

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

Outcome: People are safe and feel safe

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

Review Period: Oct to Dec 2011

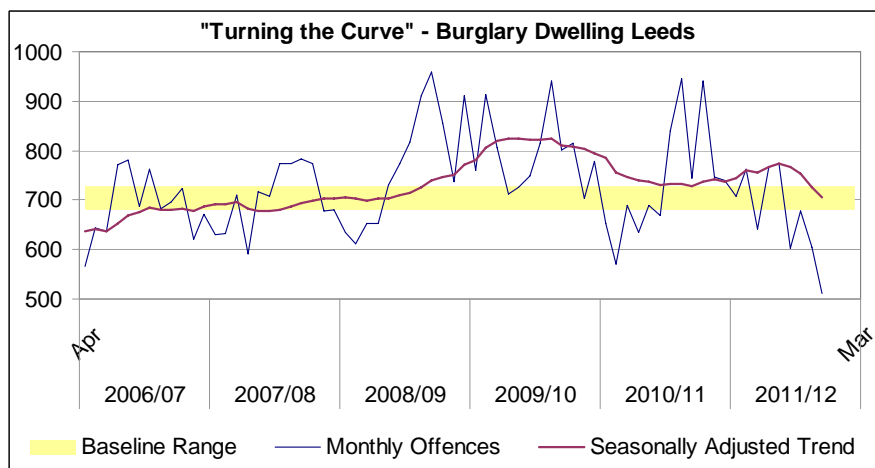
Population: Residents of Leeds

Progress: 

### Why is this priority?

The public should be safe and feel safe on the streets, in the places they go and especially in their own home. Burglary has significant consequences directly impacting on a person's sense of safety, as well as damage and loss incurred. Domestic burglary levels in Leeds remain higher than the national average

### Headline indicator



- There were 6,045 recorded burglary dwelling offences between April and December, down 6% (390 fewer offences) on the same period last year.
- The seasonally adjusted average is at the middle of the Milestone Range and the estimated outturn is on par with the partnership target of 8,200.
- Results for Q3 show a 29.3% improvement (741 fewer victims) when compared to the same period last year.
- December saw the lowest recorded burglary count in last ten years and the best performing month for over ten years.
- In 3 month period to Nov, Leeds had moved down to the 2<sup>nd</sup> highest Community Safety Partnership in the iQuanta most similar families group. The performance gap has narrowed from 4.82% to 0.049%.

- North West Leeds year to date offences are UP 2.4% (69 more offences) on the same period last year.
- North East Leeds year to date offences are DOWN 14% (379 fewer offences) on the same period last year.
- City and Holbeck year to date offences are DOWN 9.6% (80 fewer offences) on the same period last year.

### Story behind the baseline

Ward	YTD (Year to Date)	Previous YTD	Change	%Change
Hyde Park & Woodhouse	453	325	128	39%
Bramley & Stanningley	357	268	89	33%
Headingley	338	277	61	22%
Gipton & Harehills	311	302	9	3%
Armley	306	441	-135	-31%
Killingbeck & Seacroft	295	344	-49	-14%
Burmantofts & Richmond Hill	290	436	-146	-33%
Kirkstall	275	372	-97	-26%
Chapel Allerton	243	314	-71	-23%

- Organised groups have been identified linked with drug supply.
- A number of offenders use taxis or unlicensed/ untaxed vehicles to move around Leeds.
- Complex needs have been identified in "up and coming" offenders who can rapidly become prolific.
- Prices of gold and jewellery are continuing to rise. Pawn brokers/ cash-converter businesses are reporting increasing use, providing a potential route for the disposal of stolen goods
- Burglary problems have also been linked to problematic and nuisance groups of youths in some estate areas who appear to view opportunistic burglary as an extension of ASB.
- Continued issues exist around lack of awareness or engagement in crime prevention within specific groups/ communities (e.g. students, newly arrived African communities and developing affluent Asian communities).

