



## SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Thursday, 21st July, 2022 at 10.30 am

*(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)*

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### MEMBERSHIP

#### Councillors

- B Anderson (Chair) - Adel and Wharfedale;
- J Akhtar - Little London and Woodhouse;
- K Brooks - Little London and Woodhouse;
- E Carlisle - Hunslet and Riverside;
- L Cunningham - Armley;
- R Finnigan - Morley North;
- P Grahame - Cross Gates and Whinmoor;
- A Khan - Burmantofts and Richmond Hill;
- S Lay - Otley and Yeadon;
- A Maloney - Beeston and Holbeck;
- T Smith - Pudsey;
- J Tudor - Killingbeck and Seacroft;
- P Wadsworth - Guiseley and Rawdon;
- N Walshaw - Headingley and Hyde Park;

**To Note:** Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

**Note to observers of the meeting:** To remotely observe this meeting, please click on the 'View the Meeting Recording' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

<https://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=1091&MId=11928>

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

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**Principal Scrutiny Adviser:  
Angela Brogden  
Tel: (0113) 37 88661**

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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 Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. To consider whether or not to accept the officers recommendation in respect of the above information.</li> <li>3. If so, to formally pass the following resolution:-</li> </ol> <p><b>RESOLVED</b> – 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><b>No exempt items have been identified.</b></p>	

3

### **LATE ITEMS**

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

### **DECLARATION OF INTERESTS**

To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.

5

### **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

### **MINUTES - 23RD JUNE 2022**

5 - 10

To approve as a correct record the minutes of the meeting held on Thursday 23<sup>rd</sup> June 2022.

7

### **WEST YORKSHIRE POLICE AND CRIME PLAN 2021-24 - UPDATE**

11 - 50

To receive a report from the Head of Democratic Services which presents an update by the Deputy Mayor for Policing and Crime on the delivery of the West Yorkshire Police and Crime Plan 2021-24.

8

### **SAFER STRONGER COMMUNITIES - ANNUAL UPDATE**

51 - 86

To receive a report from the Chief Officer Safer Stronger Communities which presents an annual update against priorities included in the Safer Stronger Communities – Leeds Plan 2021-2024.

9

### **WORK SCHEDULE**

87 - 104

To consider the Scrutiny Board's work schedule for the 2022/23 municipal year.

**DATE AND TIME OF NEXT MEETING**

Thursday, 15<sup>th</sup> September 2022 at 10.30 am (Pre-meeting for all Board Members at 10.00 am)

**THIRD PARTY RECORDING**

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 on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- 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.

**Webcasting**

**Please note** – the publicly accessible parts of this meeting will be filmed for live or subsequent broadcast via the City Council's website. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed.

## SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

THURSDAY, 23RD JUNE, 2022

**PRESENT:** Councillor B Anderson in the Chair

Councillors J Akhtar, K Brooks, E Carlisle,  
A Garthwaite, P Grahame, A Khan, S Lay,  
A Maloney, T Smith, J Tudor, P Wadsworth  
and N Walshaw

### **1 Appeals Against Refusal of Inspection of Documents**

There were no appeals against the refusal of inspection of documents.

### **2 Exempt Information - Possible Exclusion of the Press and Public**

There were no exempt items.

### **3 Late Items**

There were no late items.

### **4 Declaration of Interests**

There were no declarations of interest.

### **5 Apologies for Absence and Notification of Substitutes**

Apologies for absence were received from Councillor Cunningham, with Councillor Garthwaite attending as substitute.

### **6 Minutes - 31 March 2022**

**RESOLVED** – That the minutes of the meeting held on 31<sup>st</sup> March 2022 be approved as an accurate record.

### **7 Scrutiny Board Terms of Reference**

The Head of Democratic Services submitted a report that presented the Board's terms of reference for information.

It was noted that functions relating to Civic Enterprise Leeds and CIL, which currently sit within the remit of the Environment, Housing and Communities Scrutiny Board, may be transferred to another Scrutiny Board. Members were advised that confirmation of any changes made to the Board's terms of reference would be reported back in due course.

**RESOLVED** – That the Board’s terms of reference be noted.

## **8 Co-opted Members**

The Head of Democratic Services submitted a report which sought the Board’s consideration for the appointment of co-opted members.

It was noted that the Environment, Housing and Communities Scrutiny Board has historically considered the appointment of co-opted members on an ad-hoc basis where it has been deemed appropriate.

**RESOLVED** – The Board agreed to consider the appointment of co-opted members on an ad-hoc basis, where deemed appropriate.

## **9 Sources of work for the Scrutiny Board**

The Head of Democratic Services submitted a report on potential sources of work and areas of priority within the Board’s terms of reference.

The following information was appended to the report:

- The Best City Ambition
- A summary of the Council’s 2022/23 budget proposals relevant to the remit of the Environment, Housing and Communities Scrutiny Board.

The following were in attendance for this item:

- Councillor S Arif, Executive Member for Public Health and Active Lifestyles
- Councillor M Harland, Executive Member for Communities
- Councillor H Hayden, Executive Member for Infrastructure and Climate
- Councillor M Rafique, Executive Member for Environment and Housing
- Polly Cook, Chief Officer Sustainable Energy and Air Quality
- Lee Hemsworth, Chief Officer Community Hubs, Welfare & Business Support
- Sean Flesher, Chief Officer Parks and Countryside
- Paul Money, Chief Officer Safer Stronger Communities
- John Mulcahy, Chief Officer Elections and Regulatory
- John Woolmer, Chief Officer Environmental Services
- Mandy Sawyer, Head of Housing and Homelessness
- Adam Crampton, Head of Property Management
- Tim Rollett, Intelligence and Policy Manager

The Chair invited views from the Executive Members, officers and Board Members around potential areas of work for the Scrutiny Board to undertake this year. In summary, the following key areas were highlighted:

- *Parks and Countryside* – Linked to the Board’s commitment to track progress against the new Parks and Green Space Strategy 2022-2032 (provisionally scheduled for the Board’s February 2023 meeting), it was

suggested that the Board explores further opportunities to help raise the profile and use of local parks. Linked to this, the Board particularly highlighted the value of voluntary Friends groups and requested that the current list of known Friends and In Bloom groups be provided for information.

- *Cemeteries and Crematoria* – It was proposed that the Board receives an update on the current Cemeteries and Crematoria Strategy. Linked to this, Members raised a particular interest around provisions for natural burials.
- *Safer and Stronger Communities* – It was noted that the Board would be receiving a general Safer Leeds update at its July meeting. It was suggested that this update could reflect matters of particular interest around policing recruitment and training needs and the potential impacts on Neighbourhood Policing Teams, as well as the impact/benefits of the existing PACT meetings. It was also suggested that the Board may wish to maintain an overview of progress relating to the LASBT services following changes made in early 2020 and progress with the new LeedsWatch model. It was felt that new Board Members would also find it particularly insightful to visit the CCTV control centre.
- *Migration* – Having previously maintained a watching brief of the strategic approach to migration in Leeds, it was suggested that the Board considers the current position with a particular focus around the support being provided to Ukrainian and Afghan refugee families. In undertaking this piece of work, Members acknowledged the value of inviting representation from across other Scrutiny Boards too.
- *Sustainable Energy and Air Quality* – While acknowledging that a broader Climate Emergency update had already been provisionally scheduled for the Board's March 2023 meeting, it was suggested that the Board also undertakes a focused piece of work around air quality that could be linked to the annual review of the 2021-2030 Air Quality Strategy Action Plan.
- *Housing* - It was noted that plans had provisionally been put in place for the Board to utilise its February 2023 meeting to consider housing activity matters. Linked to this, it was suggested that the Board explores the pressures surrounding affordable housing and to also continue monitoring progress in relation to the de-carbonisation of social housing stock. The Chair highlighted that a separate briefing session would also be arranged primarily to assist new Board Members to better understand the role and responsibilities of the Housing Service.
- *Environmental Services* – Linked to the Board's earlier inquiry work around the future of waste services, it was noted that the service would be in a position in early Autumn to update the Board surrounding the development of the Waste Strategy. In the meantime, the Chair proposed that Board Members undertake a visit to the new premises at Newmarket House and also the RERF.

- *Communities and Welfare Support* – It was noted that plans had provisionally been put in place for the Board to utilise its September 2022 meeting to receive an update around reducing poverty and improving financial inclusion, along with an update on the revised Local Welfare Support Scheme. Linked to this, Members suggested that relevant external partners, such as Money Buddies and the Citizens Advice Bureau, also be invited to contribute to that meeting.
- *Tackling gambling harm* – The Chair made reference to a recent publication from the Centre for Governance and Scrutiny in partnership with the Gambling Commission around raising awareness and increased scrutiny into tackling gambling harm. In response, the Chief Officer Elections and Regulatory explained that the council has undertaken a lot of work in this area involving licensing, social inclusion and Public Health. In terms of highlighting this work, it was proposed that a report be taken to the Licensing Committee in the first instance for its consideration, with a view to reporting back to the Scrutiny Board later in the year.

**RESOLVED** – That the contents of the report and the suggested areas of work, as set out above, be noted.

## 10 Performance Update

The Director of Communities, Housing & Environment and Director of Resources submitted a joint report which provided a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment, Housing and Communities Scrutiny Board.

The following were in attendance for this item:

- Councillor S Arif, Executive Member for Public Health and Active Lifestyles
- Councillor M Harland, Executive Member for Communities
- Councillor H Hayden, Executive Member for Infrastructure and Climate
- Councillor M Rafique, Executive Member for Environment and Housing
- Councillor D Coupar, Executive Member for Resources
- Polly Cook, Chief Officer Sustainable Energy and Air Quality
- Lee Hemsworth, Chief Officer Community Hubs, Welfare & Business Support
- Sean Flesher, Chief Officer Parks and Countryside
- Paul Money, Chief Officer Safer Stronger Communities
- John Mulcahy, Chief Officer Elections and Regulatory
- John Woolmer, Chief Officer Environmental Services
- Mandy Sawyer, Head of Housing and Homelessness
- Adam Crampton, Head of Property Management
- Tim Rollett, Intelligence and Policy Manager

In consideration of the report, the Board discussed the following issues:

- *Void properties* – With regard to the increased numbers of void properties recorded in 2021/22, Board Members discussed the key issues that had impacted the service’s ability to recover to the pre-covid position as well as anticipated improvements moving forward.
- *Healthy Holidays scheme* – Board Members praised the success of the Healthy Holidays scheme which is run in partnership with Leeds Community Foundation, Active Leeds, Catering Leeds and others.
- *Recycling rates* – The Board discussed current performance in relation to recycling rates and in doing so had requested that actual figures, as well as percentage rates, are reflected in future performance reports.
- *Refuse Service Review* – In anticipation of this review being concluded this summer, it was noted that the Scrutiny Board would be given the opportunity to consider the review findings once available.
- *Woodland Creation* – Board Members discussed tree planting activity linked to the council’s plan to plant 50 hectares each year on council land to help mitigate the effects of climate change, benefit pollinators and wildlife and enabling people to connect with nature. Linked to this, it was suggested that Board Members may wish to visit ‘The Arium’ to see first-hand the positive work being undertaken.
- *Grounds maintenance* – The Board discussed the current initiative to encourage the formation of native wildflower species seed stock within the verge and noted that interpretive signs are being introduced across the city to help communicate the benefits to biodiversity from this approach.

The Board was advised that this would be the last report that presents performance relating to the Best Council Plan priorities. Future reports will be based on the Three Pillars contained in the Best City Ambition.

The Intelligence and Policy Manager explained that a review of performance reporting is currently taking place in light of the recent adoption of the Best City Ambition and that the initial outcomes of this performance review (revised KPIs and proposed changes to the report format) would be discussed with Scrutiny Board Chairs in due course.

**RESOLVED** – That the contents of the report, along with Members comments, be noted.

## 11 Work Schedule

The Head of Democratic Services submitted a report that presented the draft work schedule for the forthcoming municipal year. Reflected in the work schedule were known items of scrutiny activity, such as performance and budget monitoring, as well as other areas of work recommended by the former Scrutiny Board to be pursued in the 2022/23 municipal year.

With regard to the other potential areas of work identified during the Board's discussions, the Chair explained that he would work with the Principal Scrutiny Adviser to consider how best to prioritise and incorporate these into the work schedule with a view to bringing an updated version to the Board's next meeting for consideration and approval.

**RESOLVED** – That the Chair works with the Principal Scrutiny Adviser to consider how best to prioritise and incorporate the other identified areas of work into the work schedule with a view to bringing an updated version to the Board's next meeting for consideration and approval.

## **12 Date and Time of Next Meeting**

Thursday, 21<sup>st</sup> July at 10.30 am (pre-meeting for Board Members at 10.00 am)

## West Yorkshire Police and Crime Plan 2021-24 – Update

Date: 21<sup>st</sup> July 2022

Report of: Head of Democratic Services

Report to: Environment, Housing and Communities Scrutiny Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

- Following the establishment of a Mayoral Combined Authority, the powers previously delegated to the Office of the Police and Crime Commissioner (PCC) transferred to the newly elected Mayor of West Yorkshire.
- Where the establishment of a mayoral authority provides for the Mayor to exercise PCC functions, the Secretary of State is also required to authorise the Mayor to appoint a Deputy Mayor for Policing and Crime. The Mayor of West Yorkshire, Tracy Brabin, nominated Alison Lowe to be the Deputy Mayor for Policing and Crime in West Yorkshire. This nomination received approval from the West Yorkshire Police and Crime Panel in June 2021 and the Deputy Mayor for policing and Crime formally began her role in August 2021.
- In accordance with the Police Reform and Social Responsibility Act 2011 the Mayor must produce a Police and Crime Plan, which sets out the strategic policing and crime priorities for West Yorkshire and details how the Mayor plans to meet them.
- As Leeds City Council's designated Crime and Disorder Committee, the Scrutiny Board (Environment, Housing and Communities) was keen to understand the Mayor's priorities for regional policing and crime. In October 2021, the Deputy Mayor for Policing and Crime was therefore invited to attend the meeting of the Environment, Housing and Communities Scrutiny Board to discuss priorities for policing and crime in the region. This also provided an opportunity for the Scrutiny Board to influence the development of the Police and Crime Plan for West Yorkshire linked to the broader formal consultation process.
- The West Yorkshire Police and Crime Plan 2021-2024 was subsequently published in March 2022 and an update report on the delivery of this Plan has now been provided to the Scrutiny Board by the Deputy Mayor for Policing & Crime, as set out in Appendix 1.

### Recommendations

Members are asked to consider the details presented in this report and the associated appendices and determine any specific further scrutiny activity.

## What is this report about?

- 1 The Scrutiny Board (Environment, Housing and Communities) is allocated special responsibility to act as the Council's formally designated crime and disorder committee, as set out in section 19 of the Police and Justice Act 2006. As part of this responsibility the Scrutiny Board can review or scrutinise the exercise of crime and disorder functions by responsible authorities (as set out in S5 of Crime and Disorder Act 1998), as well as scrutinising any local crime and disorder matter raised by an elected member.
- 2 Having welcomed the opportunity to discuss and inform the development of the Police and Crime Plan for the region, the Scrutiny Board gave a commitment to maintain a watching brief surrounding the delivery of the Plan, particularly in terms of complementing the Board's role in monitoring the Leeds-specific Safer, Stronger Communities City Plan 2021-24, which also forms part of the agenda for today's meeting (Agenda Item 8).
- 3 An update report on the delivery of the West Yorkshire Police and Crime Plan 2021-2024 has been provided by the Deputy Mayor for Policing & Crime and is set out in Appendix 1.
- 4 A copy of the published West Yorkshire Police and Crime Plan 2021-2024 has also been provided at Appendix 2 for Members' information.

## What impact will this proposal have?

- 5 The community safety priorities for Leeds as set out in the Safer Leeds Safer Stronger Communities City Plan 2021-24 aligns with the priorities within the Police and Crime Plan 2021-24. This therefore brings great opportunities to working collectively to deliver partnership outcomes over the next three years. Through combining focus and resource the partnership can work to improve outcomes for the residents of Leeds.

## How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 6 Further details surrounding the consultation undertaken with partners and residents on the development of the Police and Crime Plan is set out in the appended report by the Deputy Mayor for Policing & Crime.
- 7 The Deputy Mayor for Policing & Crime is unable to attend today's meeting and has nominated the Head of Policing and Crime at the West Yorkshire Combined Authority to attend in her absence to present the appended report and address any further questions from Board Members.
- 8 The West Yorkshire Police and Crime Panel has the statutory role to scrutinise the actions and decisions of the Mayor and Deputy Mayor for Policing and Crime to hold them to account in public. The Chair has therefore invited the Leeds representatives of the West Yorkshire Police and Crime Panel to contribute to the Board's discussion on the West Yorkshire Police and Crime Plan.

### **What are the resource implications?**

- 9 Further details surrounding funding to deliver on the Police and Crime Plan is set out in the appended report by the Deputy Mayor for Policing & Crime.

### **What are the key risks and how are they being managed?**

- 10 Further details surrounding governance of the Police and Crime Plan is set out in the appended report by the Deputy Mayor for Policing & Crime.

### **What are the legal implications?**

- 11 In accordance with the Police Reform and Social Responsibility Act 2011 the Mayor must produce a Police and Crime Plan, which sets out the strategic policing and crime priorities for West Yorkshire and details how the Mayor plans to meet them.

### **Appendices**

- Appendix 1 – Report of the Deputy Mayor for Policing & Crime to the Environment, Housing and Communities Scrutiny Board presenting an update on the West Yorkshire Police and Crime Plan 2021-2024
- Appendix 2 - A copy of the published West Yorkshire Police and Crime Plan 2021-2024.

### **Background papers**

- None.

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July 2022

## Report to Leeds City Council

### Environment, Housing and Communities Scrutiny Board

#### Deputy Mayor for Policing & Crime - Update on the Police and Crime Plan 2021-24

##### 1. Context setting:

- 1.1 Under the Police Reform and Social Responsibility Act 2011, the Mayor must produce a Police and Crime Plan which sets out the strategic policing and crime priorities for West Yorkshire, and how she plans to meet them.
- 1.2 The West Yorkshire Police and Crime Plan was published in March 2022. It sets out the Mayor's vision for a Fair, Just and Inclusive West Yorkshire.

##### 2. Consulting on the Plan with partners and residents:

- 2.1 The Police and Crime Plan consultation was based on core principles to ensure everyone could share their views on what should be included. The consultation aimed to:
  - *Raise awareness of the Mayor/Deputy Mayor's work on policing, crime, and community safety.*
  - *Support understanding of the Mayor's pledges and draft priorities/themes.*
  - *Ensure the voice of women and girls is heard.*
  - *Ensure victims of crime and those harmed by crime are heard.*
  - *Ensure all our engagement is fully inclusive.*
- 2.2 The [Voice of West Yorkshire](#) document highlights and summarises the outcomes from the #Tell Tracy consultation on policing, crime and community safety priorities - covering our engagement and consultation across West Yorkshire from 1 September to 30 November 2021.

A range of engagement methods were used including an online survey, face to face conversations, community and partnership visits and focus groups. The variety of engagement methods allowed officers to meet and speak to people from a number of different communities.

##### 2.3 Key West Yorkshire consultation statistics:

- Public Survey: 2,390 responses
- Partner consultation: 32 responses
- Face-to-face engagement with over 930 people

In terms of the public survey, responses were received from each district in West Yorkshire in the below distribution:

Residents' Home District	Count	% Share
Bradford	489	20.7%
Calderdale	216	9.1%
Kirklees	433	18.3%
Leeds	868	36.8%
Wakefield	355	15.0%
Grand Total	<b>2361</b>	100.0%

- 7% of respondents to the survey described themselves as belonging to a Black or Minority Ethnic group, with people of Asian background the largest non-white group at 3% (comprised predominantly of people with Indian or Pakistani ethnicity).
- 87% of respondents described themselves as White.
- 4% of White respondents described belonging to a group other than 'White British' – this included Irish and European nationalities.
- 27% of our respondents to the consultation described themselves as having a disability or health condition.

The three main areas of focus in the responses to the public survey were:

- Child sexual abuse and exploitation – 79% identifying this as a priority
- Neighbourhood crime and anti-social behaviour – 73% identified this as a priority
- Rape and sexual offences - 69% identified this as a priority

In the partner consultation there was strong support for all four priorities with over 90% of partners strongly agreeing/agreeing to the four priorities in the Plan.

### **3. Police and Crime Plan Priorities:**

- 3.1 The four priorities have been chosen after this extensive consultation with the public and partner organisations and analysis of risk and community safety need across West Yorkshire which is published as the Summary Needs Assessment <https://www.westyorks-ca.gov.uk/media/8212/na-summary-document.pdf>.

The delivery of these priorities will be the Mayor's focus over the next three years. The priorities are:

- Supporting Victims and Witnesses and Improving Criminal Justice Outcomes
- Keeping People Safe and Building Resilience
- Safer Places and Thriving Communities
- Responding to Multiple and Complex Need

- 3.2 Throughout the consultation there has been a realistic view ahead in the challenges to be addressed across crime and anti-social behaviour. Communities have recognised the complexity of modern policing and the challenges faced by the Police and Criminal Justice partners.

- 3.3 There is recognition that the new Police and Crime Plan is ambitious and wide reaching but that it needs to be to meet the collective response of what both our communities and partners have said matters to them and should be included in the new Plan.
- 3.4 Partners and communities have also welcomed the cross-cutting Equality, Diversity and Inclusion theme.
- 3.5 The West Yorkshire Violence Reduction Unit (VRU) also support the priorities of the Police and Crime Plan through the delivery of the the VRU Response Strategy. Generating societal change through a public health approach to policing and community that supports early intervention and prevention services is a cross cutting theme of this ambitious Plan, and befits the devolved funding and powers that were granted to West Yorkshire in May 2021.

#### **4. Strategies:**

- 4.1 To support the delivery of the Police and Crime Plan 2021-24, six supporting strategies are being developed. Strategies are required to ensure a co-ordinated approach across West Yorkshire, working with stakeholders at local, district, regional and national level.
- 4.2 These strategies will set out the thematic framework in their specific workstreams, in order to steer partnership work across West Yorkshire. The strategies will include an action plan for the length of the Plan.

These strategy themes are:

- 1) Supporting the Safety of Women & Girls – *To be published Autumn 2022*
- 2) Victims and Witnesses Strategy – *To be published January 2023*
- 3) Vulnerability and Safeguarding – *To be published January 2023*
- 4) Responding to Multiple & Complex Needs – *To be published March 2023*
- 5) Place based strategy – *To be published March 2023.*

These thematic strategies will be supported by a Policing & Crime Commissioning Strategy, set to be published September 2022 (see funding to deliver on the Plan).

#### **5. Mayoral and Local Authority Priority Alignment:**

- 5.1 The Mayor and Deputy Mayor for Policing and Crime will work in partnership with community safety partners to deliver the outcomes detailed within the Police and Crime Plan and local District strategies.
- 5.2 The community safety priorities for Leeds as set out in the Safer Leeds Safer Stronger Communities City Plan 2021-24 aligns with the priorities within the Police and Crime Plan 2021-24.

5.3 This brings great opportunities to working collectively to deliver partnership outcomes over the next three years. Through combining focus and resource the partnership can work to improve outcomes for the residents of Leeds.

## **6. Funding to delivery on the Plan:**

6.1 To achieve the priorities and outcomes in the Police and Crime Plan, the Mayor commissions a number of different providers to help with the delivery of services, which will benefit the communities of West Yorkshire, reduce crime, and help victims to cope and recover from the harm they have suffered.

6.2 The Policing and Crime team at the West Yorkshire Combined Authority will work in partnership with Leeds City Council and wider partners to pursue government funding rounds that relate to our shared objectives in the Police and Crime Plan and the Safer, Stronger Communities City Plan 2021-24. We will also continue to integrate the policing and crime agenda into the wider working of the Combined Authority in order for us to influence spend to policing and community safety shared objectives.

6.3 The Policing and Crime Contracts and Commissioning Team will be hosting a number of events throughout July 2022 to co-design our new commissioning strategy in line with the new Police and Crime Plan 2021-24.

### **The Leeds event is Monday 25<sup>th</sup> July – 0930 to 1230 at the Royal Armouries, Leeds.**

The aim is to launch the Commissioning Strategy in September 2022 and we would like to bring our partners, current providers, and other interested groups together in each district and across West Yorkshire to help shape this strategy.

6.4 There is considerable challenge but also opportunity in accessing funding to deliver on the greater ambitions of the Police and Crime Plan. In addition to the real-term reduction of around £140m (30%) of government grant funding to West Yorkshire Police between 2010 and 2020, there is further challenge in that funding streams received from central government are targeted to specific grant or contract themes, such as the Ministry of Justice victims funding or the Safer Streets Fund. This means that the availability of funds for additional community safety activity can sometimes be limited to the nature of central government funding rounds.

6.5 However, there are increasing opportunities for influencing wider funding, through the increasing integration of shared policing and crimes outcomes into Combined Authority funding streams, such as regeneration and adult skills. An example of these opportunities include the UK Shared Prosperity Fund, which will see funding from central government passed to the Combined Authority and Local Authorities to support outcomes focusing on the theme of 'Communities and Place'.

