

Safer Leeds Performance Accountability Tracker: (REPORT CARD)

Outcome: People are safe and feel safe

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

Review Period: Jan to March 2012

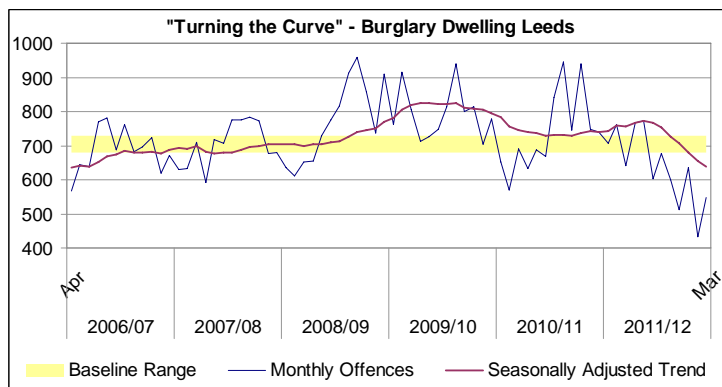
Population: Residents of Leeds

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 has significant consequences directly impacting on a person's sense of safety, as well as damage and loss incurred. Domestic burglary levels in Leeds remain higher than the national average

Headline indicator



Leeds has made strong progress this year in working towards its desired outcome and as a measure of success; the partnership reduction target for 2011/12 (8,200) has been exceeded. The continued strategic and tactical focus through the delivery of the Burglary Reduction plan has resulted in significant improvements over the later half of the year, demonstrating the impact of a committed and ambitious partnership.

- The 2011/12 result surpasses our previous best outturn and is the lowest count for well over 10 years; results for Q4 show a 33.6% improvement (817 fewer victims) when compared to the same period last year.
- In 2011/12, there were 7,662 recorded burglary dwelling offences across the city, down 13.6% (1207 fewer victims) on the previous year (the offence rate for Leeds was 22.9‰ households).
- In 2011/12, there were 1,217 offences against ALMO properties, down by a quarter on the previous year.

- For the 12 month period to Feb, Leeds had moved down to the 2nd highest Community Safety Partnership in the iQuanta most similar families group. The performance gap to the Family average narrowed from 14.01‰ households to 12.6‰.

Ward	12 Month	12 Month % Change
Hyde Park & Woodhouse	597	36.0%
Bramley & Stanningley	420	8.5%
Burmantofts & Richmond Hill	407	-29.5%
Headingley	407	3.3%
Armley	390	-34.6%
Gipton & Harehills	383	0.3%
Killingbeck & Seacroft	361	-16.2%
Kirkstall	358	-32.7%
Chapel Allerton	309	-29.1%

Results above show considerable success over the year in a number of strategic localities of concern. It is however recognised that there is more to do in Hyde Park & Woodhouse; concentrating partnership attention through tailored approaches will remain a priority. Early improvement signs since March 12 in this ward will need to be sustained over the coming year.

Story behind the baseline

- Offending has been linked to problematic and nuisance groups of youths in some estate areas that appear to view opportunistic burglary as an extension of ASB. Complex needs have been identified in such "up and coming" offenders who can rapidly become prolific. This directly links with the Governments "troubled families" agenda that focuses on reducing crime, ASB, unemployment and truancy.
- Continued issues exist around lack of awareness or engagement in crime prevention within specific groups/ communities especially new and migrant communities.

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What we did (key examples)

