

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

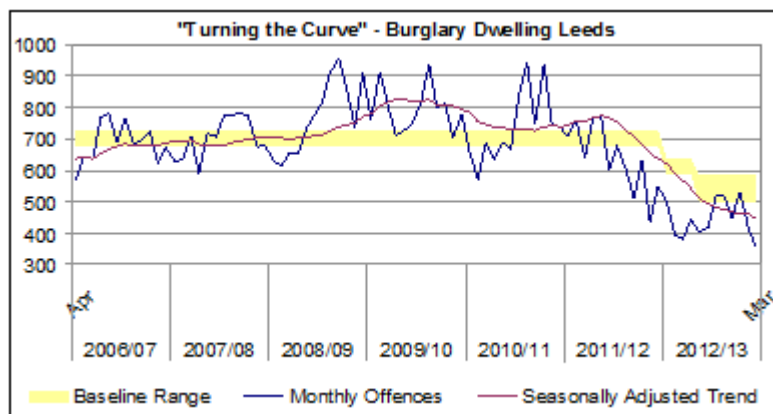
Outcome: People are safe and feel safe

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 2012/13 there were 5,305 recorded domestic burglaries in Leeds; down 30.8% when compared with the previous year ~ equivalent to 2357 fewer victims. This is the best outturn that Leeds has ever achieved and beyond the revised stretched target set in September 2012.

All three policing divisions have achieved their targets with significant improvements realised:

- NWL 2012/13 outturn ~ 2,255 down 39% (1437 fewer victims)
- NEL 2012/13 outturn ~ 2,113 down 28.3% (833 fewer victims)
- C&H 2012/13 outturn ~ 937 down 8.5% (87 fewer victims)

Review Period: Jan to March 2013

Population: Residents of Leeds

Progress: ↗

Ward	12 Month Total	12 Month % Change
Hyde Park & Woodhouse	328	-45.1%
Burmantofts & Richmond Hill	289	-29.0%
Gipton & Harehills	280	-26.9%
Armley	252	-35.4%
Headingley	230	-43.5%
Killingbeck & Seacroft	221	-38.8%
Kirkstall	203	-43.3%
Bramley & Stanningley	181	-56.9%
Chapel Allerton	164	-46.9%

All the localities of concern have seen significant reductions. Of note, Bramley & Stanningley has *more than halved* its outturn from the previous year.

### Story behind the baseline

- It is evident that the strategic and operational partnership approach has been sustained during the last year. The on-going investment, co-ordinated partnership work, and effective deployment of intelligence lead resources can not be underestimated in terms of the impact on the outcome.
- Before the start of the Burglary Reduction Programme, Leeds had the highest rate of recorded burglaries compared with other similar cities. Leeds now has lower rates of offences than both Manchester and Sheffield and has improved its position in the Home Office Most similar families comparison group.
- The Home Office estimated in 2010/11 the average social and economic costs of a burglary to be around £3,925. In 2012 the cost to Leeds was equivalent to £22.1m compared with £33.3m in 2011; around £11.2m reduction in cost.

## 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)

### What we did (key examples)

- In March, a refreshed strategic burglary profile was produced to help inform and shape a revised city wide delivery plan for 2013/14. The existing localities of concern have been reviewed and as part of the on-going work, local delivery plans will be updated to reflect changes and priorities for this year. Weekly tactical meetings also continued to ensure that all offender based activity is co-ordinated and targeted in those areas with a focus on individuals and organised crime groups whom cause the greatest harm.
- Operation Anchor continues as part of daily business ~ this seeks to improve offender management through closer working between the Police, Prisons and Probation, especially as prisoners are released back into the community. Evidence shows a reduction re-offending through this initiative.
- In February, a city wide Landlord Conference was held examining and exploring critical housing related issues. As part of the agenda several crime prevention workshops were delivered; emphasising the role L/Ls play in securing their properties and how to advise tenants of their responsibilities. The workshop also explored the Housing Regulation Team's proposals for proactive locality working, in conjunction with the Police, LASBT and other key partners.
- In late March, the spring public facing campaign was launched, continuing last year's 'it only takes a minute ~ lock up or lose out' theme. This has the double meaning of it only takes a minute to lock your doors and windows and hid your valuables, but also that it only takes a minute for a burglar to enter your house and steal your belongings. Messages have been disseminated using a variety of media; e.g. Radio advertising (Aire & Fever), social media (twitter, facebook, websites) bus routes and community facilities.
- The 'Transitions Protocol' for young offenders moving to Probation is now firmly in place, and recently Leeds has been quoted as an area of good practice in the National Transitions Framework document. The Youth Offending Service (YOS) have designed the ReConnect programme, involving family group conferencing to engage families in designing a plan to support young people on release from custody or at serious risk of custody. Early indications for this programme are very positive. Furthermore, through the YOS a more flexible, responsive service working not only with young

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people subject to statutory orders but those at risk of offending has evolved, with officers now working with young people on a voluntary basis, referred via the newly established Stainbeck Youth Custody suite or via cluster arrangements. This includes opportunities to maximise the impact of community resolutions, particularly with young offenders.

