

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

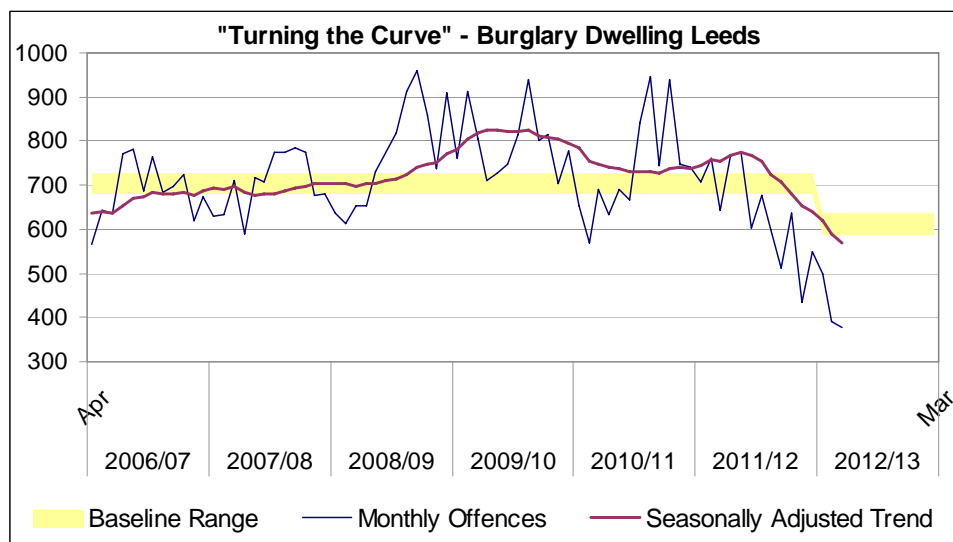
Outcome: People are safe and feel safe

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

### 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



The target for 2012/13 is 7,056 is aligned to the Police operational target of 135 offences per week. Seasonally adjusted performance is at the lower end of the revised milestone range suggesting if current performance continues the target will be achieved.

- In the 12 months to the end of June 2012, there were 6,816 recorded offences, down 24.8% (2,246 fewer victims).
- All three policing divisions are on track to meet targets; NWL down 22.8% (950 fewer victims); NEL ~ down 31% (1,170 fewer victims) and C&H down 11.3% (126 fewer victims).

Review Period: April to June 2012

Population: Residents of Leeds

Progress: ↗

Ward	12 Month Total	12 Month % Change
Hyde Park & Woodhouse	551	20.6%
Burmantofts & Richmond Hill	397	-33.8%
Armley	375	-26.3%
Headingley	367	-10.0%
Gipton & Harehills	345	-14.4%
Bramley & Stanningley	331	-24.4%
Killingbeck & Seacroft	312	-26.6%
Kirkstall	302	-39.2%
Chapel Allerton	256	-39.3%

All wards of concern have seen a 12 month reduction, with the exception of Hyde Park & Woodhouse, but this ward has seen a significant reduction (-47.2%) in the last 3 month period.

### Story behind the baseline

- Opportunistic and "chaotic" burglars comprise the majority of offenders in Leeds. In North West Leeds, the introduction of predictive analysis through Op Optimal has assisted in tackling this style of offending.
- New and emerging offenders can rapidly become prolific. Tackling such "up and coming" burglars is required for sustainable long term reductions. Due to complex needs these individuals need co-ordinated partnership work.
- The buying of stolen goods may not be viewed as an offence by individuals involved. This can lead to prolific stolen goods markets where offenders can easily dispose of property.

