

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Outcome: People are safe and feel safe

Priority: Reduce crime levels and their impact across Leeds (focus on burglary reduction)

Review Period: April to Sept 2011

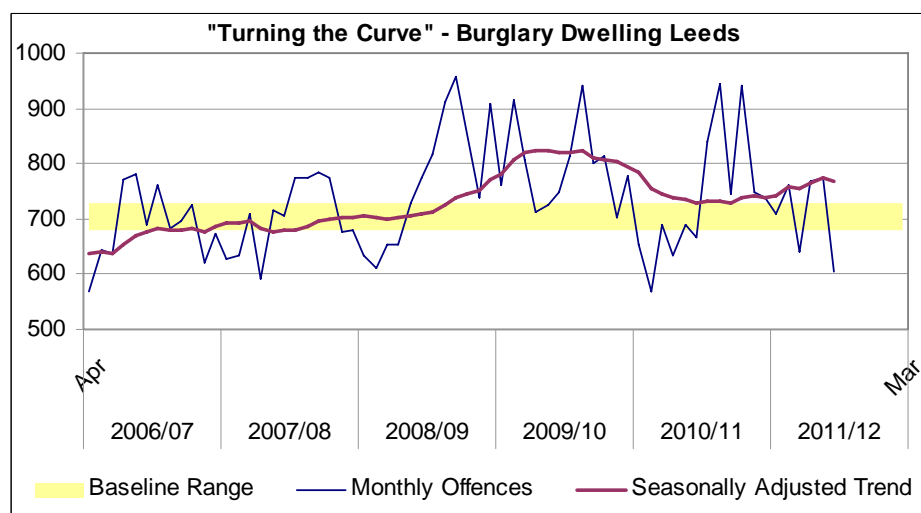
Population: Residents of Leeds

Progress: 

### Why is this priority?

The public should be safe and feel safe on the streets, in the places they go and especially in their own home. Burglary therefore has significant consequences as it directly impacts on a person's sense of safety, as well as the damage and loss incurred. No single agency can tackle these issues in isolation and communities expect public agencies to tackle crime and disorder in their localities in a responsive and effective manner. The level of domestic burglary in Leeds is higher than the national average and following the joint inspection last year reducing burglary must remain a priority for the whole partnership.

### Headline indicator



There have been 4,255 recorded burglary dwelling offences in Leeds between April and September, up 9% (353 more offences) on the same period last year. September figures show a 12% improvement on the previous year (best Sept performance for over 10 years); indications are that October will also see an improvement. The current estimated outturn is slightly higher than the ambitious target of 8,200 although there is still time to close this gap. The next four months during the darker nights will be critical.

### Story behind the baseline

Leeds remains the highest amongst its 'Most Similar Group' (MSG) with a rate of 27.7 per 1,000 households for domestic burglary, average being 12.13 (Source: iQuanta).

- North West Leeds year to date offences are up 16% (294 more offences) on the same period last year. Improvements are necessary to achieve the milestone level. The division is the worst performing in its MSG at 32.98 per 1,000 households, with the average being 15.39
- North East Leeds year to date offences are up 11% (161 more offences) on the same period last year. Improvements are necessary to achieve the milestone level. The division is the worst performing in its MSG at 29.38 per 1,000 households, with the average being 11.13
- City and Holbeck year to date offences are down 16% (92 fewer offences) on the same period last year. Although performance is within the milestone range, it is not yet at a level to improve the division's position against its peer group. The division is the third worst performing in its MSG at 14.54 per 1,000 households, with the average being 10.04

Wards of Concern	Year to Sep-11	Year to Sep-10	Change
Burmantofts & Richmond Hill	581	448	30%
Hyde Park & Woodhouse	540	553	-2%
Kirkstall	509	479	6%
Armley	501	553	-9%
Bramley & Stanningley	494	338	46%
Headingley	474	380	25%
Chapel Allerton	458	333	38%
Killingbeck & Seacroft	409	465	-12%
Gipton & Harehills	396	493	-20%

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### What we did

In May, Safer Leeds launched its city wide partnership burglary reduction strategy. This builds on the reductions made in the previous year and outlines the medium to long term approach.

