board in its first year, as detailed within the attached draft report, 'Leeds Health and Wellbeing Board: Our First Year' be noted, and that it also be noted that the report was submitted for approval to the Health and Wellbeing Board on the 18th June 2014.

TRANSPORT AND THE ECONOMY

6 Response to Deputation - Meanwood Road Safety Campaign

The Director of City Development submitted a report responding to the deputation presented to full Council on 26th March 2014 by the "Meanwood Road Safety Campaign".

The Board welcomed the report and received contributions from the Leeds Cycle Network which were put forward by a Member.

RESOLVED –

- (a) That the contents of the submitted report, and the success of the measures already implemented on Tongue Lane to substantially improve its casualty record in the context of the overall road safety record for Leeds, be noted;

- (b) That the recent review of the site and discussions with schools undertaken following the deputation be noted;
- (c) That the constraints of the site in relation to safe provision of formal crossing facilities be noted;
- (d) That the development of further proposals in the current financial year to assist road safety and to aid pedestrian movements at the mini roundabout at the junction of Church Lane and Parkside Road, be endorsed;
- (e) That it be noted that the Chief Officer Highways & Transportation will be responsible for the implementation of such matters.

7 Transfer of the former Fir Tree Primary School, Lingfield Drive, Leeds 17 to the Khalsa Education Trust

The Director of Children's Services and the Director of City Development submitted a joint report outlining the background to the use of and potential disposal of the site previously used as Fir Tree Primary School, Alwoodley.

By way of an introduction to the submitted report, the Executive Member for Transport and the Economy provided some context to the matters raised within the submitted report and moving forward, highlighted the options which were open to the Council.

In discussing this matter, Members considered a range of issues, including:-

- The educational and wider needs of the local community and how this site may be utilised in order to maximise the benefit for that community;
- The length of time that the site had been vacant;
- The level of contact and discussions which had been held between all relevant parties;
- The terms on which any potential transfer may be made and the resource implications arising from this.

RESOLVED – That further information be sought on the matters raised during the consideration of this item, with a further report being submitted to the Board on such matters in due course, in order to enable the Board to determine the most appropriate course of action to take.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

8 Beckhill Neighbourhood Framework

The Director of City Development submitted a report providing an overview of the work undertaken to prepare a Neighbourhood Framework for Beckhills and which set out the proposals included within the document. The report also

Draft minutes to be approved at the meeting to be held on Wednesday, 16th July, 2014

sought approval of the Neighbourhood Framework for the purposes of consultation and identified the possible delivery and funding approach to ensure that the neighbourhood improvements identified within the document could be achieved.

Responding to a Member's enquiry into the ways in which a Neighbourhood Framework could be established, it was noted that a default criteria had not been established, but that a tailored approach was taken to best fit the needs and strengths of specific communities. However, invitations were extended to any neighbourhoods that wished to submit an expression of interest in establishing a Neighbourhood Framework in the future.

RESOLVED –

- (a) That the contents of the submitted report be noted;
- (b) That approval be given for the Chief Asset Management and Regeneration Officer to undertake public consultation on the draft Beckhill Neighbourhood Framework in July 2014;
- (c) That a further report be presented to Executive Board by October 2014 which details any proposed changes to the Framework and which also seeks approval of the final document.

9 West Park Centre Users Update

Further to Minute No. 30, 17th July 2013, the Director of City Development submitted a report providing an update on the progress being made to accommodate all relevant users of the West Park Centre following the permanent closure of the centre

In presenting the report, the Executive Member for Transport and the Economy drew the Board's attention to the Local Government Ombudsman's report on the matter which had been included within the submitted agenda for Members' consideration.

RESOLVED – That the contents of the submitted report be noted.

10 The First White Cloth Hall and the Lower Kirkgate Townscape Heritage Initiative

The Director of City Development submitted a report on the Lower Kirkgate Townscape Heritage Initiative (THI) and which sought approval to enter into an agreement with the owner of First White Cloth Hall on the basis of the heads of terms, as detailed within exempt appendix 5 to the submitted report. In addition, the report also sought authority to spend the £1,505,000 which had been awarded by the Heritage Lottery Fund (HLF).

