

# Safer Leeds

*tackling drugs and crime*

Safer Leeds  
Partnership Plan  
2008-2011



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We are pleased to report the sustained improvements made during the life of our previous strategy and the considerable progress made in tackling crime across the city. In 2007, there were 87,400 recorded crimes, almost 11,000 fewer offences than in 2005, this is a 11% reduction in crime (final figures for the April 2005 to March 2008 strategy will be available later in the year). We know there is still more to do as, like many other cities, Leeds continues to face the challenges that crime, anti-social behaviour and drug addiction bring. Crime and disorder remains a primary concern for the citizens of Leeds.

Safer Leeds has a statutory duty to produce a partnership plan covering the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2011. This allows us to plan for short, medium and long term priorities and to align with other planning cycles, notably the Leeds Local Area Agreement. The partnership plan presented here will be reviewed and renewed annually to reflect any new emerging priorities.

This partnership plan outlines our strategic outcomes for the next three years (2008-2011) and specifically our improvement priorities for the coming year (2008-2009).

We intend to build on our previous success by tackling those problems of greatest concern and believe that this partnership plan is flexible enough to respond to the changing demands that might be placed on us.

It is important to Safer Leeds that, no matter where people live in Leeds, they should not only be safe, but also feel safe. Your assistance is very important to us because you can help us deliver this partnership plan. By working together in partnership with you, we can achieve sustained crime reductions and make Leeds a safer place to live, work and visit.

During the year ahead, we will strengthen our community safety commitment to partnership approaches and endeavour to tackle the most significant issues of concern to the citizens of Leeds in a responsible and effective manner.



Councillor Les Carter,  
Chair of Safer Leeds  
Board



Neil Evans,  
Chair of Safer Leeds  
Executive & Director of  
Environments and  
Neighbourhoods  
(Leeds City Council)

# Safer Leeds

**tackling drugs and crime**

## Our Mission

‘To secure sustainable reductions in crime and disorder and address the fear of crime in Leeds’

### Who are Safer Leeds

Safer Leeds is a statutory partnership formed as a result of the Crime and Disorder Act 1998.

The Safer Leeds Executive sets strategic direction and is accountable for delivering the partnership plan by making decisions about activity, resource allocation and problem solving. It is made up of senior officers from the ‘responsible authorities’ and ‘co-operating bodies’ these are:

- Leeds City Council
- Leeds Primary Care Trust
- West Yorkshire Fire and Rescue Service
- West Yorkshire Police
- West Yorkshire Police Authority
- Leeds Initiative
- Children and Young People’s Social Care
- National Offender Management Service / Probation
- Elected member with lead for community safety

Safer Leeds Board is made up of representatives from the public, private and voluntary sectors. This is a consultative group that reviews the partnership plans and ensures that community consultation is co-ordinated effectively and reports to the citizens of Leeds.

### Our Purpose - what are we here to do

In partnership with the citizens of Leeds, we are here to deliver the Safer Leeds partnership plan and thereby contribute to creating safer and stronger communities.

By undertaking the 2007 assessment and producing this plan Safer Leeds has had an opportunity to:

- Review progress in terms of activity, impact, performance, risk and value for money
- Reassess the extent of crime, disorder and substance misuse
- Engage with stakeholders and local communities to set improvement priorities
- Develop short, medium and long term performance measures
- Consider how resources can be effectively used to improve service delivery
- Ensure that our improvement priorities are included in wider community plans

This plan has not been developed in isolation and links directly to both local and national related strategies and plans. We have ensured that this plan complements and maximises opportunities through the Leeds Strategic Plan and via the Local Area Agreement targets.

# Introduction

## Our Strategic Outcomes (2008-2011)

Over the next three years our delivery priorities will focus on:

- Creating safer environments by tackling crime
- Improving lives by reducing the harm caused by substance misuse
- Supporting victims and reducing the risk of victimisation
- Reducing and managing offending behaviour
- Improving community confidence and public satisfaction

### Vision - where we want to be

'The Vision for Leeds 2004-2020' is the sustainable community strategy for the city and describes the long-term ambition of 'making sure everyone has a better quality of life now and for generations to come'. Leeds Initiative (the local strategic partnership) guides the work of all partnerships' towards achieving three aims:

- Going up a league as a city - making Leeds an internationally competitive city, the best place to live, work and learn, with a high quality of life for everyone
- Narrowing the gap - between the most disadvantaged people and communities and the rest of the city
- Developing Leeds' role as the regional capital - supporting and supported by a region that is becoming increasingly prosperous

The Vision includes eight themes:

- Culture
- Enterprise and Economy
- Learning
- Transport
- Environment
- Health and Wellbeing
- Thriving Neighbourhoods
- Harmonious Communities

The Leeds Strategic Plan is the delivery plan of The Vision and sets out where the city wants to be by 2011, local issues and priorities relevant to the themes are reflected in the Area Delivery Plans.