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### What we did (key examples)

- Locality based planning sessions have continued, including assessments of at risk and emerging communities, leading to partnership plans being formulated for Burmantofts & Richmond Hill, Bramley and Stanningley, Chapel Allerton, Hyde Park & Woodhouse and South Leeds.
- In the last 3 months, the Burglary Task Force have arrested over 40 people and undertaken a number of successful operations against Organised Crime Groups. Over a 3 day period in December, 6 vehicle check sites were established involving Taxi Licensing, VOSA, Highways Enforcement and Customs. Over 120 vehicles were checked, with several arrests, prohibitions, suspensions and drug seizures. In the run up to Xmas, a series of co-ordinated warrants were conducted with 12 persons arrested for handling stolen goods and drugs supply.
- Work with the criminal justice service to maximise successful outcomes is progressing. The Governor of Leeds Prison Service is now a member of Safer Leeds. In the 8 weeks before Xmas, 70 offenders were released into the community, these had been identified as of concern due their previous involvement in burglary dwelling offences. Partnership work included pre-release risk assessments for statutory-managed offenders and for those released without licence conditions alongside post release activity, including multi-agency intervention plans as a part of a minimum standard of activity.
- Further work has taken place to support early intervention with individuals at risk of escalating offending. In North East, following a positive pilot scheme (Feb-August 2011), monthly multi-agency case conferences have taken place targeting emerging problematic offenders not already involved in Offender Management processes. Detailed intervention plans are in place to divert and help reduce offending behaviour of those selected.
- Work continues on a number of projects across Leeds to improve security for tenants. In Bramley, £50K was allocated to provide target hardening measures for streets at risk; in the last 2 months, 192 properties received this

service and the programme continues. In South Leeds, Neighbourhood Policing Teams and ALMOs share details of burglary victims enabling housing officers to routinely follow up with visits to offer practical support. As part of a funded 'Darker Nights' initiative timer switches and security products were distributed and burglary reduction advice to local residents in North East Leeds hotspots. PCSO visits to offer practical advice to reduce risk of victimisation are also being carried out by all three Police Divisions.

### What Looks Promising/What Worked/Lessons Learnt

- In Rothwell and Holbeck a pilot project was initiated identifying a 'top 10' cohort (Under 18's) who had not been through any criminal justice process but were at risk of entering the system. Intensive support package have been activated, including work with Signpost.
- Promotion of "immobilise.com" through universities, community groups, tenants etc. This system records marked property onto a national database and scanners to identify stolen goods. Two operations (undertaken with student volunteers) have been held in Headingley and Hyde Park with 175 immobilise registrations and 450 items placed on register to date.

### New actions

- Maximise the use of Proceeds of Crime legislation against burglars and handlers of stolen goods
- Develop a community impact statement for inclusion on all burglary court files
- Develop a forward plan for seasonal marketing campaigns and press opportunities
- Development of Restorative Justice Practice

### Information/intelligence requirement

- Develop predictive analysis to aid decision making at a city wide and local level

### Issues/Risks

- Sustaining partnership activity, focus and commitment.

## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: October – December 2011

Item 4b

Population: Residents of Leeds

Progress: 

### Why is this priority?

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

### Headline indicators

Improve the average satisfaction rating of customers/victims with regards to the case outcome and the overall service received.

Annual Figures	2008/9	2009/10	2010/11	2011/12
% Satisfaction with the case outcome.	61.6%	66.1%	60.3%	<b>78.0%</b>
% Satisfaction rating with overall service	72.2%	73.7%	70.4%	<b>80.7%</b>

### Story behind the baseline

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

Due to the significant structural and operational changes in ASB service provision direct comparison between 2010/11 performance data (often collated across a number of agencies working to differing thresholds and different standards) and 2011/12 (where ASB is primarily dealt with by one multi-agency service working to new service standards) is not always possible or appropriate. It has therefore been agreed that LASBT data collated during 2011/12 will be regarded as the baseline from which future performance targets can be set.