The Board welcomed the proposals detailed within the submitted report, especially when considering the regeneration and retail development which was taking place in that part of the city centre.

Following consideration of appendices 5 and 6 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That authority be given for the Council to enter into an agreement with the owner of the First White Cloth Hall on the basis outlined within the heads of terms as detailed in exempt appendix 5 to the submitted report;
- (b) That authority be delegated to the Director of City Development in order to settle the final terms of that agreement;
- (c) That authority be given to spend £1,505,000 on the works as outlined within the submitted report;
- (d) That it be noted that the Programme Manager (Major Projects) will be responsible for the implementation of such matters;
- (e) That the feasibility timescales as outlined within appendix 3 to the submitted report be noted.

11 265 and 269 Roundhay Road, Harehills, Leeds, LS8

The Director of City Development submitted a report which sought approval to exchange the freehold ownerships of a Council property, 265 Roundhay Road, with a property owned by Leeds City Credit Union (LCCU), 269 Roundhay Road at a 'less than best' consideration on the terms outlined within exempt appendix 1.

Following consideration of appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That authority be given to discuss and explore alternative arrangements for exchange of the Council's ownership of 265 Roundhay Road with the LCCU ownership of 269 Roundhay Road, and that delegated authority be given to the Director of City Development in order to approve any negotiated terms;
- (b) That in the event of the exchange being on a 'less than best' basis, authority be delegated to the Director of City Development in order to approve the terms as outlined within the exempt appendix to the submitted report;

- (c) That it be noted that the Head of Property Services will be responsible for implementation with planned completion by end of September 2014;
- (d) That following acquisition of 269 Roundhay Road, this property be declared surplus to the Council's requirements and marketed for sale on the open market by way of inviting informal offers with terms to be approved by the Chief Asset Management and Regeneration Officer, or by way of public auction with the reserve price to be approved by the Head of Property Services.

12 Aire Valley Enterprise Zone Park and Ride Proposal Update and funding approval

Further to Minute No. 205, 5th March 2014, the Director of City Development submitted a report providing an update on the progress towards delivering a Park and Ride site in Aire Valley and also on the Aire Valley Enterprise Zone Building Foundations for Growth (BFG) grant funded schemes. In addition, the report also sought approval to fund the purchase of the park and ride site if necessary.

The Board supported the proposals detailed within the submitted report and welcomed the proposal for further park and ride provision in the city, following the recent opening of the Elland Road site. It was highlighted that in addition to servicing the Enterprise Zone, an Aire Valley park and ride facility would also benefit those travelling into the city centre.

Following consideration of appendix A to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the provisionally agreed heads of terms with Aire Valley Land Ltd for the Council's purchase of a 10 acre remediated site for a 1000 space Park & Ride facility, be approved.
- (b) That if necessary, approval be given to the Council funding the acquisition of the park and ride site, as set out in the exempt appendix A of the submitted report and that it be noted that such approval constitutes an 'authority to spend'.
- (c) That the injection of funds into the capital programme for the acquisition be approved.
- (d) That the Director of City Development in consultation with the Leader, the Executive Member for Transport and the Economy, the Deputy Chief Executive and the City Solicitor, be authorised to use his delegated powers to agree final terms and enter into all necessary documents for the acquisition of the site.

- (e) That the resolutions, as detailed within this minute be deemed exempt from call in.
- (f) That the following be noted:-
 - i. The stages required to implement the decision, as outlined in section 3.8 of the submitted report.
 - ii. The proposed timescales for implementation, as outlined in section 3.8 of the submitted report.
 - iii. That the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

(The matters referred to within this minute were designated as being exempt from Call In as it was determined that a delay in completing all the necessary legal documentation as soon as practically possible would have an adverse impact upon achieving the programme of works to enable delivery within the specified time frame).