Home Office funding (£1.3m burglary reduction programme) was secured to support the delivery of the strategy. Locally this is being used for a dedicated burglary reduction team, including the police, council, probation, youth offending service and crown prosecution service; fully operational as of the beginning of September 2011. They are targeting prolific offenders, disrupting organised crime groups and ensuring criminal justice processes are robust, with an emphasis in localities of concern. In addition they have direct links with the prison service ensuring a joined up approach to reduce reoffending and improve outcomes for prisoners on release. Early indications of this work are promising and the impact of this team is likely to begin show in performance over the next couple of months.

Joint operations with DVLA and the council to systematically remove unregistered vehicles that are in common use by criminals have been introduced. In the first operation, over 25 vehicles were removed, thereby reducing further opportunities. This approach is being rolled out ward by ward.

A number of successful operations took place to disrupt the stolen goods market. Over 40 warrants were executed and 12+ arrests made. Various stolen items were recovered including electrical goods, jewellery, clothing and seizure of substantial quantities of drugs.

In July, a case conference process was established to address offences committed by offenders travelling across divisional and district borders. Enforcement and outreach activity with 20+ prolific burglars has been progressed and work with both the youth offending team and probation is underway to develop detailed intervention plans to deter re-offending. A number of travelling offenders have received lengthy custodial sentences.

To reduce victimisation and improve residents security for example, East North East ALMO have committed £75K for the installation of burglary alarms in their properties as well as a rolling programme to replace Euro-style locks in UPVC doors and windows.

Local workshops have been undertaken with stakeholders, (Armley, Kirkstall and Burmantofts & Richmond Hill) to develop new tailored locality plans with clear milestones. Partnership activity is being supported by matched funding e.g. ALMO, Area Committee. There has been some success in Armley and Kirkstall.

### What Worked/Lessons Learnt

12 individuals (aged 10-20) in the Armley/Bramley involved in ASB and who pose a risk of becoming prolific offenders are now subject to case conferencing and intervention plans have been drawn up. Future developments will include linking in with the wider local children's services clusters.

### New actions

- Work with the criminal justice service to maximise successful outcomes.
- Develop actions to support early intervention with individuals at risk of offending, who are not in education; employment or training.
- Intensive partnership focus during the dark night's period and raising public awareness of the potential risks.
- Continue to roll out of the development programme for refreshed locality plans, with concentrated efforts in areas under performing.
- Work with housing providers to improve security for tenants.

### Information/intelligence requirement

- Develop the community mapping model and relationship to burglary victims.

### Issues/Risks

- Sustaining partnership activity, focus and commitment.

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: April to September 2011

Population: Residents of Leeds

Progress: 

### Why is this priority?

Communities expect public agencies to tackle ASB in their localities in a responsive and effective manner. Improving the lives of victims of ASB is fundamental to their well-being. Managing or modifying the behaviours of offenders who create most harm in our communities will reduce the risk of re-offending and in turn reduce ASB and crime.

### Headline indicators

Improve the percentage of customers/victims satisfied with the case outcome.

Annual Figures	2008/9	2009/10	2010/11	2011/12
% Satisfaction with the case outcome.	61.6%	66.1%	60.3%	78.4%
% Satisfaction rating with overall service	72.2%	73.7%	70.4%	82.55%

### Story behind the baseline

Customer case outcome satisfaction data is collated through closed case postal surveys which ask a range of questions including satisfaction with response times, the investigation undertaken and the overall satisfaction with the service received.

Data has been collated from the former ASBU closed case survey which can be compared like for like with current LASBT data and shows that satisfaction outcomes is on an upward trend and aggregated annual data has improved significantly since the implementation of LASBT.

### What are the known factors driving the baseline?

Customer satisfaction with the case outcome is invariably driven by a number of factors including the victims own expectations, the length of time taken to resolve the issues and the level of support provided by the investigating officer.

Although many of the cases closed during LASBT's first months were long standing cases previously investigated by the ASBU or individual ALMO's, they have clearly benefited from the revised service standards which place a requirement on officers to provide victims with regular updates. It is hoped that these improved figures will be maintained as transferred cases are closed and survey data eventually relates to cases investigated in their entirety by LASBT.