Leeds Initiative is the main partnership forum for collectively reviewing and steering resources to support the delivery of the Leeds Strategic Plan.

Safer Leeds shares this vision and recognises we have an important role to play in realising the public's aspirations. The Vision commits Leeds Initiative and its partnerships' to make sure that they: 'tackle crime and community safety in every one of the Vision's programmes of work'.

## Results (2005-2008) – what the 2005-2008 strategy achieved

### PSA1 Performance

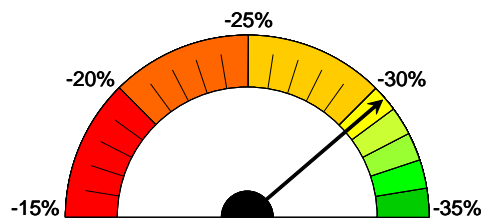
PSA1 is a Public Service Agreement containing the crime reduction targets that partnerships must achieve by March 2008.

The PSA1 crime reduction target measures British Crime Survey comparator crime against a baseline set by the Home Office.

Safer Leeds and West Yorkshire Police jointly set a ambitious PSA1 target of 35%.

**By December 2007, Leeds had achieved a 30.5% reduction in BCS comparator crime.**

Public Service Agreement PSA1 Performance

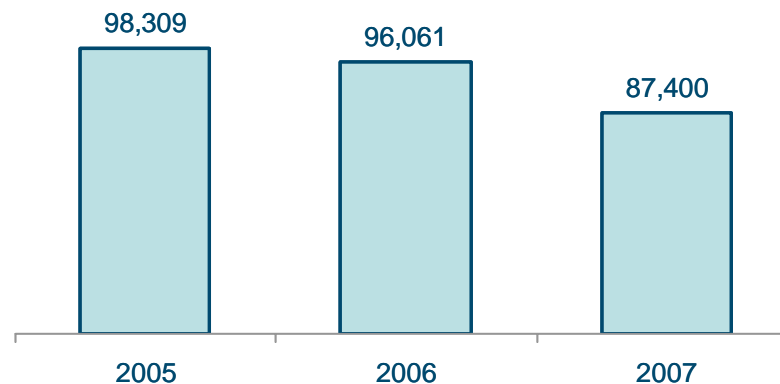


December 2007  
Performance = -30.5%

Figures for the April 2005 to March 2008 strategy will be available later in the year

Between 2005 and 2007 Safer Leeds made considerable progress in tackling crime across the city. In 2007, there were 87,400 recorded crimes, almost 11,000 fewer offences than in 2005, this is a 11% reduction in crime (final figures for the April 2005 to March 2008 strategy will be available later in the year).

Trends in Recorded Crime in Leeds 2005 to 2007



Between 2005 and 2007:

Recorded crime fell by 11%

Violent crime fell by 12.5%

Vehicle crime fell by 20.4%

Domestic Burglary increased by 7.0%

Robbery increased by 19.1%

Reductions in offence numbers do not tell the whole story; the following pages give examples of the work that Safer Leeds lead and supported to achieve success. Further information about our performance during 2005-2008 will be available later in the year.

## Key Successes (2005-2008) - examples of what we delivered

### Tackling Burglary - Alleygating

**What was the issue?** Higher than average burglary rates were reported in some areas of the city.

**What did we do?** The Clean Neighbourhoods and Environment Act 2005 gave local authorities more powers to temporarily restrict access to public highways for the purpose of crime prevention. Safer Leeds followed best practice and introduced alleygating, restricting access to back streets and carriageways to deter potential criminals. Alleygating is a proven method of supporting crime prevention measures and provides reassurance to local residents. Alleygating is one of several tools used by Safer Leeds to address domestic burglary.

By December 2007, Leeds had 115 Alleygates covering 69 carriageways and passageways. Alleygates were installed in areas where residents had suffered from anti-social behaviour and other criminal activities. These areas include parts of Harehills, Beeston, Woodhouse, Burley, Chapeltown, Burmantofts and Chapel Allerton.