- A refreshed burglary delivery plan has been produced and agreed for 2012, linking strategic and tactical activity. The communications and promotions action plan assists in forward planning of marketing and press opportunities. In March, the spring campaign, 'it only takes a minute ~ lock up or lose out', was launched. Messages have been disseminated using a variety of media; e.g. Radio advertising (Aire & Fever), social media (twitter, facebook, websites) bus routes, community centres and recycling centres.
- The weekly tactical meetings continue, where Organised Crime Groups (OCGs) are discussed and actions agreed to disrupt and bringing these offenders to justice. Over 12 OCGs are currently being investigated.
- In conjunction and supported by the Crown Prosecution Service, agreement has been sought with the Recorder of Leeds that a *community impact statement* can inform Judges of the cumulative effect of burglary when determining suitable sentencing. A proforma has been produced, directed for use by the Divisional D/Is for inclusion on burglary files in respect of the more prolific or problematic nominals. It has been favourably received by the judge and around 10 statements to date have been submitted. The relationship with the Courts is now such that a quarterly briefing to the Recorder on emerging issues will be provided.
- In the last year, the Leeds POCA Team (Proceeds of Crime Act) have been actively targeting 'asset rich' offenders across the city, who are known or suspected of living above their legitimate means through criminal activity. The team have utilised existing legislation to seize, restrain and confiscate these benefits, amassing just under £2million.
- Operation Anchor (prison releases) has now been incorporated into daily business. In Q4, there were 146 prison releases managed of which 75 were assessed as at high risk of reoffending (75% + likelihood).
- A grant from the Youth Justice Board has enabled YOS staff/volunteers to be trained on developing the restorative nature of Youth Offender Panels. For example, the ReConnect project involves an experienced parenting practitioner, working with families and young people nearing the end of the custodial sentence, to co-ordinate a family conference enabling a support plan to be put in place to maximise the chances of a successful return home.

What Worked/Lessons Learnt

- A burglary predictive analysis tool has been developed to aid the deployment of resources, under the name of Operation Optimal. This pilot project was launched in NWL in early March, and is based on "neighbour risk" and "opportunistic burglar" models. Tasking is robustly managed to ensure activities are tightly focused within a specific location and time frame. It enhances responses to burglaries including focused target hardening and super cocooning. Results to date are positive.
- In NWL, the Police have formed a Restorative Justice Team (a sergeant and 9 officers) with a remit of establishing a restorative, community resolution approach with appropriate adult & young offenders, as an alternative to prosecution and encouraging individuals to make amends for their crimes.
- In NEL, a number of pilot LCC security patrols have been deployed in localities of concern (7pm-12pm & 12pm-4pm) during the last quarter. These have been high visibility patrols backed up by support from the local Neighbourhood Policing Team's and the Council's CCTV service. Funded by East North East Homes, early evaluations show a decrease in burglary in streets patrolled with no significant displacement.

New actions

- Review and monitor the outcomes of community impact assessments
- Reduce and disrupt the stolen goods markets
- Design and deliver tailored responses to 'it only takes a minute' campaign in localities of concern
- Improve standards of security across all tenure types

Information/intelligence requirement

- Evaluation of the North West Leeds pilot (Operation Optimal)

Issues/Risks

- The challenge for the forthcoming year will be to maintain momentum, focus and commitment by sustaining partnership activity.

Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: January to March 2012

Population: Residents of Leeds

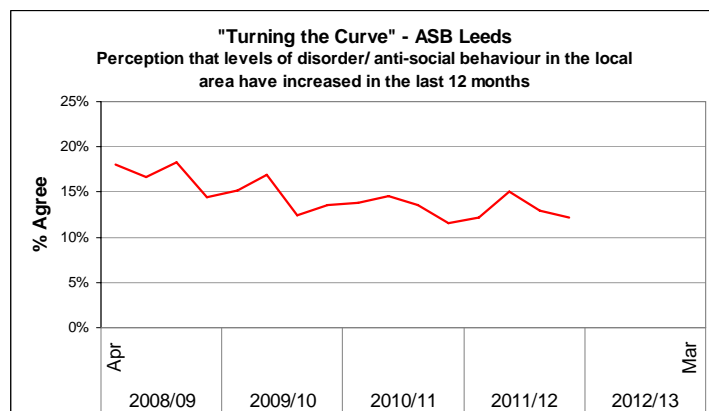
Progress: 

Why is this a Priority?

Residents 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 health and 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 Indicator

The measure below is concerned with overall perceptions of ASB, and are is not reflective of service provision. The information is from the quarterly West Yorkshire Police Authority household survey ~ in the last 12 months 6,430 households have been surveyed across Leeds.



The 2008/09 baseline range was 18.03% of respondents agreeing it had got worse in the last 12 months. This has decreased to 12.24% in the latest quarter (Jan – Mar 2012). The overall trend is downwards, although there is some variation in quarters and between localities.

Key Service Indicator – LASBT Survey

Customer satisfaction data is collated at case closure through customer (victim) surveys, which seek customer satisfaction levels in relation to various aspects of the service including;

Annual Figures	2008/9	2009/10	2010/11	2011/12
% Satisfaction with the case outcome.	61.6%	66.1%	60.3%	75.0%
% Satisfaction rating with overall service	72.2%	73.7%	70.4%	81.3%

Story behind the baseline (LASBT cases)

Prior to implementation of the multi-agency Leeds Anti-social behaviour Team (LASBT) ASB was responded to across a range of agencies (ALMO's, ASBU, Police etc) each working to differing thresholds and service standards making direct comparison of city wide performance data difficult.

