

Safer Leeds Performance Accountability Tracker: (REPORT CARD)

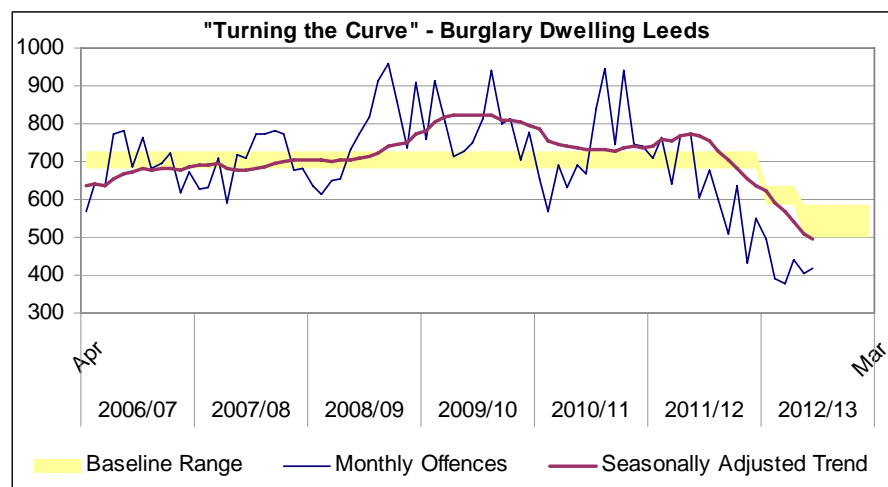
Outcome: People are safe and feel safe

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



In September, Safer Leeds reviewed the 7,056 target for 2012/13 setting out a revised *stretched target* of a year end out-turn of 5,999. The seasonally adjusted performance is at the lower end of the Milestone Range suggesting if current performance continues then the target is achievable.

- In the 12 months to the end of September, there were 5,938 recorded offences, down 36% (3,276 fewer victims).
- All three policing divisions are on track to meet targets; NWL down 39.5% (1,753 fewer victims); NEL ~ down 39.0% (1,467 fewer victims) and C&H down 5.6% (56 fewer victims).

Review Period: July to September 2012

Population: Residents of Leeds

Progress:

Ward	12 Month Total	12 Month % Change
Hyde Park & Woodhouse	472	-13.9%
Burmantofts & Richmond Hill	347	-39.0%
Gipton & Harehills	315	-19.9%
Armley	314	-35.9%
Headingley	298	-41.5%
Killingbeck & Seacroft	255	-35.6%
Kirkstall	244	-52.3%
Bramley & Stanningley	233	-56.8%
Chapel Allerton	215	-55.7%

This is the first quarter that Hyde Park & Woodhouse has seen a 12 month reduction, reflecting the combined and sustained partnership activity.

Story behind the baseline ~ Safer Leeds has commissioned independent research on offenders' pathways to burglary; from the interviews to date the following are noted:

- Most offenders travel within a 2 mile radius from home to commit an offence. In particular, younger offenders feel safer in an area they are familiar with and will stay within their 'comfort zone'. More experienced burglars will be prepared to travel further a field.
- Younger offenders see burglary as a relatively easy offence that offers greater potential rewards. Only a small number committed offences alone, most tending to prefer to do it with 'mates'. The average age of offenders from the sample group committing their first burglary is 12. Many said that burglary is like an addiction, and gives a 'buzz', with some saying it is a hard habit to break. Only some of the more experienced offenders were saying that the longer custodial sentences now being issued were being seen as a deterrent.
- Disposal of goods is rapidly undertaken, the main time periods being within 20 minutes to 1 hour, and each offender had numerous buyers ready to take the usual stolen goods, such as electrical items, gold, and jewellery.