CHILDREN AND FAMILIES

13 Annual Reports of the Fostering and Adoption Service and Annual Updates of the Respective Statements of Purpose

The Director of Children's Services submitted a report presenting the annual reports of the fostering and adoption services, in line with the requirements of the National Minimum Standards 2011. In addition, the report also sought approval of the revised statements of purpose for Leeds City Council's Fostering and Adoption Services, which were appended to the submitted report.

In presenting the report, the Executive Member for Children's Services paid tribute to those organisations from all sectors which had helped to improve fostering and adoption services in Leeds. In addition, the Board was advised that the number of children and young people in care in Leeds had decreased to 1,299, whilst the Board also received an update on the number of carers which the local authority had recruited to date, together with details on the methods which had been used to achieve such positive results.

RESOLVED –

- (a) That the Statements of Purpose for both the Fostering and Adoption Services for Leeds City Council be approved.
- (b) That the annual fostering and adoption reports be noted and that the work of the adoption and fostering service continue to be supported in order to ensure that children receive the best possible support.
- (c) That it be noted that the responsible officer is the Head of Looked After Children.

14 Outcomes of Proposals to Increase Primary School and Special Education Places in Leeds

The Director of Children's Services submitted a 4-part report presenting the outcomes arising from the consultation exercise undertaken in respect of several proposals to increase school provision. Parts A to D of the submitted report provided detailed information together with specific recommendations regarding each proposal.

Support for the proposals detailed within the submitted report was received. With regard to the proposals within Calverley and Farsley Ward it was requested that further work be undertaken into how the two local parks could be more effectively utilised as playing fields and outdoor space for those schools.

RESOLVED –

Part A Guiseley

- (a) That the outcome of the consultation which took place in Guiseley between 17 March and 11 April 2014 be acknowledged;
- (b) That it be acknowledged that the governing bodies of St Oswald Church of England Junior School and Guiseley Infant School are to pursue the publication of statutory notices to convert both schools to 2 forms of entry primary schools, each with an admission number of 60 into reception class each year, with effect from September 2015;
- (c) That it be noted that further capital spend on the feasibility works for this project will be committed to develop an outline scheme.

Part B Expansion proposals for Farsley Westroyd Infant School and Farsley Springbank Junior School

- (a) That changes to Farsley Westroyd Infant School, increasing its capacity from 180 pupils to 210 pupils and raising the upper age limit from 7 to 11, therefore creating a primary school, with effect from September 2015, be approved;
- (b) That changes to Farsley Springbank Junior School, increasing its capacity from 240 to 420 and lowering the lower age limit from 7 to 4, therefore creating a primary school, with effect from September 2015, be approved.

Part C Expansion proposal for Broadgate Primary School, Horsforth

- (a) That the expansion of Broadgate Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2015, be approved.

Part D Specialist provision at Moor Allerton Hall Primary School

- (a) That the proposal to open a specialist provision at Moor Allerton Hall Primary School for pupils who are deaf and hearing impaired from September 2014, be approved;

- (b) That it be noted that the responsible officer for implementation is the Capacity Planning and Sufficiency Lead.

15 Design and Cost Report for East Ardsley Primary School (Phase III traditional build extension) and Asquith Primary School - Basic Need Projects

The Director of Children's Services submitted a report presenting information and seeking the necessary 'authority to spend' in respect of proposals to expand East Ardsley Primary School and Asquith Primary School.

Support for the proposals detailed within the submitted report was received.

