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# Safer Leeds

*Working in partnership to  
keep communities safe*

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## Plan (2016/17)

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Version 1.0

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## Foreword

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Welcome to the Safer Leeds Plan, our statement of intent for 2016/17.

Much has been achieved in the last year, and we would like to thank all staff and volunteers across the partnership for your continued commitment and passion to serve the people and communities of Leeds.

Looking forward, this Plan is based on the partnership becoming more focused on joint delivery against our priorities, as set out in the 'plan on a page'.

- ❖ **What we will do** (our ambition, outcome and priorities)
- ❖ **How we will do it** (our guiding principles and approaches)
- ❖ **How we will measure progress** (our indicators of success)

To tackle new and existing risks, threats and harms there must be more focus on meeting the needs and demands of communities, regardless of responsibility for resources.

Agencies and organisations need to deliver shared plans more efficiently and cost effectively, with clear accountability.

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, restructuring and refreshing where needed.

Knowing what success looks like is critical. Leadership and accountability at every level of delivery must be clear and visible.

We should never be complacent, any victim is one too many and we strongly believe that we are better when we work together. Let's us not forget that everyone has the right to live in a safe and tolerant society and everyone has a responsibility to behave in a way that respects this right.

Kind regards

**Cllr. Debra Coupar**  
Executive member for  
Communities

**Sam Millar**  
Superintendent  
(Safer Leeds)

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## Introduction

Safer Leeds is the city's statutory Community Safety Partnership, responsible for tackling crime, disorder and substance misuse. Leeds has a 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 Outcome

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

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.

### Governance & Accountability

The following are committed to working collectively through Safer Leeds Executive:

#### Responsible Authorities

- ➔ Leeds City Council; West Yorkshire Police; Leeds Clinical Commissioning Groups; West Yorkshire Community Rehabilitation Company; West Yorkshire Fire & Rescue Service; National Probation Trust

#### Co-operating Bodies

- ➔ Leeds Children's Trust Board; Leeds Safeguarding Children Board; Leeds Safeguarding Adults Board; HM Prison Service; Office of the Police & Crime Commissioner; Third Sector Partnerships

The Safer Leeds Executive has statutory requirements to:

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

### Funding

The Office of Police & Crime Commissioner (OPCC) has agreed funding arrangements, to March 2018 and we will assist the OPCC in delivering the Police and Crime Plan.

## Critical Issues

The Joint Strategic Assessment (JSA) seeks to:

- Identify medium to long-term issues affecting community safety
- Highlight existing or emerging risk, threats and harms
- Assist in defining priorities

This year's JSA (Feb 2016) identified a number of reoccurring themes, risks, threats, and harms; which are summarised below:

- ❖ **Anti-social behaviour:** Some communities have long term concerns around nuisance, dangerous driving and/ or neighbour disputes and noise.
- ❖ **Domestic violence and abuse:** There are high levels of reported repeat domestic abuse; risks and vulnerabilities among families are often linked to vulnerable children, substance misuse, financial pressures and housing conditions.
- ❖ **Hate crime/ community tensions:** Targeting of specific groups has significant negative impacts on victims, their families, friends and wider community.
- ❖ **Offending behaviours:** Prolific offenders are often linked to various crimes, nuisance and safeguarding issues. Behaviours and lack of victim empathy can lead to individuals, families or communities being repeatedly victimised; often exacerbated by mental health and substance misuse related issues.
- ❖ **Serious acquisitive crime:** Opportunistic stealing and disposal of stolen goods can result in offending becoming prolific in some localities.
- ❖ **Vulnerable victims:** Complex needs resulting in individuals being at risk of victimisation or coercion into criminal activity; especially around exploitation, domestic abuse, anti-social behaviour, drug supply and use.
- ❖ **Drugs/ Alcohol:** Substance misuse is intrinsically linked to a range of crime and disorder issues. Alcohol appears a key factor in a range of violence, nuisance and road traffic issues, while drug use and dealing is a key concern in many inner city areas.
- ❖ **Mental Health:** Mental health related issues have a high level of impact across services, both relating to perpetrators and victims of crime and anti-social behaviour.

## Priorities

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Safer Leeds has agreed the following priorities for 2016/17:

- Anti-social behaviour
- Domestic violence and abuse
- Hate crime/ community tensions
- Offending behaviours
- Serious acquisitive crime
- Vulnerable victims

with a focus on the following cross-cutting issues:

- Drugs
- Alcohol
- Mental Health

Safer Leeds Executive will take primacy for Domestic Violence & Abuse and Leeds Safeguarding Children Board primacy for Child Sexual Exploitation.

Road Safety/ Safer Travel is consistently raised by local people as an issue of concern that requires improvement, and as it links directly to our priorities we will work closely with the Highways Service and the wider partnership to support existing work and future responses.

## Planning and Progress

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For all our priorities we will consider opportunities to:

- ❖ Take action at a local level
- ❖ Support victims and witnesses
- ❖ Engage and involve people
- ❖ Make a breakthrough
- ❖ Protect those with complex needs
- ❖ Address offending behaviours

For all our priorities we will measure success against a set of indicators that will enable us to track progress at a city wide and local level.