6.6 The Mayoral Safer Communities Fund allows voluntary, community groups, charities and partners to apply for funding of up to £6K to support innovative projects that address at least one of the cross cutting themes and one of the

priorities of the Police and Crime Plan. The Mayor has run two grant rounds under this Police and Crime Plan, with £208K being awarded in March 2022 to grassroots organisations delivering on themes of supporting the safety of women and girls, ensuring equality, diversity and inclusion and delivering early intervention and prevention. A further 280K will be awarded in October 2022.

## **7. Police and Crime Plan Governance:**

- 7.1 The Police and Crime Plan can not be delivered by West Yorkshire Police alone. The Plan aims to bring all relevant stakeholders together to deliver its aims, including partners who may not previously have needed to engage with the community safety landscape.
- 7.2 The main vehicle for the Plan governance will be the Partnership Executive Group (PEG). PEG is a quarterly meeting, chaired by the Deputy Mayor for Policing and Crime, that brings together key statutory and non-statutory community safety stakeholders. Starting in July 2022, the PEG will take a thematic approach, based on the Plan priorities and using the delivery metrics outlined below, to understand progress against the Plan.

## **8. Examples of delivery on the Plan and Mayoral Pledges so far:**

- 8.1 The election of Tracy Brabin as Mayor in May 2021, together with the integration of the Police and Crime Commissioner functions into the Mayor's remit, and the wider Combined Authority has brought significant opportunities for West Yorkshire on the community safety landscape.
- 8.2 Below are examples of significant achievements that deliver on the Police and Crime Plan 2021-24 to date.
  - Setting out the priorities and principles for our new strategy for women and girls' safety through a series of 'co-design' events. This also includes appointing a women and girls workstream lead, to ensure delivery on the Mayoral Pledge of having women and girls at the heart of the Police and Crime Plan.
  - Over £2m investment in 25 additional Independent Domestic Violence Advocate (IDVA) and Independent Sexual Violence Advocate (ISVA) posts to support victims of domestic and sexual violence.
  - Investing £3.3million of Ministry of Justice funding in vital victims services, including the Sexual Assault Referral Centre (SARC).
  - Working to eliminate serious casualties on our roads through a new pan-West Yorkshire Vision Zero Board, chaired by the Deputy Mayor for Policing and Crime.
  - £208K awarded to 39 grass roots organisations through the Safer Communities Fund to tackle issues in one of the cross cutting themes of the Police and Crime

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Plan, Safety of Women and Girls, Equality, Diversity and Inclusion, and Early Intervention and Prevention.

- Building safer public places and delivering outreach and behaviour programmes through the Safer Streets and Safety of Women at Night funds. Investing over £800k in public space safety initiatives.
- Launch of the Bus Safety Feedback Tool that allows customers, with a particular focus on women and girls, to say where and why they are feeling unsafe on their journeys.
- The Violence Reduction Unit continue to work in partnership with Health, Local Authority, Education, Criminal Justice and the Voluntary, Community and Social Enterprise Sector to deliver a suite of interventions to drive down violence and support young people into better lifestyle choices.
- The Annual Third Sector Conference focused on Tackling Domestic Abuse Together, bringing together over 80 organisations to discuss how to take forward the recently passed Domestic Abuse Act and support victims and survivors in light of the Covid-19 pandemic.
- Invested £390K in FY21/22 towards Domestic Abuse Perpetrator Programmes in West Yorkshire, a number of which support Leeds offenders to be held account for their actions, and deliver bespoke training and guidance programmes aimed at changing their behaviour for good. This funding will continue into FY22/23 also.

## **9. Measuring Police and Crime Plan Delivery:**

- 9.1 A suite of performance metrics will be used to understand if the partnership actions are having an impact on improving the safety of West Yorkshire. These have been informed by the expansion in central government metrics in 2021, with the commencement of the National Crime and Policing Measures and the Criminal Justice Delivery Data Dashboard or Scorecard.
- 9.2 These national measures, together with bespoke local measures based on views and reflection from West Yorkshire Police, together with Mayoral and partner priorities, make up the complete Police and Crime Plan Delivery Metrics (overleaf).

### 9.3 Police and Crime Plan Performance Metrics

PCP Priority	Indicator	Source	Metric	Baseline	
Supporting Victims and Witnesses & Improving Criminal Justice Outcomes	Increase in Victim Satisfaction (inc. victims of DA)	National Crime and Policing Measures	Increase victim satisfaction with the police	Year to April 2022	
			Increase satisfaction with the police among victims of domestic abuse	Year to April 2022	
	Response to 999 calls	Mayoral Priority	Maintain high level of calls answered in Target	Year to April 2022	
	Increase in positive outcomes for victims of Domestic and Sexual Abuse and Violence		Improve outcomes for victims of Rape and Sexual Offences	Year to April 2022	
	% crime with victim initial needs assessment		Improve outcomes for victims of Domestic Abuse	Year to April 2022	
	Criminal Justice Measures	LCJB	Increase % crime with victim initial needs assessment	Year to April 2022	
			Decrease Ineffective trial rate (Magistrates Court)	Year to April 2022	
			Increase volume of early guilty pleas	Year to April 2022	
	Keeping People Safe and Building Resilience	Drugs supply/county lines indicator	National Crime and Policing Measures	Decrease average time taken for cases to be brought to resolution	Year to April 2022
		Tackle Cyber Crime	National Crime and Policing Measures	Monitor the number of young persons flagged as at risk of Criminal Exploitation	Year to April 2022
Reduce re-victimisation of Domestic Abuse victims		Monitor Indicators from Cyber Dashboard		Year to April 2022	
Reduce re-victimisation of Hate Crime victims		Mayoral Priority	Reduce number of repeat victims of Domestic Abuse	Year to April 2022	
Increase use of DVPO/DVPN			Reduce number of repeat victims of Hate Crimes	Year to April 2022	
Increase use of Stalking Prevention Orders			Increase use of DVPO/DVPN	Year to April 2022	
			Increase use of Stalking Prevention Orders	Year to April 2022	
Safer Places and Thriving Communities		Reduce Serious Violence and Serious Organised Crime	National Crime and Policing Measures	Reduce number of Homicides	Year to June 2019
		Reduce Knife Crime		Reduce all hospital admission for assault with a sharp instrument	Year to June 2019
		Drive down crime and Anti-social Behaviour		Reduce Knife Crime	Year to June 2019
	Reduction in Neighbourhood and High Street crime	Mayoral Priority	Reduce Number of ASB incidents	Year to April 2022	
	Business cyber-crime indicators		Keep Neighbourhood Crime below baseline	Year to June 2019	
	Improve police workforce representation		Monitor cyber attacks on businesses via WYCA survey	Year to April 2022	
	Reduce Killed and Seriously Injured casualties on West Yorkshire roads		Increase % of workforce from Ethnic minorities by ensuring % of leavers/joiners are less/more than their white counterparts?	Year to April 2022	
	Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff	National Crime and Policing Measures	As above for female officers vs male officers (joiners / leavers)	Year to April 2022	
			Reduce numbers of KSTs on roads in W Yorkshire	Year to April 2022	
			Increase number of additional officers and staff in comparison to April 2021 baseline,	Year to April 2021	
Responding to Multiple and Complex Needs	Number of people engaged by early intervention programmes through the VRU	Mayoral Priority	Monitor VRU early intervention programme attendee figures	Year to April 2022	
	Number of repeat missing children		Keep number of repeat missing children below baseline	Year to June 2019	
	Number of repeat missing adults	LCJB	Keep number of repeat missing adults below baseline	Year to June 2019	
	Drug related re-offending rate		Reduce re-offending rate for Drug related crime	Year to April 2022	
	Number of Young People first time entry into the CJS		Reduce the number of First time entrants to the CJS	Year to April 2022	
	Refer more offenders to drug treatment services		National Crime and Policing Measures	Increase number of offenders referred to drug treatment services via L&D	Year to April 2022

### 10. Further information

Further information regarding the Police and Crime Plan, the VRU Response Strategy or the wider work of the Combined Authority Policing and Crime team is available here:

[Policing and Crime - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)

[West Yorkshire Violence Reduction Unit - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)



Safe. Just. Inclusive.  
West Yorkshire



Page 23

# Police and Crime Plan 2021-2024



Tracy Brabin  
Mayor  
of West Yorkshire

West  
Yorkshire  
Combined  
Authority

# Contents

Introductions	<a href="#">3-4</a>
Working Together	<a href="#">5</a>
Our Plan on a Page	<a href="#">6</a>
Priorities Overview	<a href="#">7</a>
Cross-cutting Themes	<a href="#">8</a>
Enablers	<a href="#">9-10</a>
Priorities	
Supporting Victims and Witnesses and Improving Criminal Justice Outcomes	<a href="#">11-12</a>
Keeping People Safe and Building Resilience	<a href="#">13-14</a>
Safer Places and Thriving Communities	<a href="#">15-16</a>
Responding to Multiple and Complex Needs	<a href="#">17-18</a>
Mayoral Strategies	<a href="#">19</a>
Strategic Policing Requirement	<a href="#">20</a>
Resources	<a href="#">20</a>
Performance Framework	<a href="#">21-22</a>
Glossary	<a href="#">23</a>
How to Access Help	<a href="#">24</a>
Appendices	<a href="#">25-27</a>
Contact Us	<a href="#">27</a>

# Welcome to my first Police and Crime Plan for West Yorkshire

Tracy Brabin, Mayor of West Yorkshire



As one of only two metro mayors with the responsibilities of a Police and Crime Commissioner, I see a once in a generation opportunity to bring together partners and powers to create a 'public health approach' to policing and crime in West Yorkshire.

But I also needed to know what the public thought, so with colleagues and my brilliant Deputy Mayor for Policing and Crime, Alison Lowe, we set about one of the widest consultations ever undertaken in West Yorkshire. We met with and spoke to older people, young people, sex workers, police, Black, Asian and Minority Ethnic communities, Gypsies and Travellers, families, community workers, and representatives from business, transport, health and education, and we heard what needs to be done.



- **96.7% of people** who responded said that **keeping people safe was important** to them with tackling Child Sexual Exploitation and Abuse (CSEA) receiving the highest response (78.7%). Rape and sexual offences were also identified as a priority for 68.6% of respondents.
- **95.5%** of respondents agreed that **safer spaces and thriving communities** was an issue for them, with the top 3 priorities being identified as neighbourhood crime, road safety and serious violence.

- **93.2%** of respondents told us that **supporting victims and witnesses was important** to them, with helping victims of crime to get justice and increasing trust in the criminal justice system scoring most highly.
- Related to my mayoral pledge to keep women and girls safe, respondents were keen to ensure this did not reduce the focus on all victims of crime. Respondent feedback requested specific educational programmes to ensure every citizen of West Yorkshire was supported to be part of the solution, which included educating boys/men about healthy attitudes towards women.



I am pleased to be able to confirm that reducing crime for all our communities, whilst supporting every victim of crime in West Yorkshire, will always be at the heart of the work I do as your Mayor. Furthermore, we can't continue to accept violence against women and girls as something too hard to solve; a 'societal problem'. We must use every tool available to us to ensure the women and girls of West Yorkshire can live a life free from fear.

Whilst this Police and Crime Plan goes some way to setting our direction of travel for the next three years, what may be a good intervention now, may not be needed in three years' time, so we know we must be agile, flexible, and able to respond to the current and changing government landscape. We are continuing to respond to – and emerge from – a pandemic, but we have not been resting on our laurels and my office has been committed to delivering for you, despite the most difficult of times. So far in the months since I was elected as your Mayor, we have got down to the job of fulfilling my manifesto pledges:

- Together with partners, we have brought over **£3.5m of external funding into West Yorkshire** to boost support for victims of domestic and sexual violence and create safer public spaces.
- Through the Safer Streets 3 and the Safety of Women at Night funds, we have worked with our partners to make parks safer, implement behaviour change programmes to emphasise the role of men in supporting women's safety, and worked with universities and night-time economy partners to tackle the issue of spiking in pubs, clubs, and bars.
- Continuing to develop **innovative approaches** to tackling serious violence in, and with communities, through the **ground-breaking work of our Violence Reduction Unit (VRU)**. Future funding dependent – the VRU will continue to embed within critical local partnerships. Taking a public health approach, the VRU seeks to improve the health and safety of all members of the community by addressing the underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence.

Continued on page 6





*My role is to hold West Yorkshire Police to account for you.*

**Tracy Brabin**, Mayor of West Yorkshire

## Setting a bold direction for West Yorkshire

**Alison Lowe**, Deputy Mayor for Policing and Crime



**I am thrilled to have joined Tracy and to have been a part in developing this new Police and Crime Plan for West Yorkshire.**

The Plan is based on extensive consultation with partners, communities, and stakeholders, and a comprehensive needs assessment reviewing information and data from a range of sources and organisations to enable us to fully understand what the 'need' is across West Yorkshire and where we should be focusing our resources and energy.



Over a four-month period in 2021, Tracy and I had a conversation with people, communities, and partners far and wide to understand what is important to the citizens of West Yorkshire in relation to crime, policing and community safety. I feel this plan consolidates what we heard then and outlines our clear determination to tackle these issues and problems.

The success of this plan centres on working together. It requires collaborations wider than just between local

authorities, the police, and the criminal justice system. It warrants a whole systems approach, involving the public, health, community, third and academic sectors, which all have a role to play, particularly in the delivery of early intervention initiatives to improve outcomes and make a real difference.

The West Yorkshire Violence Reduction Unit (VRU), which the Mayor oversees, epitomises this ambition and has already seen many projects and preventative measures delivered to support thousands of young people across the county. We want to build on this however, which means a truly concerted and co-ordinated effort.

The Plan will aim to strengthen partnership working across the different sectors through action, services, research, and a creative approach that will change and transform the culture, how people feel, and tackle inequality within the system across West Yorkshire.

Both Tracy and I are committed to leading change, trying new ways of working, and thinking outside the box, and I feel this plan embodies this approach and sets a clear, bold direction for a West Yorkshire that is safe, just and inclusive.

**Alison Lowe**  
Deputy Mayor for Policing and Crime

Continued...

- We will deliver an **additional 252 frontline police officers and staff** by April 2022.
- We have launched the Mayor's Safer Communities Fund – **awarding over £208k** in grants of up to £6k to vital voluntary and community groups across West Yorkshire.
- We have funded an additional 25 IDVA (Independent Domestic Violence Advisor) and ISVA (Independent Sexual Violence Advisor) posts to support all victims of domestic and sexual abuse.
- Working with West Yorkshire Police, incidents reported by victims as being motivated by gender-based hostility will be recorded as misogyny or misandry.
- The Ask for Angela safety campaign has been rolled-out across all districts of West Yorkshire.
- We have set up a pan-West Yorkshire Vision Zero Board to reduce – and hopefully eliminate – road deaths and serious injuries.

But of course, we can, and will go further, and this plan outlines clearly how we will do this.



In order to achieve our vision of a safe, just and inclusive West Yorkshire, we will be bold and innovative in our choice of partners and in identifying cutting-edge solutions to today's problems. Despite successive real-term cuts to police funding over the last decade, we commit to working together across a range of stakeholders to secure new and additional funding to deliver our ambitions for West Yorkshire and its citizens.

My role is to hold the Chief Constable and West Yorkshire Police to account for you – the people I represent. My focus is to reduce crime and to ensure that your priorities are identified and acted upon. To do this, I will bring together partners to take an early intervention and prevention approach to our work, alongside an ongoing commitment to neighbourhood policing, to reduce the opportunity for crime to take place, and that saves young people from abuse, trauma, exploitation and vulnerability.

I will support all victims of crime to get the help they need to take back control of their lives, whilst ensuring those who need help out of criminal lifestyles, get it.

Those who are intent on causing harm and distress, however, will pay the price.

**Tracy Brabin**  
Mayor of West Yorkshire

# Working Together

## The journey so far...



**252**  
additional frontline police officers and police staff by April 2022.



**Over £870,000**  
Through the Safer Streets 3 and the Safety of Women at Night funds, we have brought in over £870k to make parks safer, implement behaviour change programmes to emphasise the role of men in supporting women's safety, and worked with universities and night-time economy partners to tackle the issue of spiking in pubs, clubs, and bars.

From December, West Yorkshire Police will record instances of misogyny. Going forward, victims of hate will be asked if they feel the motivation for an incident was their sex.



Additional funding keeping women and girls safe in the night-time economy through the 'Ask for Angela' campaign and Street Angels.



**25**  
additional IDVA and ISVA posts to support victims of domestic and sexual abuse.



**#TellTracy**  
Launching our major consultation on the shape of the new Police and Crime Plan. Round-table events, focus groups, and face-to-face consultations have gathered hundreds of individuals' thoughts on, and experiences of, community safety across West Yorkshire.



Supporting West Yorkshire Police's campaign to raise awareness of stalking and promoting what victims can do to report a crime and seek support.



The roll-out of *Pol-Ed*, providing a programme of lessons on the law, crime prevention, and safeguarding for young-people, whilst building an understanding of resilience, peer-to-peer support, and where to access help.



**Vision Zero**  
Introducing a new pan-West Yorkshire Vision Zero Board.



**Over £3,500,000**  
Helping to bring over £3.5m of external funding into West Yorkshire to boost support for victims of domestic abuse and sexual violence, address domestic abuse offending, and support safer public places.

**£208,000**  
Launching the Mayor's Safer Communities Fund – awarding £208,255 of funding in grants of up to £6,000 to voluntary and community groups, charities, and partners, to support innovative community safety projects.



Collaborating with partners on the development and launch of an online resource which highlights the plight of victims of domestic servitude.



Between April and September 2021, 2,827 young people were supported across 41 interventions funded by the West Yorkshire Violence Reduction Unit.

# Plan on a Page

## Vision

Ultimate end goal of what we want to achieve

# West Yorkshire: **Safe. Just. Inclusive.**

A clear vision for policing and community safety is an important statement in capturing what we are striving towards in West Yorkshire. It is there to bring a focus to our work, and clearly set out our ambitions to communities.

We are working with our partners and stakeholders to shape this vision to ensure it reflects the engagement, knowledge, and expertise of all organisations who work in the community safety field. We will continue to work alongside those with lived experience, and who have been harmed by crime, to inform and develop services for West Yorkshire.

The three words of our vision **safe, just, inclusive** exemplify our clear long-term ambition for West Yorkshire.

## Priorities

What we need to focus on



Supporting Victims and Witnesses and Improving Criminal Justice Outcomes



Keeping People Safe and Building Resilience



Safer Places and Thriving Communities



Responding to Multiple and Complex Needs

## Cross-cutting themes

Where we will put our energy



The Safety of Women and Girls



Equality, Diversity and Inclusion



Early Intervention and Prevention

## Enablers

What will help us get there

Effective Leadership

Strategic governance and accountability

Community-level funding and capacity building

Data and information sharing

Workforce development – building capacity and skills

Integration with partners (incl. Third Sector)

Commissioning services

Best practice and innovation

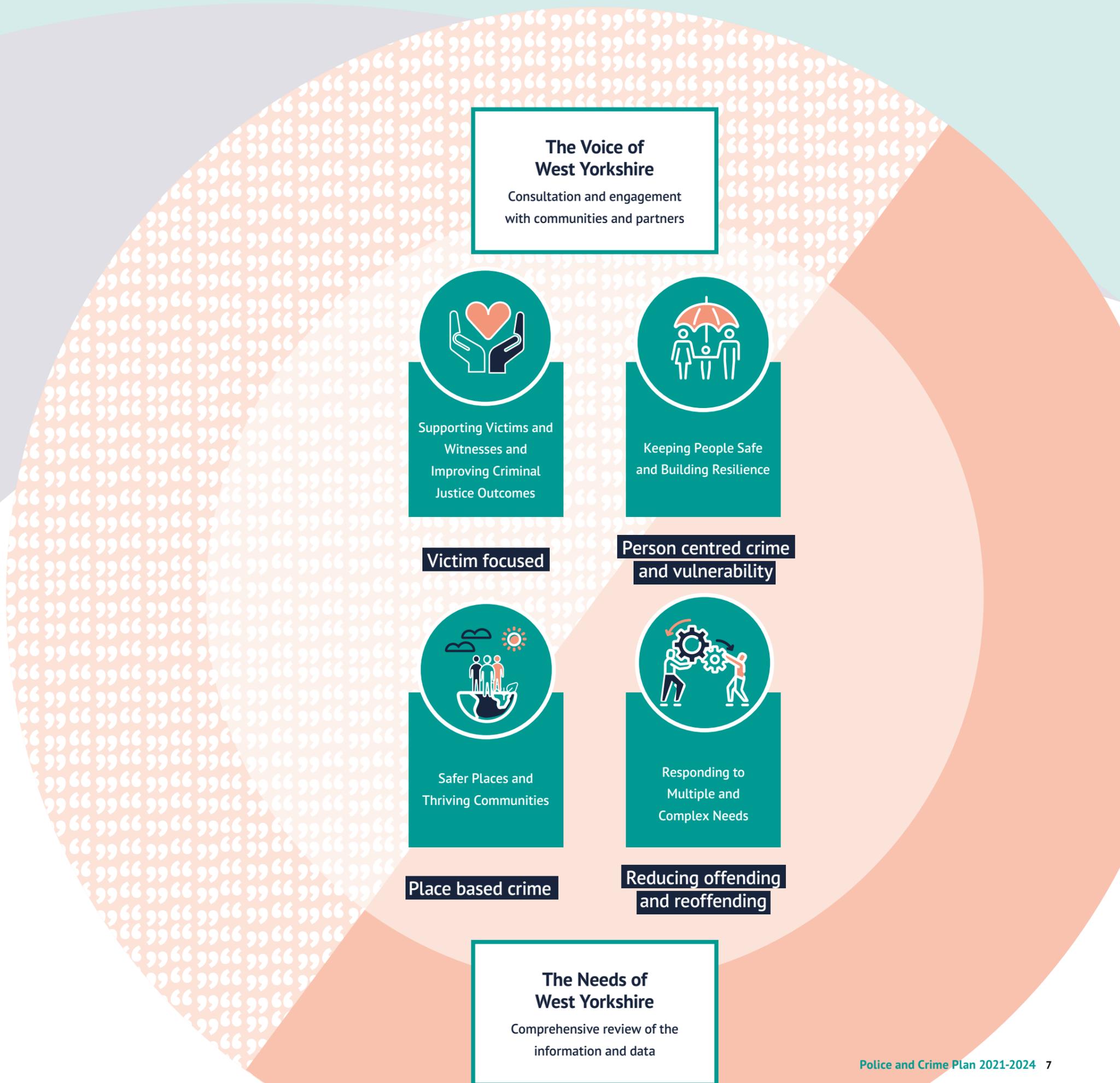
# Priorities Overview

What we need to focus on

The four priorities have been chosen after extensive consultation with the public and partner organisations and analysis of risk and community safety needs across West Yorkshire.

The delivery of these priorities will be the Mayor's focus over the next three years.

Page 29



# Cross-cutting Themes

Where we will put our energy

Three topics cut across everything we hope to achieve under this plan, and will influence our work in partnership, delivery, and commissioning. They reflect our ambition to create a safe, just, and inclusive West Yorkshire.

Page 30



## The Safety of Women and Girls

West Yorkshire is home to over 1.2 million women and girls, and as the first elected female Metro Mayor, the issue of their safety is at the heart of my work across policing, crime, community safety, and criminal justice.

Recent events show the increasing crisis around this area and why it is more important than ever that we work together to tackle the causes of violence against women and girls. We will do everything in our power to keep women and girls safe, creating and enhancing safer environments, whether this is on the streets of West Yorkshire or in the private sphere, and doing more to tackle sexual violence and domestic abuse.

Abuse is deep-rooted in gender inequality and subconscious biases which have developed over generations. It occurs irrespective of class, ethnicity, faith, sexuality, or where you live. More recently, the outpouring of emotion and testimonies following the tragic abduction and murder of Sarah Everard, and the murders of Sabina Nessa, Nicole Smallman, and Bibaa Henry demonstrates all too clearly that there remains much that we must do to tackle gender-based violence head on.

## Equality, Diversity and Inclusion

West Yorkshire is a vibrant and diverse region. It is home to many different communities within the towns, cities, and villages of our districts. Together we all share the same ambition to live in thriving, safe neighbourhoods. At the centre of this plan is the celebration of this diversity and the vision of a strong, cohesive, and welcoming West Yorkshire which is fair, just and inclusive.

### What is equality?

At its core, equality means fairness: we must ensure that individuals, or groups of individuals, are not treated less favourably because of their protected characteristics. Equality also means equality of opportunity: we must also ensure that those who may be disadvantaged can get the tools they need to access the same opportunities as their peers.

### What is diversity?

Diversity is recognising, respecting, and celebrating each other's differences. A diverse environment is one reflecting a wide range of backgrounds and mindsets, which allows for an empowered culture of creativity and innovation.

### What is inclusion?

Inclusion means creating an environment where everyone feels welcome and valued. An inclusive environment can

only be created once we are more aware of our own unconscious biases and have learned how to manage them. Inclusion also requires those in positions of power to recognise the existence of structural inequalities and institutional racism and take action to eliminate these.

The mark left by the COVID-19 pandemic has created further inequality within West Yorkshire. The impact of COVID-19 has disproportionately affected different areas and people. In 2020, the cities of the north of England often endured the most severe restrictions of the COVID-19 tier system. This impact has been felt more heavily within West Yorkshire than other areas of the country due to the concentration of ethnically diverse communities and the level of deprivation experienced within some areas.