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Review Period: April to June 2012

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Progress: 

### What we did (key examples)

- Ambitious burglary targets have been set for each ward of concern and for each ALMO.
- Following OBA sessions, delivery plans have been drawn up for Headingley and Killingbeck & Seacroft wards. The Burmantofts & Richmond Hill ward delivery plan is currently under review. Leeds Universities and Colleges Crime Reduction Partnership, also agreed a delivery plan for 2012/13.
- The spring/summer campaign, "it only takes a minute" continues to be rolled out. Materials are being used at contact points, community engagement events and posted through letterboxes. Plans are in place to undertake an interim evaluation to learn lessons for future campaigns.
- In the last quarter, the Burglary Task Force has investigated/disrupted over 10 Organised Crime Groups. Some specific successes have been Op Ivanhoe (over 30 people arrested and charged) and Operation Altares (6 offenders linked to organised burglary in Armley charged with conspiracy to supply class A and B drugs).
- Funding from area committees continues to support work around target hardening in specific streets within localities of concern. This work includes face-to-face crime prevention advice, promotion of "no cold call" zones and improving standards of security across all tenure types.
- Operation Optimal has become standard operating procedure in NW Leeds Police and partnership tasking. Work is ongoing to assess and implement similar work in NE Leeds.
- Deter Young Offenders (DYOs) involved in burglary continue to be targeted and prioritised. Those at highest concern are subject to a multi-agency burglary panel to agree key interventions. YOS officers are taking referrals directly from Neighbourhood Policing Teams for young people at risk of involvement in burglaries. Area teams are working with clusters to offer targeted, voluntary interventions to young people outside the formal Criminal Justice System.
- Troubled Families Programme ~ The data collation and identification of relevant families is being carried out by Safer Leeds (LCC) and known burglary nominals have been included as a local discretionary identifier.

### What Worked/Lessons Learnt

- The "immobilise.com" property marking/ recording system, which aids the recovery of stolen goods, continues to be promoted locally. It also featured in the recent CrimeWatch programme based in Leeds.

### New actions

- Establish a Housing Forum consisting of key stakeholders to ensure consistency around housing provision, crime prevention and enforcement.
- Establish a single youth custody suite for Leeds.
- Develop and implement an awareness campaign around receiving and handling stolen goods.
- Implement a framework similar to Op Anchor (prison releases) with Young Offender Institutes.
- Introduce a pilot scheme around the tagging and monitoring of offenders in the community.

### Information/intelligence requirement

- Ongoing identification of organised crime groups involved in burglary and/or handling of stolen goods.

### Issues/Risks

- Family intervention work needs to ensure that potential "up and coming" burglars are targeted to prevent future offending.
- The challenge for the forthcoming year will be to maintain momentum, focus and commitment by sustaining partnership activity.

## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: April – June 2012

Population: Residents of Leeds

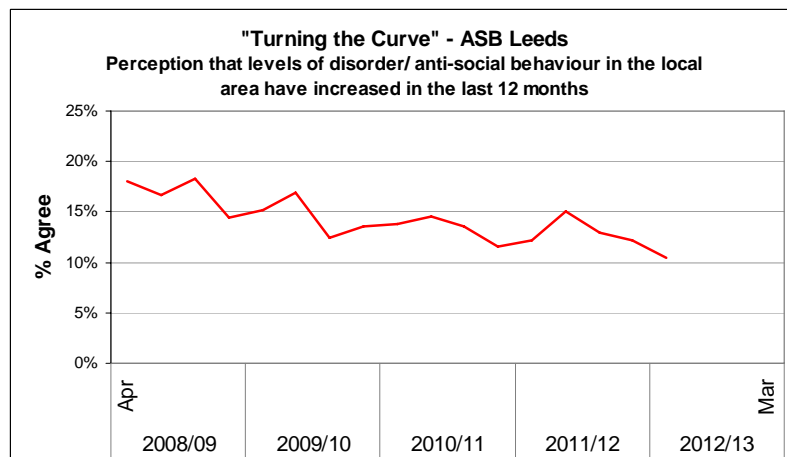
Progress: 

### Why is this a Priority?

Anti-social behaviour can threaten the physical or mental health, safety or security of individuals, groups and communities. LASBT tackle anti-social behaviour at the earliest opportunity through a combination of prevention, enforcement and support. LASBT contributes to Leeds city Councils 'City Priorities Plan' of sustainable reductions in crime and disorder, tackling Anti-social behaviour and building stronger cohesive communities.