**What difference did we make?** Feedback about Alleygates was very positive and they helped prevent crime, reduce anti-social behaviour and fly-tipping. One local resident said: *"I used to be scared to walk past the alley and heard stories of girls being dragged in there. It is a lot quieter on the streets now and there is not as much damage. There is less anti-social behaviour, less vandalism, and children can play safely".*

### Tackling Anti-Social Behaviour

**What was the issue?** Anti-Social Behaviour affects peoples' everyday life and can devastate a neighbourhood. It is recognised that ASB issues can be complex and challenging and cannot be dealt with in isolation.

**What did we do?** Implemented the ASB strategy, dealing with:

- Prevention - using low level interventions such as acceptable behaviour contracts, mediation, informal warnings and referral to diversionary schemes
- Enforcement - using the full range of tools and powers available to all partners to tackle persistent ASB including Anti-Social Behaviour Orders
- Resettlement - to ensure where legal remedies were pursued, perpetrators of ASB continued to be monitored and directed towards supportive services to sustain reductions in ASB

**What difference did we make?** In 2006, Leeds was awarded 'Respect Area' status by the Home Office, since then we have:

- Established a Family Intervention Project and Parenting Programme
- Demonstrated openness and accountability through Face the People sessions
- Used the full range of tools and powers and adopted the Respect Housing Standard

## Key Successes (2005-2008) - examples of what we delivered

### Tackling Violent Crime - in the city centre

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**What was the issue?** In April 2006, the city centre was identified as area where alcohol fuelled crime and disorder, in particular assaults and harassment incidents, were causing growing concern.

**What did we do?** As part of the 'Tackling Violent Crime Programme' a multi-agency steering group was formed with several services being engaged for the first time collectively including Planning, Licensing Enforcement, Highways and Street Services. All services participated in initiatives to make the streets a safer and cleaner place for visitors and residents to enjoy.

Funding was secured for a city centre triage pilot (a system where patients were assessed by ambulance service before attending to accident and emergency) in partnership with West Yorkshire Ambulance Service.

Taxi marshals were introduced throughout November and December and night buses ran on Friday and Saturday nights from 00:30hrs until 03:45 hrs up to and including New Years Eve.

Safer Leeds worked with the licensing trade and developed the 'Best Bar None Scheme' to promote socially responsible licensed premises. By the end of the year, 60 new licensed premises had joined the scheme. Similarly, the Pubwatch scheme was changed to make it more reflective of the type of licensed premises in the city.

**What difference did we make?** The city centre target area experienced a 19% reduction in violent crime, and the Home Office recognised Leeds as a success story. Leeds city centre is now a safer place at night, which is critical if we are to maintain a thriving night-time economy for all.

### Reducing Neighbourhood Crime - Operation Champion

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**What was the issue?** In January 2007, following a performance review, it was felt more could be done in those communities suffering high levels of crime and anti-social behaviour.

**What did we do?** Safer Leeds revitalised and renamed existing operations under the name Operation Champion. This is a multi-agency response to crime and grime problems at a local level. Operation Champion activities take place three times a month in targeted 'hotspots' to improve neighbourhoods and provide local people reassurance that agencies are working together to try and resolve local problems.

**What difference did we make?** Between February 2007 and the end of September 2007, seventeen Operation Champion events had taken place across the city.

## Key Successes (2005-2008) - examples of what we delivered

### Neighbourhood Policing - Police Community Support Officers

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**What was the issue?** Safer Leeds knows from its consultation with residents that having a highly visible police presence in our neighbourhoods provides reassurance to the citizens of Leeds.

**What did we do?** Funding for Police Community Support Officers was increased which resulted in the council providing a further 170 PCSOs to ensure a minimum of five in each of the 33 wards across Leeds; there are now 392 PCSOs in Leeds.

**What difference did we make?** PCSOs have spent on average 85% of their time working within the community, alongside Neighbourhood Policing Teams and have become an important part of tackling crime in our neighbourhoods.

### Tackling Drug Misuse - Improving Lives

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**What was the issue?** Research undertaken in December 2005, on behalf of the Home Office, estimated that Leeds had between 6050 and 7154 problem drug users, of these, an estimated 3,352 injected Class A drugs.

**What did we do?** The city's Drug Intervention Programme (DIP) aims to get adult offenders who misuse drugs out of crime and into treatment, with support from other key services such as housing, employment and training. There are over 90 staff from different agencies involved in delivering DIP, including the Leeds City Council, Leeds PCT, West Yorkshire Probation, West Yorkshire Police, Safer Leeds, Social Services and several voluntary sector services.

