

Safer Leeds Community Safety Strategy 2018-21 – Annual Update 2021

1. Street Support

A person centred delivery model has improved service co-ordination and delivery for people in need. Some examples of system change and new ways of working across the system include, pre Covid include:

- Daily tasking and co-ordination, utilising collective intelligence and insight to identify and prioritise individuals in need. A revised daily programme of assertive outreach and positive engagement, to encourage take up of offers of services and where required assigning lead professionals and key workers to work with individuals to undertake assessments and develop tailored 'move-on' plans.
- Introduction of 'in-reach' staff provision at the local hospital and prison to reduce risk of people returning to the streets.
- Introduction of on street medical provision with access to patient records and increase access to health and wellbeing services.
- Improved the allocations of people to properties through a partnership meeting and includes the existing pathways through Housing Services and Registered Social Landlords.
- Pilot of a female Somewhere Safe to Stay Hub, a gender informed response
- Developed an innovative spice detox programme and provided training and equipping the team with Naloxone, a lifesaving drug.
- Embedded a partnership approach to adult safeguarding, utilising risk management tools and pathways
- Worked with grass roots charities and developed the Leeds Homeless Charter and devised a set of standards of how organisations should work people in need on the streets, shaped by the voice of people with lived experience.
- Introduction of 'navigators' to support people in their homes to maintain tenancies and reduce the risk of returning to the streets

During the last 12 months we have also worked on increasing the accommodation offer, a blended approach to meet the needs of people and at the same time ensuring where needed people are assigned a named 'navigator' as part of a planned wrap around support package, to aid move-on and reduce attrition rates. This strategy, has included both the Council's provision and new offers through external funding.

Below provides a flavour of the key components of our ongoing strategy during Covid and will provide a legacy for the city, through external funding primarily MHCLG and PHE:

- Purchased 10 one bed properties, off the open market, currently preparing allocations which will be for rough sleepers/persons at risk of rough sleeping/or a history of.

- Remodelling the Somewhere Safe to Stay Hub, a female only emergency accommodation provision. A new premise in the city centre is on track for an end of August completion, this will have 7 single units with 2 emergency spaces if required.
- For the cohort of people with NRPF, we have been able to flexible utilise Public Health funding for 6 months to aid 3rd sector partners to secure a number of HMOs, which have been sourced through the private sector for guest formally in the night shelter. For those sleeping rough, again we have been creative and worked with partners to provide accommodation in 2 HMOs
- Remodel Kirkstall Lodge, a large property of 9 x 1 bedroom flats owned by Homegroup in Kirkstall, now full with individuals being allocated a flat as part of the hotels exit planning.
- Through the Assisted Support Rough Sleeper scheme we have been active in facilitating and maintaining assisted and support to tenancies, including assisting to allocate individuals to tenancies, overseeing benefit claims and navigating issues, overseeing rental payments, and conducting viewings and sign ups where necessary. Overall Private Sector Landlord Scheme has progressed well with 58 lets in April alone.

2. Tackle crime and ASB

- **Development of an ASB Service Offer**
Our service offers forms our Terms of Reference and it states what can be expected of our service. The offer clearly explains that we conduct impartial investigations into reported cases of anti-social behaviour and noise nuisance and how we will try to resolve problems at the earliest opportunity.
- **Implementation of a Triage Team**
A triage system has now been implemented for all incoming referrals so that cases can be appropriately prioritised. The system is based on clear Terms of Reference, which support the priorities of Safer Leeds (as was at the time) as outlined in its Community Safety Strategy. It is supported by a system of performance monitoring that reflects the fact that different responses are appropriate for different priorities of cases. The identification and assessment of vulnerabilities is embedded in the process from the first point of contact with service users. This works on standardised scripts around threat, harm, risk, investigation, vulnerability and engagement. Where cases are assessed as not being ASB cases but a support need is identified customers are signposted to appropriate, alternative services. For complex cases and if felt appropriate there is the option of referring to the ASB MARAC for consideration. We identified it is crucial that strong partnerships were in place to enable officers to access support from colleagues in other services such as mental health, youth offending, children's services adult social care and housing, as well as partners such as West Yorkshire Police.
- **ASB Strategy**
An Anti-Social Behaviour Strategy has been developed for the city which sets out our strategic framework for activity moving forward. This is focused around