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What we did (key examples)

- Partnership activity continues in the localities of concern including funding from area committees and Safer Leeds to support work around target hardening in specific streets, promotion of immobilise (property marking) and crime prevention advice.
- Operation Optimal in NWL continues to be refined and backed up with tasking of partners and engagement of local residents through super cocooning. NEL have applied the predictive element of the model and are tasking officers through their local hub to ensure high visibility in vulnerable areas at key times.
- By the end of Q2, the Burglary Task Force had investigated/disrupted 22 Organised Crime Groups. As a direct result of ongoing CPS involvement delivering improvements in investigations and prosecutions, 35 PPOs have been given substantial prisoner sentences. The 'Gold Standard' (a voluntary code of conduct for the face to face purchase of second hand precious metal and jewellery) will be launched in late October to help monitor the activities of shops that buy and sell gold. This will support legitimate traders and enable the Police to come down hard on those buying stolen goods.
- The Leeds Desistance Project targets and tracks young burglars as they progress from supervision with YOS to the Probation Service during their 'Transition to Adulthood'. Individual transfers from the YOS to the Probation Service convicted of burglary are routed through this single point of contact. An assessment is conducted and a decision made to ascertain if they remain with this specialist worker or if another intervention pathway is more appropriate. The current caseload is 29 and to date 7 orders have been completed successfully. Prior to the end of September there was no Burglary offending for the cases currently managed.
- The 'It Only Takes a Minute' campaign continued to be utilised in Q2 through local community engagement events, face to face contact with the public and social networking activity; repeating crime prevention messages. As part of Universities & Colleges open days and Freshers Fairs joint messages have been disseminated to new students and those moving into the private rented sector for the first time.

Review Period: April to June 2012

Population: Residents of Leeds

Progress: 

- The single youth custody suite for Leeds, at Stainbeck Police Station, will be launched in November 2012. This new way of working for YOS staff, who have previously engaged with young people mainly on a statutory basis, will involve detailed needs assessments. Their presence at the police station will improve information sharing between YOS, Children's Services and the Police to inform charging decisions and the use of alternative disposals. The project will be examining ways in which the application of the youth justice system in Leeds can be more restorative and responsive to the needs of victims. Referrals to the YOS team at Stainbeck will be taken from services in the community where young people are thought to be at risk of offending.

What Worked/Lessons Learnt

- A pilot between environmental enforcement and Seacroft Housing Office and PCSOs has seen weekly visual audits in top burglary streets being targeted for clean ups and action. In the same area, 9 CCTV cameras have been installed.

New actions

- Implement the Autumn/Winter campaign ~ Uninvited/Unwelcome Guest
- Continue to work with the Private Rented Sector Working Group to promote improved standards of security and through the wider Housing Forum to ensure burglary reduction remains a priority.
- Work on the established tasking arrangements around 'up and coming nominals' and links to the Families First Programme and targeted services.
- Joint partnership arrangements for the management of prisoners' releases in the run up to Xmas.
- A results analysis of the community impact initiative with Leeds Crown Court will be conducted in Q3.

Information/intelligence requirement

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

Issues/Risks

- The challenge will be to sustain momentum, ensuring activity is focussed on the desired outcome and working towards the ambitious stretch target.

Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: July – Sept 2012

Population: Residents of Leeds

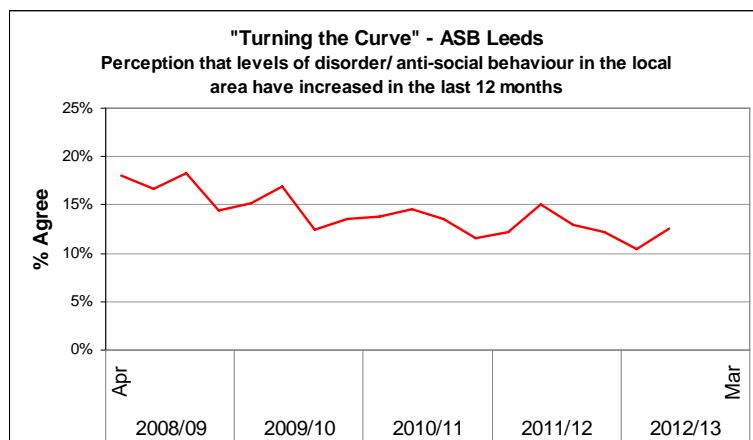
Progress: 

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 6,073 households across Leeds.