This plan will seek to redress some of the impact of the pandemic, whether this is the economic impact on the high street (e.g. through tackling business crime and ensuring prosperity through providing a clean, safe and green environment), or directly supporting those individuals whose vulnerability has increased during the pandemic, which has masked particular crimes, violence and abuse. Through this plan we will continue to provide support to tackle domestic abuse, child neglect, people in mental health crisis, and those recovering from drug and alcohol abuse and addiction.

## Early Intervention and Prevention

Over recent years it has become more apparent that the traditional approach to dealing with crime through policing and enforcement is reacting to the consequences of offending, rather than dealing with the root of the problem. The work of the West Yorkshire Violence Reduction Unit has marked a change of approach in the way partners have dealt with and thought about tackling serious violence in communities, instilling a new emphasis on prevention, early intervention, and a whole system approach.

This plan will build upon the principles of a public health approach to bring an early intervention delivery focus to our work with partners in the wider community safety arena. A public health approach means looking at issues not as isolated incidents or solely a police enforcement problem. Instead, it looks at the preventable consequences of a range of factors which can impact on communities and individuals, such as adverse early-life experiences or harmful social or community influences. We will co-produce our Priority Delivery Plans to define how we will work with partners and co-ordinate our delivery.

# Enablers

## What will help get us there

Delivering our priorities will call on a renewed commitment to partnership and collaborative working.

We have identified eight themes which will help shape our approach and bring about the change that is needed.

### Effective leadership

At a time of unprecedented change and challenge for the public sector, the Mayor and West Yorkshire Combined Authority will continue to show strong leadership ensuring that we work towards making West Yorkshire a safe, just and inclusive place to live, invest, and bring up families.

### Strategic governance and accountability of West Yorkshire Police by the Mayor

The Mayor and the Chief Constable will regularly convene to drive activity to help deliver our vision for policing and community safety, and ensure that threat, harm, and risk are managed appropriately, and services are efficient, effective, and legitimate in delivering policing to the communities of West Yorkshire. The process of scrutiny and governance of this work is co-ordinated through the following meetings:

- **Bilateral meetings**  
Regular discussions between the Mayor/Deputy Mayor for Policing and Crime and the Chief Constable focusing on emerging issues in local policing.
- **Joint Executive Meetings**  
Bi-monthly meetings between the Mayor/Deputy Mayor for Policing and Crime and the Chief Constable (supported by their teams) to discuss finances and resources, progress on projects, and to consider occasional reports such as complaints, regional meeting updates, and exceptional reports from other executive, partnership, or governance groups.

- **Delivery Quarterly**  
A quarterly meeting to discuss police performance against the objectives of the Police and Crime Plan.
- **Community Outcomes Meetings**  
Quarterly, themed meetings, with questions from the Mayor/Deputy Mayor for Policing and Crime on reports submitted by West Yorkshire Police on topics of importance to the public. Filmed recordings of these meetings are available on our website.

To supplement these governance meetings, there are also quarterly meetings of the Joint Independent Audit and Ethics Committee, and the Good Governance Group, which ensure that decisions made are independently scrutinised.

### Community-level funding and capacity building

Through the Mayor's Safer Communities Fund (MSCF), the Mayor will commit further resources to the hundreds of charitable or voluntary groups who make a real difference to the communities of West Yorkshire. The MSCF has had a tremendous impact on grassroots projects to support victims and prevent crime and anti-social behaviour, awarding funding in grants of up to £6,000 to voluntary and community groups, charities, and partners, to support innovative community safety projects.

### Data and information sharing

Sharing of public sector data between partners can have many social and economic benefits. At the centre of this plan is an understanding that partners need to share data and information to improve services, showcase best practice, facilitate research and innovation, and help tackle real-world problems.

Aggregating data from different sources may lead to the discovery of new insights that were not possible to observe previously, leading to positive long-term outcomes for communities in West Yorkshire.



# Enablers

## What will help get us there

### Workforce development – building capacity and skills

Having a highly skilled and flexible workforce is the driving force behind our successes, not just in the West Yorkshire Combined Authority and West Yorkshire Police, but with all the partners we work with in the public and third sectors. We have made investments to ensure our staff have access to the tools and support required by a high-quality workforce, which can adapt to the social and economic challenges faced.

We want to be the best at understanding and responding to our community's needs, alongside a strong commitment to equality and diversity. West Yorkshire Police, through the Mayor's pledge to increase police officer and police staff numbers, aim to attract, recruit, support and promote talented individuals who represent the diverse communities we serve across West Yorkshire.

To value difference we must be inclusive: we recognise that people with a variety of skills, attitudes and experiences, from diverse backgrounds and cultures, bring fresh ideas and perspectives. Encouraging and harnessing these differences can only enhance West Yorkshire Police and we are committed to achieving a workforce that is representative of the communities we serve. In delivering our policing service it is vital we gain the trust and confidence of all our communities and keenly promote diversity and inclusion for everyone.

### Commissioning services

In order to achieve the Mayor's priorities set out in this plan, we commission a number of different providers to help with the delivery of services which will benefit the communities of West Yorkshire, reduce crime, and help victims to cope and recover from the harm they have suffered.

Our Commissioning Principles are:

- Outcomes for users will be at the heart of the strategic commissioning process, which will be community and victim focused.
- All commissioning will support the Police and Crime Plan outcomes which will be clear and measurable.
- We will understand the needs and priorities of our communities, now and in the future, and clearly specify our requirements.
- Commissioning needs will be evidence based.
- Wherever possible, commissioning will be undertaken on a West Yorkshire wide basis.
- All services procured must represent value for money.
- Furthering equality and diversity will be a key focus of the commissioning process.
- Wherever appropriate, multi-year contracts will be awarded.
- The commissioning process will support local regeneration where possible.
- The commissioning process will champion social values.
- We will measure whether or not outcomes have been delivered and hold our providers to account by seeking feedback from service users, communities, and providers, in order to review the effectiveness of the commissioning process in meeting local needs.

### Integration with partnerships and services

As demand for services increases, we recognise the importance of re-designing services and interventions to better meet the needs of our communities. With less public money available we need to work even more closely with our partners to share and pool local public resources to maximise use of the 'West Yorkshire Pound'. We have a commitment to doing things once and together, which will

mean new integrated models of working with joint priorities focusing on those with greatest need. We can only achieve our aims through strong partnership working.

### Best practice and innovation

To deliver improved outcomes for our communities and build a safe, just, inclusive West Yorkshire, we will use bold and innovative ways to work with our partners to tackle the priorities set out in this plan.

The partnership structures and governance in place to deliver the priorities set out in this plan.

Overarching Policing, Crime, Community Safety and Criminal Justice Partnerships			
West Yorkshire Local Criminal Justice Board (LCJB)	Partnership Executive Group (PEG)	Local Authority Area Community Safety Partnerships (x5)	West Yorkshire Community Safety Partnerships Forum
West Yorkshire Local Resilience Forum	North East Police Forces Board	Third Sector Advisory Group	Tri-Services Collaboration (WY Police, WY Fire and Rescue Service, WY Ambulance Service)
Supporting Victims and Witnesses	Keeping People Safe and Building Resilience	Safer Places and Thriving Communities	Responding to Multiple and Complex Needs
LCJB Victims and Witnesses Group	West Yorkshire Children's Risk and Vulnerability Group	Vision Zero Board	West Yorkshire Reducing Reoffending Board
	West Yorkshire Domestic and Sexual Abuse Board	West Yorkshire Safer Roads Executive	Criminal Justice and Mental Health Forum
	Modern Slavery and Human Trafficking Forum	Violence Reduction Unit Partnership Delivery Group	West Yorkshire Women's Focus Group
		North East Business Resilience Centre	Out of Court Disposals Scrutiny
			Liaison and Diversion Operational and Strategic Board

# Priority 1

## Supporting Victims and Witnesses and Improving Criminal Justice Outcomes



Page 33

Supporting victims, survivors, witnesses, and those harmed by crime is at the **heart** of this Police and Crime Plan, helping people to get justice.

### Why is this a priority?

- The Plan consultation tells us that victims' trust in the criminal justice system needs to improve. Ensuring perpetrators face justice is a crucial way of doing this.
- 20% of the consultation's respondents said they had been the victim of a crime in the past year. These victims wanted to see the criminal justice system prioritise their needs ahead of perpetrators, as well as see improved victim services for women and girls.
- Victims were more likely to record lower levels of confidence in the criminal justice system and in police effectiveness than non-victim respondents.
- The Needs Assessment tells us that prosecutions for high harm crimes are unacceptably low.
- We need to support vulnerable victims in the criminal justice system, as court backlogs can impact on victim satisfaction and positive outcomes for Domestic Abuse and other sensitive crimes.
- The Plan will highlight the Victims' Code and the rights given to victims.

## The Voices of West Yorkshire

What people have told us about

- Supporting Victims and Witnesses
- Improving Criminal Justice Outcomes

“

**The criminal justice system needs to focus on victims being at the heart of everything and not just on whether they can make a prosecution stick.**

[Wakefield resident, 45-54, Female]

“

*The Police want to get good outcomes for victims but they face obstacles from complex Criminal Justice case-building processes and the CPS not wanting to proceed with offences. The courts issue lenient sentences leaving victims feeling disillusioned.*

[Leeds resident, 25-34, Male]

“

*There is a big issue surrounding the treatment and support for victims of sexual crimes. The conviction rate is appallingly low. There is no confidence or trust that a victim will receive justice, ... victims are left behind whilst sexual predators are free to continue harming others.*

[Wakefield resident, 35-44, Female]

“

Things must change dramatically, as it is becoming the norm that offenders can continue criminal behaviour without recourse, as they know nothing will be done.

[Wakefield resident, 35-44, Female]

# Priority 1

What we will do to make this happen

# Priority 1

Mayoral Pledge

Page 34

Objectives	Outcomes
<ul style="list-style-type: none"> <li>• Get the initial response right first time, every time.</li> <li>• Deliver the rights in the revised Victims' Code.</li> <li>• Deliver services that meet victims' needs.</li> <li>• Improve criminal justice outcomes for all.</li> </ul>	<ul style="list-style-type: none"> <li>• All victims receive an initial needs assessment where appropriate.</li> <li>• Victims are aware of their rights.</li> <li>• A range of high-quality, well used, and accessible support services in place.</li> <li>• Improved prosecution rates for domestic and sexual abuse/violence and hate crime.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>• Crimes with victim initial needs assessment (%).</li> <li>• Increase in Victim Satisfaction (incl. victims of Domestic Abuse).</li> <li>• Increase in positive outcomes for victims of domestic and sexual abuse and violence.</li> <li>• Decrease ineffective trial rate (Magistrates Court).</li> <li>• Increase volume of early guilty pleas.</li> <li>• Decrease average time taken for cases to be brought to resolution.</li> <li>• Response to 999 calls: maintain high level of emergency calls answered in target.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Criminal Justice Board (LCJB)</li> <li>• West Yorkshire Victims and Witnesses Strategy</li> <li>• West Yorkshire Domestic and Sexual Abuse Board</li> </ul>



## Putting women and girls at the heart of the Mayor's policing plan

- Work across the partnership to improve outcomes for victims and survivors of domestic and sexual abuse and violence, including criminal justice outcomes.
- We will embed a trauma-informed approach across systems to ensure services are sensitive, empathetic and understand the impact of lived experiences. Women and men must be able to report a sexual assault in as supportive an environment as possible.
- Collect the evidence needed to support a change in legislation to fully recognise misogyny as a hate crime against women and girls, and ensure that women reporting these offences are treated with respect.
- Challenge the behaviours that put women and girls at risk, including targeted awareness raising campaigns (for example covering coercive control, financial abuse), work to influence and educate young people, and perpetrator programmes that reduce reoffending.

For a more detailed approach on what we will do to make this happen, refer to **appendix 1** on page [25](#)

# Priority 2

## Keeping People Safe and Building Resilience



### The Voices of West Yorkshire

What people have told us about  
Keeping People Safe and Building Resilience



Page 35

The Police, Mayor and partners will focus on keeping people safe from (and preventing), harmful behaviour, exploitation, and abuse.

We will support people in building the resilience to overcome and survive criminal behaviours.

#### Why is this a priority?

- The consultation tells us that residents want us to focus on crime that causes the most harm and impact, such as child sexual abuse and adult sex offences.
- Child Sexual Abuse and Exploitation was recorded as a priority by 79% of respondents to the consultation, with Rape and Sexual Offences a priority for 69%.
- Respectively, these two topics were the first and third most common choices as crime and safety priorities recorded across our Police and Crime Plan consultation. Reflecting public concern, the Needs Assessment also tells us that Child Criminal Exploitation/CSEA and Modern Slavery/Human Trafficking are a threat that must be challenged.
- Changes were seen in crime trends during the pandemic with Serious Acquisitive Crime decreasing, and crimes which disproportionately affect women and girls (Violence and Sexual offences) increasing.
- Domestic Abuse and Sexual Offences also show increases over the period.
- Both trends underline the importance of the Mayoral VAWG strategy for supporting the safety of women and girls across the area.

“

*West Yorkshire could lead the way with VAWG and be a beacon of best practice support for rape victims old and new – and adult survivors of CSA need action. They have already been failed for decades by ignoring this brutal crime against our women and girls.*

[Kirklees resident, 55-64, Female]

“

**Stalking and harassment, rape and sexual offences, domestic abuse ... do not attract the same outrage and media coverage that some of the others do, especially comparative to the frequency at which they occur.**

**Recent ONS data reveals that violence against women is very much an everyday reality and the urgency at which this needs tackling is not reflected in the crime agenda locally or nationally.**

[Leeds resident, 25-34, Female]

“

*When we report domestic abuse to West Yorkshire Police it is hard having to relive our story multiple times – one point of contact is essential. We would like more support from the police including a better cultural awareness and how it impacts the investigation: the shame for our families, what will happen to our children, and the availability of interpreters.*

[Voice of victims-survivors, 1 November 2021]

# Priority 2

## What we will do to make this happen

# Priority 2

## Mayoral Pledge

Page 36

Objectives	Outcomes
<ul style="list-style-type: none"> <li>Work in partnership to reduce crimes that disproportionately affect women and girls.</li> <li>Understand and mitigate the hidden harm of the COVID-19 pandemic, including child sexual offences and domestic abuse.</li> <li>Bring a whole person approach to the different strands of vulnerability.</li> <li>Reduce exploitation of vulnerable people by disrupting drugs supply and County Lines activity.</li> <li>Work in partnership to protect those most vulnerable to Cyber Crime including fraud, online abuse, and exploitation.</li> <li>To raise awareness of all hate crime strands to reduce prevalence and increase trust and confidence in policing.</li> </ul>	<ul style="list-style-type: none"> <li>Victims of hidden harm crimes are accessing support services.</li> <li>All partners work holistically across organisation boundaries to support vulnerable people.</li> <li>Developing innovative approaches to working across community safety and wider partners that allow people to access support in new ways.</li> <li>Improved workforce awareness across the system of safeguarding, and early intervention with those individuals at risk, e.g. exploitation through CSEA and County Lines drugs supply networks.</li> <li>Increase awareness of Cyber Crime and reduce vulnerability through prevention campaigns and work with national agencies to reduce the threat.</li> <li>Increase in hate crime reporting to both the police and third parties.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>Reduce re-victimisation of Domestic Abuse victims.</li> <li>Increase positive outcomes for sexual offences, including CSEA.</li> <li>Increase use of DVPO/DVPN.</li> <li>Increase use of Stalking Prevention Orders.</li> <li>Drugs supply/County Lines: monitor the number of young persons flagged as at risk of criminal exploitation.</li> <li>Tackle Cyber Crime: monitor indicators from the WYCA Cyber Dashboard.</li> <li>Reduce re-victimisation of hate crime victims.</li> </ul>	<ul style="list-style-type: none"> <li>Domestic Abuse and Sexual Offences Board</li> <li>Vulnerability and Safeguarding Board</li> <li>Vulnerability and Safeguarding Strategy</li> <li>Development of a new West Yorkshire Violence Against Women and Girls Strategy</li> <li>Community Safety Partnership Forum</li> </ul>



### Putting women and girls at the heart of the Mayor's policing plan

- The COVID-19 pandemic has impacted on the volume of crime that disproportionality affects women and girls. We will work to uncover this hidden harm, getting the support and justice to those who need it.
- Work with all partners to embed a violence against women and girls delivery framework.
- Reduce vulnerability and isolation by engaging women and girls in education, employment, and training opportunities.
- Challenge the male community to stand up and be counted, as role models to their peers, calling out unacceptable behaviour.

For a more detailed approach on what we will do to make this happen, refer to **appendix 2** on page [26](#)

# Priority 3

## Safer Places and Thriving Communities



### The Voices of West Yorkshire

What people have told us about Safer Places and Thriving Communities



Page 37

The Police, Mayor, and partners will focus on the harmful and unacceptable behaviour that targets the different communities of West Yorkshire through an ongoing commitment to Neighbourhood Policing and partnership working in localities.

It will tackle the place-based crime that damages people’s everyday lives, including serious violence, anti-social behaviour, and dangerous driving and speeding.

#### Why is this a priority?

- Neighbourhood crime, road safety, and serious violence were the most frequently selected areas of focus under this priority.
- It was common to receive feedback that people did not want to see ‘low level’ neighbourhood crime neglected by the police.
- The Needs Assessment identified that ASB levels fell during 2020 in the same way as total crime, but have since reverted to normal levels, with youth nuisance coming to the fore.
- Serious Violence has increased with drugs offences/ knife crime a problem in West Yorkshire – work is in place to tackle this alongside youth nuisance in neighbourhood areas.
- Links are seen between drug and alcohol misuse and Serious Violent crimes, with OCGs targeting the vulnerable, highlighting the need to intervene early to stop this spiral of violence.
- Partners also told us that taking a place-based approach to Serious Organised Crime is an effective tool in tackling a crime type that brings so much harm to communities.

“

*As a community we come together and try to look out for our young people who live here, but gangs come into the area and target our kids. I am terrified to let my youngest out in case they get involved with drugs or start carrying a weapon.*

[Community and Partner Group, Leeds, 11 November 2021]

“

*[My area] is becoming a scary place to live. Car theft from people’s houses. I personally am wary of buying a nice car as I have been a victim of car theft / burglary.*

*Roads becoming safer must also be a priority. There are very dangerous drivers continuing to cruise the streets. A road incident where a lady lost her life is one of many sad examples.*

[Kirklees resident, 45-54, Female]

“

*Road Safety – Boy racers, modified vehicles, quad bikes and dirt bikes have made urban areas of Leeds a misery throughout lockdown.*

[Leeds resident, 25-34, Female]

“

*We are seeing young people in parts of the district injured or killed because of knife crime, we need the right interventions at the right time to stop this from happening.*

*Young people do listen to those with lived experience, they can connect in a way that others can’t.*

[Kirklees Community Group 10 November 2021]

# Priority 3

## What we will do to make this happen

Page 38

Objectives	Outcomes
<ul style="list-style-type: none"> <li>• Stop young people becoming involved in Serious Violence.</li> <li>• Through a collective and collaborative approach, target the most dangerous and determined organised criminals who exploit vulnerable people.</li> <li>• Tackle ASB at the earliest opportunity through a tiered approach of prevention, intervention, and enforcement.</li> <li>• Tackling inequality and poverty to help communities to increase their prosperity and recover from the impact of COVID-19.</li> <li>• Through the leadership of the new Vision Zero Strategic Board, we will work towards eliminating all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable transport for all.</li> <li>• Support businesses to be more resilient against cyber criminality and other forms of business-related crime.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in Serious Violence offences (including amongst those aged under 25) through the work of the VRU and partners.</li> <li>• Fewer communities in West Yorkshire held in the grip of Serious Organised Crime.</li> <li>• Maintain a focus on neighbourhood policing through an increase of 750 frontline police officers and police staff by May 2024.</li> <li>• Maintain number of PCSOs working in our communities.</li> <li>• Partnership approach to 'cleaner, safer, greener' to increase community prosperity in neighbourhoods.</li> <li>• Ensure the WYP workforce reflects the communities they are policing.</li> <li>• Deliver effective Vision Zero approach across all districts.</li> <li>• Reduce the number of businesses negatively affected by cyber related criminality through the work of the Business Resilience Centre for the North-East.</li> </ul>
Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>• Reduce number of Homicides.</li> <li>• Reduce hospital admissions for assault with a sharp instrument.</li> <li>• Reduce Knife Crime.</li> <li>• Reduce number of ASB incidents.</li> <li>• Keep Neighbourhood Crime below baseline.</li> <li>• Improve police workforce representation.</li> <li>• Reduce Killed and Seriously Injured casualties on West Yorkshire roads.</li> <li>• Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff – increased number of additional officers and staff in comparison to April 2021 baseline.</li> <li>• Business cyber crime: monitor cyber attacks on businesses via WYCA survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Serious Violence Reduction Executive Board</li> <li>• Programme Precision Executive Partnership Group</li> <li>• Vision Zero Board</li> <li>• Neighbourhood and Place-Based Strategy</li> <li>• West Yorkshire Safer Roads Executive</li> <li>• VRU Response Strategy</li> </ul>

# Priority 3

## Mayoral Pledge



### Putting women and girls at the heart of the Mayor's policing plan

- This Plan will make West Yorkshire a hostile place to exploiters, through developing strong deterrents, designing-out crime, supporting community challenge, making reporting crime simpler, and increasing confidence in the police.
- Support grass-roots community organisations that provide important services for women and girls.
- Use developing technology and tools to understand where and why women and girls feel unsafe in public spaces.
- Work to ensure women and girls are safe on public transport and taxis.

For a more detailed approach on what we will do to make this happen, refer to **appendix 3** on page [26](#)

# Priority 4

## Responding to Multiple and Complex Needs



### The Voices of West Yorkshire

What people have told us about  
Responding to Multiple and Complex Needs



Page 39

The Police, Mayor and partners will recognise the lived experience of all who come into contact with the criminal justice system, protecting all who are vulnerable.

We will listen, understand, and respond to people’s needs in order to reduce offending and re-victimisation.

#### Why is this a priority?

- Roughly half of our respondents felt that addressing childhood vulnerability and mental health issues should be the key areas of focus.
- 16% of respondents did not feel that addressing ‘social issues’ (i.e. housing, mental health, or addiction problems) was something the police should lead on. People saw this as the responsibility of other public partners and central government.
- The consultation has told us that residents understand that addressing poor mental health and child vulnerability can help reduce crime. We want to work with all partners to bring about a generational change in stopping people from falling into crime.
- The Needs Assessment has told us that drugs and alcohol misuse is a driver behind many types of crime. By focusing on supporting people away from offending behaviour, we will reduce the number of people who will become victims of crime.

“

#### Multiple Needs/ Early Intervention

*We need to understand why crimes are committed in the first place and start getting to the root of the complex web of these issues – the focus should be the prevention not the reaction.*

[Bradford resident, n/a, Female]

“

I work with a lot of males in their 40s who have serious addiction issues and each one has experienced childhood trauma in some way. They don’t get the support they need from health services, and child victims can grow into the adult offenders who then become the people causing the problems in our towns and cities.

We need mental health support to address childhood trauma now.

[VRU – Community Advisory groups speaking about their crime concerns – 1 September 2021]

“

**Prevention has to be key and this means police officers working in multi-agency partnerships and alongside social workers. We can’t allow the police force to be picking-up the mental health crisis in this country.**

**We need to intervene earlier in people’s lives and support prevention before people become offenders or victims.**

[Calderdale resident,35-44, Male]

“

*Vulnerable people should always be supported through the criminal justice system. Tackling the causes of deprivation and abuse is absolutely vital to reduce crime and mental health issues.*

*Unfortunately, it is usually the police who have to act as social workers, and at weekends mental health crisis workers are not available; why not?*

[Leeds resident, 65-74, Female]

# Priority 4

## What we will do to make this happen

# Priority 4

## Mayoral Pledge

Page 40

Objectives	Outcomes
<ul style="list-style-type: none"> <li>Use the integrated powers of the Mayor to support those vulnerable to criminal behaviour to reduce reoffending, e.g. through adult skills, employment, and housing.</li> <li>Embed a trauma-informed approach for those in contact with services.</li> <li>Making sure our messages and services reach out to communities, and that early intervention, support services, and criminal justice is accessible for all.</li> <li>Protecting vulnerable young people and ensuring they do not get exploited and drawn into a life of criminality.</li> <li>Criminal Justice Liaison and Diversion working to identify young people involved with, and at risk of, gang affiliation and criminal exploitation.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver innovative approaches to supporting vulnerable people across all age groups and communities through providing access to support and opportunities.</li> <li>Reduce trauma and build resilience for the population across West Yorkshire, for those who are vulnerable, facing multiple difficulties, complex needs, mental health crisis, adversity, or childhood trauma.</li> <li>Influence a change in commissioning across the system. Support local and regional approaches to future commissioning of appropriate, effective, and integrated multiple-needs services.</li> <li>Greater engagement in services from lesser heard communities, including the appointment of the Mayor's Inclusivity Champion.</li> <li>Criminal Justice Liaison and Diversion engaging some of the hardest to reach young people and their families, using 'lived experience' testimony to divert young people away from the criminal justice system.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>Number of people engaged by early intervention programmes through the VRU.</li> <li>Keep number of repeat missing children below baseline level.</li> <li>Keep number of repeat missing adults below baseline level.</li> <li>Reduce reoffending rate for drug related crime.</li> <li>Reduce the number of first-time entrants to the Criminal Justice System.</li> <li>Increase number of offenders referred to drug treatment services.</li> </ul>	<ul style="list-style-type: none"> <li>Building whole system solutions to multiple disadvantage through a collaborative partnership approach.</li> <li>West Yorkshire Reducing Reoffending Board</li> <li>West Yorkshire Improving Women's Lives Network</li> <li>Criminal Justice and Mental Health Forum</li> <li>Liaison and Diversion Operational and Strategic Board</li> </ul>



### Putting women and girls at the heart of the Mayor's policing plan

- The Plan will bring a trauma-informed focus to those supporting women and girls who have experienced exploitation.
- Bring a whole systems approach to the safety of women and girls agenda, for both victims and perpetrators.
- Embed the violence against women and girls priority in the new Serious Violence Duty.
- Evaluate the impact of commissioned perpetrator programmes to understand what works to reduce violent behaviour.