### Risk factor descriptions

Survey data is reliant on achieving a response rate that is sufficiently representative to be of value. Advice issued by the department for Communities and Local Government suggests that response rates below 30% should, on balance, be published with caveats as necessary.

LASBT survey data for 2011/12 to date is based on a response rate of 25.7% (211 surveys returned). Core team staff are currently undertaking additional work to follow up non-responses to further improve the return rate.

### Victim Demographics

Analysis of victim demographics shows that the vast majority of ASB victims are White British. 60% (950) of victims were female and 36% (576) male. The remainder are a mixed group or gender unknown (not recorded). Only 4 victims were aged under 18.

### Perpetrator Demographics

Analysis of perpetrator demographics shows that the vast majority of ASB perpetrators are White British. 51% (698) of perpetrators are female and 40% (584) male. The remainder are a mixed group or gender unknown (not recorded). 112 perpetrators were aged under 18.

## Safer Leeds Performance Accountability Tracker: (PERFORMANCE REPORT)

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: April to September 2011

Population: Residents of Leeds

Progress: 

### What we did

The new multi-agency Leeds Anti-social behaviour Team (LASBT) became operational in April 2011 after a 14 month city wide review of how partner agencies sought to tackle ASB.

LASBT now has responsibility for all reported incidents deemed to be ASB under new guidance that reflects the governments harm centred approach. Revised procedures have also been implemented, underpinned by customer focused service standards designed to ensure cases are progressed efficiently and reported problems resolved at the earliest opportunity.

Prior to April 2011 ASB enquiries were logged with both the ASBU and ALMO's with resulting data distorted by repeat calls and duplication. Since April 2011 all ASB related calls are now logged with the new service and shows a significant increase on the number of reports previously dealt with by ASBU.

	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q4 2010/11	Q1 2011/12	Q2 2011/12
Enquiries logged on Siebel under ASBU and LASBT (04/04/11)	459	370	229	320	777	<b>698</b>

The number of ASB calls logged with West Yorkshire Police has also increased from 2010/11 from an average of 10,647 per quarter to 11,047 during quarter 1.

The number of new cases opened by LASBT has also increased in line with the referrals and reports it now receives compared to the former ASBU.

	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q4 2010/11	Q1 2011/12	Q2 2011/12
ASB cases opened by LASBT	243	236	278	267	344	<b>447</b>

### What Worked/Lessons Learnt

The development of a core performance team is ensuring that customers receive a consistent service and best practice captured to further support good performance management. Early indications show that more cases are being dealt with more quickly through earlier intervention and closed within 2 months.

The new ways of working introduced with the formation of the team shows what significant steps Leeds has made in tackling ASB. Leeds is now seen as a leading example regionally and nationally.

### New actions

In addition to this core work three key actions are being pursued:

- Work is ongoing to develop closer working links with LCC's Environmental Protection Team recognising the significant anti-social behaviour issues linked to reported noise nuisance.
- West Yorkshire Police, having made changes made to their ASB grading codes, are identifying repeat locations and vulnerable victims, to improve information sharing and ensure LASBT proactively respond to emerging ASB issues.
- A review the statutory ASB panel process will be undertaken to maximise partnership problem solving and improve links with local offender management initiatives.

### Information/intelligence requirement

In addition to efforts to improve information sharing LASBT's Core performance team will look to benchmark its new service against other local authorities.

### Issues/Risks

A six month post LASBT implementation review is due to take place in Oct 2011.