RESOLVED –

- (a) That expenditure of £884,205 from capital scheme number 16585/ETA/PH3 be authorised, and that the acceptance of variation orders provided by the 10 Schools SPV for costs associated with the construction of the phase III accommodation at East Ardsley Primary School, be approved;
- (b) That expenditure of £2,895,100 from capital scheme number 16585/ASQ/000 be authorised and that the acceptance of variation orders provided by the 10 Primaries SPV for costs associated with the construction of the works at Asquith Primary School, be approved;
- (c) That the programme dates as identified in section 4.2 of the submitted report in relation to the implementation of these resolutions be noted;
- (d) That it be noted that the officer responsible for implementation of such matters is the Project Manager, PPPU;

16 Design and Cost Report for the North East SILC and the South SILC (Specialist Inclusive Learning Centres) Basic Needs Projects

Further to Minute No. 216, 5th March 2014, the Director of Children's Services submitted a report providing background information and detail in respect of the Basic Need schemes to expand the North East Specialist Inclusive Learning Centre (SILC) and the South SILC, whilst the report also sought the necessary authority to approve expenditure for the proposed expansions.

A verbal update was provided by the Council's Chief Procurement Officer who drew the Board's attention to omissions in the contractor's bid which resulted in an increase in the total funding required for the proposals for the North East SILC. Members were requested to approve a revised cost of £10,329,100. Members received details on the reasons for the discrepancy and considered the most appropriate way to proceed.

In conclusion and in order to minimise the risk of any such issues happening again, it was requested that the Council's existing procedures around the scrutiny of submitted tenders be reviewed, with a further report on the

review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

RESOLVED –

- (a) That expenditure of £10,329,100 from capital scheme number 16981/NES/000 to enable the construction work associated with the expansion to the North East SILC be authorised, and that expenditure of £4,071,100 from capital scheme number 16981/SLS/000 to enable the construction work associated with the expansion to the South SILC also be authorised.
- (b) That the programme dates identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (c) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.
- (d) That the Council's procedures around the scrutiny of submitted tenders be reviewed, with a further report on the review's findings and proposed next steps being submitted to the Board in due course for Members' consideration.

17 Design and Cost Report for Little London Primary School Basic Need Project

Further to Minute No. 227, 24th April 2013, the Director of Children's Services submitted a report presenting background information and detail regarding a Basic Need scheme to expand Little London Primary School. In addition, the report also sought authority to incur the related capital expenditure to undertake the works required to provide accommodation to support a 3 Form Entry primary school and associated external facilities.

Members welcomed the proposals detailed within the submitted report and the investment which was being utilised to facilitate such regeneration.

RESOLVED –

- (a) That expenditure of £6,434,600 from capital scheme number 16585/LIT/000 to enable the construction of the expansion to Little London Primary School be authorised.
- (b) That the link between this submitted report and the joint report of the Director of Environment and Housing and Director of City Development (entitled: Design & Cost Report for Little London Community Hub) found elsewhere on the agenda be noted, and that support be given to the proposal for the school expansion, community centre and Neighbourhood Housing Office to form part of the same procurement and construction contract.

- (c) That the programme dates as identified in section 4.0 of the submitted report regarding the implementation of this decision be noted, together with the fact that the final delivery date for total completion of this scheme is September 2015.
- (d) That it be noted that the Project Manager, PPPU is responsible for the implementation of such matters.

NEIGHBOURHOODS, PLANNING AND PERSONNEL

18 Design and Cost Report for Little London Community Hub

Further to Minute No. 46, 17th July 2013, the Director of City Development and the Director of Environment and Housing submitted a joint report which sought authority to incur capital expenditure for the construction and re-provision of the community centre and Neighbourhood Housing Office in Little London, which formed part of the Little London Community Hub redevelopment. In addition, the report set out the key components of the scheme which included expansion to the Little London Community Primary School, a new build community centre and Neighbourhood Housing Office, together with a new retail development. Additionally, the report also provided an update on the Little London Housing PFI project and how this complemented the regeneration proposed as part of the Little London Community Hub development.

As with Minute No. 17, (Design and Cost Report for Little London Primary School Basic Need Project) the Board welcomed the proposals detailed within the submitted report together with the investment which was being utilised to facilitate such regeneration, and highlighted the impact that this initiative would have on the local community.