the themes of prevention, intervention, enforcement, community empowerment and integrated intelligence. This informs the allocation of capacity and resources and ensure that activity is reflective of the ambitions set out in both the Safer Leeds Community Safety Strategy and the Best Council Plan. At the heart of the ASB strategy there is recognition that a holistic, multi-agency approach to resolving the problems associated with ASB, has the potential to deliver longer term solutions for all involved.

- **Noise Nuisance**

The majority of incoming referrals relate to noise nuisance within LASBT. The existing resource could not meet the demand and expectation of the service. The provision has therefore been revised, joining up day time and out-of-hours services more effectively and ideally delivering increasingly flexible coverage. The implementation of an evening Triage is now in place and is able to better manage customers' expectations. There has also been the development of a new way to report noise nuisance via our website, a noise nuisance decision tree has been created. The option of reporting noise nuisance that is not for LASBT will go directly to the relevant service, also advice is provided on the website around what is and isn't acceptable. Also if there is already a case open information is provided around our service standards i.e. the time scale when an update should be expected.

- **Creation of ASB MARAC**

If a case is identified as complex or persistent it may be appropriate to refer the case for consideration to our ASB MARAC. This helps promote early resolution of cases, joint decision making and more effective problem solving. We identified as part of the review it is crucial that strong partnerships are in place to enable officers to access support from colleagues in other services such as mental health, youth offending, children services etc.

- **Communication/Social Media:**

External communications has been reviewed in order to provide more clarity and advice to those seeking to use the service and to manage customer expectations. Clear information about details such as anticipated response times is now accessible via our website. It was also highlighted a gap in terms of social media presence. All service areas including LASBT Triage now have their own Twitter account to publicise successful enforcement along with advice or information.

- **Enhanced Team**

The University of Leeds and Leeds Beckett University joined forces to help tackle asb student behaviour by funding an additional patrol as part of a trial initiative. The new Enhanced service aims were to reduce noise and nuisance behaviour in areas where students live. The trial initiative is part of an ongoing commitment to maintain an inclusive community and now sees an increase LASBT Officers and PCSO presence in the area.

- **Created a New PSPO for Headingley/Hyde Park & Little London/Woodhouse**

It was identified that the current 4 PSPOs that were in place did not tackle all the issues that the above areas were suffering, therefore as of 1st July we introduced one new PSPO (area extended) to help combat the issues around anti-social behaviour in public spaces (including use of psychoactive substances) and leaving bins and bags of waste on the streets.

3. Modern Day Slavery

Leeds City Council were one of six local authorities to pilot approaches to improve and develop pathways and mechanisms to tackle issues of modern slavery and provide better support to victims. A grant of £196,000 was awarded by the Ministry of Housing, Communities and Local Governments (MHCLG) through their Controlling Migration Fund, to enable Leeds to deliver the project. The project delivered with our partners Palm Cove Society was successfully evaluated and is identified as national good practice – follow this [link to evaluation report](#).

Comment from Palm Cove resident/modern slavery survivor:

“I was being sexually exploited but too scared to ask for help – they said they would hurt my family. When I did leave, I got help with accommodation, financial support and now I need to get a job to have a purpose in life and get over what’s happened to me.”

We have refreshed the governance arrangements; this including a mapping exercise with partners and survivors to develop the new strategy and action plan to refocus activity and achievements. Key achievements include:

- Development and publication of our Supply Chain Statement and through improved procurement processes we are seeking out exploitation in the supply chains of our high value contracts for goods and services;
- Development and publication of the Modern Slavery Pocketbook as well as refreshed information online and on Insite to raise awareness and improve responses;
- Agreed updated pathways to ensure child and adult victims get consistent access to the appropriate support;
- Hosting an event for hoteliers to highlight their responsibilities to tackle child exploitation on their premises.