Where comparisons are provided, comparison is with the former ASBU closed case survey returns considered like for like with current LASBT data.

OBA-PAT

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

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

Initial analysis of those cases where satisfaction levels are lower suggests that survey responses are less complimentary where they are related to long standing cases previously investigated by the ASBU or individual ALMO's. Improvements in overall ratings are thought to be linked improved service standards which place a requirement on officers to provide victims with regular updates. It is hoped that these improved figures will be maintained as historical cases diminish and survey data relates to cases investigated in their entirety by LASBT.

### Risk factor descriptions

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

Quarter 3 survey data for 2011/12 is based on a response rate of **32.8%** (based on 143 returned surveys). Core team staff are currently undertaking additional work to follow up non-responses to further improve the return rate.

### Victim Demographics

Analysis of victim demographics shows that the vast majority of ASB victims are White British. **62%** (783) of victims were female and **35%** (443) male. The remainder are a mixed group or gender unknown (not recorded). Only 7 victims were aged under 18.

## Safer Leeds Performance Accountability Tracker:

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Priority: **Anti-Social Behaviour**

Review Period: October – December 2011

Item 4b

Population: Residents of Leeds

Progress: 

### Perpetrator Demographics

Analysis of perpetrator demographics shows that **66%** of ASB perpetrators are White British. **51%** (564) of perpetrators are female and **43%** (472) male. The remainder are a mixed group or gender unknown (not recorded). 79 perpetrators were aged under 18.

### What we did

Since its implementation in April 2011, the new multi-agency Leeds Anti-social behaviour Team (LASBT) has responsibility for all reported incidents deemed to be ASB under new guidance that reflects the governments harm centred approach. Revised procedures have also been implemented, underpinned by customer focused service standards designed to ensure cases are progressed efficiently and reported problems resolved at the earliest opportunity.

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

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

The number of ASB calls logged with West Yorkshire Police was previously reported to be at around 10,500 per quarter. Following the introduction of a revised and more accurate ASB grading system introduced in September 2011, (removing reports of abandoned vehicles, dog fighting etc) quarter 3 data shows the police received 6,145 ASB related calls.

The number of new cases opened by LASBT initially increased in line with the referrals and reports received compared to the former ASBU but has now fallen back in line with pre-quest levels during quarter 3.

OBA-PAT

	Q1 10/11	Q2 10/11	Q3 10/11	Q4 10/11	Q1 11/12	Q2 11/12	Q3 11/12
ASB cases opened by LASBT	243	236	278	267	335	354	251

### What Worked/Lessons Learnt

Early indications show that more cases are being dealt with more quickly through earlier intervention and closed within 154 working days with 21.7% of cases closed within 40 working days (8 weeks).

Leeds is now seen as a leading example regionally and nationally, generating interest and visit requests from a number of local authorities and CSP's.

### New actions

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

- Work is ongoing to integrate staff responding to noise nuisance reports, often regarded as Anti-social incidents within LASBT.
- West Yorkshire Police, are continuing to identify repeat locations and vulnerable victims, to improve information sharing and ensure LASBT proactively respond to emerging ASB issues.
- Ongoing review of the statutory ASB panel process to maximise partnership problem solving, links to local tasking and offender management initiatives.

### Information/intelligence requirement

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

### Issues/Risks


As we move into the final quarter of LASBT's first year, key partners will be keenly interested in reviewing the impact and progress of the service. Equally there will be a need to set appropriate targets for the year ahead that builds on progress and further improves the service provided.