RESOLVED –

- (a) That the progress made to commence regeneration in Little London and also to revise proposals for the Little London Community Hub be noted and supported;
- (b) That the link between this submitted report and that of the Director of Children’s Services (entitled: Design & Cost Report for Little London Primary School Basic Need Project) found elsewhere on the agenda for the expansion of Little London Community Primary School be noted, and that support be given to the proposal that the school expansion, Neighbourhood Housing Office and community centre form part of the same procurement and construction contract, as set out in paragraphs 3.26 and 3.27 of the submitted report;
- (c) That it be noted that the costs identified in the submitted report are based on RIBA Stage D - detailed design;
- (d) That the Director of City Development be authorised to inject and incur expenditure of £677,700 from the General Fund capital scheme 32140/000/000 in order to deliver a new community centre forming part

of the Little London Community Hub, with an anticipated contract award in July and start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report;

- (e) That it be noted that scheme 32036/CJ3/000 to deliver a new Neighbourhood Housing Office forming part of the Little London Community Hub at £264,700 is funded within the overall Housing Leeds refurbishment programme, as approved by Executive Board in February 2014, and that it will be delivered by the Director of Environment and Housing, with an anticipated contract award in July and a start on-site date of July/August 2014, as set out in paragraph 3.29 of the submitted report.

19 Natural Resources and Waste Local Plan: Publication and Submission of Policies: Minerals 13 and 14

Further to Minute No. 154, 9th January 2013, the Director of City Development submitted a report which sought approval to publish the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan together with supporting text for the purposes of a six week consultation period. Subject to there being no new significant issues raised, approval was also sought to make a recommendation to Full Council that it approves the submission of the revised policies to the Secretary of State for independent examination.

RESOLVED –

- (a) That the revised Policies Minerals 13 and 14 of the Natural Resources and Waste Local Plan and supporting text be published for the purposes of a six week consultation period, and that the Chief Planning Officer be authorised to consider any representations received.
- (b) That it be noted that the Head of Forward Planning and Implementation is responsible for these matters and that it also be noted that the consultation exercise will take place in July - August 2014.
- (c) That subject to there being no new significant issues raised, it be recommended that Full Council approve the submission of the revised policies to the Secretary of State for the purposes of independent examination.
- (d) That if significant new issues are raised through the consultation process, or by Scrutiny Board members, the Chief Planning Officer, in consultation with the Executive Member for Neighbourhoods, Planning & Personnel be authorised to review the proposals and to take such additional steps as are necessary before seeking approval from Council for submission.

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the

resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

20 Progress on Delivering the Council Housing Growth Programme

Further to Minute No. 45, 17th July 2013, the Director of Environment and Housing and the Director of City Development submitted a joint report providing an update on the Council Housing Growth Programme and the sites that had been identified for development. In addition, the report also provided details of the sites where a bid had been submitted to the Homes and Communities Agency (HCA) for grant funding, together with details of the rental strategy to be adopted. Finally, the report provided an update on the work undertaken to develop a standard of finish which would include design approaches aimed at reducing running costs by providing a more energy efficient product and also information on the proposed 'Lettings Policy' for the new build Council properties.

By way of an introduction to the submitted report, the Executive Member for Neighbourhoods, Planning and Personnel emphasised the scale and ambitious nature of the programme. In addition, the Board noted that Scrutiny Board (Housing and Regeneration) was scheduled to consider the Council's Lettings Policy as part of its work programme.

In considering the report, Members discussed the following:-

- The need to ensure that neighbourhoods were 'liveable' and sustainable;
- The importance of design quality and energy efficiency standards which were being developed as part of the programme;
- The need to demonstrate to the HCA that the Local Authority was able to successfully deliver such an ambitious programme;
- The accommodation needs which needed to be addressed in the outer areas of the city, as well as those in the inner areas;
- The vital importance of housing provision for the elderly across the city.