- Through Knowledge (student safety project), 220 volunteer hours have been provided by student Neighbourhood Watch Coordinators to visit properties in the Headingley and Hyde Park Wards (and other student communities) to provide face to face crime prevention advice. This has included working with West Yorkshire Police to promote Immobilise and Computrace property marking systems.

### What Worked/Lessons Learnt

- The partnership has fully embedded OBA methodology during the year to focus its approach and to develop new and innovative ways to tackling burglary. Recognising that there is always more to do and areas that can be improved; key success factors have included:
- Operation Optimal implemented in NWL (March 2012) has significantly contributed to the success in the division, the predictive mapping element and tasking responses have been shared with other divisions across West Yorkshire.

### New actions

- Examine how the research findings on offenders' pathways to burglary can inform and direct partnership activity.
- Launch of the Housing Regulation Team's locality working.
- Tailored crime prevention advice to ethnic and faith communities.
- Targeted work in primary schools through the Safer Schools Officers on 'consequences and impact'

### Information/intelligence requirement

- Ongoing identification of organised crime groups involved in burglary.

### Issues/Risks

- Welfare reform implications
- Sustaining momentum and focusing on those actions that will bring Leeds closer to the core cities average burglary rate.

## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: Jan – Mar 2013

Population: Residents of Leeds

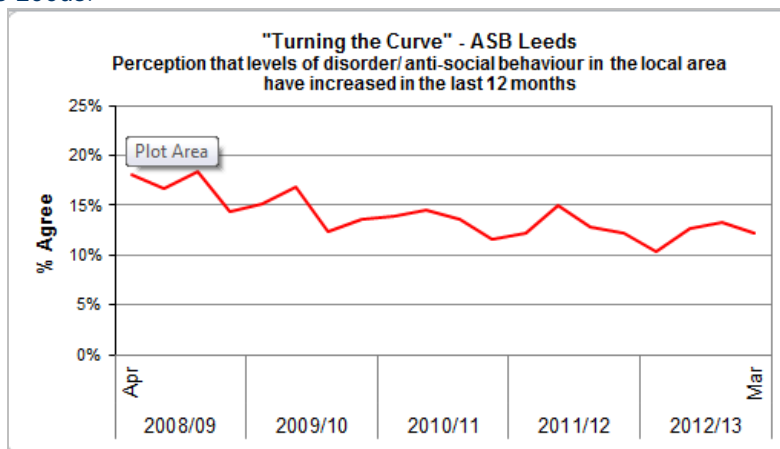
Progress: 

### 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 5,669 households across Leeds.



The 2008/09 baseline range was 16.94% of respondents indicated that ASB had increased in the last 12 months. The current level is 12.2% (to the end of March 2013). The overall trend is therefore improving, although there is some variation in quarters and between localities.

### Key Indicator – LASBT Survey

Customer satisfaction data is collated at case closure through customer (complainant) 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%	89.4%
Overall service	72.2%	73.7%	70.4%	83.0%	93.7%

### 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 4 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 complainants own expectations, and the complexity of the case.

LASBT endeavours to provide a customer focused service, actively managing complainant expectations, exploring potential solutions, and identifying and responding to individual needs in order to resolve cases at the earliest opportunity. Customer feedback suggests this is an effective and welcomed approach.

LASBT data during 2012/13 year to date has been drawn from a total of 528 surveys from a sample of 1060 named complainants (an overall response rate of 50%).

## Safer Leeds Performance Accountability Tracker:

Outcome: The communities of Leeds feel safe and are safe

Priority: **Anti-Social Behaviour**

Review Period: Jan – Mar 2013

Population: Residents of Leeds

Progress: 

### 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.

### Service Requests

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.

LASBT Enquiry volume increased following integration of the domestic noise nuisance team in quarter three 2012/13.