When compared with former ASBU survey responses, there have been significant improvements as a result of this joined up approach to ASB service delivery. LASBT data collated during 2011/12 will form the baseline from which performance targets can be set.

What are the known factors driving the baseline?

Customer satisfaction with the case outcome is influenced by many factors including the victims own expectations, and the complexity of the case.

LASBT procedures are customer focused. For example, in supportively managing victim expectations, exploring potential solutions, and identifying and responding to individual needs. LASBT works to resolve cases at the earliest opportunity. Customer feedback suggests that the process is working. Comments include *'efficient and professional, response received'* from an *'invaluable service'*.

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Progress: 

LASBT data for 2011/12 has been drawn from on a total of 540 surveys from 1562 named victims (an overall response rate of **34.6%**) giving a 95% confidence level with a 3.41% confidence interval.

Demographics

Analysis of Closed Case victim demographics shows that where ethnicity is recorded, 87.2% of victims are White British ethnicity. **63.2%** (907) of victims are female and 36.8% (527) male. The remainder are a mixed group or gender unknown (not recorded). Only 8 victims are aged under 18. Analysis of Closed Case perpetrator demographics shows that 89.8% of ASB perpetrators are White British. **53.2%** (648) of perpetrators are female and **46.8%** (571) male. The remainder are a mixed group or gender unknown (not recorded). 97 perpetrators were aged under 18.

What we did

LASBT has taken responsibility for all reported incidents deemed to be ASB under new guidance that reflects the governments harm centred approach. Implemented revised procedures that are underpinned by customer focused service standards to ensure that cases are progressed efficiently and resolved at the earliest opportunity.

Streamlined reporting process. Prior to April 2011 ASB enquiries were logged with both the ASBU and ALMO's resulting in repeat calls and duplication. Since April 2011 all ASB related calls have been logged with the new service and shows a significant increase in the number of reports previously dealt with by ASBU.

(*ASBU prior to 04/04/11)	Q1 10/11	Q2 10/11	Q3 10/11	Q4 10/11	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12
Enquiries logged on Siebel under LASBT	459	370	229	320	1011	916	645	725
Annual Total	1378				3297			

OBA-PAT

West Yorkshire Police received in excess of 42,000 ASB calls during 2010/11. A more accurate ASB grading system was introduced in September 2011, (e.g. removing reports of abandoned vehicles) and data to the end of February 2012 shows the police received **26,694** ASB related calls during 2011/12

During 2011/12 LASBT opened 1248 new cases, a 21.8% increase on 21010/11 figures.

(*ASBU prior to 04/04/11)	Q1 10/11	Q2 10/11	Q3 10/11	Q4 10/11	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12
ASB cases opened by LASBT*	243	236	278	267	335	354	251	308
Annual Total	1024				1248			

What Worked/Lessons Learnt

Improved satisfaction and case duration data (durations having reduced from a pre-implementation (ASBU) figure of 241 days to less than 150 calendar days)

New actions

Building on this success three further key actions are being pursued:

- Environmental Protection Team staff are being integrated into LASBT recognising the ASB impact of domestic noise nuisance.
- West Yorkshire Police, are identifying repeat locations and vulnerable victims, to improve information sharing and ensure LASBT proactively responds to emerging ASB issues.
- Work is ongoing to ensure LASBT respond to any legislative changes.

Issues/Risks


Moving forward into 2012/12 our key challenge is to build on the successful outcomes achieved during 2011/12.