In 2007, a single point of contact was established, in the Mabgate Mills centre, where drug users could access rapid prescribing, attend appointments with case managers, and participate in various group work and activities.

**What difference did we make?** Partnership working led to an overall improvement in the case management of clients through their treatment journey. As a direct result, real progress was made in dealing with the causes of offending behaviour as well as treating the symptoms.

Over the last 4 years, almost 4,000 drug users have entered the programme as part of their treatment journey.

This joint working highlights how all aspects of drug users lives', from their drug taking to their offending behaviour, can change to enable individuals to move on with their lives.



## Key Successes (2005-2008) - examples of what we delivered

### Weapons Awareness Programme - WAP

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**What was the issue?** In Leeds, there have been a number of cases where fatal injuries have been caused by young people using knives and guns.

**What did we do?** To prevent an increase in the use of weapons an interactive educational crime prevention programme was developed. The Weapons Awareness Programme includes a presentation to young people explaining the risks and consequences linked with carrying or using weapons. It was designed to be informative, graphic and compelling, allowing discussion on real case studies, including explicit photographs of injuries enabling young people to make positive informed choices.

Themes of the WAP include:

- the law relating to possession of offensive weapons
- the medical effects of weapons, especially knife crime
- the principle of not arming your attacker
- that it is 'cool' to run away from weapons if possible

that information should be passed on if young people are aware their peers are in possession of a weapon

**What difference did we make?** 150 volunteers in Leeds were trained to deliver the WAP with the Youth Offending Service, local schools and youth organisations. In 2006/07, the WAP was delivered to over 5,000 children in Leeds.

PC Bob Bowman, comments, "At the start of every session I ask the class who would inform on anyone carrying weapons. The response is usually one or in most cases none. At the end I ask the same question and the response is the complete opposite, usually most of the class indicate they would inform on someone carrying a weapon". A head teacher commented, "At first I was sceptical about the programme but now that I have seen it first hand and listened to the comments from my pupils, there is no doubt that it is an excellent idea and one that actually makes an impact on the minds of those that have listened to it".

## Facts and Figures - findings from the 2007 Joint Strategic Assessment

### What is the Joint Strategic Assessment?

A strategic assessment is the document that partnerships must produce at least once a year. The assessment brings together the analysis and research that a partnership needs identify the priorities for the year ahead and develop the partnership plan.

Strategic assessments have replaced the three yearly crime and disorder audits previously undertaken by partnerships.

The strategic assessment is not the only analytical product that the partnership will use during the year and there are additional research, evaluation and performance processes that will inform the partnership.

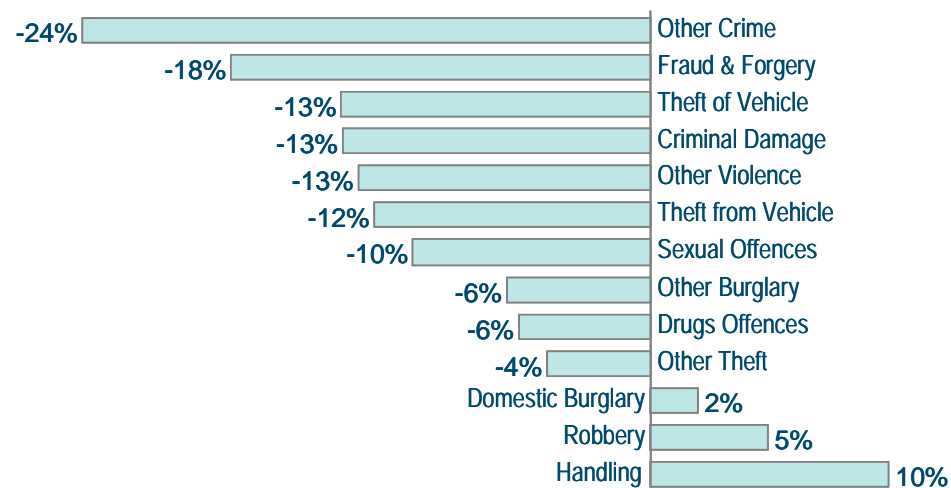
This section considers the main findings from the Joint Strategic Assessment undertaken by Safer Leeds in December 2007 to ensure that the priorities in the 2008-2011 Partnership Plan reflect the most up-to-date crime trends.