**Meeting:** Safer and Stronger Communities Board

**Population:** All people in Leeds

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

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

<p><b>Why and where is this a priority</b> Clean streets and neighbourhoods are regularly cited by local people as one of the key determinants of whether the area in which they live is attractive and welcoming. Clean streets can promote a sense of well-being and belonging; conversely high levels of litter and rubbish strewn across a community can foster a sense of social concern and fear of crime, this is particularly the case in relation in relation to issues such as graffiti, fly-posting and fly-tipping.</p>	<p><b>Overall Progress:</b> <b>Amber</b> </p>																																																																															
<p><b>Story behind the baseline</b></p> <p>Over the past 10 years or so street cleanliness levels across Leeds have improved significantly and steadily. This has reflected a number of key drivers including:-</p> <ul style="list-style-type: none"> <li>* increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it</li> <li>* increased focus on the issue from central government including via a dedicated performance indicator - NI 195 (previously BV 199)</li> <li>* availability of funding to tackle street cleanliness levels in areas of greatest challenge - NRF, SSCF and LPSA funding have all been used in Leeds.</li> </ul> <p>The City Council is the prime service provider within the City and does this via an in-house workforce. The service provides a range of activities on a routine/scheduled basis including mechanical and manual street cleaning, litter bin emptying and fly-tip removal. Services are also responsive to local issues such as events, fetes and galas etc as well as the needs of local communities as expressed via Elected Members or via residents themselves. This is against a backdrop of external funding losses, which presents a continuing challenge to maintain service standards in this context.</p> <p>Performance data shows that Leeds performs well against other 'core city' comparators in terms of achieving a good level of performance (NI 195 data) with a relatively low level of spend per head of population.</p> <p>Leeds is progressive in its use of enforcement powers to tackle issues such as littering and fly-tipping and has taken a strong stance which has seen the issue of Fixed Penalty Notices and prosecutions for serious offences.</p> <p>Traditionally street cleanliness performance data has been measured and reported at a city wide level. More recently this has been produced at a lower level (based on the 10 Area Committees) and this will help to understand and tackle issues in a more bespoke way than has previously been the case at the locality level . The performance in terms of the percentage of sites surveyed that were judged to be satisfactory in relation to litter, detritus, graffiti and flyposting in 2010/11 were as above.</p>	<table border="1"> <thead> <tr> <th></th> <th>Litter</th> <th>Detritus</th> <th>Graffiti</th> <th>Flyposting</th> </tr> </thead> <tbody> <tr> <td><b>City</b></td> <td>90.9</td> <td>76.2</td> <td>97.1</td> <td>99.6</td> </tr> <tr> <td><b>ENE Wedge</b></td> <td>88.8</td> <td>78.5</td> <td>95.0</td> <td>99.4</td> </tr> <tr> <td>East Inner</td> <td>84.5</td> <td>83.9</td> <td>92.1</td> <td>99.0</td> </tr> <tr> <td>North East Inner</td> <td>84.3</td> <td>68.4</td> <td>93.8</td> <td>99.5</td> </tr> <tr> <td>North East Outer</td> <td>97.8</td> <td>84.1</td> <td>99.2</td> <td>99.8</td> </tr> <tr> <td><b>SSE Wedge</b></td> <td>88.8</td> <td>78.1</td> <td>97.7</td> <td>99.6</td> </tr> <tr> <td>East Outer</td> <td>90.5</td> <td>80.7</td> <td>98.4</td> <td>99.1</td> </tr> <tr> <td>South Inner</td> <td>84.4</td> <td>78.4</td> <td>95.4</td> <td>99.7</td> </tr> <tr> <td>South Outer</td> <td>91.6</td> <td>75.1</td> <td>99.3</td> <td>100</td> </tr> <tr> <td><b>WNW Wedge</b></td> <td>94.0</td> <td>73.0</td> <td>98.1</td> <td>99.8</td> </tr> <tr> <td>North West Inner</td> <td>94.4</td> <td>58.7</td> <td>98.5</td> <td>100</td> </tr> <tr> <td>North West Outer</td> <td>97.9</td> <td>80.0</td> <td>99.3</td> <td>99.7</td> </tr> <tr> <td>West Inner</td> <td>91.5</td> <td>77.3</td> <td>97.7</td> <td>99.7</td> </tr> <tr> <td>West Outer</td> <td>92.0</td> <td>77.1</td> <td>96.9</td> <td>99.8</td> </tr> </tbody> </table>						Litter	Detritus	Graffiti	Flyposting	<b>City</b>	90.9	76.2	97.1	99.6	<b>ENE Wedge</b>	88.8	78.5	95.0	99.4	East Inner	84.5	83.9	92.1	99.0	North East Inner	84.3	68.4	93.8	99.5	North East Outer	97.8	84.1	99.2	99.8	<b>SSE Wedge</b>	88.8	78.1	97.7	99.6	East Outer	90.5	80.7	98.4	99.1	South Inner	84.4	78.4	95.4	99.7	South Outer	91.6	75.1	99.3	100	<b>WNW Wedge</b>	94.0	73.0	98.1	99.8	North West Inner	94.4	58.7	98.5	100	North West Outer	97.9	80.0	99.3	99.7	West Inner	91.5	77.3	97.7	99.7	West Outer	92.0	77.1	96.9	99.8
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### What do key stakeholders think