### Key Indicator – Perception of Crime Survey

The measure below is concerned with overall perceptions of ASB, and are NOT reflective of service provision. The information is from the quarterly WYPA household survey ~ in the last 12 months they have surveyed 6,322 households across Leeds.



The 2008/09 baseline range was 18.03% of respondents agreeing it had got worse in the last 12 months. This has decreased to 12.87% in the latest quarter (Apr – Jun 2012). The overall trend is downwards, although there is some variation in quarters and between localities.

### Key Indicator – LASBT Survey

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

Customer satisfaction	2008/9	2009/10	2010/11	2011/12	2012/13
Case outcome.	61.6%	66.1%	60.3%	79.9%	<b>88.3%</b>
Overall service	72.2%	73.7%	70.4%	83.0%	<b>93.6%</b>

### Story behind the baseline (LASBT cases)

Prior to implementation of the multi-agency Leeds Anti-Social Behaviour Team (LASBT) in April 2011 ASB was responded to by a range of agencies (ALMO's, ASBU, Police etc) each working to differing thresholds and service standards.

Data collated during 2012/13 Quarter 1 is showing further continual improvement on LASBT's baseline year which in turn significantly improved on former ASBU closed case survey data (Pre-April 2011).

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

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

LASBT procedures are customer focused. For example, in supportively managing victim expectations, exploring potential solutions, and identifying and responding to individual needs. LASBT works to resolve cases at the earliest opportunity. Customer feedback suggests that the process is working. Recent feedback include *'can we include some new comments here?'*

- *Case 6140 – 'top marks to officer – who even rang when he was on leave to keep me updated . spot on work .*

## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: April – June 2012

Population: Residents of Leeds

Progress: 

- *Case 7066 - Thank you for all your help and kindness. It is much appreciated, Thank you.*
- *Case 7301 - The officer was very good and would explain all what was being done a big thank you to all.*

LASBT data during 2012/12 Qtr 1 has been drawn from on a total of 171 surveys from 252 named victims (an overall response rate of 67.8%) giving a 95% confidence level with a 4.26% confidence interval.

### Demographics

Analysis of Closed Case victim demographics shows that where ethnicity is recorded, 87.7% of victims are White British ethnicity. **62.22%** (222) of victims are female and 37.3% (133) male. The remainder are a mixed group or gender unknown (not recorded). No victims are aged under 18. Analysis of Closed Case perpetrator demographics shows that 87.7% of ASB perpetrators are White British. **45.2%** (156) of perpetrators are female and **54.5%** (188) male. The remainder are a mixed group or gender unknown (not recorded). 57 perpetrators were aged under 18.

### **What we did**

LASBT seeks to respond to ASB using a cradle to grave approach that ensures cases are allocated reflecting the governments harm centred approach. Reported problems are tackled at the earliest opportunity, with vulnerabilities identified at the outset and appropriate support provided. Each investigation is undertaken in accordance with clear procedures that are underpinned by customer focused service standards with feedback received from customers at both 4 weeks and case closure.

Revisions to enquiry logging processes have been made to reduce the incorrect logging of tenancy issues against LASBT enquiry types. It is envisaged as we work through the year additional information can be provided in relation to the split between reported tenancy and ASB issues.

	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12	Q1 12/13	Q2 12/13	Q3 12/13	Q4 12/13
Enquiries logged on Siebel under LASBT	1011	916	645	725	<b>725</b>			
Annual Total	<b>3297</b>				<b>(2890 Projected)</b>			

West Yorkshire Police received 4226 ASB calls during April and May 2012 of which 149 calls were linked to existing LASBT cases and resulting in 53 new referrals into LASBT.

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

	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12	Q1 12/13	Q2 12/13	Q3 12/13	Q4 12/13
ASB cases opened by LASBT*	335	354	251	308	<b>304</b>			
Annual Total	<b>1248</b>				<b>(1216 Projected)</b>			

### **What Worked/Lessons Learnt**

Improved satisfaction and case duration data (Case duration having reduced from a pre-LASBT (ASBU) figure of 241 days to **145.3 days** during Qtr 1)

### **New actions**

- Ongoing integration of Environmental Protection Team staff into LASBT recognising the ASB impact of domestic noise nuisance.
- Joint LASBT - West Yorkshire Police, call cross referencing & data analysis.
- ASB White Paper implications to be addresses in due course..