The Joint Strategic Assessment showed that:

- More than half the crime recorded by the police is acquisitive crime
- More than one in five offences recorded by the police are environmental crimes (criminal damage)
- Fewer than 3 in 100 violent offences in Leeds are of serious violence (as classified by the Home Office)

In 2007, there were 8,661 fewer offences than in 2006 (2007 is the most recent year for which there is complete data). The chart below shows the offences that recorded the most substantial reductions in 2007 were criminal damage (2,892 fewer offences), other violence (1,913 fewer offences) and theft from motor vehicle (1,069 fewer offences). The offences that recorded the most substantial increases in 2007 were Domestic Burglary (165 more offences) and Robbery (76 more offences).

Change in recorded crime measured from year ended 31/12/06 to 31/12/07



These changes have helped inform the selection of priorities for the 2008-2011 Partnership Plan

## Facts and Figures - findings from the 2007 Joint Strategic Assessment

**Acquisitive Crime** In 2006/07, more than half the offences recorded by the police were acquisitive crime (offences include burglary, theft of and from vehicles and stealing other property).

Domestic burglary has fallen by a half in the last five years but the scale of the domestic burglary problem continues to cause concern. Comparison with other core cities shows that Leeds performs better than Nottingham, Manchester and Liverpool, but offence rates are lower in Bristol, Sheffield, Birmingham and Newcastle.

**Drugs and Alcohol** In 2006/07, 5202 clients received treatment in Tier 3 and Tier 4 agencies in Leeds. Tier 3 treatment is defined as 'community based specialised drug assessment and co-ordinated care-planned treatment'; Tier 4 treatment is defined as 'residential specialised drug treatment that is care-planned and co-ordinated to ensure continuity of aftercare'.

Accident and Emergency data from Leeds shows that around 1 in 4 patients who presented at A&E complaining of assault had either consumed alcohol or believed that their assailant was drunk. West Yorkshire Police records cite alcohol as a contributory factor in more than 70% of domestic violence incidents.

**Domestic Violence** In 2006/07 West Yorkshire Police recorded more than 11,000 incidents of domestic violence, in over half of these incidents the victim had reported at least one other incident to West Yorkshire Police in the preceding year. More than 4,000 children were present during these incidents.

**Hate Crime** In 2006/07, West Yorkshire Police recorded 1,340 race-hate crime incidents, in almost 1 in 5 of these incidents the victim had reported at least one other incident to West Yorkshire Police in the preceding year. Reports to Leeds City Council also showed that in 40% of incidents, the victim stated they had been the victim of at least one other incident.

**Children and Young People** The Youth Survey shows that young people are six times more likely than adults to have property stolen, three times more likely to have their property vandalised and one and a half times as likely to be the victims of violence.

**Anti-Social Behaviour** 40% of the Anti-Social Behaviour Unit's open cases are related to 'Youth Nuisance' and 22% are related to 'Criminal Behaviour', while 58% of West Yorkshire Police anti-social behaviour incidents are coded as 'Loutish Behaviour' and 20% are coded as 'Youth Involved'.

**Consultation** In the 2007 Leeds City Council Residents' Survey, 45% of respondents identified *low levels of crime* as an important aspect in making somewhere a good place to live. Similarly, 34% of respondents identified *low levels of anti-social behaviour* as an important aspect in making somewhere a good place to live. 67% of respondents said they agreed that people from different backgrounds get on well in their local area and 60% said they feel that their local area is a place where people respect ethnic differences.

## Our Strategic Outcomes (2008-2011)



Face the People

In determining our strategic outcomes, Safer Leeds has identified the major crime, disorder and substance misuse issues that require partnership attention across the city. These priority issues have been informed by the findings of the joint strategic assessment and public-partnership consultation conducted in 2007. The priorities have been incorporated into our strategic outcomes, *what we want to achieve by 2011*.

Over the next three years, Safer Leeds will deliver on five strategic outcomes:

- I Creating safer environments by tackling crime
- II Improving lives by reducing the harm caused by substance misuse
- III Supporting victims and reducing the risk of victimisation
- IV Reducing and managing offending behaviour
- V Improving community confidence and public satisfaction

An overview of our improvement priorities and delivery activities for 2008/09 are outlined for each strategic outcome in this partnership plan. Behind each of the strategic outcomes there will be delivery groups to implement detailed action plans. These plans will be monitored as part of our performance management arrangements.

# I Creating safer environments by tackling crime

## What does this mean?

The public have the right to be safe and feel safe in their own home, on the streets and the places they go. Tackling serious crime and diffusing tensions in our communities is vital to peoples' quality of life.