Perception surveys of cleanliness in the city centre were undertaken in Dec 2011. The result of this are awaited at time of writing. In addition, anecdotal evidence suggests that cleanliness has improved across the city and that the service is more responsive to local issues.

### What we did

- Leeds has recently devised Service Level Agreements (SLAs) between the 10 Area Committees and the E&N Directorate setting out the service delivery arrangements for street cleansing within their areas. Performance against the SLAs will be monitored and reported at Area Committees and reviewed annually.
- The service has recently undergone internal restructuring to allow newly appointed Locality Managers to deliver more locally responsive and accountable services via area based teams.
- All staff within the service are now on shift patterns that support service delivery across the city on a 7 day basis.
- The most recent round of NI 195 cleanliness surveys was completed in December. Results are awaited at time of writing.

### New Actions

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

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

In addition the restructure of cleansing and enforcement into one service will facilitate better use of local intelligence and support a range of solutions to cover preventative as well as remedial work.

### What worked locally /Case study of impact

- The impact of the introduction of the SLAs will be measured by the NI 195 survey results for 2011/12 and the Citizen Panel results

### Data Development

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

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

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

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

**Meeting:** Safer and Stronger Communities Board

**Outcome:** People can get on well together

**Population:** All people in Leeds

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

### Why and where is this a priority

Leeds has one of the most diverse and changing cultural populations in the UK, it also houses some of the most affluent populations as well as the most deprived in the country, and these communities are often in close proximity. The current economic pressures and other factors present both opportunities and challenges for the city, including the need to ensure that we maintain and strengthen our good community relations and build links and relationships between our diverse communities and neighbourhoods.

**Overall Progress:**  
**AMBER**



### Story behind the baseline

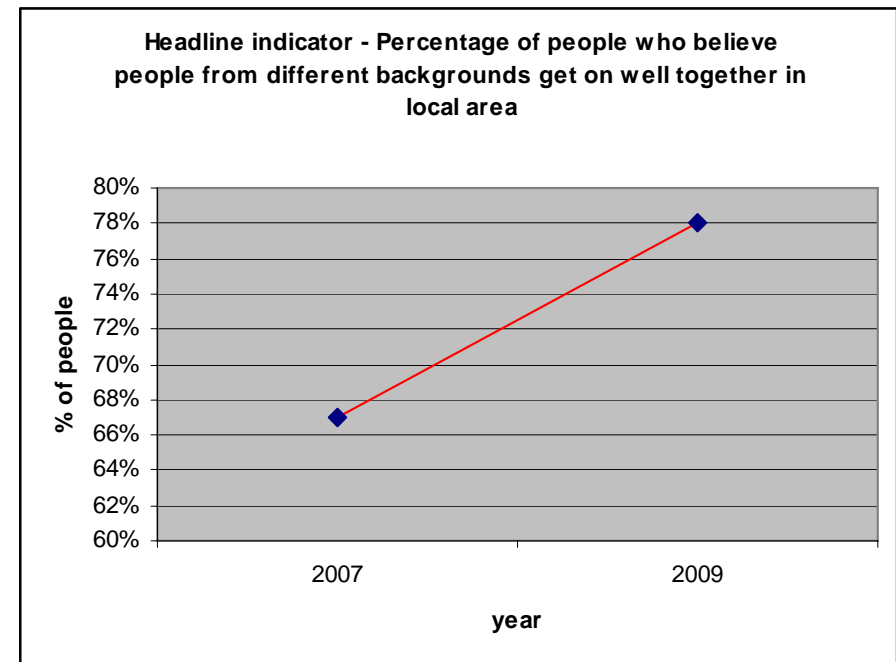
Leeds has one of the most diverse and changing cultural populations in the UK. The majority of our black and minority ethnic and newly arrived communities are however concentrated in the inner city and less affluent areas. This has created some tension in communities where the impact of new arrivals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