For a more detailed approach on what we will do to make this happen, refer to **appendix 4** on page [27](#)

# Mayoral Strategies



The Mayoral Strategies will set out the approach and principles of how my office, working with partners, will deliver on this Police and Crime Plan.

There will be five key strategies, one for each of the Plan priorities, and one to take forward the Mayoral pledge of keeping women and girls safe.



## Supporting Victims and Witnesses and Improving Criminal Justice Outcomes

The West Yorkshire Victims and Witnesses Strategy (*refreshed*)



## Women and Girls

The West Yorkshire Safety of Women and Girls Strategy



## Keeping People Safe and Building Resilience

The West Yorkshire Vulnerability and Safeguarding Strategy



## Safer Places and Thriving Communities

West Yorkshire Place-Based Strategy

VRU Response Strategy



## Responding to Multiple and Complex Needs

Diverting people away from the Criminal Justice System/ Responding to multiple and complex needs

# Strategic Policing Requirement



The Strategic Policing Requirement (SPR) was published in July 2012 as the Government recognised that there were some aspects of policing that required a national response, and that there was a need for a balance between localism and meeting national requirements. The SPR document sets out the Home Secretary's view of the national threats that the police must prepare for and the appropriate national policing capabilities that are required to counter those threats.

The threats are:

- Terrorism
- Civil emergencies
- Serious and organised crime
- Threats to public order
- A large-scale cyber incident
- Child sexual abuse
- Violence against women and girls

The SPR places a duty on the Mayor (delegated to the Deputy Mayor for Policing and Crime) to ensure that West Yorkshire Police contributes appropriately to these national strategic aims. Other partner organisations (such as the Fire and Rescue Service, Ambulance Service, NHS, National Crime Agency, and Local Authorities) will also contribute to the SPR's requirements. These organisations collaborate through the West Yorkshire Local Resilience Forum and CONTEST Board to ensure we are equipped to deliver our collective responsibility under the SPR.

The Chief Constable and the Mayor will respond to any new threats which may be contained within the revised SPR, which is due later in 2022.

# Resources

The communities of West Yorkshire are increasingly diverse and complex, necessitating a more sophisticated response to the challenges West Yorkshire Police faces now and in the future. Whether it be child sexual exploitation, domestic abuse, cyber crime or new threats from serious and organised crime like human trafficking or terrorism. To meet the communities' needs and serve the people of West Yorkshire effectively, West Yorkshire Police must continue to adapt to the modern policing environment.

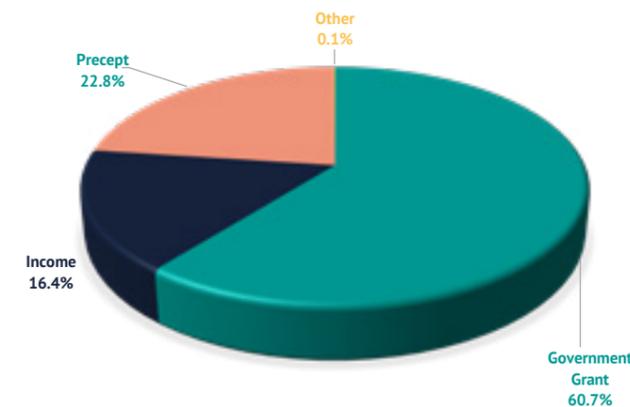
Between 2010 and 2020, the combined impact of government grant reductions and inflation meant a real-term reduction of around £140m (30%) of government grant funding to West Yorkshire Police. This meant a significant loss of officers and staff during this period. Increases in the policing element of Council Tax provided a degree of mitigation to this and allowed recruitment of additional officers to recommence in 2016/17.

During that time the complexity of cases for West Yorkshire Police and the impact of reduced funding elsewhere in the public sector created significant demand.

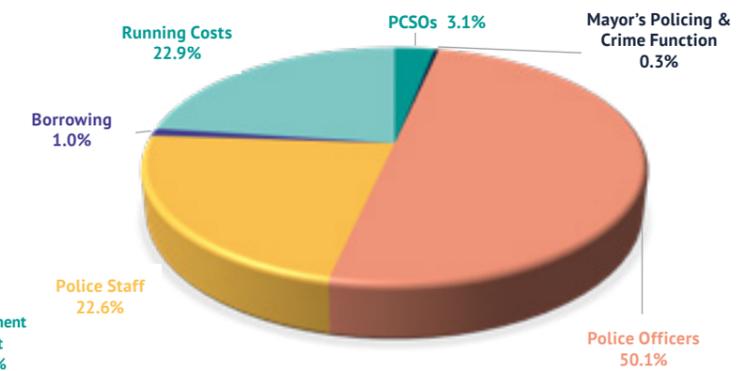
There is currently a national programme to increase officer numbers running from 2020 to 2024, and while this investment is valued, we continue to face financial challenges with significant budget gaps in the medium to long term.

West Yorkshire Police is graded as outstanding by HMICFRS for Strategic Planning, Organisational Management and Value for Money and continues to strive to improve.

Where the money came from 2022/23



What the money is spent on 2022/23



# Police and Crime Plan 2021–24 Performance Framework

Measure
Police Measures
Partnership Measures
WYCA Measures
VRU Measures

Page 43

Priority	Indicator	Source	Metric
 <p>Supporting Victims and Witnesses and Improving Criminal Justice Outcomes</p>	Increase in Victim Satisfaction (inc. victims of Domestic Abuse)	National Crime and Policing Measures	Increase victim satisfaction with the police
	Response to 999 calls		Increase satisfaction with the police among victims of domestic abuse
	Increase in positive outcomes for victims of domestic and sexual abuse and violence		Maintain high level of calls answered in target
	Proportion of crimes with victim initial needs assessment	Mayoral Priority	Improve outcomes for victims of Rape and Sexual Offences
	Criminal Justice Measures		Improve outcomes for Domestic Abuse
		LCJB	Increase proportion of crimes with victim initial needs assessment
			Decrease ineffective trial rate (Magistrates Court)
	Increase volume of early guilty pleas		
 <p>Keeping People Safe and Building Resilience</p>	Drugs supply/county lines indicator	National Crime and Policing Measures	Decrease average time taken for cases to be brought to resolution
	Tackle Cyber Crime		Monitor the number of young persons flagged as at risk of criminal exploitation
	Reduce re-victimisation of Domestic Abuse victims	Mayoral Priority	Monitor indicators from Cyber Dashboard
	Reduce re-victimisation of hate crime victims		Reduce number of repeat victims of Domestic Abuse
	Increase use of DVPO/DVPN		Reduce number of repeat victims of Hate Crime
	Increase use of Stalking Prevention Orders		Increase use of DVPO/DVPN
		Increase use of Stalking Prevention Orders	

# Police and Crime Plan 2021–24 Performance Framework

Measure
Police Measures
Partnership Measures
WYCA Measures
VRU Measures

Page 44

Priority	Indicator	Source	Metric
 <p>Safer Places and Thriving Communities</p>	Reduce Serious Violence and Serious Organised Crime	National Crime and Policing Measures	Reduce number of Homicides
	Reduce Knife Crime		Reduce all hospital admissions for assault with a sharp instrument
	Drive down crime and Anti-Social Behaviour		Reduce Knife Crime
	Reduction in Neighbourhood and High Street crime		Reduce Number of ASB incidents
	Business cyber crime indicators		Keep Neighbourhood Crime below baseline
	Improve police workforce representation	Mayoral Priority	Monitor cyber attacks on businesses via WYCA survey
	Reduce Killed and Seriously Injured casualties on West Yorkshire roads		Increase proportion of workforce from ethnic minorities
	Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff		Increase proportion of female officers
			Reduce numbers of KSI on roads in West Yorkshire
 <p>Responding to Multiple and Complex Needs</p>	Number of people engaged by early intervention programmes through the VRU	Mayoral Priority	Increase number of additional officers and staff in comparison to April 2021 baseline
	Number of repeat missing children		Monitor VRU early intervention programme attendee figures
	Number of repeat missing adults		Keep number of repeat missing children below baseline level
	Drug related reoffending rate	LCJB	Keep number of repeat missing adults below baseline level
	Number of young people with first time entry into CJS		Reduce reoffending rate for drug related crime
	Refer more offenders to drug treatment services	National Crime and Policing Measures	Reduce the number of first-time entrants to CJS
		Increase number of offenders referred to drug treatment services via liason and diversion	

# Glossary

Term or acronym	Definition or terminology
Ask for Angela	Licensed premises safety campaign to allow people to “Ask for Angela” with staff to signal they feel vulnerable, threatened, or need assistance.
Business Crime Group	Police led partnership promoting crime prevention for businesses and retailers.
Business Resilience Centre for the North-East	A non-profit organisation helping protect businesses in North East England from cyber crime and fraud.
“Clear, Hold, Build” approach	A partnership approach to tackling serious and organised crime in communities.
CJS	Criminal Justice System
CONTEST Board	Strategic partnership group on counter terrorism.
County Lines	The practice of trafficking drugs from major cities into rural areas and smaller towns. Traffickers often recruit and exploit younger people.
CSEA	Child Sexual Exploitation and Abuse
DA	Domestic Abuse
DVPO/DVPN	Domestic Violence Protection Orders / Notices
Early intervention	Work which supports people by addressing the root causes of disadvantage at the earliest opportunity.
Health Care Partnership	Strategic partnership bringing together all health provider organisations to work as one across West Yorkshire.
HMICFRS	HM Inspectorate of Constabulary and Fire and Rescue Services
IDVA / ISVA	Independent Domestic Violence Advisers / Independent Sexual Violence Advisers
KSI	Killed or Seriously Injured
LCJB	Local Criminal Justice Board
LEP	Local Enterprise Partnership
Liaison and Diversion (L&D)	Services which identify and support people in contact with criminal justice services, who have learning disabilities or who experience mental health, substance misuse, or other vulnerabilities.
Mayor’s Safer Communities Fund (MSCF)	A fund established to allow the monies recovered under the Proceeds of Crime Act (POCA) to be returned to community based projects.
Metro Mayor	Directly elected leaders of city regions.
Misogyny / Misandry	Ingrained prejudice of women (misogyny) / men (misandry).

Term or acronym	Definition or terminology
MOJ	Ministry of Justice
Neighbourhood Policing Model	West Yorkshire Police’s strategy for delivery of community policing.
OCGs	Organised Crime Groups
ONS	Office for National Statistics
Partnership Executive Group (PEG)	Meeting of key community safety partners with delivery oversight of the Police and Crime Plan.
Passenger Charter	A customer satisfaction guarantee for users of bus services in West Yorkshire.
PEEL Assessment	HMICFRS’s key annual review of the effectiveness of individual police forces in England and Wales.
Police Uplift Programme	The national programme to put 20,000 additional officers on the streets by March 2023.
Public health approach	Multiple public and social services working together to implement early interventions to prevent people from becoming involved in violent crime.
Serious Acquisitive Crime	Collective term for burglary, personal or business robbery, and motor vehicle crime.
Serious and Organised Crime (SOC)	Individuals and groups working together to plan and coordinate serious offences. Often associated with drug dealing, fraud, CSEA, and human trafficking.
Serious Violence Duty	The requirement for local public bodies to work together to produce a strategy detailing how they will respond to serious violence in their area.
Street Angels	Volunteer groups patrolling our towns/cities to help people who may be vulnerable in the night-time economy.
VAWG	Violence Against Women and Girls
Victims’ Code	Defines victims’ rights and the minimum standards of service that criminal justice organisations must provide.
Victims’ Law	Legislation under review to ensure victims’ rights are set in statute.
Vision Zero	National campaign to eradicate road deaths.
VRU	West Yorkshire Violence Reduction Unit
White Ribbon accreditation	A national domestic abuse campaign.
WYCA	West Yorkshire Combined Authority
WYP	West Yorkshire Police

# How to Access Help and Support

We understand that the issues raised in this Police and Crime Plan may be sensitive or upsetting. If you, or someone you know, have been affected by any of the issues raised in this plan, you may wish to contact the following organisations for advice and support.

## Support for you or someone you know:

Organisation	Advice or support available	Contact details	Website
<b>Rape Crisis</b>	Rape Crisis Centres provide independent and confidential services for women and girls of all ages who have experienced any form of sexual violence, at any time in their lives. You can find your nearest branch and use their live chat helpline at their website.	Call: <b>0808 802 9999</b>	<a href="https://rapecrisis.org.uk/get-help">rapecrisis.org.uk/get-help</a>
<b>Victim Support (National)</b>	Victim Support provides advice and guidance to people who have experienced a crime or traumatic incident.	Call: <b>08 08 16 89 111</b> or live chat at their website <a href="https://victimsupport.org.uk">victimsupport.org.uk</a>	<a href="https://victimsupport.org.uk">victimsupport.org.uk</a>
<b>Victim Support (West Yorkshire)</b>	Victim Support provides advice and guidance to people who have experienced a crime or traumatic incident.	Call: <b>0300 303 1971</b>	<a href="https://victimsupport.org.uk/resources/west-yorkshire/">victimsupport.org.uk/resources/west-yorkshire/</a>
<b>Childline</b>	Childline provides support for anyone aged 18 or under offering a free, private and confidential service where children and young people can talk about anything. You can call them 24/7 or contact them online.	Call: <b>0800 111</b>	<a href="https://childline.org.uk/get-support">childline.org.uk/get-support</a>
<b>Samaritans</b>	Support and guidance for anyone experiencing emotional distress.	Call: <b>116 123</b> 24 hours a day, every day. Email <a href="mailto:jo@samaritans.org">jo@samaritans.org</a>	<a href="https://samaritans.org">samaritans.org</a>
<b>Mind</b>	For information, advice, and support for anyone experiencing a mental health problem.	Call: <b>0300 123 3393</b>	<a href="https://mind.org.uk">mind.org.uk</a>
<b>Crimestoppers</b>	An independent charity allowing you to give information about crime anonymously over the phone or online.	Call: <b>0800 555 111</b>	<a href="https://crimestoppers-uk.org">crimestoppers-uk.org</a>



**In an emergency,  
always dial 999**

If you have any reason to believe that a child or adult is at immediate risk of harm, **always** contact the police on **999**

You can also report things like Anti-Social Behaviour and Criminal Damage online to the police at [westyorkshire.police.uk/report-it](https://westyorkshire.police.uk/report-it)

For a **non-emergency** incident dial **101**

# Appendix 1

## Priority 1

### Supporting Victims and Witnesses Improving Criminal Justice Outcomes



What we will do to make this happen

Page 47

West Yorkshire Police	
<ul style="list-style-type: none"> <li>• Improve rating for Victims Services assessment in West Yorkshire HMICFRS PEEL Assessments.</li> <li>• Apply the lessons from Operations Bluestone and Soteria on the investigation of rape and sexual offences, and improve criminal justice outcomes.</li> <li>• Increase awareness of the Victims' Code and victim services in high crime areas.</li> <li>• Ensure that the police response to victims works in partnership with commissioned services, to deliver the best possible local service in accordance with the revised Victims' Code.</li> <li>• Ensure that the police response to victims increases overall victim satisfaction with Police, and in partnership reduce the satisfaction gap (hate crime, ethnic minority communities and those with disabilities).</li> <li>• Review the current Victims' Right to Review process, ensuring victims have the knowledge and understanding to challenge police 'No Further Action' decisions.</li> <li>• Work with partners to embed recommendations from the National Joint Action Plan on RaSSO (Rape and Serious Sexual Offences).</li> <li>• Instigate scrutiny panels to review policing decisions especially RaSSO and violence against women and girls.</li> <li>• Work with partners to understand the CJS scorecard. Develop a tactical plan across all partners to improve outcomes.</li> <li>• Witness Care to continue to work with Victim Support and Third Sector partners, ensuring victim and witnesses are receiving the right level of support.</li> <li>• Implement Digital Processing Notices to ensure victims of RaSSO are able to fully consent to their data being downloaded and where possible have their digital devices processed within 24 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure processes are in place to facilitate efficient and timely case file preparation, enabling faster charging decisions for victims of crime.</li> <li>• Implement the Victims' Needs Assessment and ensure compliance with the new Victims' Code.</li> <li>• Roll-out training to address potential misogyny, victim blaming, and understanding of trauma in investigations.</li> <li>• Apply the findings of commissioned academic research to better understand victim attrition and victim engagement.</li> <li>• Introduce the use of a "therapy dog" to support victims providing evidence in Crown Court.</li> <li>• Victim Care Unit to continue to work with victims and witnesses to ensure that their needs are identified and fully documented. Enable other Criminal Justice agencies to recognise these needs and provide appropriate support for their respective agencies.</li> <li>• Continue to develop, further understand, and increase applications for special measures, enabling vulnerable victims and witnesses to give best evidence in court.</li> <li>• To ensure that all elements of the proposed Victims' Law are implemented when enacted.</li> <li>• To work with academia to understand the reason why victims exit the criminal justice system post charge, and look to implement any recommendations from that report.</li> <li>• To work with all partners to ensure that cases are brought before a court in a timely manner.</li> <li>• Maximise opportunities for out of court disposals, rehabilitative and restorative outcomes, in order to reduce reoffending.</li> </ul>

The Mayor with West Yorkshire Combined Authority	Partners
<ul style="list-style-type: none"> <li>• Champion the rights of victims and survivors through the new Victims' Law.</li> <li>• Oversee WYP's work to deliver a victim-focused approach.</li> <li>• Hold the local criminal justice system to account through the LCJB.</li> <li>• Ensure that the voices of victims and survivors are heard.</li> <li>• Commission high-quality and accessible victim and witnesses' services.</li> <li>• Supporting services providing care to victims of intimate and domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Authorities and Community Safety Partnerships – move towards a more co-ordinated approach to Domestic Abuse.</li> <li>• NHS – fulfil the responsibilities set out in the revised Victims' Code.</li> <li>• CJS – work together to monitor local delivery of the rights stated in the revised Victims' Code.</li> <li>• LCJB – develop a joint action plan for improvements across the Victims' Code using a whole systems approach.</li> <li>• Improved criminal justice outcomes for all victims.</li> <li>• Greatly improve criminal justice outcomes for Domestic and Sexual Abuse, picking up the recommendations of the 2021 Government end-to-end rape review report and actions.</li> </ul>

# Appendix 2

## Priority 2

### Keeping People Safe and Building Resilience



# Appendix 3

## Priority 3

### Safer Places and Thriving Communities



#### What we will do to make this happen

##### West Yorkshire Police

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| <ul style="list-style-type: none"> <li>• Implement activity set out in the West Yorkshire Police Violence Against Women and Girls Strategy.</li> <li>• Fully understand the impact of COVID-19 on increased vulnerability, child neglect, child abuse, and mental health (hidden harm).</li> <li>• Further implement programmes on cyber crime awareness and education to target exploitation and abuse.</li> <li>• Embed the NPCC Violence Against Women and Girls Strategic Intent and Framework for Delivery in West Yorkshire Police's Violence Against Women and Girls Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to develop investigative capacity in safeguarding teams across the county, for example through enhanced training for supervisors and safeguarding investigators.</li> <li>• Through 'problem profile' analysis, deepen our understanding of the nature of Rape and Serious Sexual Assault in West Yorkshire, to help design the best response.</li> <li>• Harness the principles of West Yorkshire Police's White Ribbon accreditation to challenge the behaviours and culture which can lead to male violence against women.</li> <li>• Continue to develop the 'active bystander' model to improve safety in the night-time economy and act to disrupt potential sexual offences and abuse.</li> </ul> |
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Page 48

##### The Mayor with West Yorkshire Combined Authority

##### Partners

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| <ul style="list-style-type: none"> <li>• Enhance and continue educational and preventative interventions, such as the West Yorkshire Domestic Abuse Perpetrators Programme.</li> <li>• Implement the TUC's Domestic Abuse at work policy.</li> <li>• Build into our commissioning framework the need for suppliers to implement the TUC Domestic Abuse at work policy.</li> <li>• VRU research projects, incl. exploring the link between social media, violence and vicarious online trauma.</li> <li>• Reducing vulnerability by re-engaging excluded individuals in employment and training opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>• Further embed a trauma-informed workforce; understanding the impact of the language used when supporting victims.</li> <li>• Through the 'Safety of Women at Night' funding, implement a programme to educate young people on healthy relationships and consent.</li> <li>• Whole-person approach to issues across the 13 strands of public protection.</li> <li>• Capturing the voice of the child through early intervention and prevention.</li> </ul> |
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#### What we will do to make this happen

##### West Yorkshire Police

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| <ul style="list-style-type: none"> <li>• Ensure the established Neighbourhood Policing Model continues to deliver for all communities in West Yorkshire.</li> <li>• Work with partners to deliver the Neighbourhood Policing Model, to promote early action and deliver appropriate outcomes for all victims, improving community cohesion and satisfaction.</li> <li>• Embed the police and partners' "Clear, Hold, Build" approach to tackling serious and organised crime in threatened communities.</li> <li>• Through the Police Uplift Programme, actively strive to increase the diversity of the workforce in line with the demographics of West Yorkshire.</li> <li>• Through Vision Zero, reduce the number of killed and seriously injured on the roads of West Yorkshire.</li> <li>• Continue our joint problem-solving approach with partners at a local level, responding to ASB and other local issues ensuring victims and communities are receiving the appropriate response.</li> <li>• Maximise opportunities to gather information / intelligence to focus policing and partnership resources and activity to tackle crime, disorder, and disrupt criminals.</li> </ul> | <ul style="list-style-type: none"> <li>• Engage with our communities and partners to build awareness and improve trust and confidence in Prevent, to identify vulnerable individuals at risk of radicalisation and reduce harm.</li> <li>• Gather and develop community intelligence to inform the disruption and disbanding of Serious and Organised Crime groups.</li> <li>• Communicate effectively with our communities, encouraging their engagement with local policing priorities.</li> <li>• Continue to work with the Business Crime Group to support and develop a co-ordinated approach to reducing high street crime.</li> <li>• Ensure continued focus on the prevention and investigation of all hate crime offences and provide appropriate support to victims.</li> <li>• Proactively using the Home Office Street Safe Tool to better understand where and why women and girls do not feel safe, to help launch multi-agency and co-ordinated responses to any identified issues.</li> </ul> |
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##### The Mayor with West Yorkshire Combined Authority

##### Partners

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| <ul style="list-style-type: none"> <li>• Lead on a community wealth building approach as an integral part of the place-based and neighbourhood strategy.</li> <li>• Through the Mayor's Safer Communities Fund, support and enable grass-roots community organisations to make an impact on crime, community safety, and cohesion in their local area.</li> <li>• Through the Passenger Charter, lead a multi-agency approach to improved safety when waiting for and travelling on public transport in West Yorkshire (Mass Transit Vision 2040).</li> <li>• Working with partners to support the COVID-19 recovery by enhancing adult education, re-skilling, and employment opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>• Embed the initiatives and delivery as part of Safer Streets 1/2/3 and the Safety of Women at Night Fund.</li> <li>• Embed the Vision Zero approach throughout West Yorkshire.</li> <li>• Protecting public spaces from terrorism.</li> <li>• Focus on ASB through 'share, learn and improve' round-tables targeting specialist issues e.g. Bonfire Night and Halloween.</li> <li>• Embed the Serious Violence Duty.</li> <li>• Continue to further embed an early intervention and prevention approach to anti-social behaviour, neighbourhood crime and disorder, whilst reducing harm and vulnerability in neighbourhoods.</li> <li>• Continue to contribute a partnership approach to Programme Precision, the Serious and Organised Crime Strategy for West Yorkshire.</li> </ul> |
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# Appendix 4

## Priority 4

### Responding to Multiple and Complex Needs



What we will do to make this happen

#### West Yorkshire Police

- Delivering on the objectives of the new WYP Violence Against Women and Girls Strategy and the WYP DEI Strategy.
- Continuing to support community-focused and early intervention projects.
- Introduce bespoke workforce training to address potential misogyny, victim blaming, and understanding of trauma in investigations.
- Introduce a county-wide Independent Advisory Group for Violence Against Women and Girls.

#### The Mayor with West Yorkshire Combined Authority

- Support the two Law Centres within West Yorkshire to provide communities with access to legal advice on issues that affect them.
- Develop an enhanced employment, education and skills offer for young people and prison leavers.
- VRU research projects:
  - 1) Raising the aspirations of young people and improving educational attainment to support their longer-term employment and training;
  - 2) The links between drugs and violence.
- VRU partnership with the Health Care Partnership to deliver the West Yorkshire Adversity, Trauma and Resilience Training Collaborative.
- Commission further work and initiatives to support vulnerable women within the criminal justice system.
- Maximise the impact of the Community Safety Fund with West Yorkshire partners.