## Our Improvement Priorities (08/09)

## Our Delivery Activities (08/09)

### Reducing serious acquisitive crime (Burglary, robbery, theft of and theft from motor vehicle)

- Deliver a range of targeted campaigns to increase potential victims' awareness, prompt action and prevent opportunities for acquisitive crime to take place.
- Identify and deploy suitable situational crime prevention measures in key locations using a targeted approach.
- Identify and target offenders committing acquisitive crime.

### Reducing violent crime (Assaults & wounding and alcohol fuelled violence)

- Interpret the National Tackling Violence Action Plan (Spring 2008) and consider locally what delivery changes are required.
- Roll out the good practice from the 'Tackling Violent Crime Programme' across the city to co-ordinate activity to diffuse and prevent alcohol related violence and nuisance.
- Deliver activities that focus on alcohol related crime in line with the Leeds Alcohol Strategy.
- Deliver activities that focus on reducing the incidence of weapon enabled crime, including the possession of knives and firearms.

### Prevent, identify and respond to community tensions

- Continue to develop and implement the intelligence assessment and response to community tensions, ensuring partners work closer with and within the communities where the greatest risks have been identified.
- Support Leeds City Council in developing a local 'tackling extremism' delivery action plan, including local arrangements for identifying and supporting vulnerable individuals and communities.

### Prevent, deter and respond to Street Users

- Continued implementation of the Leeds Prostitution Strategy.
- Disrupting behaviour associated with rough sleeping and begging.
- Continued enforcement activity around kerb crawling.
- Supporting street users to change their chaotic lifestyles.

## II Improving lives by reducing the harm caused by substance misuse

### What does this mean?

Substance misuse affects the well being of individuals, families and neighbourhoods; it damages the health of individuals and undermines family life as well as having huge social and economic costs to the city. Reducing drug and alcohol related crime is vital to making people safer and improving lives.

### Our Improvement Priorities (08/09)

### Our Delivery Activities (08/09)

#### Children and Young People

Addressing substance misuse through a combination of prevention, control and treatment

- Develop and implement a Young Peoples' drugs and alcohol prevention and treatment plan.
- Developing a new treatment service level agreement in and increase the level of referrals for young people in need of treatment.
- Establishing referral protocols and pathways with services with low rates of referral for example education, youth service and housing
- Implement the planned reconfiguration of services.
- Audit cases where a person leaves treatment exits to ensure services are meeting young people's needs.
- Establishing workers with a geographically based remit with a strong link with generic services in order to minimise the loss of prevention services.

#### Adults

Addressing substance misuse through a combination of prevention, control and treatment

- Develop an adult prevention and early intervention plan
- Implement the Adult Drugs Treatment Plan - key delivery activities to include:
  - Development of core Community Drug Treatment Services following a re-commissioning process.
  - Implementation and delivery of community treatment service for those who have concerns regarding Blood Borne Viruses.
  - Implementation of a Care Coordination system across all treatment services.
  - Development of outcome focused treatment that centres on the holistic needs of clients.
  - Development and commissioning of a city-wide After-Care Service for all users in treatment.
  - Implementation of joint working process with housing services, benefits agencies and employment/training providers.

Addressing alcohol misuse through a combination of prevention, control and treatment

- Implement the Leeds Alcohol Strategy - key delivery activities to include:
  - Develop with partners, effective communication and public information mechanisms to carry key prevention messages to promote a culture of Responsible Drinking.
  - Work with licensed premises to ensure that the sale of alcohol and its consumption are managed in a responsible manner.
  - Develop a co-ordinated treatment service for people with alcohol problems that is effective, appropriate and accessible, with adequate capacity to meet demand.
  - Promote a model that fully addresses alcohol issues throughout the education system.
  - Develop efficient early intervention and prevention programmes for those at greatest risk.

## III Supporting victims and reducing the risk of victimisation

### What does this mean?

Victims have the right to expect that crimes they have reported are investigated and to receive information about what happens, the chance to explain how the crime or incident has affected them and for their interest to be taken into account. All victims should be treated with respect and sensitivity and be offered emotional and practical support.

### Our Improvement Priorities (08/09)

### Our Delivery Activities (08/09)

#### Supporting victims and reducing the risk of victimisation

- Continue to work with Leeds Victim Support ensuring services provide appropriate support packages for individuals and their families.
- Work in partnership with the universities and student unions to reduce the vulnerability and victimisation of students and student accommodation.