### **Issues/Risks**

Moving forward into 2012/13 our key challenge is to continue to build on the successful outcomes achieved during 2011/12.

**Meeting:** Safer and Stronger Communities Board

**Population:** All people in Leeds

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

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

**Why and where is this a priority** Clean streets and neighbourhoods are regularly cited by local people as one of the key determinants of the 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 can foster a sense of social concern and fear of crime, this is particularly the case in relation to graffiti, fly-posting and fly-tipping.

**Overall Progress:**

**Green**



### Story behind the baseline

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:-

- Increased public concern around the issue, particularly in relation to the positive and negative impacts the issue brings with it
- Increased focus on the issue from central government including via a dedicated performance indicator – NI 195
- Availability of funding to tackle street cleanliness levels in area of greatest challenge – NRF, SSCF and LPSA funding have in the past being available in Leeds.

The City Council is the prime service provider within the City and does this via an in-house workforce. The service delivers a range of services 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 residents themselves.

Historically Leeds has performed well against other 'core city comparators (NI195 data) with a relatively low level of spend per head of population. In 2010-11 86.7% of areas were deemed to be satisfactory in relation to litter. There was little variation from this in 2011-12 with 86.0% of areas having satisfactory litter levels. Since last year the service has been through a huge change in terms of a move to Locality arrangements and delegated services. The focus over the last year has been on stabilising the service and identifying areas of need in order to become more locally focussed and improve over the years ahead.

Whilst NI 195 has traditionally been measured and reported at a city wide level for the last few years we have also been reporting at Area Committee level. This is a resource intensive process the results of which have been of very limited operational or strategic use. Feedback from Elected Members is that they want a more localised performance regime focussed around areas of priority. In that context we have decided to that for the coming year we will return to a city wide survey only. Work is currently ongoing to explore the potential for replacing NI195 with a less resource intensive alternative that considers peoples perceptions as well as quantitative and qualitative data at a local level reflecting priority areas within each SLA.

### What do key stakeholders think?

Stakeholder feedback has been positive with Elected Members feeding back that the new arrangements have delivered positive improvements in both the flexibility of the service and the cleanliness of areas. Elected Members have raised areas for improvement which are being dealt with in the next round of SLAs such as: improving performance management and productivity; greater community engagement; ginnel and gully cleaning; litter bins at bus stops.

### What we did

- The implementation of a new management and supervisory structure has led to improvements in the delivery of services at the front-line and it's responsiveness to local issues.
- The integration of cleaning and enforcement functions into one structure has led to better enforcement outcomes with frontline staff reports leading to more timely prosecutions.
- A second year of SLAs for 2012/13 have recently been agreed and signed off with significant Elected Member involvement in their development.
- Locality Teams have established strong relationships with Elected Members and increased confidence and trust that the service will deliver as promised and respond to issues as they arise.
- Changes to mechanical routes have given capacity to improve our responsiveness and enable us to deal with seasonal issues, such as leaf fall, without impacting the core service significantly.

### What worked locally /Case study of impact

Examples include:

**WNW Headingley/Hyde Park clean up** –six week campaign to clean up the streets initiated with students and other residents. Resulted in 287 notices being served requiring bins to be removed from the street.

**ENE Environmental Improvement Zones** – The combined effect of education and enforcement in a test 'environmental improvement zone' in Harehills has made significant inroads to ensuring cleaner streets stay cleaner for longer.

**SSE Stratford Street clean ups** – six week campaign working with the Muslim community in Beeston Hill to encourage a clean up of the area and enable more effective cleaning of the streets which resulted in a sustained improvement in the area across the period.