#### Partners

- Round-table with Probation/Prisons/LEP/WYCA on maximising prison-leaver employment.
- Understanding the needs of adults at risk of criminality who require intensive support.
- Roll-out and embed workforce training on adversity, trauma and resilience.
- Further embed the integrated offender management programmes aimed at reducing reoffending with a greater focus on tackling risk factors such as accommodation, employment, substance misuse, mental health crisis.

Page 49

# Contact Us



Find out more about the Mayor of West Yorkshire, the Deputy Mayor for Policing and Crime, and the West Yorkshire Combined Authority using the details below, or clicking the link above.

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## Safer Stronger Communities – Annual Update (July 2022)

Date: 21<sup>st</sup> July 2022

Report of: Chief Officer Safer Stronger Communities

Report to: Environment, Housing and Communities Scrutiny Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

This report is the annual update against priorities included in the Safer Stronger Communities – Leeds Plan 2021-2024

- a. ASB and Public Order
- b. Domestic Violence and Abuse
- c. Hate Crime
- d. Illicit Drugs and Substance Use
- e. Offending Behaviours
- f. Organised Crime and Street Gangs
- g. Exploitation and Radicalisation
- h. People with multiple needs (Street Users and Sex Workers)
- i. Violence and sexual crime

### Recommendations

The Board is asked to note the content of the report.

### What is this report about?

- 1 Having previously maintained a watching brief surrounding the development and delivery of the Safer Leeds Strategy 2018-21, the Environment, Housing and Communities Scrutiny Board was consulted last year on the new Safer Stronger Communities City Plan 2021-24.
- 2 This annual update to Scrutiny is therefore reflective of the priorities set out within the new Plan, with further details set out in Appendix 1. A further summary of the latest Safer Stronger performance data, as shared with the Scrutiny Board last month, is also set out in Appendix 2.
- 3 A separate report has also been provided to the Scrutiny Board by Leeds District Police which provides a short overview of the current efforts, successes and challenges associated with Leeds District's Neighbourhood and Partnerships work to support community safety in the city. This is set out in Appendix 3.

### What impact will this proposal have?

- 4 The content of this report should be considered within the context of the Safer Stronger Communities City Plan 2021-2024. A copy of this Plan has therefore also been appended to this report for reference.

### How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

### What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 5 The Safer Leeds Executive has a statutory requirement to produce a 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. The JSA includes analysis of a range of both quantitative and qualitative data from across the partnership. It identified a number of reoccurring themes and this information and intelligence has therefore been used to inform delivery plans that underpin the overarching Safer Stronger Communities City Plan 2021-24.
- 6 Your Voice Survey - Evidence from public consultation via the West Yorkshire Combined Authority and intelligence collated from residents accessing services delivered by Community Safety, such as the Leeds Anti-Social Behaviour Team, have been used to inform the contents of the new City Plan.
- 7 Partners and representatives from a range of stakeholders (Leeds City Council; West Yorkshire Police; West Yorkshire Fire and Rescue Service; National Probation Trust; Leeds Clinical Commissioning Group, the Voluntary and Community Sector, West Yorkshire Community Rehabilitation Company; HM Prison Service, Leeds Children's Trust Board; Leeds Health and Wellbeing Board, Leeds Safeguarding Adults Board; Leeds Safeguarding Children Board and the

Scrutiny Board (Environment, Housing and Communities) have helped shape and contributed to the new Safer Stronger Communities City Plan 2021-24).

- 8 Communities across Leeds have been engaged in numerous different ways to support the development of the Plan and the priorities, including via work undertaken with community committees and directly in online and face-to-face settings in which community safety discussions have taken place.

#### **What are the resource implications?**

- 9 There are no specific resource implications associated with this update report.

#### **What are the key risks and how are they being managed?**

- 10 National changes to government legislation and prioritisation have brought both challenges and opportunities for the city. The following operational 'Silver' boards are in place to manage both the risks and threats that are presented:

- a) Anti-Social Behaviour Board
- b) Reducing Reoffending Board
- c) Serious & Organised Crime Board
- d) Domestic Violence and Abuse Local Partnership Board
- e) Hate Crime Strategic Board
- f) Strategic Sex Working Board
- g) On Street Sex Working
- h) Protect & Prepare

- 11 A summary performance report has been provided against the city priorities in January 2022 and July 2022 to the EHC Scrutiny Board. Development work is currently underway to develop a more detailed performance framework which will be presented to the Safer Leeds Executive later this month. The proposed framework will be based on 12 month rolling data sets which will allow more frequent and consistent reporting mechanisms.

#### **What are the legal implications?**

- 12 Safer Leeds is the city's statutory Community Safety Partnership responsible for tackling crime and disorder and the Safer Leeds Executive has a statutory requirement to prepare and implement a Community Safety Plan.

#### **Appendices**

- Appendix 1 – Update on Priorities from the Safer Stronger Communities – Leeds Plan 2021-2024
- Appendix 2 – Safer Stronger Performance Update – previously shared at Scrutiny in June 2022
- Appendix 3 – Leeds District Police update report to the Scrutiny Board.
- Appendix 4 – A copy of the Safer, Stronger Communities City Plan 2021-2024.

#### **Background papers**

- None

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## **Appendix 1**

### **Update on Priorities from the Safer Stronger Communities – Leeds Plan 2021-2024**

#### **1) ASB and Public Order**

The Anti-Social Behaviour Partnership Silver Group was created in 2021 and co-ordinates a sustainable, strategic and tactical partnership response to effectively tackling asb and reducing the impact of anti-social behaviour. It aims to ensure all of the relevant authorities; third sector organisations and community groups are working towards making Leeds a safer place.

Aligned to the principles of our ASB Strategy, the group delivers a balanced response to Anti-Social Behaviour in Leeds which seeks to combine both early intervention and prevention with enforcement tactics, through a collaborative approach. The work of the Group is coordinated, targeted and intelligence-led, based on up-to-date information, hot spot locations and ASB types.

The new ASB Strategy was developed through the ASB Silver:

➤ ASB Strategy (reviewed June 2022) – which aims to deliver the objectives presented below:

The strategy sets out our priorities for preventing and tackling anti-social behaviour for the next three years, with the aim of ensuring that residents in Leeds are safe and feel safe. Partnership working has long been at the heart of our city's approach to preventing and tackling anti-social behaviour. We are committed to continue to develop our community safety partnership recognised nationally as "Safer Leeds". Our strategy advocates an approach to ASB based on prevention, ideally delivered through effective community engagement. The strategy focuses partnership activity across 5 themed areas: prevention, intervention, enforcement, community empowerment and integrated intelligence.

Evidence of the delivery to support the asb strategy objectives:

➤ SARA

SARA is a problem-oriented policing model used to address community problems and crime, looking to identify and overcome the underlying causes of crime or community issues instead of treating the symptoms. Within the LASBT service area, we have been using the SARA model to refresh colleague's skill set. The practice is well embedded in Leeds across housing and community safety partnerships, via local tasking meetings and is used regularly to provide a proactive focus on communities where there are particular issues which require a more intensive and collaborative approach.

The model has been utilised by partners in Halton Moor to give local people, with support from a wide range of stakeholders, a say in identifying and addressing the problems that affect their community.

## SARA Case Study: Halton Moor Neighbourhood Improvement Partnership.

This partnership has been developed to reduce the impact on the community relating to nuisance and ASB perpetrated by young people. We have developed and created a Microsoft Teams based problem solving plan regarding youth nuisance in Halton Moor. This is a partnership-based plan utilising the “task and finish” process for each area of work identified. There are currently 11 open task and finish groups. The plan follows the SARA model, and it has an anticipated life cycle of three years. This is to ensure it is focussed on the young people within the community being diverted away from anti-social behaviour by offering alternative positive engagement around health and wellbeing, employment opportunities and extended leisure options. The SARA methodology has highlighted the importance of prioritisation, effective allocation of deploying resources and assisted with systematic learning when evaluating.

### ➤ Youth violence tasking group

This is the new City-wide approach to youth violence and informs on both young persons as both victims and offenders. This project has already identified new ways of working and brings together different partners who historically have different viewpoints associated with youth ASB and violence. The new Microsoft Teams based process is being utilised to ensure the project has clear aims and objectives. This is still within the early stages of development, but is an exciting new challenge for all partners. There are already clear communications strands missing that this project has identified and is looking to resolve.

LASBT have embedded the ‘Think Family/Work Family’ approach for practitioner responses to ASB, which provides increased opportunities to support local families, identify safeguarding issues and give children the best start in life. This also ensures we support the Youth Justice strategy, i.e. follow trauma informed and child focussed approaches to crime and asb, taking cognisance of the ‘child first’ principles, building on children’s individual strengths and capabilities as a means of developing pro-social identities for sustainable desistance from crime and asb. We’re working with key stakeholders to ensure that our interventions will be constructive, individualised, and future focussed.

When any young person is referred through to our service, we ensure that we check all systems to see if another service within Children’s is already working with the family, if this is not the case, we will make a referral through to the Early Help Hub/YJS to ensure all young people have the opportunity to be supported. This is because LASBT is working to ensure that when working with young people, intervention happens at the earliest opportunity. To see that every effort is made to a) avoid criminalising that young person and b) ensure that services are offered to try and influence change in that young person’s live and encourage them to make the right choices. We are working collaboratively with Youth Justice Service, Children’s Social Work Service and the Early Help Hub Teams to formulate clear partnership processes that will ensure that all parties can access information as early as possible about a young person thus enabling them to make informed decisions on support referrals, multi-agency / professionals meetings, joint visits, enforcement action etc. and ensure early intervention with those young people who are coming to the attention of these services for the first time. These processes

will be captured in a jointly owned strategy document which will set our clear responsibilities and processes for dealing with children and young people involved in anti-social behaviour. This document can then be shared with wider partners such as the area Cluster Teams, key Schools in “hotspot” localities as appropriate and of course Neighbourhood Policing Teams.

➤ Community Trigger

The Community Trigger was developed in 2013/14, Leeds conducted a pilot along with Greater Manchester, this process is incorporated into the ASB, Crime and Policing Act 2014. A community trigger is an Anti-social behaviour (ASB) case review where a customer or representative request their case to be reviewed where it meets the local threshold. The aim is to give 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.

Following the review of the ASB, Crime and Policing Act 2014 in January 2021 the Leeds Anti-Social Behaviour Team reviewed the Community Trigger process and following a number of recommendations made improvements. Whilst the process used to be solely managed within the Safer Leeds structure this is now heavily supported by West Yorkshire Police and other agencies. We are extremely keen to work in partnership with other registered social landlords and completed training sessions to ensure that we are all accountable and responsive and are in the process of arranging a webinar. The Head of Safer Neighbours and ASB is working closely alongside the West Yorkshire Combined Authority and other Local Authorities within West Yorkshire to ensure that processes are streamlined.

The authority recognises the impact of ASB and the need to identify vulnerable and at-risk individuals and locations. For this purpose, in 2020, we developed and initiated an early intervention process. We now have a team of specialist officers who triage all service requests to the authority relating to ASB, noise, Hate and suspected DVA. Each report is risk assessed against a recognised RA model. Once completed the officers make an informed decision on which team or partner should take the lead on the case. Any service request that falls outside of the process and does not generate an investigation, customers are signposted to the most appropriate help and support available.

We are committed to focusing on long term solutions by addressing the underlying factors that drive anti-social behaviour, especially around young people and adapting our way of working around a trauma informed approach

➤ PSPO – Vehicle Nuisance

As of 4<sup>th</sup> July, Leeds City Council are consulting the public on a proposed city-wide Public Space Protection Order (PSPO) relating to vehicle nuisance. Nuisance vehicle related anti-social behaviour impacts Leeds communities in many ways: drivers and riders of nuisance vehicles risk injuring themselves, other road users and pedestrians; driving or riding in this way may be used as a form of intimidation, either to other road users or the community; nuisance vehicles can create a disturbance, noise and feelings of insecurity among residents; dangerous or reckless use of vehicles can lead to criminal damage of roads, other vehicles, and surrounding property.

We have recently applied for funding to support our partners to address the issue of ASB resulting from nuisance off road motorcycles and quad bikes disrupting neighbourhoods, impacting quality of life, causing damage to public land, being a visual and noise nuisance and a general danger to residents. This is at the very early stages, and we are awaiting a response re our bid, on receipt of any further information I will ensure that an update is provided.

We are committed to supporting the ASB Awareness week, which is due to commence 18<sup>th</sup> July 2022, the first was during covid restrictions so we are looking at having pop up events within those hot spot areas to ensure we encourage victims to report but also give a voice for young people to tell us their truth.

Working is ongoing regarding the recruitment of a Mediation Officer; the advertisement has already been publicised twice, but we have not had any interest to date. We are now engaging with other WY authorities regarding their mediation offer and it has been noted that there is a difference in pay scale, this is currently under review.

#### ➤ Triage

The LASBT Triage Team was created as a direct result of the LASBT review, where issues were identified concerning consistency of a response to asb complaints made to Safer Leeds and Housing colleagues.

This has resulted in many new processes being implemented after due consultation with key stake holders both internally and with external partners to improve the response to asb. This includes West Yorkshire Police regarding a new police referral system, Housing Leeds regarding various working practices e.g. Relating to risk assessment, noise investigation process and development of a LASBT elected members direct email address to triage, ensuring escalating incidents can be identified earlier and resolved swiftly.

Due to challenges securing statistically significant data, we have reviewed the way we monitor customer satisfaction. LASBT Triage now complete the online survey with customers by surveying 40% of all closed cases per month as a representative of the service. This is a simpler way to temperature check our customer satisfaction based on the NHS model that has five key questions regarding the service.

#### ➤ Dedicated Response

The Dedicated Response Service has developed from a partnership with the two main universities in the city to provide additional capacity and capability to respond to asb in a specific area of the city. The service also provides a high visibility presence in the area and performs foot patrols in the more problematic areas. As this is a high visibility presence, staff also fulfil the role of capable guardians in terms of deterring criminality and reassuring the public. They also highlight issues of environmental crime with partner departments within the council. This service has been running for just over 4 months and early evaluation is positive. The proportion of noise complaints citywide attributed to the dedicated service area has fallen from 1/3 of all complaints to 1/4. Since launching, they have attended and managed 607 call outs, reduced call response times from around 48 minutes to around 29 minutes (39%),

provided evidence for the service of 304 Section 80 noise abatement notices and six seizures of noise making equipment.

The Community Co-Ordinator regularly engages residents and partners via online and face to face meetings as well as co-ordinating a network of key individuals (KINs) who are people who live, work, influence or provide a service in the community. These individuals are regularly surveyed, and data from that will be used to enhance performance reporting, as well as glean the impact on the service in the community. KINs is a well-used practice in the Police, and this is a pilot scheme for the Council, which if successful will be used in other areas of the city to “temperature check” our communities on issues that are not easily identified through traditional statistics.

## **2) Domestic Violence and Abuse**

*Complete a local comprehensive needs assessment and a refreshed DVA strategy as part of the new statutory requirements ~ specifically working with housing providers to ensure timely availability and suitable accommodation and place-based support for DVA victims.*

The new statutory requirements have been fully implemented including a Domestic Abuse Local Partnership board, a needs assessment, and a new Support in Safe Accommodation Strategy. Additional support in safe accommodation has been commissioned and the first years return on performance has recently been submitted to the Home Office. The intention is to complete a full annual review of progress in the late Autumn.

*Actively engage with providers of services to children and young people who are living in abusive households ~ to fully recognise them as victims in their own right and provide the right support at the right time.*

As part of the development of the strategy work has taken place with Children’s Services and the Safeguarding Children Partnership. Both have completed work to review how the needs of the child are met both through the Front Door arrangements and through wider partnership structures. The LSCP has presented the finding of an enquiry to support this work and partners are working to address several of the findings that are relevant to this issue. In addition, partners have successfully bid for MoJ funding to support a young person’s Independent Domestic Violence Advocate at the Front Door and additional services for children and young people have been commissioned both in the refuge arrangements and through specialist housing providers who work with young people. This continues to be a developing area of work as the partnership is ambitious to improve the voice of the child and young person.

- Enhance the offer of support to perpetrators of domestic abuse through service improvement, workforce development and identifying opportunities to develop specialist projects ~ to ensure more perpetrators are supported and the risk/ harm caused by them is reduced.

Partners continue to develop this area of work recognising that a perpetrator strategy is expected from the Government. Leeds has developed a project at the Front Door to work with Probation to reduce reoffending. The early indications are that having a probation worker at the Front Door is supporting more contact with perpetrators and supporting them to engage in reducing re-offending programmes. It is expected that due to the success of this role the projects will be extended. Workforce development activity has continued to take place and there have been programmes to support the work of the Probation service who are a key player in reducing re-offending. Further work is planned with other agencies as part of the new refresh of the partnership workforce development offer. Finally, as part of the development of the new Domestic Violence and Abuse Community Strategy, partners aim to have a focus on reducing preparator risk and supporting behaviour change. This work will take place over the next 6 months.

### **3) Hate Crime**

The Co-Chair is actively promoting the benefits of using the Community MARAC to all partners including those within the Council, third sector support networks, the Police, Victim Support and Stop Hate UK. The use of this MARAC will help to reduce any blockages in service delivery and create a better understanding of everyone's responsibility in supporting victims and combatting those who perpetrate hate crime.

Work is underway for a task and finish group to re-launch the process for reporting hate incidents in schools by the end of September 2022 in partnership with Stop Hate UK with an enhanced wrap around support and information package. In addition the third party and signposting reporting centres will be refreshed and relaunched with an enhanced support package by year end 2022. Progress is being monitored by the Hate Crime Strategic Board.

Hate Crime Awareness week this year will be in conjunction with partners including West Yorkshire Police and the Third Sector as well as plans to highlight hate crime prevention during Islamophobia Awareness Month. In addition (as part of the refresh of hate incident reporting via schools and 3<sup>rd</sup> party reporting), a comprehensive training offer is being developed that includes protected characteristic focused training as well as generic provision.

### **4) Illicit Drugs and Substance Use**

A small task-finish working group was set up involving representatives from the Safer, Stronger Communities Team and Public Health around scoping proposals for a pilot project to address problem street drinking in Leeds. A combination of quantitative data from the Community Safety Performance and Intelligence Team (calls for service) and qualitative data from both the Safer Stronger Communities Team and Public Health colleagues identified five key locations of concern regarding hotspots for problem street drinking; City Centre; Harehills; Armley, Holbeck and Beeston.

The working group agreed that two pilot areas should be prioritised in order to maximise resource: **City Centre** and **Harehills**.

Conversations have been held with third sector partner, Touchstone, who are keen to build on the success and momentum of the Touchstone Outreach and Prevention Service (TOPS) project they are currently delivering in Harehills, as well as expanding their offer in one other

pilot area (City Centre). The upscaling of their original project effectively provides a model for the *outreach and intervention* element of the pilot. This would be known as TOPS 2. After further investigations, Public Health colleagues reflected that the training and evaluation elements of the pilot could be best delivered by Alcohol Change UK and by Leeds-based researchers. Under the project name 'Blue Light', Alcohol Change UK offer approaches and care pathways to support and motivate high impact dependent drinkers – such as those not in contact with treatment services, but with complex needs. 'Street drinkers' are considered a sub-group of 'high impact dependent drinkers'.

The Safer Leeds Partnership have also recently explored with the support of this Scrutiny Board community -related concerns associated with the use of nitrous oxide with a number of recommendations progressed

## **5) Offending Behaviours**

The Leeds Reducing Re-Offending Board (RROB) bring agencies together to work in partnership to reduce reoffending and deliver towards creating cohesive and safe communities where people feel safe and are protected from harm. The board will oversee the implementation of the Leeds Reducing Reoffending Strategy, ensuring appropriate links into national and local strategies. We are in the process of reviewing the Terms of Reference to ensure that all services feel fully supported in addressing and raising any issues at the silver.

We have recently carried out some successful meetings around youth to adult transition whilst in prison, to ensure the young person is fully supported throughout this process. The local prisons were heavily involved in ensuring a young person that leaves Wetherby is then fully supported if going on into an adult prison, ensuring they have access to support and are aware of what is available to them taking into account the 7 pathways.

## **6) Organised Crime and Street Gangs**

The Serious Organised Crime (SOC) Leeds Partnership Silver Group co-ordinates a sustainable, strategic and tactical partnership response to reduce the threat and impact of Serious Organised Crime in the city. The aim is to make Leeds a hostile environment to those who seek to exploit our communities to benefit from SOC, and will focus efforts on identifying and protecting those who are vulnerable to SOC.

We have recently supported WYP regarding Operation Backway; which was a twelve-month investigation into USGs involved in the supply of controlled drugs and knife crime. The group generally congregated in East of Leeds and their criminal activity was within a square mile of one street where they were seen to deal drugs from the immediate area and surrounding streets. The investigation recovered a total of; 45 knives, controlled drug's to a value of approximately £25k, approximately £15k cash seized. There were strong links to street robberies and violent assaults including a firearm discharge. A number of the weapons were recovered from flower beds, bushes and wheelie bins within the above location. Following WYPs intervention we wanted to show a united front to support residents and rebuild relationships within the community, we had teams in the area cleaning up the estate, cutting

back bushes and engaging with residents by door-to-door conversations. This was deemed a huge success in the area and work is still ongoing.

The partnership is now proactively exploring more effective ways to work together and in individual agencies with the aim of disrupting mapped organised crime groups active in the city.

## **7) Exploitation and Radicalisation**

Using safeguarding principles, provide tailored multi-agency to: i) support those identified most at risk of radicalisation; ii) look to rehabilitate individuals known to have ideologies that potentially put themselves and the wider community at risk of serious harm.

Leeds Prevent continue to support internal and statutory partners, education establishments and community organisations to identify those most at risk of radicalisation. Key areas of work internally have included providing Prevent awareness training to Adult Social Care specifically to specialist services including Mental Health and Learning Disabilities services and also to apprentices across the Council. Training was also delivered to the new elected members who started in May. The team are also now offering enhanced Prevent training. This is virtual training for team leaders who would like more in depth information after having completed the initial Prevent awareness training.

Prevent awareness training has also been delivered jointly with CTP to the CAMHS team and is currently being delivered virtually by the team to GPs in the City.

In terms of education face to face prevent awareness training has returned and take up has returned to pre-pandemic levels. The team continue to use virtual delivery and have set specific 'mop up' sessions online for those who for whatever reason could not attend face to face training. Also, with the publication of the annual official West Yorkshire CTLP the team provided two updates in partnership with CTP to education establishments on risk and threat. Two new training workshops on radicalisation for young people have also been created and delivered; one 'What is radicalisation?' for secondary students and above; the other for years 5 and 6 'Our values, resilience and radicalisation'. We have been delivering these in a variety of settings including colleges and third sector organisations.

The Channel panel held monthly continues to operate successfully on a virtual basis. Advice is provided by the Team on referrals which are mostly received from the education sector but notably we have received two from the wider community recently. One of those was hate related, and the other was referred on as out of area. The team has also supported work to investigate an anonymous allegation (unfounded) which was made to the Counter-Extremism and Non-School Education Division (CENSED) concerning a teacher at one of our primary schools. We have also supported a secondary school where two linked prevent referrals were made (one of which became a Channel case) including the offer of our external commissioned projects, plus another school where an arrest of a young person was made and is currently being investigated under the Terrorism Act.

Strengthen existing local partnerships, specifically working online and offline to empower young people, families and communities, to build capacity through community engagement and civil society organisations.

The bid for the Prevent grant for 2022/23 has been approved and projects have commenced activity in quarter one.

A key community project in East Leeds which developed from the desire in the community to counter far right narratives has been funded through the Prevent grant. The project will involve and utilise the strength of the We Are Seacroft collective of organisations. A mixture of residents, third sector workers and local authority workers have come together to address issues around extremism in the area and the growing influence of the far right. The whole group will take part in initial training - Communities Countering Hate led by Groundswell and will be part of a two-day conference to raise awareness of vulnerability to radicalisation through the stories of former extremists.

Another project 'Safe online' is aimed at foster carers and staff at children's homes. This will explore false news and online propaganda and uses real life examples that are in common use by young people to explore how narratives are spread through imaging, messaging and manipulation.

A key focus for the team has been developing new opportunities for engagement with communities with meetings being held with Solace, Canopy Housing and Youth Alliance partnership. Training delivery has continued including sessions with Change Grow Live. Support has also been offered in respect of the 'Places of Worship Protective Security Funding'. We are also exploring more collaborative working with the localities team focusing on South Leeds initially and attending the Third Sector partnership meeting. Partnership working also continues with the police engagement officers particularly the officer who supports the Faith thematic.

Support has also been provided to a community organisation who inadvertently accepted a room booking from far-right organisation, Patriotic Alternative. They were only made aware after the event happened. Support included the offer of training, advice and were also given our leaflet – Prevent – Lettings guidance - to mitigate the risk of undesirable bookings.

## **8) People with multiple needs (Street Users and Sex Workers)**

The Leeds Street Support partnership team has continued its operational 'high support / high challenge' approach, with all services flexing to support people in need/ with complex needs, on the streets. The work of the 'Navigators' in supporting people to sustain their tenancies is having an impact with attrition rates very low. The plan is to extend this exemplary work through funding via the DULCH. In December 2021, the female only, 'Somewhere Safe to Stay' emergency accommodation was opened in the city centre offering a gender informed provision and will be extended through a new 'Somewhere Safe to Live' pathway during 2022. Overall, Leeds has seen a reduction in the last 3 years, in terms of the annual 'snap shot' (rough sleeper count) and an annual downward trajectory of total number of individuals seen, although the social and economic climate is bringing current additional pressures. There is a recognition

that there remain challenges, for people who face multiple disadvantages, including access to the appropriate and timely accommodation, access to mental health services when thresholds are not met, linked to substance misuse treatment.