The 2008/09 baseline range was 16.94% of respondents agreeing it had got worse in the last 12 months. The current level is 12.62% (to the end of Sept 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%	90.0%
Overall service	72.2%	73.7%	70.4%	83.0%	94.2%

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 2 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 includes; *"The support and contact from Sheila (LASBT) and Alistair (Victim Support) was amazing and out did my expectations. I have great respect for Sheila she was my life line in a lot of ways through a time that was more difficult than words."* (LASBT South, September)

Safer Leeds Performance Accountability Tracker:

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Priority: **Anti-Social Behaviour**

Review Period: July – Sept 2012

Population: Residents of Leeds

Progress: 

LASBT data during 2012/13 year to date has been drawn from on a total of 310 surveys from a sample of 491 named victims (an overall response rate of 63.1%) giving a 95% confidence level with a 3.38% confidence interval.

Demographics

Analysis of Active Case victim demographics shows that where information is recorded, **10.5%** of victims are Black Minority ethnicity. **64.5%** of victims are female. Only 2 victims are aged under 18. Analysis of Active Case perpetrator demographics shows that **10.0%** of ASB perpetrators are Black Minority ethnicity. **49.0%** of perpetrators are female. 80 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	725	958		
Annual Total	3297				(3366 projected)			

West Yorkshire Police received 11915 ASB calls between April and August 2012 of which 453 calls were linked to existing LASBT cases and resulting in 66 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	331	340		
Annual Total	1248				(1342 projected)			

What Worked/Lessons Learnt

Improved satisfaction and case duration data (durations having reduced from a pre-implementation (ASBU) figure of 241 days to less than 150 calendar days)

New actions

Building on this success three further key actions are being pursued:

- Environmental Protection Team staff have been integrated into LASBT recognising noise nuisance is often considered an ASB issue.
- West Yorkshire Police, continue to identify repeat locations and vulnerable victims, to improve information sharing and ensure LASBT proactively responds to emerging ASB issues.
- Government White Paper proposals for ASB are now expected to be implemented in 2014.

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

The quality of the local environment, and in particular standards of street cleansing, are often seen by the public as an indicator of how well an area is being managed and its suitability as a place to live, work, visit or bring up a family.

Many surveys have shown the importance the public attach to clean streets and that standards of street cleansing are a key factor in how people view the performance of their local council. Litter, graffiti and fly tipping if present are highly visible and can immediately undermine the confidence people have in an area.

With constant pressures on the Councils budgets, finding extra funding for street cleansing is not easy. However, improved standards of street cleansing can often be achieved by using existing resources more effectively. This has been one of the drivers for moving towards locality working which has already seen services being more responsive to local needs such as events, fetes and galas, as well as the needs of local communities as expressed via elected members or residents themselves.

Until now the formative measure of street cleanliness in Leeds has been NI 195. This was a statutory indicator and a prescribed methodology was produced by the government in partnership with Keep Britain Tidy to measure the % of unacceptable sites. However this has always been resource intensive producing results of limited operational or strategic use. As it is no longer a statutory indicator we have taken the opportunity to develop a replacement called the clean streets indicator which produces similar quality data but more efficiently. The new survey measures the % of acceptable sites in terms of litter levels across the city in the summer and winter months using a rotating sample of wards.

Historically Leeds has performed well against other core city comparators in terms of NI 195 with 86.7% of areas deemed to be satisfactory. The results for this summer using the new clean streets indicator are that 91.5% of streets have acceptable litter levels.

In addition to this quantitative indicator, work is still ongoing to capture qualitative information including residents feelings, comments and views on how litter free they think their local neighbourhoods are. This can then be used to identify litter hot spots and target resources accordingly.

What do key stakeholders think?

On the whole confidence in the service has increased and there is a recognition that the service is more accessible and accountable than it has been in the past. This is a view shared by members and residents as complaints have been turned into dialogue. Through regular communication and partnership working, stakeholders have a broader understanding of the limitations of the service and the need to prioritise finite resources. The culmination of this being ward plans that reflect the needs and aspirations of the community and provide the operational detail to the service level agreements.

What worked locally /Case study of impact

ENE – a radical overhaul in the way the team works has resulted in the creation of 28 Improvement Zones the majority being in Inner East some also in Inner North East. The reshaped team has changed the way it works with a more proactive approach and focus on problem solving to develop sustainable solutions. The overall objective being to change the behaviour and culture of residents towards street scene issues.