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

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

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

Overall progress is as planned in the last 3 months, and there is confidence that we know where activity needs to be targeted to strengthen communities. Progress is noted as Amber however, to reflect the uncertainty of the funding and capacity to achieve continued progress.



### What do key stakeholders think

In the 2009 Residents Survey more than three quarters (78%) of respondents agreed that: "people from different background get on well together in [their] area", an increase from the level recorded in the same survey in 2007 of 67%. The Citizen's Panel will replace the Residents Survey from Q4.

### What we did

- The **Safer and Stronger Communities Board** has been established, along with three sub boards, specifically the **Stronger Communities partnership** will take the specialist lead on building community relations and strengthening support for communities. The Stronger Communities Partnership will focus on 4 key areas: effective local working with communities, improved central support, working with the third sector, and improving relations with designated communities of identity.
- **Safeguarding our Communities:** the Community Intelligence and Community Tensions monitoring arrangements have been revised since summer 2011 and have been significantly developed to include issues like hate crime, gang violence and inter-community tension. A monthly intelligence report is shared confidentially with key partners.
- **Migration Partnership:** the partnership is currently exploring options of how best to cope with the cuts to the sector, and is working with statutory partners to manage the likely impact of changes to the asylum system, as well as support work to prevent hate crime in newly arrived communities.
- **Leeds Involvement Strategy:** is a three pronged strategy aiming to bring together the different work being done in the city on promoting philanthropy, volunteering and participation.

### What worked locally /Case study of impact

- The third cohort of Migrant Community Organisers(MCOs) were trained during Q3. The MCOs are targeted volunteers from newly arrived communities, trained in basic but accurate messages on successfully navigating life in Leeds. The volunteers are then supported to disseminate this information to their communities and beyond. This work was originally commissioned from an external funding source, but cross Council departments, NHS and other partners have agreed to maintain this project .

### Risks and Challenges

All partners engaged in the stronger communities partnership are experiencing moderate to severe funding challenges, which is affecting their capacity to deliver on the objectives. The most significant threats to organisational engagement are currently being experienced by the minority ethnic third sector organisations.

A national increase in incidents of hate crime and inter community tension is noted as a risk for Leeds.

### New Actions

- **Stronger Communities:** the partnership is considering using the intercultural cities framework to develop a holistic framework to supporting Leeds ambition to be "welcoming open and fair".
- **BME Strategic Partnership:** the Stronger Communities partnership has asked for a review of how BME communities views and needs are included in the strategic partnerships for the city.
- **Citizen's Panel:** Initial response from the public to the opportunity to join the new Citizens' Panel has been positive, with 2000 people already committed to taking part. The Panel is being recruited to broadly match the population profile of the area and will be used in future for a range of consultations on services, places and communities.
- **Safeguarding our Communities:** work has begun to develop community mapping which will support in understanding and identifying inter-community tensions.

### Data Development

- The Stronger Communities partnership has assigned a sub group to develop 4 substantive proxy measures, to help understand the overall headline indicator – which is a more long term measure, and will not be indicative of short term progress.
- The Stronger Communities partnership will work with the Citizen's panel to determine a reliable measure for communities strength, as well as their perception of involvement in the life of the city.