The partnership has worked with grass roots charities through the Leeds Homeless Charter, to encourage them to move away from on-street kitchens to an in-door kitchen. Currently 5 groups are providing an in-door evening meal to people in need as part of a more person-centred dignified approach.

From 22/23, a three-year funding from DLUCH for Rough Sleeping Initiative has been approved and this is for a combination of staffing and revenue costs for accommodation. In addition, the Clarion modular scheme (9 units) has been approved by Planning and it is anticipated that this will be ready for occupation by former rough sleepers in late August/ early September 2022. This housing development (Kirkstall Road) provides an opportunity for people to turn their lives around, get the right support, secure employment on the site, and when available apply for social housing.

Work continues to further improve the accommodation offer and pathways, including aiding our trusted voluntary and community sector partners in obtaining 'Registered Providers' status, so they can apply and hopefully access funding from Home England for purchase and repair and/or new build schemes for the homeless, when funding opportunities arise.

#### ➤ Future Developments

The Safer Leeds Executive will be exploring in the Autumn how the partnership can collectively respond better to adult 'presentations', where the person has 'multiple and complex' needs (multiple disadvantage). This will explore the 'pathways out' for those adults on the edge of and/or in the criminal justice system, recognising:

- Many adults have experienced childhood and/ or early adulthood trauma
- Those who display regular risky behaviours, are potentially exposing themselves, their families and communities to harm, or significant risk of harm
- Frequently many do not fit numerous organisational criteria/ thresholds
- For some, there is a 'revolving door' and navigating to the 'exit door' is challenging and
- As a result, there are key population groups that are overrepresented in the criminal justice system, with many experiencing poor outcomes and/or at a higher risk of morbidity or mortality.

#### **9) Violence and sexual crime**

*Produce and implement a local Reducing Serious Violence Plan, including a focus on Youth Violence, and deliver a programme of activity aligned to Violence Reduction Unit desired outcome.*

The Safer Leeds Partnership has been a key partner in supporting the development of the regional Serious Violence Response Strategy. This is the first phase of developing a strategic approach to Serious Violence in advance of the new Serious Violence duty coming into place. At the end of April 2022, the Police, Crime, Sentencing and Courts Act was given Royal Assent. In this Act several statutory organisations now have a duty to work together to collaborate to address serious violence.

The government is currently consulting on this new duty, and it is expected that formal guidance on the duty, which includes developing a needs analysis of serious violence and a collaborative strategy, will be available from the Autumn. Initial indications are that local partners will be expected to work together to produce a serious violence strategy by January 2024.

Currently, partners in Leeds have signed up to the West Yorkshire Serious Violence Response Strategy and the next phase will be to develop a more bespoke strategy for Leeds once the national guidance is available.

Safer Leeds will introduce a new Silver Board in the autumn to oversee this new duty and will create a strategic partnership that recognises the strong relationship between Serious Violence and Serious and Organised Crime. This Board will be jointly chaired by the local authority and senior police colleagues with all partners who have the statutory duty on the Board as well several wider partners.

The first task will be to understand how each of the named statutory partners are organisationally responding to the new duty, start the process for completing a statutory needs assessment and developing mechanisms to ensure the Board can meet the statutory duty to consult with key communities/ individuals affected by serious violence. The Government has outlined a detailed process for how this work is to be completed and has therefore given a longer timescale for development to reflect this.

There will continue to be local activities which are developed to respond to serious violence, including the Home Office funded Serious Violence Delivery programme overseen by the West Yorkshire Violence Reduction Unit and local partner activity. The new Silver Board will also be reframing a Partnership Disruption Group to better address issues which present in communities and work closely with the police to use all civil enforcement powers to prevent serious violence.

## **10) Violence Against Women and Girls**

*Develop a local strategy to address Violence against Women and Girls, in line with the forthcoming national strategy and local needs ~ establish a partnership development group to take forward and develop a co-ordinated city-wide approach.*

A small development group was established to take this work forward. It was agreed that given the ambition at West Yorkshire to develop a regional strategy for VAWG the local arrangements would support this work and focus on being able to make the most of various funding opportunities announced by the Government including the Safety of Women at Night Funding and the Safer Streets Funding. Several projects have been funded to improve either the

understanding of women's safety or develop programmes to improve their safety such as the Night Safe project in the City Centre.

Partners have been working to support the development of the West Yorkshire strategy and are now bringing local arrangements in place to develop a Leeds Ending Violence Against Women and Girls Board. This will be able to take a more strategic approach to the areas of work that have been identified as important to women and girls or outlined in both the national and soon to be launched West Yorkshire strategy. A key area of this work is expected to be both a strong focus on education and behaviour changes and the importance of the public realm and how we design space for women and girls to improve their safety.

The new board will take place in September and will have a wide membership building on both the success of the Domestic Abuse Local Partnership Board and the City Centre Partnership.

**Outside of the 9 priority areas, the following activity is also underway:**

### **11) Leeds City Centre**

With the reopening of the city centre, a range of community safety demands have seen an increase during the day, evening and night-time economy. Over recent months #AskForAngelaLeeds has been redesigned, reinvigorated, and relaunched (c600 premises signed up), a mobile #Women'sSafeSpace' ran in March and use of seasonal street marshals as a high visibility on street capable guardian has been piloted in the NTE. A new accreditation scheme was launched in April, and is being offered to 60 licence premises initially, as part of the drive to raise standards in and around licence premises. There remains a significant challenge around the 'youth offer', particularly around safeguarding and young people displaying risky behaviours. The partnership is currently implementing an intelligence led new city centre community safety strategy to add value to existing work.

### **12) Protect & Prepare**

In recognition of the forthcoming Protect & Prepare Statutory Duty, the Community Safety Partnership is working with the Counter Terrorism Unit as part of a North East pilot. We are currently focusing on a zoning exercise and risk assessing Publicly Accessible Locations (PALS) to mitigate the threat of potential terrorist attacks.

### **13) Locality Working**

The new Locality Working Framework was signed off by Executive Board in March 2022, with the expansion of the Priority Neighbourhood approach to provide greatest focus on all 12 most disadvantaged (1%) LSOAs in Leeds, and with a more targeted approach across the six Priority Wards of: Armley; Beeston & Holbeck; Burmantofts and Richmond Hill; Gipton and Harehills; Hunslet and Riverside; and Killingbeck and Seacroft, now in place.

Work is now underway on the baselining of the new Priority Neighbourhoods and Priority Wards, and the design of the new Local Area Plans (LAPs), which will help provide a more robust performance management framework for the locality working agenda. Interim plans are

expected to be in place for October 2022, with finalised multi-year plans developed for the start of the 2023/24 municipal year.

The Neighbourhood Improvement Board (NIB) continues to provide strategic oversight of locality working in our priority neighbourhoods, with a new programme management group, sitting between the core groups and NIB, providing an operational platform to oversee Local Area Plans and drive change.

A new Communities Team structure is also in place, to provide a more flexible and responsive approach to Locality Working. This is already allowing us to provide better support to the three strands of citywide support to the Community Committees, targeted support to our most disadvantaged communities and an agile approach to seasonal and responsive activity.

This greater focus upon the six priority wards is already impacting on the prioritisation of citywide resources. This has included consideration of these areas within: the allocation of health inequalities funding; neighbourhoods of focus for Playzones; the next Levelling Up submissions; and the work on Get Set Leeds. The Neighbourhood Policing Teams are also keen to develop greater collaborative working around these neighbourhoods, as they are also some of their areas of greatest concern.

#### **14) Leedswatch**

The Service continues to consolidate after the implementation of the Leedswatch review on 1<sup>st</sup> September 2021.

The control room is responsible for a number of functions across CCTV, the City Centre Vehicle Access Scheme, Out of Hours repairs, alarm response, security patrols and the Out of Hours Noise.

The Newly created Performance & Relationship Team works to support the four operational teams and has undertaken a training audit with team leaders and has developed a training matrix to guide training at an individual and team level. The team is also developing a performance framework for the service.

Work is underway to upgrade public space CCTV across the city and move from analogue to digital. Good progress is being made on the programme which is expected to conclude in the Autumn.

A comprehensive noise training programme has been delivered to Response Officers, supported by colleagues from LASBT. A noise training matrix has been developed to help guide Response Officers, with further training and support planned in partnership with LASBT.

The Service is working with colleagues in IDS to develop a mobile digital solution to modernise the deployment aspect of the service. The Service will trial the use of Android Tablets shortly.

The Engineering and Technical team have transferred to IDS in recognition of the networking aspect of their role. Leeds Building Service has taken over responsibility for the mechanical aspect of repairs and new installations.

The CCTV Compliance team continues to meet with services across the council to audit existing and new CCTV installations and ensure compliance with the CCTV Commissioners recommendations. The team recently reached out to Council services across the city to help identify council sites with CCTV installations. Sixty council sites contacted the team and 28 have been visited so far. An audit report is completed for each site visit with recommendations and support for improvements.

**Safer Stronger Performance Update – previously shared at Scrutiny June 2022**

Indicator	YE 2020/11	YE 2021/22	Change
Police reported ASB incidents (count)	19,177	12,650	-34%
<i>Youth related</i>	5951	4,244	-29%
<i>Nuisance motorcycle / quad</i>	3714	3,049	-18%
<i>Adult nuisance – non alcohol</i>	3275	1,838	-44%
<i>Neighbour related</i>	3089	1,345	-56%
Leeds Anti-social Behaviour team closed caseload	2236	1915	-14%
<i>Noise</i>	777	726	-7%
<i>Threats / Actual Violence</i>	320	337	5%
<i>Rowdy Behaviour</i>	172	140	-19%
<i>Verbal abuse</i>	138	119	-14%

Indicator	YE 2020/21	YE 2021/22	Change
Police reported Hate incidents (count)	3,315	4,046	22%
<i>Race Hate Incidents</i>	2282	2,732	20%
<i>Sexual Orientation Hate Incidents</i>	430	604	41%
<i>Disability Hate Incidents</i>	364	430	18%
<i>Faith Hate Incidents</i>	232	292	26%
<i>Transphobic Hate Incidents</i>	102	129	27%
Racially / Religiously aggravated offences (count)*	1683	1954	16%

\* Comparing Jan 2020 – Dec 2020 with Jan 2021 to Dec 2021

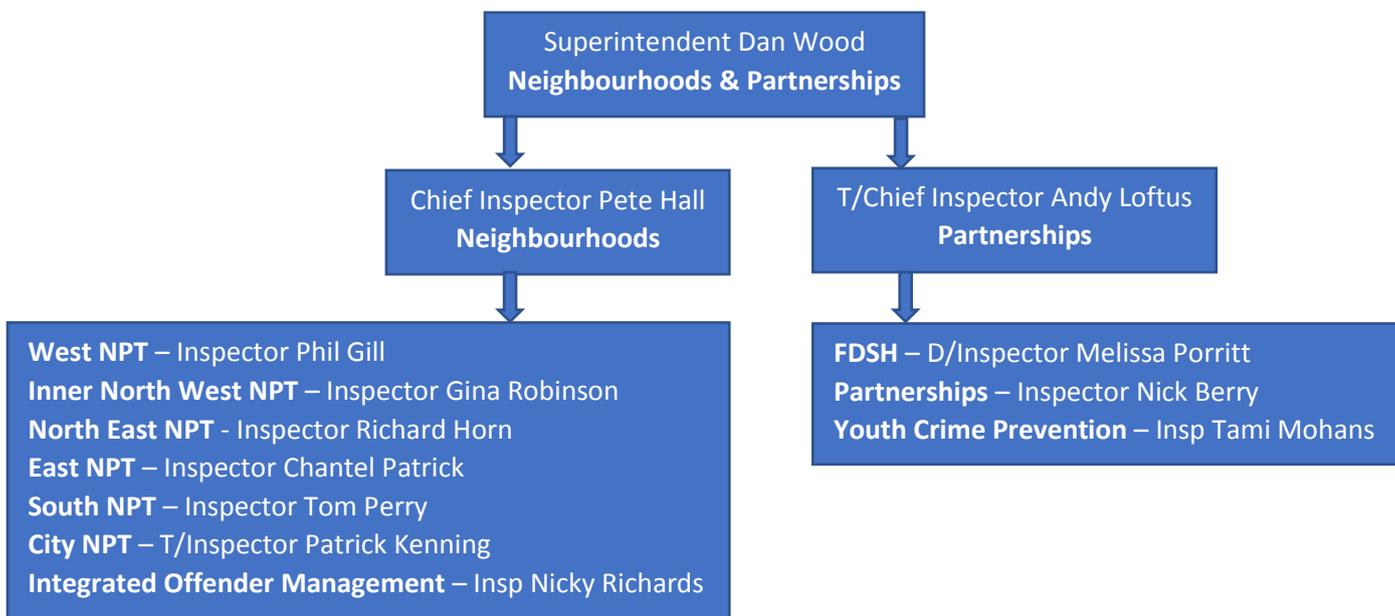
Indicator	YE 2020/21	YE 2021/22	Change
Domestic incidents	21,789	23,268	7%
High risk domestic incidents (DASH) with repeat victims	1,487	1,415	-5%

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## Leeds police update to Environment, Housing and Communities Scrutiny Board 21/07/22

The purpose of this report is to provide a short overview to Board of the current efforts, successes and challenges associated with Leeds District’s Neighbourhood and Partnerships work to support community safety in the city.

### The current policing leadership structure for Neighbourhoods & Partnerships:



### People

I (Superintendent Dan Wood) took up post in February 2022 and have an extensive neighbourhood policing background, having worked at all policing ranks and a wide variety of roles at Leeds over the previous 19 years. Chief Inspector Pete Hall took up post in January 2022 and brings with him a wealth of experience from neighbourhood policing at Bradford district. T/Chief Inspector Andy Loftus has been in the Partnerships role for the past 18 months, ensuring the consistency required for this key position.

We have, and continue to strengthen, an excellent working relationship with the Safer Stronger Communities Team and recently the entire policing structure shown above met with the SSC Chief Officer and Heads of Service for a half day of planning and coordination; something we plan to repeat regularly.

### The current Neighbourhood Policing context

The pandemic required unique policing requirements and then the latter half of 2021 saw us adjusting to a steady return of community normality and associated crime, anti-social behaviour etc. The night-time economy appears to be close to pre-Covid footfall which brings many associated issues, e.g. drug dealing, alcohol-related violence, street robbery etc. February 2022 saw a notable uplift in what might have been previously Covid-suppressed demand, with the volumes of issues like missing persons and domestic incidents all notably increasing. The current context sees us striving to maintain a problem-solving, partnership approach whilst accepting we have to, at times, respond reactively to urgent demands.

## Successes / Developments

I have to sought to base these, where relevant, on the priorities outlined in the Safer Stronger Communities Plan.

### ASB and Public Order

Our partnership approach, utilising Ward Tasking, continues to prove effective. Earlier this Spring, Bramley and Halton Moor emerged as clear threat areas but responsive problem-solving efforts have proved very effective. Issues in Bramley, thanks to work by LEODIS, partnership injunctions and the imprisonment of a key ringleader, have greatly reduced. Likewise in Halton Moor, ward tasking has led to the involvement of the Fire Service and local Safer Schools Officers to great effect.

Hirsts Yard in the city centre continues to be a focus but there are now joint plans to achieve gating to alleviate crime and disorder there. A new Sergeant (PS Secker) joins the Licensing team soon, providing an ideal opportunity to refresh our approach in this area with plans to take a more proactive approach during licensing hours. Inspector Robinson is also working with the SSCT to holistically tackle the perennial issue of the 'Otley Run' and alcohol-related behaviour.

Our daily use of the 'ASVAT' system by our Neighbourhood Support Officers is exceptionally strong – allowing immediate insight and response into any trends of concern regarding repeat victims of ASB and crime. We are also developing a new analytical product to provide understanding of vulnerable, repeat demand locations for problem solving purposes.

Given the persistent problems of motorbikes and quad bikes being ridden anti-socially, our Off Road Bike Team is another area of significant ongoing development for us. Chief Insp Hall has appointed a Sgt to better coordinate their activity and we are looking to add dedicated PCSOs to the team, stingers, drone capability and covert bikes.

### Domestic Violence and Abuse

This year saw us move to a Daily Risk Assessment Meeting (DRAM) for domestic abuse which allows the Police, CSWS and an IDVA to meet and discuss the latest cases and risks – which is crucially held each afternoon after the IDVA has had the opportunity to contact the victim and hear their voice. The DRAM provides effective triage of overall caseload, allowing the now twice-weekly MARAC to properly focus on the more urgent and concerning instances. We are currently working with the Local Authority, Social Care and other partnership colleagues to enhance Operation Encompass – the process by which schools are informed daily of pupils involved in domestic abuse incidents within the previous 24 hours.

### Hate Crime

Reported hate crimes have increased 22% - a suspected combination of societal factors and greater victim confidence to report. Our Hate Crime Coordinators are striving to contact these victims at the point of recording and also finalisation to provide the best 'wrap-around' service we can. We also regularly hold a partnership Hate Crime MARAC to provide multi-agency supportive interventions for victims. We are also the only district in West Yorkshire to have a LGBTQ+ scrutiny panel to examine the police's investigative actions against incidents of hate crime.

### Illicit Drugs and Substance Use

Over the past year we have dramatically increased our custody-based drugs testing – for instance in the past six months we conducted 1375 tests, versus 742 in the six months prior to that (an 85% increase). 52% of these tests were positive for cocaine / opiates and resulted in referrals and requirements for the individuals.

Our small but dedicated Neighbourhood Improvement Team (NIT), along with the regular NPTs, continues to target drug activity particularly at dealer level with approximately two search warrants per week for the NIT alone. By way of example, the NIT recently developed intelligence that led to a search warrant in Beeston and the seizure of £350,000 in cash and £500,000 of heroin and cocaine.

## **Offending Behaviours**

Early Help and Liaison & Diversion are strong, embedded systems that we use to great effect to support and divert offenders and families. T/Ch Insp Loftus and I recently visited all three Leeds Early Help Hubs and we recognise that our entire frontline officer workforce needs to better understand how to address offending behaviours based on severity so we are seeking to uplift their training in key referral mechanisms.

Our partnership Integrated Offender Management approach was overhauled in November 2021 in line with National Operating Guidance. Working with Probation and other key partners, the role of the police has rightly primarily transferred onto 'Catch and Control' offenders who are not complying and are harming communities with neighbourhood offences such as robbery and burglary. Since the changes in November, there have been 65 arrests - mainly for Recall to Prison for statutory licensed offenders. Joint work is ongoing to bring even more agency provisions into the revamped IOM approach in order to deter and divert offenders.

## **Organised Crime and Street Gangs**

Whilst a continual concern, we do have embedded processes to respond to this threat. Daily searches are done across a variety of platforms to identify emerging issues (e.g. threatening videos) and we hold Serious Organised Crime (SOC) and Urban Street Gang (USG) meetings on alternate weeks, feeding into the Most Serious Violence Youth Task Group. Via Operation Aspenglen, our Field Intelligence Officers follow up on intelligence daily with appropriate referrals, visits etc.

Operation Dietbank is an outstanding example of our Operation Precision SOC team capability. Focussing on the 9'ers / 3-7 gangs in East Leeds and their drug dealing activity has led to a raft of charges and the significant disruption of these groups. The majority of offenders pled guilty to charges and await sentencing.

Partnership work against a retailer in Leeds suspected to be the primary supplier of machetes to young people was also highly effective with a search warrant and subsequent closure order vastly reducing the threat from this outlet. Regular weapons 'sweeps' in communities have also yielded many recovered machetes and other weapons. Where appropriate, in response to incidents of serious violence, we also utilise our S.60 stop and search powers and have received widespread community support for this thanks to our open and communicative approach.

## **Exploitation and Radicalisation**

Leeds has a really strong cohort of 101 Prevent 'champions' – officers and staff who are specially trained to understand the signs and vulnerabilities involved with those who may be exploited or radicalised and raise this awareness in the wider network of policing and partners. The champions receive regular inputs and we have just begun using a Teams channel to better understand how we can best support their vital preventative work.

## **People with multiple needs**

Spring 2022 saw us go live with Public Protection Notices (PPN) in conjunction with Adult/Child Social Care. PPN provides a 'watertight' way for officers to refer concerns for adults / children so that wider consideration of their needs can take place.

Our policing teams are alive to the wide variety of ways that individuals in Leeds can present with needs and vulnerabilities – we regularly encounter and robustly respond to 'cucooked' addresses where vulnerable residents can be exploited for drug dealing or other criminal purposes.

## **Violence and sexual crime**

The safety of students is a key priority in this area and has led to strong partnership relationships. Detective Chief Inspector Andy Cass sits on the Student Safety Overview panel which led to clinics being delivered on all the university sites. Detective Constables with a specialist safeguarding background attend these clinics (in non-uniform) to provide an approachable point of support for those who may have experienced sexual crimes. In turn, the

universities have also invested in Independent Sexual Violence Advisers. We have also developed a series of 'bitesize' videos about reporting sexual crimes, ready for the Sept 2022 term of students. Operation Vigilant, a proposed project to tackle persons with potential predatory intent, is still in development by the Violence Reduction Unit.

On-street harassment towards females from males in vehicles can also be an issue in the City and we are hopeful the proposed PSPO will give us even greater opportunity to tackle this.

### Challenges / Ongoing efforts

#### Domestic Violence and Abuse

This continues to be a focus for us. Incident demand has increased 15% over the past year with no significant improvements seen in overall instances of repeat victim / suspect cases (although High risk repeat cases have reduced). Earlier this Spring, staffing to the Safeguarding department (particularly the Domestic Abuse Team) was bolstered to give this specialist department the capacity and capability to best address the threat associated with this offending.

#### Youth Violence

We are enthused to be involved in the developing Youth Violence tasking group work and other proposed measures to strengthen our coordination and response to youth violence concerns. This Spring, a Youth Crime Prevention officer (PC French) took up post and we continue to support the Youth Justice Partnership.

#### Miscellaneous

Due to the pressures on Patrol (response) and also Safeguarding teams, the neighbourhood policing teams are operating with some Constable vacancies across their teams. The influx of new Student Officers arriving (national Police Uplift Programme) should see us able to further strengthen the NPT numbers from Autumn onwards.

We continue to encourage partnership use of the Intelligence Portal (PIP) to gain a wider picture of offending across Leeds.

Societal conditions (e.g. cost of living, people seeking asylum etc) mean we are especially mindful of need to closely monitor and respond to tensions, likely protests etc.

The Police, Crime, Sentencing and Courts Act 2022 has recently altered the law in relation to unauthorised encampments. We are awaiting a Force Policy update in this area and have begun working with local authority colleagues to interpret this change and refresh our Service Level Agreement so we can apply the law in this area consistently and ethically.

Superintendent Dan Wood  
Neighbourhoods & Partnerships  
Leeds District Police

# SAFER, STRONGER COMMUNITIES

City Plan: 2021-2024

**Safer  
Leeds**

*Working in partnership to  
keep communities safe*

Foreword ..... 3  
About this Plan ..... 4  
Approach ..... 5  
Shared Priorities ..... 6  
Key Deliverables ..... 7  
Implementation Framework..... 10  
Focus on our Strategic Outcomes ..... 11

**#TogetherLeeds**  
**#BeSafeFeelSafe**  
**Safer, Stronger Communities**

## Foreword

Welcome to the Leeds Safer, Stronger Communities: City Plan, which sets out our statement of intent and what we will collectively focus on to achieve better community safety outcomes.

Much has been achieved over the last three years, including reductions in recorded crime and real positive changes in the way victims are supported and encouraged to report crimes but we are not complacent, and we know there is always room for improvement. The pandemic has shone a light on a host of inequalities and through this new city plan we will strengthen our commitment to work with and for communities. As a partnership we recognise there is more we can collectively do to keep people safe from harm, prevent and reduce offending, and create safer and stronger neighbourhoods.

From listening to our communities we have heard how the impact of crime on individuals, families and neighbourhoods can be devastating and we understand how the fear of crime can affect people in their homes, on the streets and the places they go. Some communities will experience crime and anti-social behaviour because of who they are, or where they live and some may not feel comfortable in coming forward and reporting it, this is not right. In turn, peoples' experiences and perceptions can have a detrimental impact on their lives. At the same time, we know the nature and type of crime is changing and evolving; cyber related crime has become more prevalent, and there are a multitude of platforms that are now used to facilitate, exploit and groom people. There are young people and adults in this city who are being abused or exploited into criminality.

As a compassionate city, preventing victimisation and supporting people harmed by crime is central to our work, as is tailoring our response to individual needs. We will listen to, be informed by, and work with people with lived experience, to shape services.

Within the plan we outline our shared priorities; all have a 'victim, offender, location' basis and all are strongly connected, as one impacts on the other both directly and indirectly. Our 'safer, stronger communities' model will place a greater emphasis on early identification, prevention and intervention so we can be responsive to local needs and work with others to create thriving, resilient communities that promote respect. We will place a collective emphasis on meeting the needs and demands of people in this dynamic and diverse city, as well as preventing future victimisation and offending; ensuring we strive to make every contact count. Everyone has the right to live in a safe, clean and tolerant society and everyone has a responsibility to behave in a way that respects this right.