**Meeting:** Safer and Stronger Communities Board

**Population:** All people in Leeds

**Outcome:** the city is clean and welcoming

**Priority:** Ensure that local neighbourhoods are clean.

<p><b>Why and where is this a priority</b> Clean streets and neighbourhoods are regularly cited by local people as one of the key determinants of whether the area in which they live is attractive and welcoming. Clean streets can promote a sense of well-being and belonging; conversely high levels of litter and rubbish strewn across a community can foster a sense of social concern and fear of crime, this is particularly the case in relation to issues such as graffiti, fly-posting and fly-tipping.</p>	<p><b>Overall Progress:</b> <b>Amber</b></p>				
<p><b>Story behind the baseline</b></p> <p>Over the past 10 years or so street cleanliness levels across Leeds have improved significantly and steadily. This has reflected a number of key drivers including:-</p> <ul style="list-style-type: none"> <li>* increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it</li> <li>* increased focus on the issue from central government including via a dedicated performance indicator - NI 195 (previously BV 199)</li> <li>* availability of funding to tackle street cleanliness levels in areas of greatest challenge - NRF, SSCF and LPSA funding have all been used in Leeds.</li> </ul> <p>The City Council is the prime service provider within the City and does this via an in-house workforce. The service provides a range of activities on a routine/scheduled basis including mechanical and manual street cleaning, litter bin emptying and fly-tip removal. Services are also responsive to local issues such as events, fetes and galas etc as well as the needs of local communities as expressed via Elected Members or via residents themselves. This is against a backdrop of external funding losses, which presents a continuing challenge to maintain service standards in this context.</p> <p>Performance data shows that Leeds performs well against other 'core city' comparators in terms of achieving a good level of performance (NI 195 data) with a relatively low level of spend per head of population.</p> <p>Leeds is progressive in its use of enforcement powers to tackle issues such as littering and fly-tipping and has taken a strong stance which has seen the issue of Fixed Penalty Notices and prosecutions for serious offences.</p> <p>Traditionally street cleanliness performance data has been measured and reported at a city wide level. More recently this has been produced at a lower level (based on the 10 Area Committees) and this will help to understand and tackle issues in a more bespoke way than has previously been the case at the locality level . The performance in terms of the percentage of sites surveyed that were judged to be satisfactory in relation to litter, detritus, graffiti and flyposting in 2010/11 were as above.</p>		Litter	Detritus	Graffiti	Flyposting
	City	90.9	76.2	97.1	99.6
	ENE Wedge	88.8	78.5	95.0	99.4
	East Inner	84.5	83.9	92.1	99.0
	North East Inner	84.3	68.4	93.8	99.5
	North East Outer	97.8	84.1	99.2	99.8
	SSE Wedge	88.8	78.1	97.7	99.6
	East Outer	90.5	80.7	98.4	99.1
	South Inner	84.4	78.4	95.4	99.7
	South Outer	91.6	75.1	99.3	100
	WNW Wedge	94.0	73.0	98.1	99.8
	North West Inner	94.4	58.7	98.5	100
	North West Outer	97.9	80.0	99.3	99.7
	West Inner	91.5	77.3	97.7	99.7
	West Outer	92.0	77.1	96.9	99.8

### What do key stakeholders think

It is intended to undertake perception surveys of cleanliness in the city centre in Nov / Dec 2011 and across the city through the citizens panel in the new year.

### What we did

- Leeds has recently devised Service Level Agreements (SLAs) between the 10 Area Committees and the E&N Directorate setting out the service delivery arrangements for street cleansing within their areas. Performance against the SLAs will be monitored and reported at Area Committees and reviewed annually.
- The service has recently undergone internal restructuring to allow newly appointed Locality Managers to deliver more locally responsive and accountable services via area based teams.
- All staff within the service are now on shift patterns that support service delivery across the city on a 7 day basis.

### New Actions

Partnership work is underway with a range of internal services to identify service efficiency and improvement that will lead to better outcomes, these include:-

- Programmed cleaning of ginnels via a range of agencies
- Expanded tipping points and shared depot facilities, to reduce travel time
- litter clearing swaps - parks etc.
- closer working with city centre businesses partners and CCM.
- Additional focus on environmental enforcement by PCSOs, directed by priorities agreed through tasking meetings.

In addition, the restructure of cleansing and enforcement into one these two services closer to facilitate local intelligence and to support a range of solutions to cover preventative as well as remedial work.

### What worked locally /Case study of impact

- The impact of the introduction of the SLAs is too early to tell at this stage, however this will be measured via surveys to be undertaken in November 2011.