#### Domestic violence

- Develop and deliver activities to support the refreshed city wide Domestic Violence Strategy including:
  - Raising public awareness
  - Improving services to victims
  - Improving services to children
  - Continued development of community support
  - Supporting effective civil and criminal justice responses
  - Developing preventative and educational work with children and young people
  - Supporting the sustainability of domestic violence services
  - Developing effective offender management interventions
- Identification of and early intervention with victims and perpetrators of domestic violence to prevent escalation and the continued implementation and roll out of the MARACs (multi-agency risk assessment conference) across the city.

#### Hate crime

- Develop and deliver activities to support the refreshed city wide Hate Crime Strategy including, increasing victims' confidence in the reporting of hate crime incidents, improving service responses to victims of hate incidents, improving service responses to deal with perpetrators of hate crime, continue to develop preventative and educational activity to address hate incidents and implementation of actions to tackle hate crime in response to local assessment of need.

#### Children and young people

- Supporting the Children Leeds Partnership in delivering the stay safe theme for 'Every Child Matters', taking into account the views and concerns of young people when developing community safety responses. Utilising safer schools partnerships to build relationships between young people and services as well as an avenue to support learning about safety in the home, streets and neighbourhoods, and delivering targeted early year's preventative schemes and targeted diversionary programmes.

## IV Reducing and managing offending behaviour

### What does this mean?

The community has a specific right to expect public agencies to work with known offenders. By managing or modifying the behaviours of offenders who create most harm in our communities then this will reduce the risk of them offending again and in turn reduce crime.

### Our Improvement Priorities (08/09)

### Our Delivery Activities (08/09)

#### Reducing offending behaviour by addressing risks and harms

- Interpret the National Reducing Re-offending Strategic Plan (Spring 2008) and consider locally what delivery changes are required.
- Develop a Leeds health strategy for offenders and action plan in line with national requirements.
- Continue with programmes for tackling prolific and drug misusing offenders, in particular the Drug Intervention Programmes and the Prolific and other Priority Offenders (PPO) Programme.
- Develop an integrated offender management system for Leeds ensuring that prolific and other priority offenders are actively targeted, in a multi-agency approach in the community, in custody and on release on licence through appropriate support services. This will involve establishing a Leeds Integrated Offender Management Board to oversee the development of the system and working closely with:
  - Local Criminal Justice Board to ensure service responses to tackling prolific offenders is effective
  - Probation Service to ensure there is a local joint approach to reducing crime and offending behaviour
  - Leeds Youth Offending Service to support delivery programmes and support services
  - Jobcentre Plus to ensure offenders or those at risk of offending are identified and helped into settled accommodation, employment, education or training
  - PCT and health service providers particularly drug and alcohol misuse agencies to address health associated factors related to offending
  - Children Leeds Partnership to maximise opportunities to reach the most socially excluded young people and particularly those at risk of entering the criminal justice system



## V Improving community confidence and public satisfaction

### What does this mean?

Communities expect public agencies to tackle anti-social behaviour in their localities in a responsive and effective manner. Communicating, engaging and involving local people in those issues of most importance to them is a vital component to providing public reassurance and reducing the fear of crime.

### Our Improvement Priorities (08/09)

### Our Delivery Activities (08/09)

#### Tackling anti-social behaviour and damage through a combination of prevention, diversion and enforcement activities

- Continue to utilise effectively a range of tools for tackling ASB and damage (e.g. ASBOs, ABC, dispersal powers, parenting classes or orders, crack house closures as well as powers in the Clean Neighbourhoods and Environment Act 2005) as part of a package of responses to local issues.
- Continue to support the implementation of the Family Support and Parenting Strategy and programmes to support parents whose children are involved in or at risk of being involved in ASB activity, in particular targeted diversionary programmes.
- Work closely with Education Leeds and individual schools to create and develop local Safer Schools Partnerships.
- Work closely with the City Council on their action to improve the security of homes, public buildings and public spaces.
- Continue with the targeted rolling programme of neighbourhood crime and grime initiatives such as Operation Champion.

#### Improve public reassurance and the fear of crime by actively communicating, engaging and involving local people

- Develop partnership mechanisms for measuring how satisfied victims of ASB are with the service the police and city council provide.
- Ensure that local community safety challenges are clearly identified and have representation at a local level alongside other broader community priorities.
- Work with Leeds Initiative and its partnerships to ensure that local community engagement frameworks encompass community safety issues.
- Continue to actively promote community safety messages and increase awareness of crime prevention and community safety services.
- Ensure agencies respond effectively to local need by integrating neighbourhood policing practice with area management delivery programmes.
- All of the responsible authorities will attend and communicate with local people through 'Face the People' events.
- West Yorkshire Police Authority's public perception survey will provide robust data to Neighbourhood Policing Team level, and track perception of crime, anti-social behaviour and confidence in policing.
- West Yorkshire Police Authority will hold an annual district-wide public event to enable people to have their say on important policing issues such as Neighbourhood Policing, the Force budget and local policing priorities.