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>Why and where is this a priority 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>Overall Progress: Amber </p>
<p>Story behind the baseline</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"> * increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it * increased focus on the issue from central government including via a dedicated performance indicator - NI 195 (previously BV 199) * availability of funding to tackle street cleanliness levels in areas of greatest challenge - NRF, SSCF and LPSA funding have all been used in Leeds. <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>Historically, Leeds has performed well against other 'core city' comparators (NI 195 data) with a relatively low level of spend per head of population. At the commencement of the new delegation arrangements, a survey was done to establish a baseline position, with the result that 86.7% of streets surveyed were deemed to be satisfactory in relation Litter (Sept 11). Further surveys are being undertaken periodically but the results are affected by seasonal factors so comparisons are not yet possible. Over time, performance data will be built up which will allow year on year seasonable comparisons to be made.</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.</p>	
<p>What do key stakeholders think</p> <p>Perceptions of street cleanliness, reported anecdotally, have improved over the last two quarters of 2011/12. Views have been expressed by Members, residents groups and city centre businesses. A Dec 2011 survey of businesses and residents in the city centre showed approximately 70% satisfaction with cleanliness. There is an acceptance that improvements have been made on cleaning the city, with a renewed attention now expected on enforcement, which, alongside education, provide a rounded approach to improving overall cleanliness. There is no complacency on this issue with key stakeholder groups expecting continuing improvement and a willingness to engage and contribute to ensure this is achieved for the city.</p>	

<p>What we did</p> <ul style="list-style-type: none"> • We are coming to the close of the delivery period of the first round of SLAs. The impact of delegation on street cleansing has been monitored at Area Committee meetings and collectively by the Council's Executive Board. The comments from Members via these and other routes have been used to guide the first drafts of SLA2. • The principles and overall content of SLA2 has now been agreed by each Area Committee. • The range of cleansing services delegated to Area Committees was extended in February 2012. • We have been developing focused zero-tolerance enforcement activities in very localised areas. • Introduced extended Dog Control Orders for specified land across the city. 	<p>New Actions</p> <ul style="list-style-type: none"> • Finalise the second round of SLAs and seek sign-off by Area Committees. • Introduce and roll out Environmental Improvement Zones in ENE. • Propose and introduce a new model of service delivery for an integrated environmental service for Headingley. • Ensure local events attracting global interest / coverage are well supported in terms of cleaning and enforcement activities. • Develop a prioritised cleansing programme for the city centre (to form part of the emerging City Centre Charter). <p>Data Development</p> <ul style="list-style-type: none"> • 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.
<p>What worked locally /Case study of impact</p> <ul style="list-style-type: none"> • The impact of the introduction of the SLAs will be measured by the NI 195 survey results. • In the WNW area – An Elected Member Environmental Champion is leading the exploration of littering and dog fouling enforcement on Armley Town Street. • In the SE area – the Council and its partners have supported a community-led clean up initiative by a local Elected Member, the Imam of the local mosque, and worshippers at Friday prayers. • In the ENE area - Intelligence sharing between enforcement teams and bulk vehicle teams has led to the removal of over 2000 tyres from various sites in the outer areas. 	
<p>Risks and Challenges</p> <ul style="list-style-type: none"> • 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. • The constant balancing act of resource deployment at a very local level to ensure the maximum cleansing outcomes. • More successful engagement with the public to improve their current littering behaviour. This should be a mix of education and enforcement. • Continually improving productivity and maximising co-ordinated working with other internal partners. 	

Meeting: Safer and Stronger Communities Board

Outcome: People can get on well together

Population: All people in Leeds

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

Why and where is this a priority

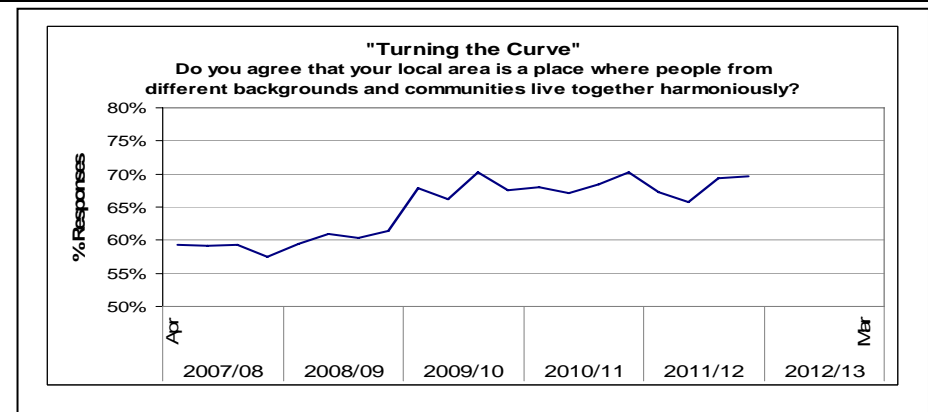
Leeds has one of the most diverse and changing cultural populations in the UK, it also houses some of the most affluent populations as well as the most deprived in the country, and these communities are often in close proximity. The current economic pressures and other factors present both opportunities 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:
AMBER



Story behind the baseline

Leeds has one of the most diverse and changing cultural populations in the UK. The majority of our black and minority ethnic and newly arrived communities are however concentrated in the inner city and less affluent areas. This has created some tension in communities where the impact of new arrivals or changing demographics has been felt more keenly. Whilst the overall picture is that Leeds communities are generally resilient and tolerant, the significance of intercultural tensions in some of our communities must not be underestimated. The picture nationally is that tensions between different communities of identity are increasing, and Leeds is conscious of staying ahead of that trend.