Our approach denotes both universal and targeted approaches to addressing community safety themes, regardless of the issue, with a recognition that to achieve the desired outcomes, emphasis has to be on both 'People' and 'Place'.

Finally, 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. We are truly a compassionate and courageous city and you have demonstrated this during the pandemic.

We are therefore pleased to introduce the Safer, Stronger Communities: City Plan and ask you to consider your offer in supporting and securing better community safety outcomes for the people of Leeds.

We are firmly believe we are stronger when we work together.

Kind regards

***Councillor Debra Coupar***

Deputy Leader of Leeds City Council and  
Executive Member for Resources

***James Rogers***

Chair of Safer Leeds Executive and  
Director of Communities, Housing and  
Environment: Leeds City Council

## About this Plan

This Safer, Stronger Communities: City Plan sets out the strategic direction of Safer Leeds Executive and will be used to hold the partnership to account for keeping communities safe.

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

### Our Ambition

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

- ❖ Working with and for communities, families and individuals, so people are safe and feel safe in their homes, in the streets, and the places they go
- ❖ Developing a shared sense of the assets of individuals and communities, with a focus on building self-reliance and resilience
- ❖ Getting to the root causes of issues, developing effective solutions and creating new ways of working to enhance locality working
- ❖ Building real opportunities so there is potential for people and places to prosper

### Our Strategic Outcomes

As the end result, we want to:

- I. Keep people safe from harm,
- II. Prevent and reduce offending and
- III. Create safer and stronger communities

### **Accountability**

The Safer Leeds Executive has a statutory requirement to:

- Regular engage and consult with the community
- Prepare and implement a Community Safety Plan
- Produce Joint Strategic Assessments
- Ensure information sharing arrangements
- Produce a strategy to reduce reoffending
- Be responsible for establishing Domestic Homicide Reviews and applying learning
- Be responsible for establishing Anti-Social Behaviour Reviews and applying learning

Recognising no single agency can address these complex risks, threats and harms alone, the following are committed to working collectively through the Safer Leeds Executive, in line with agreed terms of reference and information sharing protocols: - Leeds City Council, West Yorkshire Police, Leeds NHS, West Yorkshire Fire and Rescue Service, West Yorkshire Probation Services, HMP Service, and the Voluntary & Community Sector.

## Challenge and Change

As a partnership, we are ambitious and look to maximise all opportunities, review and refresh where needed, and apply lessons learnt, to:

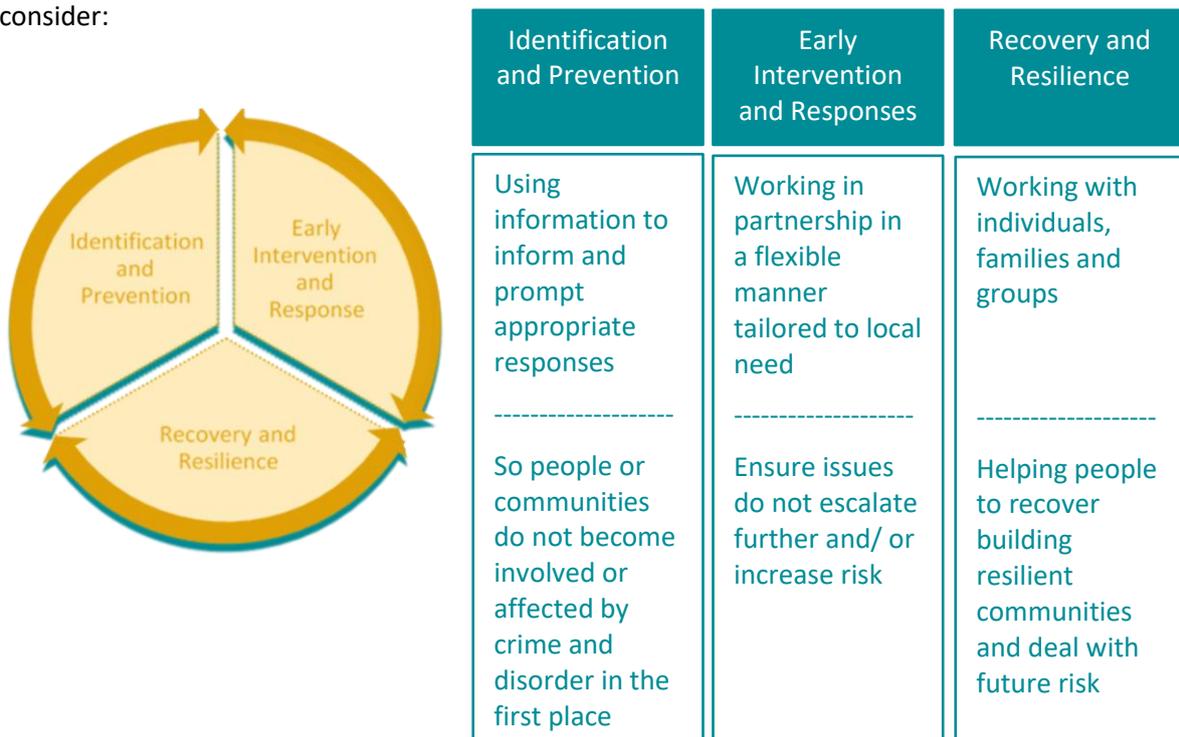
- ❖ Apply a Safer, Stronger Communities model which places a greater emphasis on early identification, prevention and intervention, so we can be responsive to local needs by working with communities before a crisis point, preventing future victimisation and offending.
- ❖ Deliver results efficiently and cost effectively, with clear accountability. We will use this plan to direct resources and activity, working with and for the people of Leeds to achieve better community safety outcomes.
- ❖ Work jointly with local connected boards (e.g. Health and Wellbeing Board, Leeds Safeguarding Children Partnership, Leeds Safeguarding Adults Partnership), and key West Yorkshire boards, including the West Yorkshire Combined Authority, on shared priorities.
- ❖ Address the impact of inequalities experienced by some members of our communities, who may be more affected by incidents and/ or crimes.
- ❖ Undertake an annual review and refresh of our delivery plans.

## Approach

The **Safer, Stronger Communities** model will guide strategic thinking and operational activity across all the shared priorities, so we can:

- ❖ Strengthen the safer and stronger elements of partnership working
- ❖ Address crime and anti-social behaviour to keep people safe from harm, and
- ❖ Be responsive to local needs, to create thriving, resilient communities that promotes respect

When developing, implementing and reviewing delivery plans against the shared priorities, respective boards will consider:



The model is based around a **PEOPLE** and **PLACE** approach encompassing all aspects of lifestyle and identity. This includes neighbourhoods where people live and the places they go, but also communities of interest and groups with which a person will interact and can be applied at the following levels:

- ➔ Individual/ Family...Community/ Neighbourhood...City-wide/ Strategic

Fundamental to this model will be connecting the wider social and economic determinants that impact on safer and stronger communities, through effective partnership collaboration.

## Shared Priorities

We have listened to our communities, consulted stakeholders and through the 2021 Strategic Intelligence Assessment identified a number of priority themes and issues affecting safety and feelings of safety, for individuals, neighbourhoods and communities. Listed here are the core community safety shared priorities that negatively impact on people and places. We will focus on these priorities, flexing to respond to need and demands ensuring we are intelligence led and agile in our partnership response.

Shared Priorities	What are the key issues?
ASB and Public Order	<ul style="list-style-type: none"> <li>Victims/ witnesses who suffer from the impacts of ASB</li> <li>Youth nuisance and disorder</li> <li>Communities where there is high prevalence of incidents</li> </ul>
Domestic Violence and Abuse	<ul style="list-style-type: none"> <li>Victims/ witnesses of traumatic incidents, including young people living in abusive households and repeat victims</li> <li>High risk offenders</li> </ul>
Hate Crime	<ul style="list-style-type: none"> <li>Impact on victims' and communities' feelings of safety</li> <li>Rises in tensions and incidents following local/ national/ international events</li> </ul>
Illicit Drugs and Substance Use	<ul style="list-style-type: none"> <li>Impacts of illicit drug markets on communities and families</li> <li>Complex drug supply networks</li> </ul>
Offending Behaviours	<ul style="list-style-type: none"> <li>Offender management and repeat offending</li> <li>Use of violence/ intimidation, including targeting associates and families of individuals</li> <li>Communities where there is high prevalence of offending</li> </ul>
Organised Crime and Street Gangs	<ul style="list-style-type: none"> <li>Community impacts of organised criminality</li> <li>Individuals at risk of becoming involved in organised criminality, or who have or may potentially be targeted</li> <li>Street gang violence</li> </ul>
Exploitation and Radicalisation	<ul style="list-style-type: none"> <li>Online radicalisation, including lone actors</li> <li>Instability in other countries and communities</li> <li>Exploitation/ trafficking of adults and families, and criminal and sexual exploitation of children</li> </ul>
People with multiple needs (Street Users and Sex Workers)	<ul style="list-style-type: none"> <li>Individuals with highly complex needs, including historical trauma, mental health, and substance misuse</li> <li>Specific street user groups: Begging, Rough Sleeping, Sex working</li> </ul>
Violence and Sexual Crime	<ul style="list-style-type: none"> <li>Victims and witnesses of traumatic incidents</li> <li>Repeat and organised offending, especially on street offending, youth violence, and knife crime</li> <li>Night Time Economy related Violent and Sexual Offences,</li> <li>Neighbourhoods/ communities with high prevalence of offences</li> </ul>

These priorities interrelate and interlink with wider social and economic determinants, such as impacts of poverty and deprivation, mental health and chronic effects of trauma, substance use, family/peer relationships, education, housing and homelessness, employment, and community/ neighbourhood design. All have a potential 'Victim-Offender-Location' basis, and all provide clarity for defining and measuring outcomes.

## Key Deliverables

Safer Leeds will continue to **improve current core services** but we will also focus on programmes and projects that help us move closer to our desired strategic outcome. At the end of the yearly cycle a review of what has been achieved and what needs improving will inform Yr2 key deliverables.

Focus on Change YR1 Key Deliverables	Ascribed to relevant Silver Board
<b>ASB and Public Order</b>	
<p>➔ Prevention and Early Intervention ~ enhance operational working between Leeds Anti-Social behaviour Team and Youth Justice Service by using an intelligence led approach to identify, support and divert young people away from the Criminal Justice System. Examine and improve referral pathways at an early stage to address factors which contribute to anti-social behaviour, working closely with existing programmes, linking in with early Help Hubs.</p>	
<p>➔ Targeted Responses ~ reduce the impact of anti-social behaviour on communities by targeting 'hotspot' areas. Facilitate and support co-ordinated, multi-agency approaches at a local level and increase targeted operations with Safer Stronger Communities partners during peak months.</p>	
<p>➔ Problem Solving ~ further develop and embed community based applications to address ASB, enhancing work with targeted communities through a multi-agency approach to reduce risk, threat and harm. For example: i) address concerns around motorcycle/ quad bike related anti-social behaviour, ii) address arson and nuisance fires, through the 'Enough is Enough' campaign</p>	
<b>Domestic Violence and Abuse</b>	
<p>➔ Complete a local comprehensive needs assessment and a refreshed DVA strategy as part of the new statutory requirements ~ specifically working with housing providers to ensure timely availability and suitable accommodation and place based support for DVA victims.</p>	
<p>➔ Actively engage with providers of services to children and young people who are living in abusive households ~ to fully recognise them as victims in their own right and provide the right support at the right time.</p>	
<p>➔ Enhance the offer of support to perpetrators of domestic abuse through service improvement, workforce development and identifying opportunities to develop specialist projects ~ to ensure more perpetrators are supported and the risk/ harm caused by them is reduced.</p>	
<b>Hate Crime</b>	
<p>➔ Increasing the reporting of hate crime by making it easier for those affected to report, and increasing victim confidence ~ Improve third party reporting in schools and explore opportunities to increase and strengthen hate crime reporting centres in a range of community based settings, educational establishments and businesses; by focussing on the settings that have proven to be high-risk environments for hate crime</p>	
<p>➔ Preventing hate crime by tackling the beliefs and attitudes that can lead to hate ~ Undertake city wide targeted campaigns in line with #LeedsNoPlaceForHate, including messages around 'Upstanders not Bystanders', urging people to stand with those who have experienced hate crime, as well as providing practical tips on reporting; creating a sense of reassurance, solidarity and unity</p>	
<p>➔ Improving support for the victims of hate crime by ensuring effective provision is available at the time of reporting ~ Promoting the Community Multi Agency Risk Assessment Conference (Community MARAC) so that agencies supporting hate crime victims are encouraged to make appropriate referrals to access the right support and working with the CJS and Victim Support to ensure victims of hate crime are adequately supported through their involvement with the criminal justice process.</p>	

## Drugs and Substance Use

- ➔ Maintain the high performing drug and alcohol treatment service in the city, taking a blended approach to service delivery i.e. a combination of remote and face-to-face working, tailored to individual need.
- ➔ Continue to explore innovative, evidence-based approaches and incorporate them into the service, as appropriate ~ including developing partnership working to expand promotion of current, and future, drug and alcohol campaigns and conduct the preparatory work for the new drug and alcohol treatment contract.

## Offending Behaviours

- ➔ Working collaboratively with the criminal justice services and healthcare/ wellbeing services to support the rehabilitation and resettlement of adult offenders ~ Continue to support and enhance liaison and diversion and those serving under 12 month custodial sentences, and delivering community based rehabilitation programmes.
- ➔ Work with the Leeds Youth Justice Partnership to implement a local Youth Justice Plan to deliver services to improve outcomes for young people, families and communities.
- ➔ Develop a Female Offender Plan for Leeds, in line with the Home Office strategy to ensure female offenders and at-risk women are being supported in the community, providing gender-informed approach to individual needs, through partnership arrangements.

## Organised Crime and Street Gangs

- ➔ Reinvigorate and refocus partnership capacity to tackle organised crime groups in the city, in line with Operation Precision and the 4Ps Plan (Prepare: Improve victim protection and support Pursue: Disrupt and prosecute perpetrators Prevent: Harm to people Protect: Vulnerable people and increase resilience)
- ➔ Work in partnership to develop the early identification and intervention agenda to reduce youth violence through a collaborative approach; delivering universal and targeted services, based on intelligence led work in localities of concern.
- ➔ In line with addressing Modern Slavery and Human Trafficking plans, continue to align activity around the 4Ps plan (Prepare-Pursue-Prevent-Protect) by i) Raising public awareness and workforces development; ii) Increase intelligence sharing to identify more victims and prosecute more perpetrators; iii) Provide a quality, partnership response to victims.

## Violence and Sexual Crime

- ➔ Produce and implement a local Reducing Serious Violence Plan, including a focus on Youth Violence, and deliver a programme of activity aligned to Violence Reduction Unit desired outcome.
- ➔ Develop a local strategy to address Violence against Women and Girls, in line with the forthcoming national strategy and local needs ~ establish a partnership development group to take forward and develop a co-ordinated city wide approach.

## Exploitation and Radicalisation

- ➔ Work in partnership to identify children at risk of child sexual exploitation and/ or child criminal exploitation and mitigate risks through early identification and intervention plans.
- ➔ Using safeguarding principles, provide tailored multi-agency to: i) support those identified most at risk of radicalisation; ii) look to rehabilitate individuals known to have ideologies that potentially put themselves and the wider community at risk of serious harm.
- ➔ Strengthen existing local partnerships, specifically working online and offline to empower young people, families and communities, to build capacity through community engagement and civil society organisations.

## People with multiple needs (Street Users and Sex Workers)

- ➔ Relaunch, refresh and refocus the city wide Homeless Prevention Forum to ensure local plans continue to develop a blended accommodation offer ~ Work with housing providers to create movement in the supported housing pathways and examine requirements of emergency accommodation.
- ➔ Further develop/ enhance provision for service users with mental health issues ~ Work with health commissioners to further develop collaboration, joint commissioning and delivery models.
- ➔ Look to develop a city centre commissioned Health and Wellbeing Centre for the homeless and people in need on the streets ~ Strengthen the work with grass roots organisations, moving from on street kitchens to indoor provision, including befriending and mentoring in neighbourhoods.
- ➔ Take forward the on-street sex working governance arrangements, through the strategic Sex Working Board.

## Placed Based ~ Delivery: Localities

- ➔ Deliver a high quality and responsive offer to the 10 Community Committee's, Community Committee Chairs and Community Committee Champions, including the management of the Wellbeing Fund, Youth Activity Fund, Capital Budget and Community Infrastructure Levy Budget across the Community Committees, integrating with other place-based budgets to maximise impact.
- ➔ Using a place based approach, lead on the management of strategic multi-disciplined programmes of work across the each of the priority neighbourhoods and target wards:
  - Use intelligence and data to explore innovative solutions to tackling longstanding concerns.
  - Early intervention and prevention work
  - Responsive to critical community incidents or concerns
  - Development of strong place-based stakeholder connectivity and relationships
  - Lead and support the development and delivery of innovative partnership projects and approaches which attract new investment and funding opportunities, which bring about real change and opportunity for local people...Building self-reliance and resilient communities
- ➔ Covid-19 legacy programme:
  - Continue to work in partnership with Public Health to build and further develop targeted interventions in wards of concern. Work with the Health Inequalities Board and other partners to develop programmes of work which help to address health inequalities and promote better life style choices and improved quality of health for those living in the most disadvantaged areas of the city post Covid.

## Placed Based ~ Delivery: Leeds City Centre

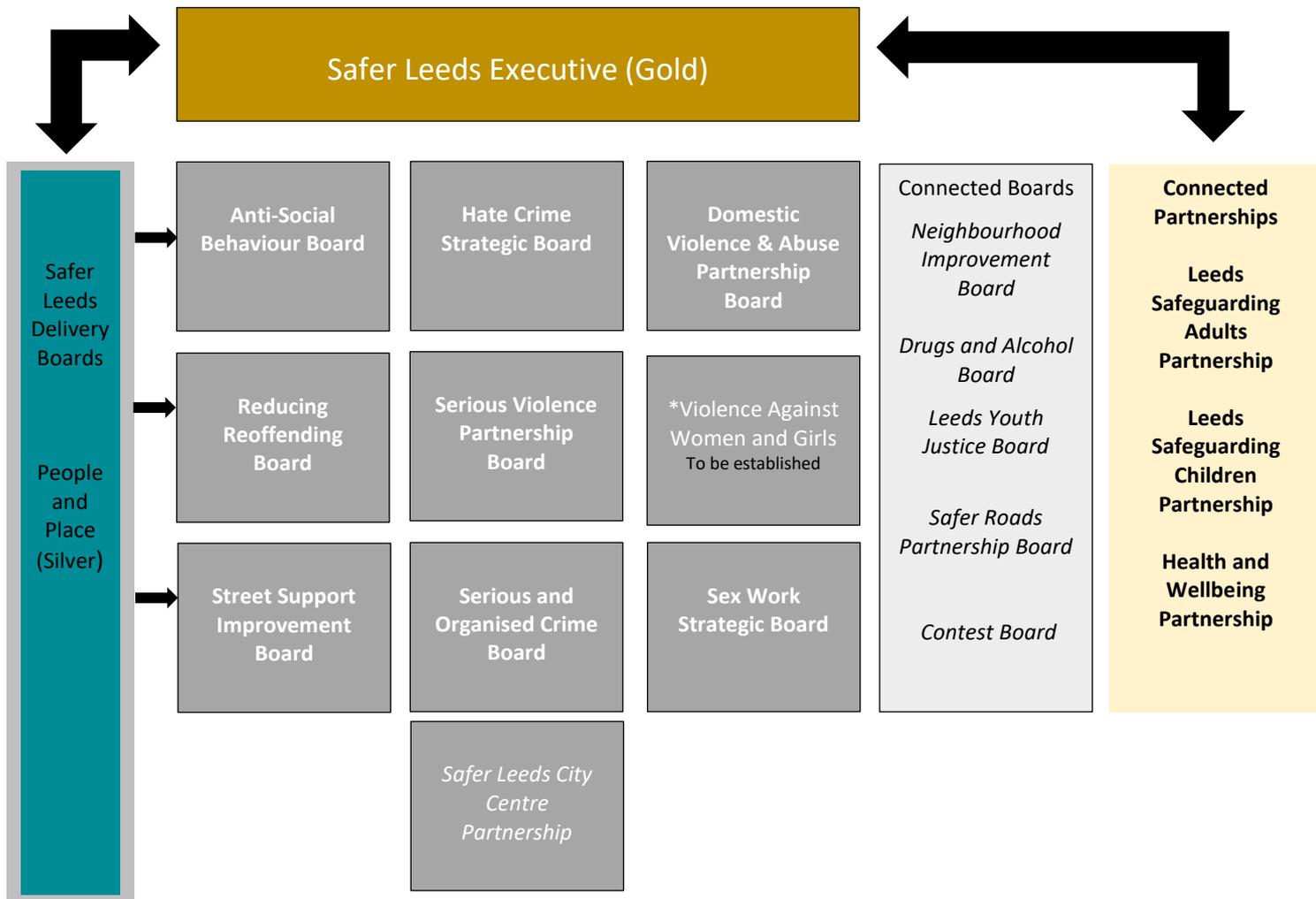
- ➔ With an emphasis on people, places and premises, take forward our local early intervention approach to the evening and night time economy, utilising Purple Flag principles and through an active #BeSafeFeelSafe thematic communications and engagement framework.
- ➔ Undertake an 'on-street' resources review to create a welcoming and reassuring environment for the public, and an effective response to ASB in partnership with law enforcement agencies.
- ➔ Take forward tactical and operational activity to address violence and abuse against women and girls, ensuring this is in collaboration with the voice of women with lived experience.

As the safer, stronger communities agenda is cross cutting we will continue to work closely with connected partnerships on shared issues, ensuring increased synergy and focus. For example, listed here are just two policy/ practice changes, led by other boards, which Safer Leeds will endorse and implement:

- Leeds approach to 'Self-neglect' policy and procedures ~ can be found here [Home \(leedssafeguardingadults.org.uk\)](http://leedssafeguardingadults.org.uk)
- Leeds approach to 'Think Family, Work Family'; principles and practice guidance ~ can be found here [LSCP - Leeds Safeguarding Children Partnership \(leedsscp.org.uk\)](http://leedsscp.org.uk)
- The link to the Safer Leeds partnership council pages

## Implementation Framework

To support and manage the delivery of this Safer, Stronger Communities: City Plan, Safer Leeds Executive has undertaken a review and refreshed its governance and accountability arrangements including:



- **Safer Leeds Executive (Gold)**, consists of officers from the ‘Responsible Authorities’ and ‘Co-operating Bodies’, and includes political representation from the Lead member for Community Safety and co-opted local representation from the West Yorkshire Police Crime Panel.
- **Delivery Boards (Silver)**, are chaired by a member of Executive reporting on progress, risks or threats as part of their duties. Below are sub groups and/ or where appropriate Task and Finish Groups (Bronze)
- **Task & Finish Steering Groups**, will be assigned by the Executive, as when required...these could be to consider cross cutting opportunities, for example around communication / campaigns, funding/ bids, and/ or specific commissioned intelligence products
- **Connected Boards/ Significant Partnerships**, play a significant role in contributing to Safer Leeds shared priorities and at least one person from the Executive is a member of these Boards, to ensure synergy at a strategic and operational level. In addition, this strategy links to other strategic plans, priorities and other Boards, including alignment to and contributing directly to West Yorkshire’s Police and Crime Plan.
- **Community Safety Champions**, are elected members, who ‘champion’ the work of Safer Leeds through their activity with local people and with local service providers.
- **Funding**, is primarily funded by mainstream resources of each organisation and work ‘in-kind’ and/ or other grants where additional funding is secured; including the West Yorkshire Community Safety Fund.
- **Governance, Information Sharing and Accountability Arrangements**, governance arrangements are through Leeds City Council.

## Focus on our Strategic Outcomes

To achieve our strategic outcomes we will work with and for communities, and collaborate with trusted third sector organisations and connected partnerships who share our ambitions.

Our Strategic Outcomes...we want to:

- I. Keep people safe from harm,
- II. Prevent and reduce offending and
- III. Create safer and stronger communities

### Keep people safe from harm...what does this mean?

We want all people who live, work and socialise in Leeds to be safe and feel safe. This outcome is at the heart of the work that all partner agencies do. Anti-social behaviour and crime can cause considerable distress to people, it is damaging to individuals, families and communities, affecting their health and wellbeing and can escalate into other serious behaviours. People who come into contact with services may have multiple and compounding complex needs, so having person-centred approaches and improving our collective response in a trauma informed manner is fundamental.

It is about:

- ❖ Protecting people who are victims of crime or at risk of being victimised and safeguarding people from harm
- ❖ Preventing people from being victims and/ or being exploited
- ❖ Promoting feelings of safety and confidence in policing and community safety, building resilience and recovery

### Prevent and reduce offending...what does this mean?

We want people who commit crime and anti-social behaviour to change their behaviour. This outcome is fundamental to keeping people safe and is central to services working for and within the criminal justice systems. Offending takes many forms, and for those causing harm there are and should be appropriate consequences, including diversionary and rehabilitation programmes, custodial sentences, supervision in the community etc. With support people should be given opportunities to turn their lives around and desist from commit offences. People who offend, reoffend or who are at risk of first time offending do so for a host of different reasons but it is their behaviour that has a direct impact on their victims, their families and communities and ultimately themselves.