Following consideration of appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the progress on the development of the Council Housing Growth Programme be noted;

- (b) That the development of a new rental strategy for new build Council properties which are funded through the Homes and Communities Agency's Affordable Homes Programme, be agreed;
- (c) That the progress made against the development of a new approach to the standard of the final product, as it relates to the development of new council housing, be noted;
- (d) That a new approach for the allocations of new build Council homes be agreed, and that approval be given for the Director of Environment and Housing to approve local lettings policies;
- (e) That the further injection of £20,194,000 into the Council Housing Growth Programme from the HRA, with authority to spend of £30,120,000 per the table at paragraph 6.7 of the submitted report be approved, and that £10,194,000 of the new injection be utilised from reserves and additional available 'Right To Buy' (RTB) receipts and £10,000,000 from unsupported borrowing.
- (f) That responsibility for the delivery of the resolutions above be delegated to the Director of Environment and Housing.
- (g) That a further report be submitted to Executive Board in September 2014 outlining the work that is being developed to achieve 'quality' and 'quantity' as part of the overall Housing Growth Programme.

CLEANER, STRONGER AND SAFER COMMUNITIES

21 Allocation of Police Community Support Officer's (PCSO's) for Leeds to 2015/16 and new Joint Working Arrangements with West Yorkshire Police

Further to Minute No 209, 5th March 2014, the Director of Environment and Housing submitted a report providing an update on the outcome of the discussions between West Yorkshire Police, Elected Members and Senior Council Officers on the allocation of Police Community Service Officers (PCSOs) for the period up to 31st March 2016. In addition, the report also provided a summary of the new ways of working being piloted between Leeds City Council and West Yorkshire Police in priority services areas including Domestic Noise Nuisance and Street Begging, and highlighted the direction of travel in relation to the Environmental agenda.

The Board received an overview of the report from Superintendent Sam Miller, who also updated the Board on the joint working initiatives which continued between the Council and West Yorkshire Police.

Members welcomed the submitted report, paid tribute to the work of the PCSO's and highlighted the vital importance of their visible presence within communities.

RESOLVED –

- (a) That it be noted that the allocation of PCSO's is to remain at 5 per Ward, as per the current arrangement across the City for Leeds City Council funded officers.
- (b) That with regard to additional PCSO's being funded by West Yorkshire Police, support be given to such officers being allocated on a demand based profile.
- (c) That the new areas of partnership work being led by the Chief Officer for Community Safety, where different approaches, and joint working arrangements are being piloted to support the delivery of Council and Police priorities, be noted.

DIGITAL AND CREATIVE TECHNOLOGIES, CULTURE AND SKILLS

22 The Tour de France Legacy for Leeds: 'Cycling Starts Here'

Further to Minute No. 232, 2nd April 2014, the Director of City Development, the Director of Public Health and the Director of Children's Services submitted a joint report outlining the basis for building a lasting cycling legacy from the Tour de France and highlighted the work that was already being progressed in this area.

It was highlighted that a sustainable and meaningful legacy would involve all areas of the Council together with other sectors, and it was acknowledged that further reports would be submitted to the Board in due course as work on the lasting legacy of the Tour de France continued.

Members noted the positive impact that the Tour was already having on cycling participation levels across the city and highlighted the need to ensure that such momentum was not lost.

RESOLVED –

- (a) That the five key objectives of the Cycle Yorkshire strategy, as detailed at section 3.1.1 of the submitted report be endorsed;
- (b) That the legacy commitments, as described at Table 1 of the submitted report be supported;
- (c) That the establishment and resourcing of a 'Cycling Starts Here' Programme Board to include city partners, with Leeds City Council taking the strategic lead, be agreed;
- (d) That the range of directorates and external partners who have a direct and indirect interest be noted;
- (e) That the development of a holistic Cycling Strategy for Leeds be supported;

- (f) That the Director of City Development develop plans to resource the transformation of cycling in Leeds through the future budget setting process.

ADULT SOCIALCARE

23 Age Friendly Leeds

The Director of Adult Social Services submitted a report highlighting the key issues arising from establishing Leeds as an Age Friendly City and which focussed upon the expectations of the World Health Organisation's 'Global Network' initiative. Specifically, the submitted report focussed upon tackling loneliness and social isolation amongst older people and on the work being undertaken in respect of 'Dementia Friendly Leeds'. Finally, the report identified areas for further development and highlighted the plans in place to help Leeds become the Best City in which to live, and especially to grow older.