Every community in Leeds has its strengths. However, there are communities in Leeds where multiple concerns occur in the same location including poverty, unemployment, truancy and substance misuse. Where these concerns and others all exist in once place it compounds the effects of crime and anti-social behaviour, reduces respect for the environment and limits the potential benefits of community involvement and community action.

In order to help these communities with multiple concerns, our focus is on early identification, interventions and support for individuals and families to reduce such risks, threats and harms. The partnership focus for this work, is about understanding what interventions and support can be in place to make a difference at community level: understanding the conditions required to ensure interventions are most successful.

Newly emerging or changing communities are especially vulnerable to a range of threats, significant and regular changes in population, especially with short-term residency, inhibits the formation of strong, supportive and integrated communities – and we are working to look at what support needs to be in place to build resilience in these neighbourhoods, and with certain communities of identity.

Overall progress is as planned in the last 3 months, and there is confidence that we know where activity needs to be targeted to strengthen communities. Progress is noted as Amber however, to reflect the need to ensure that we can deliver the right interventions and support with partners where needed to achieve continued progress.

What do key stakeholders think

The graph shows that in 2007/08 the baseline position was 59.34% (taken from West Yorkshire Police Authority household survey data). This has increased to 69.61% in Qtr 4, although there is some variation in quarters and between localities and there are many different factors influencing people's perceptions.

What we did

- The **Safer and Stronger Communities Board** looked at a focus on restorative practice.
- **The Stronger Communities** partnership has initiated an overview of the national programmes having an impact at local community level – and are exploring the implication for stronger communities
- **Migration Partnership:** the partnership is currently exploring options of how best to cope with the cuts to the sector, and is working with statutory partners to manage the likely impact of changes to the asylum system, and asylum housing, as well as support work to prevent hate crime in newly arrived communities.
- The **Gypsy Roma Traveller partnership** has progressed work to develop a Roma Needs Assessment and a Gypsy Traveller Needs Assessment to bring together work in health and social care and to direct resources appropriately. They are also exploring how to improve adult safeguarding for vulnerable young women from these groups.

What worked locally /Case study of impact

- The Migrant Community Organisers programme hosted an away day for all the migrants trained so far. This group identified a number of areas to explore for working more effectively together and with partner agencies and have agreed to form the Migrant Community Network to improve relations across newly arrived groups. Funding has been secured for a forth cohort of volunteer training.

Risks and Challenges

Ensuring that community partners are in a position to engage and deliver where action is needed to support communities and influence behaviour is a key challenge in the current economic climate. A national increase in incidents of hate crime and inter community tension is noted as a risk for Leeds, and we need to ensure that we learn from the experiences of other cities where civic unrest has been more evident than in Leeds.

New Actions

- **Safeguarding our Communities:** the quarterly report shows a slow, but steady rise in the spread of areas of concern around tensions; however, the actual levels of risk have generally remained “low”. In terms of numbers of recorded hate incidents – although these have risen in quarter 4 – these have mainly been in the “Moderate” (Repeat harassment, threats, intimidation) and particularly “Concern” (Isolated name calling, abusive language) categories, which may indicative of increased reporting levels. And the actual levels of incidents in the “High/ Severe” (physical violence, damage to property) have decreased. Work has also progressed to develop community mapping which will support in understanding and identifying inter-community tensions. The Migration Partnership will assist this work.

Data Development

- The Stronger Communities partnership has assigned a sub group to develop 4 substantive proxy measures, to help understand the overall headline indicator – which is a more long term measure, and will not be indicative of short term progress. This group has met and outlined a range of areas to progress data in order to determine a reliable measure for communities strength, as well as their perception of involvement in the life of the city. These will be worked up further with the aim of being in place by Q1 2012/13.