## Approaches

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We will utilise a number of approaches to support delivery against this plan at a strategic, operational and tactical level. Pivotal to this change will be adoption and application of three major approaches:

### *Intelligence Led (IL)*

- IL is more than simply combining data; as analysis of information provides meaning and context to otherwise isolated data.
- IL means informed decision making; understanding relationships between issues enables responses to be focussed on critical factors.
- IL is about partnership problem solving; sharing information and responding accordingly can reduce costs while increasing effectiveness.
- IL is about improving performance; better understanding allows outcomes to be defined and measured.

### *Restorative Practice (RP)*

- RP is about developing better relationships between individuals, families and communities.
- RP provides a focus on developing positive relationships and people taking responsibility for their behaviours.
- People are happier, more co-operative and productive, and therefore more likely to make positive changes, when those in authority (service providers) do things with them, rather than to them or for them.

### *Outcome Based Accountability (OBA)*

- OBA is a way of thinking and taking action to improve outcomes for populations, organisations, communities, and clients.
- It uses common language and methods to get partners moving from 'talk to action' quickly.
- It starts with the desired outcome and works backwards; using performance trends to agree improvements and define actions that will 'turn the curve' and result in the desired outcome.

## Key Deliverables

Safer Leeds will continue to improve current core services to achieve our outcome but we will also focus on innovative programmes and projects that help us move closer to our desired outcome; examples below:

Focus	Innovation
<b>Promoting community tolerance and respect</b>	
❖ <b>Pro-active response to Anti-Social Behaviour</b>	➡ Tackling hot-spot areas through the Housing Revenue Account Team and Leeds Anti-Social Behaviour Team
❖ <b>Pro-active response to Street Begging</b>	➡ Enhancing Operation Verto, to help people who regularly beg in the city to change their lives around with support and to take enforcement action against those who are persistent and aggressive beggars
❖ <b>Reconfiguration of Hate Crime Services</b>	➡ Reviewing support and processes available to help victims of crime and reduce community tensions
❖ <b>Modernisation of CCTV &amp; security service provision</b>	➡ Upgrading Leedswatch, moving from an analogue system to digital provision in line with advancements in technology
<b>Keeping people safe from harm</b>	
❖ <b>Daily MARACs for Domestic Violence &amp; Abuse</b>	➡ Integration of the Multi-Agency Risk Assessment Conference (MARACs) process into the daily meeting at the Front Door Safeguarding Hub; moving from monthly to daily case conferences to provide an immediate response to families at a time of crisis
❖ <b>Enhance Domestic Violence &amp; Abuse perpetrator programme</b>	➡ Promoting and enhancing of the CHOICES perpetrator programme to public sector service providers and third sector organisations to ensure maximum take-up
❖ <b>Develop Domestic Violence &amp; Abuse Ambassadors</b>	➡ Establishing an active network of trained Ambassadors throughout each directorate and service of the council to promote best practice, and encourage open conversations with their colleagues
❖ <b>Utilise Smart City technology</b>	➡ Creating a mobile piece of technology for those living in abusive relationships to safely and securely keep a log of incidents, find help, and store important documents as part of a Safety Plan
<b>Protecting homes and business</b>	
❖ <b>Prevent victimisation</b>	➡ Implement and promote a crime prevention standard with businesses
	➡ Develop community based crime prevention programmes including raising awareness of associated risks of cyber enabled crime
❖ <b>Reconfigure Offender Management Services</b>	➡ Designing and implement new models and approaches to reduce offending behaviours; be this to prevent and deter; catch and control; and/or rehabilitate and re-settle offenders or those at risk of offending

# Plan on a Page 2016-17

## What we will do

### Our Ambition

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

### Our Outcomes

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

### Our Priorities

- Anti-social behaviour
- Domestic violence and abuse
- Hate crime/ community tensions
- Offending behaviours
- Serious acquisitive crime
- Vulnerable victims

#### Cross-cutting issues

- Drugs
- Alcohol
- Mental Health

# Safer Leeds

Working in partnership to keep communities safe

## How we will do it

Taking action at a local level

Addressing offending behaviours

Supporting victims and witnesses

*Reducing risks, threats and harms by...*

Protecting those with complex needs

Engaging and involving people, think family work

Making a breakthrough in tackling domestic abuse

Intelligence Led

Outcome Based Accountability

Restorative Practice

A compassionate partnership, spending public money wisely

## How we will measure progress

- △ Offending rates
- △ Public satisfaction and confidence
- △ Core city comparisons

### Promoting Community Tolerance and Respect

- △ Public perceptions of ASB
- △ Number of nuisance and damage incidents
- △ Number of hate related offences

### Keeping People Safe From Harm

- △ Number of repeat victims and suspects of Domestic Abuse
- △ Number of alcohol related assault attendances at accident and emergency
- △ Number of serious sexual offences recorded

### Protecting Homes and Businesses

- △ Number of Serious Acquisitive Crime offences
- △ Number of shop theft offences
- △ Number of repeat crime locations