### Data Development

- service performance and resident perception data will now be collated at a locality level, this will allow services to be more 'intelligent' and locally focussed.

**Risks and Challenges** budget challenges face all Council services and street cleansing is no exception. The need to increase efficiency/make service reductions may impact on service delivery.

Satisfactory performance against the SLAs agreed with Area Committees is vital.

Joint working and greater flexibility needs to be done in partnership with the workforce and staff need to be engaged and understand any changes that may occur to traditional working patterns/arrangements.

**Meeting:** Safer and Stronger Communities Board

**Outcome:** People get on well together

**Population:** All people in Leeds

**Priority:** Increase a sense of belonging that builds cohesive and harmonious communities

**Why is this a priority:** Leeds has one of the most diverse and changing cultural populations in the UK, with some of the most affluent populations as well as the most deprived in the country, and these communities are often in close proximity. Population growth and change, the current economic pressures and other factors present both opportunities and challenges for the city, including the need to ensure that we maintain and strengthen our good community relations and build links and relationships between our diverse communities and neighbourhoods.

**Overall Progress:**  
**GREEN**

#### Story behind the baseline

Leeds has an estimated population of 798,800, an 11.6% growth since 2001.

About the diverse and changing communities of Leeds:

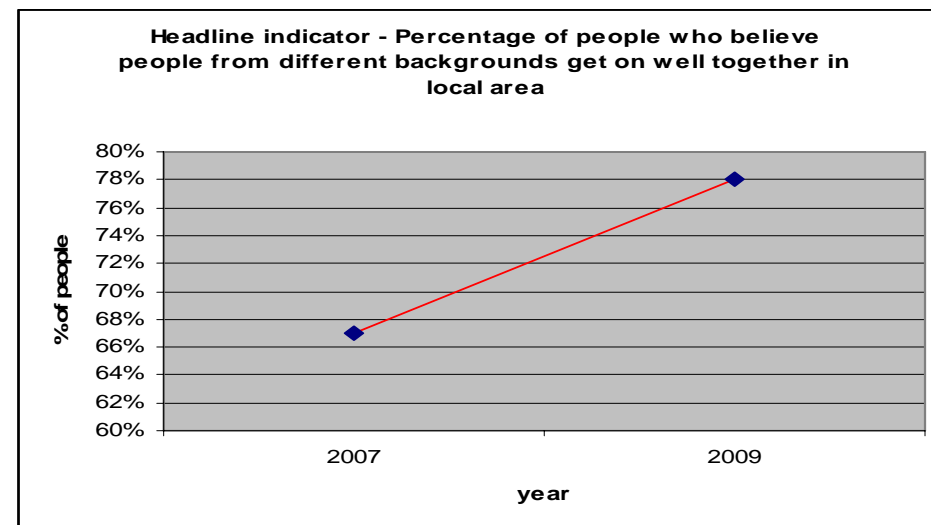
- home to over 140 different ethnic groups
- higher proportion of 15–29 year olds compared to regional and national rates
- unemployment in Leeds (9.2%) is higher than nation(7.7%)region (8.8%) rates
- Leeds has the lowest overall out of work claimant rate of the core cities
- The black and minority ethnic (BME) population is now 17.4% an increase from 77,900 in 2001 to 137,200 in 2009
- largest BME communities are: Pakistani 22,500 and Indian 20,700 but the biggest increase in numbers is in the 'other white' category – with a rise from 10,700 (2001) to 25,600(2009) , many of these will be migrant workers, including from Poland.
- the January 2011 school census shows that 22.5% of pupils are of BME heritage and there are now over 170 different languages spoken by school children in Leeds
- the Census data shows that BME and minority faith communities are largely concentrated in particular geographical neighbourhoods, for example: Chapel Allerton; Gipton and Harehills; City and Hunslet

- the City is a hub for the location and support of asylum seekers who have been placed here by central government, in addition it is a place where many individuals gravitate because of the facilities, services, housing options, job opportunities, existing communities and perceived safety, including new migrants, refugees and lesbian and gay people.
- New communities to Leeds, like Somalians and other African nationals, do not have currently developed community networks, which makes it hard for the Council and others to build a relationship with them and make services accessible and appropriate, equally the Council's own structures do not make it easy for communities like these to reach us.