It is about:

- ❖ Preventing acts of ASB and criminal behaviour
- ❖ Problem solving justice, across services with and for people
- ❖ Intervening early to reduce the risk of escalation of offending and rehabilitating people to change their lives

### Create safer and stronger communities...what does this mean?

We want Leeds to continue to be a compassionate and caring city that tackles poverty, reduces inequalities and promotes tolerance and respect. This outcome is fundamental to the city's visions of being welcoming, fair, with a sustainable strong economy that brings opportunities to all. With existing and new crime and disorder demands there is a requirement to focus the right resources in the right place at the right time.

It is about:

- ❖ Building resilient communities, supporting those in need as well as ensuring people are empowered to help themselves
- ❖ Strong local leadership, system change through listen to and acting on community conversations to resolve problems and conflict locally, raising aspiration and creating better links to social and economic opportunities
- ❖ Protecting the places where people live, socialise, travel to and creating places that are safe and promote/ engender feelings of safety



**#TogetherLeeds**  
**#BeSafeFeelSafe**  
**Safer, Stronger Communities**

## Work Schedule

Date: 21<sup>st</sup> July 2022

Report of: Head of Democratic Services

Report to: Scrutiny Board (Environment, Housing and Communities)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

- All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.
- The latest iteration of the Board's work schedule is attached to this report for the Board's consideration.

### Recommendations

Members are requested to consider the Scrutiny Board's work schedule for the 2022/23 municipal year.

## What is this report about?

- 1 During the Scrutiny Board's initial meeting on 23<sup>rd</sup> June 2022, Members were presented with a draft work schedule for the forthcoming municipal year which reflected known items of scrutiny activity, such as performance and budget monitoring, as well as other areas of work recommended by the former Scrutiny Board to be pursued in the 2022/23 municipal year.
- 2 Other key areas of interest were also raised, as reflected within the minutes of that meeting. However, in recognition of the need to ensure that the work of the Scrutiny Board remains manageable, it was agreed that the Chair of the Scrutiny Board would liaise with the Principal Scrutiny Adviser to consider how best to prioritise and incorporate these into the work schedule with a view to bringing an updated version to the Board's July meeting for further consideration.
3. An updated version of the Board's work schedule for the 2022/23 municipal year is therefore set out in Appendix 1 for Members' consideration.
4. The latest Executive Board minutes from the meeting held on 22<sup>nd</sup> June 2022 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

### Developing the work schedule

5. When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
  - Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
  - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
  - Avoid pure "information items" except where that information is being received as part of a policy/scrutiny review.
  - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
  - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
6. In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

## What impact will this proposal have?

7. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.

## How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

8. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the Best City Ambition.

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes                       No

9. The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

## What are the resource implications?

10. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
11. The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
12. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
  - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
  - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

## What are the key risks and how are they being managed?

13. There are no risk management implications relevant to this report.

## What are the legal implications?

14. This report has no specific legal implications.

## Appendices

- Appendix 1 – Latest work schedule of the Environment, Housing and Communities Scrutiny Board for the 2022/23 municipal year.
- Appendix 2 – Draft minutes of the Executive Board meeting held on 22<sup>nd</sup> June 2022.

## Background papers

- None.

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## Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

June	July	August
<b>Agenda for 23<sup>rd</sup> June 2022 at 10.30 am</b>	<b>Agenda for 21<sup>st</sup> July 2022 at 10.30 am</b>	<b>No Scrutiny Board meeting</b>
Co-opted Members (DB) Scrutiny Board Terms of Reference (DB) Potential Sources of Work (DB) Performance Update (PM)	Safer Stronger Communities – Annual Update (PSR)  West Yorkshire Police & Crime Plan 2021-2024 – Update (PSR)	
<b>Working Group Meetings</b>		
<b>Site Visits</b>		
	Visit to Newmarket House and the RERF (DB) – date tbc	

Page 91

**Scrutiny Work Items Key:**

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

September	October	November
<b>Agenda for 15<sup>th</sup> September 2022 at 10.30 am</b>	<b>Agenda for 17<sup>th</sup> October 2022 at 10.00 am</b>	<b>Agenda for 10<sup>th</sup> November 2022 at 10.30 am</b>
Reducing poverty and improving financial inclusion (PSR)  Revised Local Welfare Support Scheme (PSR)	Locality Working & Priority Neighbourhoods (PSR)  Ensuring the future resilience of the Third Sector (PSR)	Housing Activity Update (PSR)
Working Group Meetings		
Development of the Waste Strategy (PDS) – date tbc	Understanding the role and responsibilities of the Housing Service (DB) – date tbc	Reviewing the Air Quality Strategy Action Plan 2021-2030 (PSR) – date tbc
Site Visits		
Visit to LeedsWatch – date tbc		

Page 92

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

December	January	February
<b>No Scrutiny Board meeting.</b>	<b>Agenda for 5<sup>th</sup> January 2023 at 10.30 am</b>	<b>Agenda for 2<sup>nd</sup> February 2023 at 10.30 am</b>
	Performance report (PM) Financial Health Monitoring (PSR) 2023/24 Initial Budget Proposals (PDS) Best City Ambition – Update (PDS)	Parks and Green Space Strategy 2022-2032 Update (PSR)  Reviewing the existing Cemeteries and Crematoria Strategy (PSR)
<b>Working Group Meetings</b>		
Monitoring the strategic approach to migration (PSR) – date tbc		
<b>Site Visits</b>		

Page 93

**Scrutiny Work Items Key:**

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



## Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

March	April	May
<b>Agenda for 2<sup>nd</sup> March 2023 at 10.30 am</b>	<b>No Scrutiny Board meeting</b>	<b>No Scrutiny Board meeting</b>
Climate Emergency Update (PSR)		
<b>Working Group Meetings</b>		
<b>Site Visits</b>		

Page 94

**Scrutiny Work Items Key:**

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

## EXECUTIVE BOARD

WEDNESDAY, 22ND JUNE, 2022

**PRESENT:** Councillor J Lewis in the Chair

Councillors S Arif, A Carter, D Coupar,  
S Golton, M Harland, H Hayden, J Pryor,  
M Rafique and F Venner

- 1 Exempt Information - Possible Exclusion of the Press and Public**  
There was no information contained within the agenda which was designated as being exempt from publication.
- 2 Late Items**  
There were no late items of business submitted to the Board for consideration.
- 3 Declaration of Interests**  
There were no interests declared at the meeting.
- 4 Minutes**  
**RESOLVED** – That the minutes of the previous meeting held on 20<sup>th</sup> April 2022 be approved as a correct record.

### **ECONOMY, CULTURE AND EDUCATION**

- 5 Outcome of the statutory notice on a proposal to decommission the Resource Provision at Gledhow Primary School**  
Further to Minute No. 131, 16 March 2022, the Director of Children and Families submitted a report presenting the outcomes from the publication of a statutory notice on a proposal to decommission the Speech and Language Resource Provision at Gledhow Primary School with effect from August 2022. Specifically, the report invited the Board to review the outcome of the statutory notice and approve the proposal to decommission the Resource Provision from end of the 2021/22 academic year.

In introducing the report, the Executive Member presented the key points of this proposal, and noted that there had been no responses received throughout the statutory notice period.

A Member made enquiries regarding the proposal when considering the wider provision of, and demand for speech and language services across the city moving forward. In response, the Board was provided with further detail on the actions which had been taken when drawing up the proposals, such as the associated consultation exercise and the work undertaken which had identified that the proposals would be better suited to providing good outcomes for the young people using the service. Also, it was noted that there was confidence that the new model would deliver sufficient provision in the

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to be held on Wednesday, 27th July, 2022

city. Responding to a further enquiry on sufficiency of provision, officers undertook to liaise with health colleagues to provide the Member in question with further detail on this.

In agreeing the proposals detailed within the submitted report, Councillor A Carter reiterated the comments that he had made during the consideration of this item regarding sufficiency of service provision.

**RESOLVED –**

- (a) That the outcomes from the statutory notice, be noted, and that the proposal to decommission the Resource Provision from the end of the academic year 2021/22, as detailed within the report, be approved;
- (b) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Inclusion.

**6 The New Discretionary Business Rate Relief Scheme**

Further to Minute No. 19, 22 June 2016, the Director of Resources and the Director of City Development submitted a joint report regarding the review of the Discretionary Business Rates Relief policy which had been undertaken, and which presented proposals for a new scheme for the Board's consideration, which aimed to support the creation, retention and improvement of employment delivering inclusive growth in the city.

Responding to a Member's enquiry, the Board received further detail regarding the proposal to cap the total scheme value at £1.75m, which it was noted was a cap level that had been carried over from the previously agreed scheme. In addition, responding to a specific enquiry, clarification was provided that whilst the Council's Community Centres were charged Business Rates, the Council did not apply for those centres to be part of the Business Rates Relief scheme.

**RESOLVED –**

- (a) That the policy for the new Discretionary Business Rates Relief Scheme, as detailed within the submitted report, be approved;
- (b) That the decision to award discretionary business rate relief be delegated to the Director of City Development, together with authority to make any minor alterations to the approved scheme.

**7 Securing the proposed new public artwork in memory of David Oluwale and for the City of Leeds, and Authority to enter into an Agreement with Leeds Culture Trust**

The Director of City Development submitted a report which provided information on the collaborative work being undertaken to establish a new landmark public art commission for Leeds designed to commemorate the life of David Oluwale and to also provide representation and aspiration to the community he came from. The report sought approval regarding related expenditure, and also sought authority to enter into an agreement with Leeds

Culture Trust to set out the respective obligations between the parties with regard to delivering the project.

Responding to Members' enquiries, assurance was provided on the actions which were being taken to ensure that the Council was fully supporting Leeds 2023's fundraising strategy for the initiative and that Board Members would receive regular updates as appropriate in relation to this project and its financial position. In addition, it was noted that the £1.83m would be included within the overall fundraising aspirations of Leeds 2023 in the delivery of the year of culture, and during the year this project would be one of signature events.

#### **RESOLVED –**

- (a) That approval be given to Leeds City Council front funding the cost of the project, as detailed within the submitted report, up to £1.83m, to be held against the Capital Programme contingency reserve, with the amount being held against the reserve being reduced as the fundraising progresses;
- (b) That the authority required to enter into an agreement with Leeds Culture Trust in order to set out the respective obligations between the parties with regard to delivering the project, be approved;
- (c) That Board Members receive regular updates, as appropriate, in relation to this project and its financial position.

#### **INFRASTRUCTURE AND CLIMATE**

##### **8 Submission of Round 2 Levelling Up Fund (LUF) Bids**

Further to Minute No. 138, 20<sup>th</sup> April 2022, the Director of City Development submitted a report which provided an update on the current position regarding the Round 2 of the Levelling Up Fund (LUF). In addition, the report also sought approval of the submission of the proposed bids, and also sought approval of related expenditure, as detailed.

In introducing the report, the Executive Member provided an overview of the actions taken to date which had led to the proposed round 2 LUF bids, as detailed within the submitted report. The Executive Member thanked those officers who had progressed the proposed submissions to this stage in what had been a limited timeframe.

Members noted the approach which had been taken towards the bids in terms of the number of bids proposed and the broad range of projects that they covered. Responding to a Member's enquiries both on that approach and also on whether there was a prioritisation of the bids, it was noted that when submitted, each bid would be assessed in its own right and whilst the Council had not been asked to prioritise the bids, should a request be received from Government in relation to this, it was undertaken that a process would be established, as appropriate.

In conclusion, Members noted the role of the constituency MPs in the respective bids, the fact that it was unknown whether there would be any further LUF funding rounds in the future, that Government feedback on LUF bids whether they be successful or otherwise, would be welcomed, and that Leeds had been allocated 'priority status' for this second round, which had afforded the Council the opportunity to submit a bid for each constituency.

#### **RESOLVED –**

- (a) That agreement be given for the projects as listed in paragraphs 5-10 of the submitted report to be submitted as the Council's bids under Round 2 of the Levelling Up Fund, and that the necessary authority be delegated to the Director of City Development to enable the Director to undertake the necessary work to finalise and refine the bids in order to ensure submissions by the deadline of 6<sup>th</sup> July 2022;
- (b) That agreement be given for the use of the Council's Capital Programme contingency funds as a source of match funding to the LUF bids and/or that agreement be given to use such funds to underwrite the unknown outcome of other external funding bids relating to the LUF projects, as set out in paras 24-30 of the submitted report;
- (c) That in the event of bid success, agreement be given for the Director of City Development to undertake the further work necessary to progress all required planning and other statutory approvals that will need to be in place to enable delivery of the LUF-funded projects, in consultation with the Executive Member for Infrastructure and Climate and the Executive Member for Public Health and Active Lifestyles, as appropriate and as relevant in each case;
- (d) That the decisions taken in relation to this report be exempted from the Call In process, due to the risk that the deadline for bid submission on the 6<sup>th</sup> July 2022 is missed, as further detailed in paragraphs 34 – 35 of the submitted report.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (d) above, and for the reasons as detailed within sections 34 - 35 of the submitted report)

#### **9 Leeds Station Sustainable Travel Gateway Scheme**

Further to Minute No. 80, 17<sup>th</sup> October 2018, the Director of City Development submitted a report regarding the Leeds Station Sustainable Travel Gateway project (LSSTG) which was being delivered as part of the West Yorkshire Combined Authority (WYCA) Transforming Cities Fund programme. The LSSTG project, which was a joint undertaking with WYCA and Network Rail aimed to address issues of capacity, accessibility, health and safety, security and connectivity from the station's entrance on New Station Street to the City

Centre and South Bank. Specifically, the report sought required approvals for an injection into the Capital Programme and associated authority to spend.

In introducing the report, the Executive Member provided an overview of the development of the scheme to date, what the proposed works entailed, details of the associated timeframe and gave a brief summary of the consultation exercise undertaken. Detail was also provided on the latest trends in passenger numbers accessing the station. The Executive Member also highlighted that in order to meet the long term needs of Leeds Station it was proposed by Network Rail to create a pedestrian priority area on New Station Street which was owned by Network Rail, with it also being noted that the proposed works would predominately be delivered on Network Rail property and that Network Rail would manage and maintain the asset when completed.

A Member highlighted concerns from some taxi and private hire trade representatives and from some representing disability groups on the proposals which had been brought to his attention. It was noted that such concerns were specifically regarding disabled accessibility and the relocation of the taxi rank to Bishopgate Street and the potential for capacity related issues arising. In response, it was emphasised that whilst the Council would continue to work with partners on such matters and in acknowledging the related concerns which had been raised, it was reiterated that New Station Street was Network Rail property and the security decision to remove vehicles from New Station Street had been taken by Network Rail.

In relation to the concerns regarding disabled access, the Board received an overview of the breadth of consultation undertaken, and whilst the concerns raised as part of that consultation were acknowledged, the level of support which had been provided was highlighted. In addition, details were provided on how the proposals aimed to improve accessibility, including disabled access in the vicinity of the station. Finally, officers undertook to provide the Member in question with further detail / a briefing around the modelling and design work that had taken place and which had led to the proposals, should this be required.

#### **RESOLVED –**

- (a) That the previous injections and authority to spend of £9.737m up to the end of May 2022, specifically for development works and advanced works at Bishopgate East, Neville Street, and Dark Neville Street ahead of the main construction programme, be noted;
- (b) That the remaining injection of £25.912m from a total of £35.649m available funding into the Capital Programme be approved (which is subject to subsequent approval at the West Yorkshire Combined Authority (WYCA) Transport Committee on 1st July 2022 and entering into a subsequent Funding Agreement with WYCA); with such funding delivering the main construction element of Leeds Station Sustainable Travel Gateway (LSSTG) project;

- (c) That it be noted that approval to enter into the contracts associated with the delivery of the LSSTG will be subject to the approval of the Director of City Development, under delegated decision-making authority;
- (d) That the authority to spend £25.912m on the LSSTG programme in order to deliver the remaining main construction element of the LSSTG project, be approved, which will be funded by the Transforming Cities Fund and administered by WYCA, subject to the WYCA Transport Committee of 1st July 2022.

(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)

## **RESOURCES**

### **10 Social Value Fund Proposal**

The Director of Resources submitted a report, which further to the establishment of the Leeds Social Value Charter in 2016, presented the development of an outline proposal for a Social Value Fund, which involved charging suppliers/tenderers an annual fee to contribute towards social and economic value in Leeds, with the aim of the proposal being to provide a simple mechanism to generate a significant new income stream through which social value could be enhanced via procurement.

In presenting the report the Executive Member provided an overview of the proposals for the scheme, gave details of the consultation undertaken to date and noted that it was expected that the proposal could potentially generate more than £500,000 every year.

Whilst being supportive of the principle of raising funds for the promotion of social value, concerns were raised regarding this proposal in terms of the focus it placed upon the private sector, the timing of the proposals and the impact it may potentially have upon other existing fund raising schemes. In response, the Board received further detail regarding the Council's existing obligation to derive social value benefit from its procurement process, and how this scheme aimed to establish a simple and proportionate way of achieving that from the significant number of smaller contractors the Council had. In addition, further detail was provided on the positive response which had been received on the proposals to date.

**RESOLVED** – That the Social Value Fund proposal, as detailed within the submitted report, be approved for implementation by the Director of Resources.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter and Councillor S Golton required it to be recorded that they both respectively voted against the decisions referred to within this Minute)

## 11 **Financial Performance – Outturn financial year ended 31st March 2022**

The Chief Officer (Financial Services) submitted a report presenting the Council's final outturn position for the 2021/22 financial year in respect of both the revenue and capital budgets and also the Housing Revenue Account. The report also included expenditure on schools. In addition, the report also sought approval of proposals regarding the creation of earmarked reserves and injections into the Capital Programme.

In introducing the report, the Executive Member extended her thanks on behalf of the Board to the Chief Officer Financial Services and her team for the work which had been undertaken in getting the Council to its outturn position, given the range and scale of challenges which continued to be faced, with it being noted that the final position on the General Fund shows an underspend of £1.5m.

In response to a Member's specific enquiry, the Board received further detail on the financial implications for the Council should any potential pay settlement in the current financial year be above what had already been budgeted for.

Responding to a Member's comments, the Board received an update on the current position in relation directorate budget reviews and the delivery of directorate budget action plans. Further to this, whilst acknowledging the financial support that the Council had received from Government during the pandemic, it was noted that the Authority had not been allocated further resource to deal with related backlogs, which had been the case in some other sectors. It was also noted that dialogue continued with the Government on such matters, however, when considering the significant financial challenges that continued to be faced by the Council, it was emphasised that all directorates would need to undertake financial reviews moving forward.

### **RESOLVED –**

- (a) That the Council's outturn position for the 2021/22 financial year, as detailed within the submitted report, be noted;
- (b) That the creation of earmarked reserves, as detailed within Appendix 1 to the submitted report, be agreed, and that the release of such reserves be delegated to the Chief Officer Financial Services;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of the actions (detailed above/below) following the conclusion of the "Call In" period;
- (d) That the following injections into the Capital Programme be approved, as detailed at Appendix 5A (iii) to the submitted report:-
  - £63,116.9k of Basic Need and High Needs Provision Capital Allocation (HNPCA) Grants for Schools;
  - £27,743.7k of external contributions for the Connecting Leeds / Leeds Public Transport Investment Programme;
  - £2,499.3k of external contributions for Leeds Playhouse; and

Draft minutes to be approved at the meeting  
to be held on Wednesday, 27th July, 2022

- £3,746.5k of other external contributions;
- (e) That the additional Capital Receipts Incentive Scheme (CRIS) allocations to Wards and Community Committees for the period October 2021 to March 2022 of £262.3k, be noted.

## 12 Treasury Management Outturn Report 2021/22

The Chief Officer (Financial Services) submitted a report which presented the Council's Treasury Management Outturn position for 2021/22.

Responding to a Member's enquiries, the Board received further detail on the actions taken within the treasury management strategy which had resulted in an overall saving to the revenue budget, information on why borrowing levels had reduced during the reporting period and also on the actions being taken to mitigate risk against the potential implications for the Council should interest rates continue to rise.

**RESOLVED** – That the Treasury Management outturn position for 2021/22, as detailed within the submitted report, be noted, together with the fact that treasury activity has remained within the Treasury Management strategy and policy framework.

## **ADULT AND CHILDREN'S SOCIAL CARE AND HEALTH PARTNERSHIPS**

### 13 OfSTED Inspection Report

The Director of Children and Families submitted a report presenting the findings of the recent Ofsted inspection of Leeds' Local Authority Children's Services which had been carried out between 21st February to 4th March 2022. A copy of the full inspection report was appended to the submitted report for Members' consideration.

In presenting the report, the Executive Member highlighted the Council's significant achievement of maintaining its 'Outstanding' judgement following the recent Ofsted inspection of Leeds local authority children's services, particularly given the unprecedented challenges which had been faced as a result of the pandemic. The Executive Member then provided the Board with a detailed overview of the inspection's outcomes and it was underlined that the Council would not become complacent in light of this judgement, with emphasis being placed on the fact that outstanding did not mean perfection. It was also noted that senior leadership would develop an improvement plan based upon the inspection's findings and work with the Children and Families Scrutiny Board on the implementation of that plan was intended. In conclusion, the Executive Member paid tribute to and thanked the Director of Children and Families, together with his team of staff for their continued dedication to the children of Leeds, with it being highlighted that this 'Outstanding' outcome was a testimony to their efforts. Members of the Board and the Chief Executive echoed the Executive Member's thanks to the officers across the Children and Families directorate.

In considering the report, Members welcomed the Executive Member's comments about not becoming complacent and highlighted the importance of remaining vigilant in the protection of children, and also looked forward to further innovation and improvement in appropriate service areas to build upon that which had already been achieved.

Members highlighted that whilst the priority would always be the wellbeing of children in Leeds, there were benefits for the service in the sharing of best practice with other Authorities, where appropriate.

Responding to a specific enquiry, the Board received an update on the next steps in relation to a review into the notification of serious child safeguarding incidents following previous consideration of this matter by the Children and Families Scrutiny Board, with it being noted that a report was intended to be submitted from the Leeds Safeguarding Children Partnership Review Advisory Group to the Scrutiny Board in due course.

In response to a further enquiry, the Board received information on the range of actions being taken to address the impact upon Leeds arising from the national challenge currently faced in relation to social worker shortages which resulted in higher case loads. This was in addition to the information which had been provided on such matters by the Executive Member as part of her introductory comments.

In conclusion, the Executive Member provided an overview of the improvements which had been made following the Ofsted visit in 2021, which were reflected in the most recent Ofsted outcomes. It was also highlighted how a lot of Leeds practice was being recognised nationally. Finally, the Executive Member reiterated her thanks, on behalf of the Board, to the staff across the Children and Families directorate.

#### **RESOLVED –**

- (a) That the contents of the submitted report, in particular OfSTED's recognition that Leeds has maintained a relentless focus on prioritising services and support to children and families, be noted;
- (b) That it be noted that Leeds has maintained its 'Outstanding' rating and will address the identified areas for improvement;
- (c) That the Board's appreciation and thanks be formally recorded, for the following:-
  - Front line staff and managers whose often challenging day to day work has made such a difference to the lives of children and families in Leeds;
  - Elected Members and senior officers of the Council who have prioritised children despite significant challenges arising from the Covid-19 Pandemic and 12 years of austerity and cuts to Local Government funding;

- The support of our partners, third sector colleagues, businesses and communities across the city who have supported this work through Child Friendly Leeds, which enters its tenth year in 2022;
- (d) That it be noted that the officer responsible for the implementation of such matters is the Director of Children and Families.

## **ENVIRONMENT AND HOUSING**

### **14 Approval of the updated Leeds Housing Strategy**

The Director of Communities, Housing and Environment submitted a report which presented and sought approval of a new strategy for Leeds Housing for the period 2022 to 2027 which had been developed around six key themes. The report noted that the proposed new strategy built upon the previous Housing Strategy (2016 – 2021) and set out the city’s ambitions for housing over the next five years, whilst also reflecting the evolving priorities and changes to legislation which have occurred.

In presenting the report, the Executive Member highlighted how the proposed strategy was built upon its predecessor, but now reflected the evolving challenges currently being faced in this area which the strategy aimed to focus upon via the six key themes within it.

Responding to a Member’s enquiry, the Board received assurance and further detail on the performance monitoring against the key themes of the strategy that would be undertaken, with the key role of the Leeds Housing Strategy Board in this process being emphasised.

Also, the importance of partnership working with colleagues in planning services was highlighted and acknowledged in order to ensure the best outcomes for residents and communities across Leeds.

Similarly, in response to a Member’s comments, the importance of delivering appropriate levels of suitable housing in all communities across Leeds was acknowledged, with further information on the actions being taken in this area being provided, which again included the partnership working arrangements which were in place, as referenced above.

### **RESOLVED –**

- (a) That the new Leeds Housing Strategy 2022-2027, as presented at appendix 1 to the submitted report, be approved;
- (b) That it be noted that the Director of Communities, Housing and Environment and the Chief Housing Officer will be accountable for the implementation of the new strategy and overseeing its delivery.

**DATE OF PUBLICATION:** FRIDAY, 24<sup>TH</sup> JUNE 2022

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 1<sup>ST</sup> JULY 2022

Draft minutes to be approved at the meeting to be held on Wednesday, 27th July, 2022