**Risks and Challenges** It is acknowledged that the Council has historically spent less than other core cities on street cleanliness and there has been a reduction in real terms in spending over the last decade, particularly as a result of loss of external funding such as Neighbourhood Renewal Fund which has not been replaced. Work to keep up standards and meet the demands of Members and the public in the context of limited resources remains a challenge.

### New Actions

- SLA's for 2012/13 have more specific commitments around cleaning of arterial routes, de leafing, litter bin replacements, cleaning around recycling facilities.
- SLAs also contain proposals for new working arrangements for the monitoring, cleansing and maintenance of ginnels irrespective of ownership.
- All SLAs now have identified priority areas in each locality which will be worked in intensively to look to resolve historic problems with environmental quality, e.g. Environmental Improvement Zones in the east of Leeds. A more targeted and sustained approach based around greater education and enforcement will be deployed to change behaviours and secure sustainable improvements.
- We will continue to work with the Police, Parks and Countryside and ALMOs to increase the number of personnel who can gather intelligence and/or enforce in relation to dog fouling and other dog control legislation.
- The service is working on a training programme and improved approaches to cleaning arterial and other roads which need traffic management for safe working.

### Data Development

- Historically, information systems within the service have been limited to paper records or fragmented electronic systems. Maps for operational use have been paper-based and inflexible to change. Work is ongoing to put the required information systems in place to more effectively manage the service such as the development of databases to hold route information for street and gully cleaning and litter bin emptying and linked GIS in order to effectively disseminate information.
- Work is ongoing to develop perception and other qualitative measures

**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

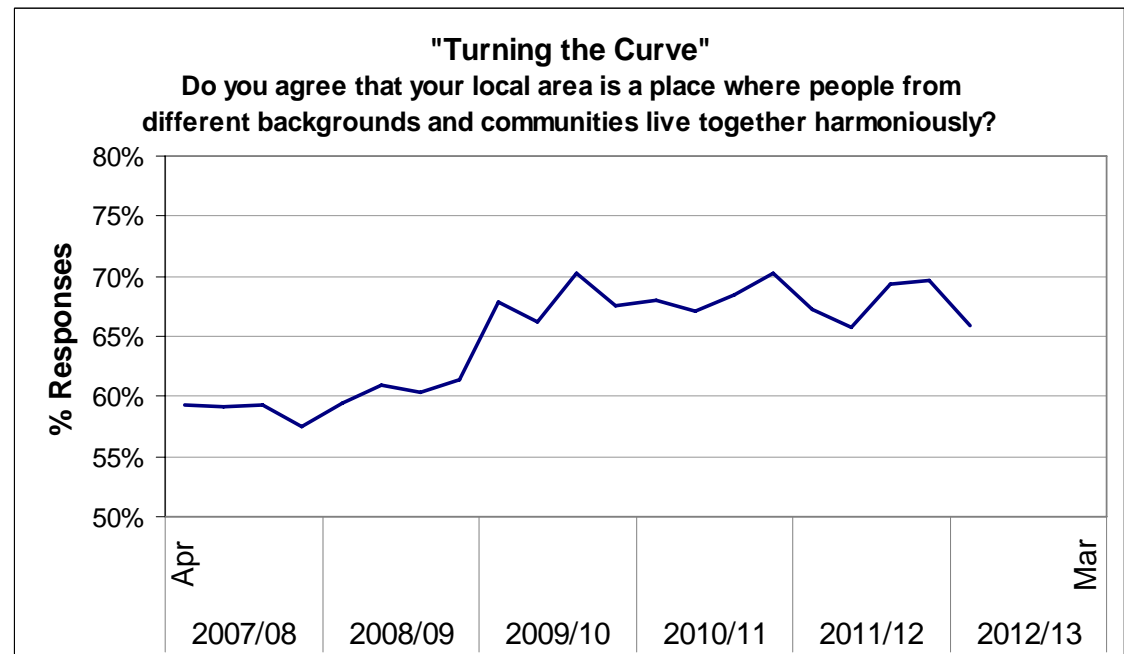
Leeds has one of the most diverse and changing cultural populations in the UK. The majority of our black and minority ethnic and newly arrived communities are however concentrated in the inner city and less affluent areas. This has created some tension in communities where the impact of new arrivals 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 one 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.