SSE- an initiative to reduce scrap metal theft in South Leeds was run in partnership with the police. Vehicles were stopped at the front gates of scrap metal merchants in Morley and Beeston by the police giving our staff the opportunity to check waste carrier licences and transfer notes. The initiative resulted in 16 enforcement notices and 7 FPN's being served and a reduction in scrap metal thefts in the area.

A joint 1 month initiative with Her Majesty's Prison service has seen 6 prisoners from Armley Prison gain work experience. Overseen by supervisors from SSE, they have been litter picking, removing fly tipped waste and cleaning ginnels to great effect.

WNW – in conjunction with Armley residents groups, the Windgates and Bardens were identified as areas requiring intensive intervention to tackle a host of environmental grime and street scene issues. Surveys were undertaken of waste in gardens and bin yards to quantify the extent of the problem and to target pro active cleansing patrols of grot spots. A litter bin audit identified some need for new provision but also that some bins would be more effective if relocated.

New Actions

- A review of environmental enforcement policies is ongoing to bring them up to date and make sure they are fit for purpose.
- Better joint working with Highways around there asset management register to inform future plans for improving or installing new road gully's.
- The current approach to procuring mechanical street sweepers is under review to explore the potential for reducing costs by negotiating a different way of leasing the vehicles.
- A lack of capacity of the Supervisors to undertake meaningful staff engagement and quality assurance is being addressed. It is proposed to create the posts of a Resource and Case work Supervisor in each locality team to ensure greater contact with staff and oversight of cleanliness activities.

Data Development

- Resource Management System – the crewing up and scheduling of street scene cleansing rounds has been done on an adhoc basis in the past using a series of spreadsheets which has hindered service provision. Work is ongoing to develop a comprehensive and flexible RMS that will be more efficient, effective and user friendly.
- A system is being developed to record volumes of drug paraphernalia picked up by the needle team and identify the source of the request so that if it comes from an ALMO we can make the appropriate recharge.
- A suite of reports has been developed to performance monitor the ENE impact zones in terms of service requests, notices served and enforcement action.

Risks and Challenges E-form connectors not being implemented within the intended time frame would continue to make it difficult for the locality teams to process the volume of service requests they receive. Once introduced they will remove the need to dual enter data onto Siebel and Uniform which is inefficient and resource intensive.

As this is a fleet based service, any rises in the cost of diesel would put pressure on the budget.

Winter maintenance – traffic management budget costs not were factored in. This is around safely cordoning off arterial routes so that street cleansing and repair works can be completed.

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.

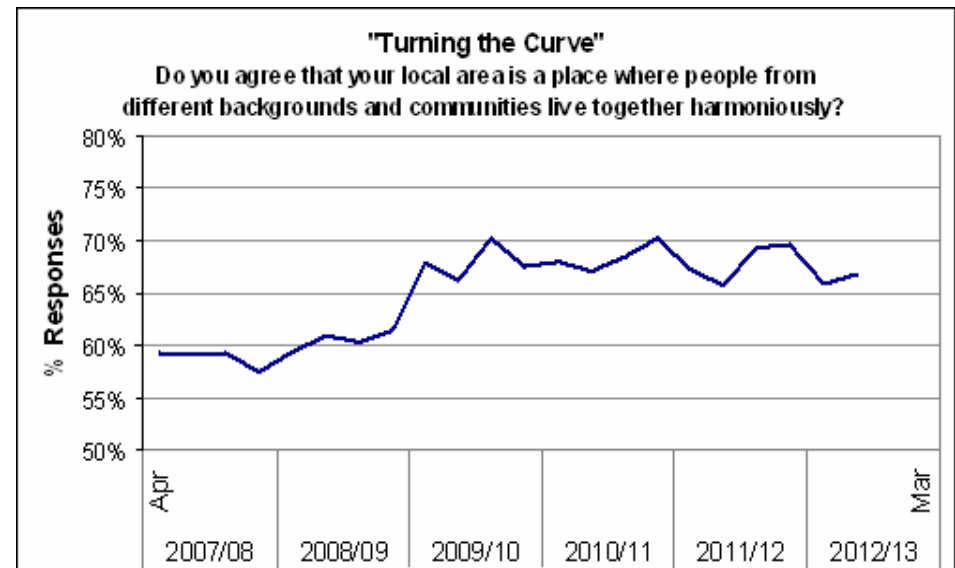
The picture nationally is that tensions between different communities of identity are increasing, and Leeds is conscious of staying ahead of that trend.