4. Prevent

Over the last 3 years, significant progress and outcomes have been delivered that have contributed to building resilience in our communities and support for the Prevent agenda. For example, following the terrorist attack in Christchurch, New Zealand we held a reassurance event for Muslim communities in Leeds outlining our support and commitment to making them feel safe in our city. In 2019-20 (prior to the pandemic) we engaged 3350 beneficiaries through 275 Prevent workshops that we commissioned through our community projects. We also reached 39 educational establishments and in the process directly benefited over 5,500 students and 130 teachers.

The last three years have also seen a significant growth in the Prevent Partnership boards in the city. A range of partners and agencies attend these governance meetings demonstrating their commitment and support to Prevent and a joined up citywide approach to tackling terrorism and extremism.

Our multi-agency partnership, Channel, has been meeting on a monthly basis to provide bespoke support to individuals that have been identified as vulnerable to radicalisation. A review of Channel arrangements two years ago has led to an improved understanding of referral pathways, partnership working, and demonstrable outcomes for those referred to the Channel programme. The Channel partnership in Leeds is regarded as a model of best practice in the country.

5. **Domestic Violence**

The Leeds Domestic Abuse Local Partnership Board continues to develop. Working groups have been established to develop the needs assessment and strategy/action that will allow the Local Authority to meet its duty to provide support in safe accommodation as set out in the Domestic Abuse Bill. The Board has enabled the creation of a third sector group – the Domestic Abuse Voice and Accountability Forum – that will ensure the voices of survivors are represented in the work of the board. Discussions relating to the funding allocation for 2021/22 have commenced. Further details on this are contained in a separate report as part of this meeting's agenda

An audit of the Front Door Safeguarding Hub was undertaken and as a result of the audit findings and recommendations we are reviewing our current daily MARAC arrangements. Given the high volume of referrals, the pressure on all involved in the daily meetings is becoming unsustainable and resourcing the meetings is proving a real challenge. In the short term, we have taken the decision to reduce the number of daily meetings from 5 down to 4 a week, with the exception of bank holidays and any announcements in relation to relaxing any lockdown rules, where numbers are likely to increase. This arrangement is a moveable feast and is closely monitored on a weekly basis.

All our partner agencies involved continue to work incredibly hard to support the meetings despite the current pressures and supporting victims of domestic abuse, their families and perpetrators remains our priority.

Work has been carried out with the health economy around extending routine enquiries across GP surgeries in Leeds. We have also supported other local authorities in adopting this approach, through Local Government funding. We have quality marked a third of GP practices, this is work in progress with an ambition that all GP practices will achieve the quality mark.

In addition a range of briefings on supporting victims of DVA from LGBT+ community and those with No Recourse to Public Funds were delivered by the Good Practice Officers as part of the MHCLG programme in other areas of West Yorkshire a 1000 practitioners across West Yorkshire

The flagship event of the 2019 16 days of action campaign was a Coercive Control and Stalking Conference organised by Safer Leeds and LSAB at LUFC conference room, Elland Road on Monday 2nd December. The event was over-subscribed and evaluation on the day was positive. The event included presentations from key services (WYP, LDVS and CPS) and survivor testimony from three key note speakers. The event was a valuable learning and networking opportunity and featured on the ITV news that evening. (photos available)

Alongside the yearly campaign around the 16 days of action Leeds has achieved Ribbon Campaign status for the next 3 years. Our relationship with the council comms team has led to an improved social media approach to raising awareness around DVA. Leeds United Football Club produced a video with players from the first team and a survivor of domestic abuse promoting the White Ribbon campaign. The video was screened at their home games on Saturday 30th November and on Tuesday 3rd December. Players were wearing White Ribbon t-shirts during match warm-up, the message was shown on screens in the ground and in the match day programme and both teams shared the video across their social media channels.

On the 13th October at the Civic Hall Councillors and the Lord Mayor showed their support of the White Ribbon Campaign at the full council meeting. A second video has been produced with male senior leaders and sporting leaders with a focus on the pandemic.