# Our Structures and Delivery Processes

## Delivery structure supporting Safer Leeds:

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- Leeds Initiative** is the local strategic partnership for the city, it guides the work of all partnerships' and provides the forum for collectively reviewing and steering resources to support the delivery of the priorities in the Leeds Strategic Plan.
  
  - Safer Leeds Executive** is made up of senior officers from the 'responsible authorities' (Leeds City Council, Leeds Primary Care Trust, West Yorkshire Fire and Rescue Service, West Yorkshire Police and West Yorkshire Police Authority) and 'co-operating bodies' (Leeds Initiative, Children and Young People's Partnership, NOMS/Probation and Elected member with lead for community safety). The Executive sets strategic direction and is accountable for delivering the partnership plan by making decisions about activity, resource allocation and problem solving.
  
  - Safer Leeds Board** is made up of representatives from the public, private and voluntary sectors. This is a consultative group that reviews the partnership plans and ensures that community consultation is co-ordinated effectively and reports to the citizens of Leeds.
  
  - Partnership Resources Group** is a multi-agency group accountable to Safer Leeds Executive for managing resource allocation and commissioning of services.
  
  - Leadership Team** includes senior officers from across the partnership that provides timely performance, intelligence, analysis and communication functions.
  
  - Strategic Leads** are senior people from across the partnership agencies accountable to Safer Leeds Executive for leading and guiding the delivery groups.
  
  - Outcome Groups** are multi-agency action groups supporting the delivery of the strategic outcomes through the co-ordination of action plans.
  
  - Divisional Community Safety Partnerships** these are the geographical based partnerships' supporting the delivery and co-ordination of activity at a local level.
  
  - Cross cutting issues** these are issues that require attention at all levels of the structure for example children and young people.
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## Measuring Our Performance

As part of this plan we have outlined:

- The things that are critical to us
- What we will be working on
- Where other partnerships can assist and help us

Safer Leeds is committed to performance managing this partnership plan and delivering the right outcomes.

Our improvement priorities will be reviewed and refreshed on an annual basis and during 2008/09 we will:

- Produce detailed action plans for each strategic outcome
- Allocate and target funding resources and commission services
- Where necessary take corrective action in areas that are underperforming and seek to sustain activity in areas where performance has improved
- Communicate with the public through 'Face the People' sessions and via the media
- Work towards achieving the new Hallmarks of Effective Partnerships
- Regularly monitor and review our activity in terms of progress against set performance indicators and strategic outcomes

Safer Leeds firmly believes that, if we are to effectively improve community safety and address these complicated issues, then strong partnership working with a clear social purpose is required.

Only by focussing on specific *offenders, victims and locations* in a collaborative manner can we have a significant impact on reducing overall crime.

# Measuring Our Performance

Safer Leeds is obliged to work within the national framework to deliver improvements and change at a local level. Our activities will influence and support the delivery of Public Service Agreements (PSAs) relating to crime reduction, community safety and substance misuse.

We will report to the Home Office on progress against the national indicators via the new Assessment of Policing and Community Safety performance management framework and locally we will be accountable to Leeds Initiative via the Leeds Local Area Agreement.

Below the designated performance indicators are a suite of measures for each of our five strategic outcomes. Safer Leeds will track these performance measures against targets, activity and outcomes, taking action where performance requires improving.

## What we will be judged on?

Headline Designated Performance Indicators	2007/08 out-turn	Year 1 2008/09	Year 2 2009/10	Year 3 2010/11
Reduce serious acquisitive crime rate				
Reduce assaults with injury crime rate				
Improve satisfaction with the way the police and local council dealt with anti-social behaviour				
Reduced re-offending rate of prolific and priority offenders				
Increase drug users in effective treatment				

Targets to be agreed as part of the LAA

# Safer Leeds

*tackling drugs and crime*

## How to Contact Us

Leeds Community Safety  
PO Box 612  
Leeds  
LS2 7WH

Email: [community.safety@leeds.gov.uk](mailto:community.safety@leeds.gov.uk)  
[www.saferleeds.org.uk](http://www.saferleeds.org.uk)  
[www.leeds.initiative.org.uk](http://www.leeds.initiative.org.uk)