RESOLVED –

- (a) That the current ongoing work, as outlined within the submitted report, be noted and endorsed;
- (b) That directorates and partners be called upon to assess themselves against the World Health Organisation's 'Global Network of Age Friendly Cities Framework';
- (c) That the opportunities outlined in the submitted report for further work in making Leeds an Age Friendly and Dementia Friendly city, which is working to tackle loneliness and social isolation in older people, be encouraged;
- (d) That the Executive's engagement with Dementia Friendly Leeds at a community level be endorsed;
- (e) That the proposal for Executive Members to become Dementia Friends and Champions be endorsed and that all local authority staff be encouraged to fulfil such roles also.

FINANCE AND INEQUALITY

24 Financial Performance: Outturn Financial Year Ended 31st March 2014

The Deputy Chief Executive submitted a report presenting the Council's financial outturn position for 2013/2014 for both revenue and capital elements, whilst also outlining details regarding Housing Revenue Account and spending on schools. In addition, the report also highlighted the latest position regarding other key financial health indicators including Council Tax and NNDR collection statistics, sundry income, reserves and the prompt payment of creditors.

With regard to proposals detailed within the report regarding the creation of earmarked reserves, specifically in respect off the Leeds Grand Theatre,

Members welcomed that a dedicated report was scheduled to be submitted to the 16th July 2014 Board meeting. It was also requested that both Councillors A Carter and Golton received respective briefings on the current position regarding Leeds Grand Theatre.

In conclusion, the Chair paid tribute to all officers concerned for their continued efforts which had led to the Council's final outturn position for the 2013/14 financial year.

RESOLVED –

- (a) That the outturn position as detailed within the submitted report be noted, and that the creation of earmarked reserves as detailed in paragraphs 3.8 and 5.5 be agreed, with the release of such earmarked reserves being delegated to the Deputy Chief Executive;
- (b) That a virement in 2014/15 from directorate superannuation budgets to general fund reserves, as detailed in paragraph 5.4 of the submitted report, be agreed;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of the resolutions detailed above, following the “call in” period.

25 Best Council Plan Update 2014/2015

Further to Minute No. 200, 5th March 2014, the Deputy Chief Executive submitted a report which sought approval to the proposed updates to the objectives and priorities contained within the Best Council Plan 2013/17.

On 1st July 2013, when approving the new strategic Best Council Plan, Council also provided Executive Board with the authority to make in-year amendments to the Plan when required.

The Chief Executive advised that the proposed refresh of the Plan's objectives and priorities would help to ensure that it continued to reflect the current context in which the Council operated and also that it continued to have a genuine impact on the organisation.

The importance of cross-departmental working as an effective means of driving the Plan's objectives forward was highlighted.

Members welcomed the proposals detailed within the submitted report, together with the succinct, clear and user friendly format of the Plan.

RESOLVED –

- (a) That the updated 'Best Council Plan 2013/17', which sets out the authority's six strategic objectives and priorities be approved;
- (b) That the next steps which are outlined in the submitted report to further revise the Council's priorities in order to feed into the next Best Council Plan in time for the start of the 2015/16 financial year, be noted;

Draft minutes to be approved at the meeting
to be held on Wednesday, 16th July, 2014

- (c) That it be noted that the Deputy Chief Executive will be responsible for the implementation of the next steps.

(The Council's Executive and Decision Making Procedure Rules state that the power to Call In decisions does not extend to those made in accordance with Budget and Policy Framework Procedure Rules (B&PFPRs). As the resolutions relating to this minute (above) were being made in accordance with the Council's B&PFPR's, such matters were not eligible for Call In)

DATE OF PUBLICATION: FRIDAY, 27TH JUNE 2014

**LASTE DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 4TH JULY 2014 AT 5.00 P.M.

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 7th July 2014)

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