We continue to deliver the DVA awareness sessions city wide over the last 3 years. Moving this delivery online has led to efficiencies with up to 70 practitioners at any one time. Over the last 3 years we have delivered training as follows:

2019 – 2499
2020 – 1603
2021 – so far 706

There has been an increased focus on DVA perpetrator. We have completed a strategic review of perpetrator services leading to the Development of a matrix of support for practitioners and a Perpetrator framework.

We have developed a training package for the night time economy which has been delivered to bar staff/ managers and door staff across the city re safeguarding and DVA awareness.

6. Drugs and Alcohol

Leeds is now one of the best performing cities, for drug and alcohol treatment, in England, and is supporting the highest number of people to complete treatment in the country. In 2020/21, 1,675 Leeds residents had a successful outcome. The service quickly and effectively responded to the COVID-19 pandemic, to ensure continuous effective service delivery e.g. remote working with service users.

There have been a number of successful grant applications (e.g. PHE, NIHR), over the last 3 years, to develop innovative approaches, expand capacity, and enable evaluation of service delivery.

The development of partnership working and collaboration e.g. through the Street Support Improvement Board.

7. Hate Crime

- **Instigation and development of the Hate Crime Strategic Board. (HCSB)**

Leeds recognised the need for a city wide response to hate in all its forms working in partnership with key stakeholders. It set clear strategic priorities developing an Operational Hate Crime Group (OHCG) designed to deliver on the priorities. The work below shows the strength of this process. There are always areas for review which are incorporated in this document.

- **Hate crime MARAC**

This process was developed to address the difficult cases where there were questions regarding how as a whole or individual partners we could not find any solutions or to hold partners to account. Nationally recognised as best practice by 2019 Her Majesty Inspectorate of Constabulary, Fire and Rescue. HMICFR.

- **Development of Disability Hate crime and its broader reach**

This has been the most under reported strand of Hate crime/incidents for many years. Highlighted in 2010 via the Pilkington enquiry. In the last three years we have developed wide reaching training resources that have been delivered to professional and communities. It is nationally recognised.

8. Tackling On Street Sex Work

The strategy to tackle the on street sex work issue in Leeds has been subject to ongoing development and evolution including in this last 12 months with the significant developments through the corporate governance arrangements most recently in the June exec board, these developments as a consequence of some improved outcomes including:

- a large reduction in the number of women involved in street sex work in recent years,
- improved service delivery with regards meeting the complex needs of sex workers,
- joined up partnership working at an operational and strategic level – focussed on our strategy
- enhanced provision in the city including gender specific accommodation offer with appropriate support in line with Housing First principles,
- improved intelligence from sex workers (crime reports and Ugly Mugs intel)
- reduction in complaints from residents

9. LeedsWatch

Over the last two years the LeedsWatch service has undergone a full service review, the objectives were to:

- To ensure LeedsWatch are at the centre of service delivery meeting the needs and ambitions of Safer Leeds that is both effective, efficient and dynamic to change.
- To build on and develop a positive working environment at LeedsWatch where staff engaged whilst working to deliver the Safer Leeds ambitions in a safe and inclusive environment.

With the support and direction of a Steering group; membership including Cllr Coupar, key stakeholders, Safer Leeds SMT and LeedsWatch staff it was recommended that the service undergone a full service redesign which would deliver:

- a more agile and resilient work force, who are better able to meet existing and new service demands, including peaks and troughs in service.
- Supporting staff to develop a better understanding of the varied roles and responsibilities that operate across the service
- A new structure which will provide adequate resource when service demand is at its highest.
- A structure which can be flexible to meet the budget implications now and in the future.
- Create new opportunities for staff development and career progression
- Provide a better work life balance for staff.

The service redesign and restructure was approved in January 2021 work is currently being progressed to complete implementation with an expected go live date of 1st September 2021.

10. Serious Violence

The Serious Violence Duty, outlined in the Police, Crime, Sentencing and Courts Bill 2021 will require local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues.

Safer Leeds has created of a Serious Violence Partnership Board to support the preparation for the new serious violence partner statutory duties.

Safer Leeds has also been working closely with the Violence Reduction Unit supporting community based projects that have worked with over 600 young people that are at risk of engaging in violence crime.