Leeds is generally seen as a city which is at ease with itself, which is welcoming to new citizens and where communities and individuals get along, but there are tensions and conflicts which emerge between individuals, groups and communities. e.g. the October tensions report identifies areas of Leeds where there are tensions between Black and Asian youths; where there is targeting of Eastern European communities; tensions between Kurdish and African communities; intergenerational tensions and conflicts between gypsies, travellers and others.

Leeds had limited minor disturbances over the summer, when other cities experienced major riots. There is a view that previous investment in community organisations and relationship building helped the city survive the tensions without major incident, the challenge now is to build on what has worked.

**Headline Indicator:** Increase the number of people who believe people from different backgrounds get on well together in the local area.



### What do residents think

In the 2009 Residents Survey more than three-quarters (78%) of respondents agreed that 'people from different backgrounds get on well together in their area' (Q6), a significant improvement on the level recorded in 2007 (67%).

There were few differences between respondents in different ethnic groups, although 87% of 'Asian and Asian British' respondents compared to 78% 'White' respondents were more likely to agree with this statement.

The roll out of the Citizens Panel will replace the Residents Survey as the principal vehicle for tracking the Headline Indicator.

### What we did

- Leeds has well established Community Intelligence and Community Tensions monitoring arrangements, which enable us to have some understanding of the state of community relations and this is supported by arrangements in localities to respond to issues like hate crime, gang violence and inter community tension. These arrangements have been revised since summer 2011 and are being developed and strengthened.
- Leeds had a well established Harmonious Communities Partnership which had a focus on strengthening community relations, under the new Leeds Initiative arrangements, this is now the Stronger Communities Partnership. The former Harmonious Communities Partnership encouraged and supported community relations building activity, with support for many positive initiatives, including:
  - 'Planet Leeds' a free city centre street festival that celebrates the rich mix of talent from across the city and from all the cultures and backgrounds that call Leeds home.
  - The launch of 'Bringing Generations Together' a framework for tackling inter-generational tensions, with ideas for actions, supported by a network of practitioners and training
  - Locality based initiatives to tackle community tensions and hate crime. The Impacts of interventions are monitored through local meetings.

### What Worked Locally /Case study of impact

- Leeds: City of Sanctuary – City of Sanctuary is the network of towns and cities that have declared themselves to be "sanctuaries" for people seeking safety, fleeing persecution, war or trauma. Leeds has a very strong network of organisation and groups that already provide support and friendship to people who most need it. In September 2011 there was a Refugee Week civic event where City of Sanctuary schools were recognised.
- Leeds has recruited and trained a group of volunteer community organisers from targeted new migrant communities who cascade information about the city and services within their community – this ensures that new citizens to Leeds understand how the city and the systems work and this can reduce tensions

### New Actions

The Stronger Communities Board will produce a work programme, which includes a focus on building community relations, this should be approved and implemented from qtr 3 onwards.

Safeguarding our Communities Programme Board will be further developing community mapping to support our understanding of the make up of communities, which should assist in identifying likely tensions and the need for community support, capacity building and other interventions

The Stronger Communities Board will be invited to adopt an Intercultural Cities approach to this work.

### Data Development

- Leeds will liaise with the Core Cities to establish what data can be used to provide benchmarking, including employment figures. This will be included in the quarterly report card.
- The revision, expansion and relaunch of the Citizen's Panel will enable a tracking of progress. A question will be included in the Survey. The analysis will be at Ward Level.
- Hate crime incidents and community tension data and analysis will be agreed as a vehicle for tracking progress
- Over time additional Neighbourhood tracking of perceptions can be developed to support the evaluation of specific interventions locally.
- Other neighbourhood and community based perception tracking activity will be developed to complement the Headline Indicator

### Risks and Challenges

- Need to build on capacity building support for new communities to strengthen their engagement in civic and community life
- Embed evaluation into all Community Relations building activities, so that we can learn from what we do, roll out what works and develop a framework for community relations building across the city