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.

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 2 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.



The information is from the quarterly WYPA household survey ~ in the last 12 months they have surveyed 6,073 households across Leeds.

The 2007/08 baseline range was 59.34%. This has increased to 66.74% agreeing in the latest quarter (July - Sept 2012) although there is some variation in quarters and between localities. Performance target would be continued INCREASE.

What do key stakeholders think

The West Yorkshire Police Authority household survey noted a slight reduction in the percentage of people who feel that their local area is a place where people from different backgrounds live together harmoniously, from 69.6% to 65.9% in Q1, this has increased slightly to 66.74% in Q2 (July - Sept 2012). 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 3.

What we did

- The **Safer and Stronger Communities Board** looked at the issues likely to have an impact in Leeds from welfare reform changes and the need to join up work to minimise the possibility of re-offending for those leaving Leeds prison.
- **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, and how we can more effectively make use of the resources we have to deliver.
- The **Safer Leeds Executive** began work on a new approach to tackling street prostitution in the city in Q1 and this continues. This is a holistic approach around addiction, housing, vulnerability, social issues and child exploitation and is starting to bring positive outcomes for the communities and individuals affected by this.
- **The Safeguarding Communities** group has focused on community mapping work, which continues to be developed to provide the "best guess" for services to target their work based upon information from a range of sources. Currently work is being prioritised around identifying potential communities for a number of specific nationalities of specific interest for engagement and support work.
- The **Migration Partnership** has remained focused on understanding and pre-empting the local, regional and national changes to migration support & regulations. It has also begun looking at the growing problem of destitution amongst appeal rights exhausted asylum seekers in the city. It has also supported a cross-sector group to monitor the impact of the transfer of housing provision for Asylum Seekers to G4S.
- The **Third Sector Partnership** looked at the impact of funding cuts to the sector, and engaged on the development of the longer term Leeds City Council budget.
- The **Gypsy Roma Traveller Strategy Group** received the initial findings from the Needs Assessments for Gypsy Traveller and for Roma communities, to better understand the local needs of the communities in Leeds.
- **BME Challenge Forum** – has met twice and is providing a challenge on progress and performance on Educational Attainment and Jobs and Skills.

What worked locally /Case study of impact

Budget Consultation – How the council balances its budget in 2012/13 is important to all communities. The budget consultation on people's priorities combines a range of accessible ways to take part with widespread promotion to individual residents, businesses and in particular through third sector organisations already engaged with communities. Equality monitoring of all responses allows us to monitor who is taking part and target outreach work to communities at risk of under-representation.

New Actions

- The **Safer and Stronger Communities Board** have undertaken to look at the feasibility of hosting a Poverty Truth Commission in Leeds – a proposal on the potential shape and scope of the commission is to be developed by a cross sector group and will be presented to the Leeds Initiative Board to seek its support and buy-in, with a view to starting in early 2013.
- The **Stronger Communities Partnership** has been working with **Third Sector Partnership** to better co-ordinate on agendas and started to look at delivery structures to improve working with communities in Leeds.
- The **Migration Partnership** looked into the growing issue of destitution and supported the development of third sector partners across West Yorkshire to tackle the problem.

Data Development

The Leeds Citizen's Panel responded to the Healthy and Stronger Communities survey, which is currently being analysed. It will provide some vital statistical insight

- How far people feel a range of different groups get on in their area, and how this has changed in the last year
- Feelings of personal safety
- Awareness of and involvement in a range of community activities
- Overall feelings of involvement

We will be able to look at the findings and highlight any significant differences between area committees, age/ethnic/gender/disability etc, and where previous data exists, any trends over time – that might want further quantitative and qualitative analysis.

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.