Our approach to supporting communities with multiple concern is to focus on early identification, interventions and support for individuals and families to reduce such risks, threats and harms. The partnerships focus is on 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 in Quarter 1 has been steady, and there is confidence that we know where activity needs to be targeted to strengthen communities. Progress is noted as Amber however, to note the challenging economic conditions in communities, and the funding available to partners to support the approach.



*From a baseline in 2007/08 of 59.3%, this has increased to 65.9%. However, this is a reduction from the 2011/12 year end figure of 69.6%. There remains some variation in quarters and between localities as many different factors influence public perceptions.*

### What do key stakeholders think

The West Yorkshire Police Authority household survey notes a slight reduction in the percentage of people who feel that their local area is a place where people from different backgrounds like together harmoniously, from 69.6% to 65.9%. There are a number of factors that influence this, including general quarterly trends. The percentage however remains above the national average but needs to continue to be monitored if this repeats for Quarter 2.

### What we did

- The **Safer and Stronger Communities Board** looked at the issues surrounding the national Troubled Families programme, and how this can be jointly supported by the Safer & Stronger and Children's Trust Boards.
- **Stronger Communities Partnership** had a focus on defining what we expect from "stronger" communities, and how this will influence the work undertaken in Year 2. The partnership also received a report outlining a proposed **BME Challenge Forum** that will interrogate key outcomes of the City Priority Plan in relation to BME communities.
- The **Safeguarding Communities** notes overall there are no significant increases in tensions. However some areas of the city are persistently experiencing the same problems, which may reveal that issues are becoming more entrenched. This is an ongoing concern, particularly in relation to the potential impact of difficult economic conditions and the anticipated impact of welfare reform on vulnerable communities.
- The **Migration Partnership** focused on understanding and pre-empting the local, regional and national changes to migration support & regulations & the transfer of housing provision for Asylum Seekers to private sector provision.
- The **Third Sector Partnership** looked at policies and programmes affecting communities locally, including community asset transfer, community centre review and launched the Leeds Transition Fund to support third sector organisations to transition to more sustainable funding situations.
- The **Gypsy Roma Traveller Strategy Group** continued to work on developing comprehensive Needs Assessments to better understand the local needs of the Traveller and Roma communities in Leeds.

### What worked locally /Case study of impact

The Safeguarding Communities team has developed a tool for community mapping, particularly for where there is no single source of fully current information concerning the numbers and distribution of a designated community group. This confidential mapping utilises available data from a range of sources in order to provide the "best guess" for services to target their work most effectively.

### Risks and Challenges

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

### New Actions

- The **Safer and Stronger Communities Board** looked at the recent changes and further planned changes to welfare and housing benefits and has decided to work with partners to ensure that practical assistance is available to people who will be affected, in order to minimise any negative impact on communities and vulnerable individuals.
- The **Safer and Stronger Communities Board** in response to information from the HMP Leeds governor is reviewing how we engage partners in reducing reoffending, which could have a positive impact on local communities.
- The **Stronger Communities Partnership** is exploring an innovative way of looking at the cross cutting issue of poverty and inequality. It is developing a proposal to host a Leeds Poverty Truth Commission.
- The **Safer Leeds Executive** has begun work on a new approach to tackling street prostitution in the city. This will be a holistic approach around addiction, housing, vulnerability, social issues and child exploitation and should bring positive outcomes for communities and individuals affected by this issue.

### Data Development

- The Stronger Communities partnership assigned a sub group to develop 4 substantive proxy measures, to help understand the overall headline indicator – which is a more long term measure, and will not be indicative of short term progress. This group has met and outlined a range of areas to progress data in order to determine a reliable measure for communities strength, as well as their perception of involvement in the life of the city.
- It was anticipated that this data would be available in time for Q1 but in order to maximise data from the Citizen's Panel, it was decided to start this in Q2.