Siebel LASBT Enquiries.	2011/12				2012/13			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASB Noise	147	135	114	101	79	191	391	656
ASB (excluding Noise)	864	781	531	624	646	767	612	532
Sub Total	1011	916	645	725	725	958	1003	1068
Annual Total	3297				3754			

West Yorkshire Police in Leeds received 16,229 ASB calls between April and December 2012. These calls are responded to through local policing. More complex or persistent calls are referred to LASBT. Of the 16,229 police calls received, 1,599 calls were linked to LASBT cases.

### What Worked/Lessons Learnt

Customer satisfaction data continues to improve with feedback suggesting that customers are more satisfied where they feel well informed about the processes involved, regularly updated and able to develop a positive working relationship with the investigating officer.

Feedback from the local Govt Ombudsman in relation to a housing/tenancy case has prompted a full review of LASBT correspondence to ensure our communications with case participants are clear, concise and non-accusatory at the outset. Equally the importance of having a robust vulnerability assessment has been highlighted through recent cases.

### New actions

LASBT continue to review service delivery and operational procedures in response to new initiatives, proposed changes in legislation and customer feedback.

- The Government's Draft ASB Bill (2012) is currently being scrutinised by a parliamentary select committee and expected to be implemented in 2014.

### Issues/Risks

Moving forward into 2013/14 our key challenge is to continue to build on the successful outcomes achieved during 2012/13.

*"They did all they possibly could."*

*"Thanks for all your help it's being resolved,  
I now get on with my neighbour."*

**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.

Until recently street cleanliness was measured using the former national indicator NI195. 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 “cleaner 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. We were able to convert previous NI195 survey data into a Cleaner Streets score to establish a baseline from which to gauge performance.

Using this method the full year result for litter for 2010/11 was 86.7% of sites found to be satisfactory. The results for summer using the new clean streets indicator were that 91.5% of streets have acceptable litter levels. The Winter results show an improvement in that 92.4% of streets are considered acceptable, this gives a score for the year of 92.0% which exceeds our target of 90.2% by 1.8%.

### What do key stakeholders think?

Performance in achieving the outcome is monitored by Area Committees and local issues dealt with at ward member meetings. Locality teams report a reduction in formal complaints about the service and an increase in member confidence in the effectiveness of service delivery. In particular there is more engagement than ever with members and residents giving them the opportunity to influence where and how street cleansing services are delivered as well as enforcement activities. Anecdotal evidence also suggests that improvements in cleanliness are being achieved across the board and that service delivery continues to improve.

### What worked locally /Case study of impact

We are working with Leeds Watch, community safety in ENE to pilot a process where arterial routes / junctions with a lot of thrown litter from cars are identified via the use of current CCTV provision. Leeds Watch operatives will provide the necessary information to enable the issue of FPN's to those seen committing offences. If successful the aim is to roll out this process City wide and also to other types of environmental crime including dog fouling hot spots.

Two further environmental improvement zones have been created in Harehills, namely the Seaforths and the Broughtons.

There has been a successful prosecution of a Burmantofts resident who left their wheelie bins out for 2 months. They were fined £100 and ordered to pay £850 costs.

Weekly ward based patrols have been introduced in SSE that usually take place every Friday. These patrols are different in that Members direct the work of the patrol to tackle issues raised by their constituents.

Love Beeston, Clean Beeston – a partnership effort with local community organisations and residents including the Hamara Healthy Living Centre and Park View Primary school to remove litter and flytipping in the area through co-ordinated mechanical street sweeping, litter picking and enforcement patrols.

### Data Development

Resource Management System – the crewing up and scheduling of street cleansing rounds has been done on an adhoc basis in the past using a series of spreadsheets which has hindered service provision. Work is still ongoing to develop a comprehensive and flexible system that will be more efficient, effective and user friendly. This may need to be extended to pick up bulky refuse that has now come into the service.

### New Actions

- A third round of Service Level Agreements with Area Committees will incorporate a broader set of accountabilities in the form of Parks and Countryside, Highways and the ALMO's with joint performance reporting to area committees.
- Inner South Area Committee is funding £20k of new and replacement litter bins in Beeston and Middleton Park. Outer East Area Committee is funding the installation of CCTV cameras and Inner South and Outer South Area Committees are facilitating Saturday enforcement through extra funding.
- Much work has been done in readiness for the Fixed Penalty Notice pilot that is due to launch on the 22<sup>nd</sup> April. This will see an additional 4 dedicated Enforcement officers enforcing legislation regarding littering in the city centre (3 officers) and dog fouling in West North West (1 officer). This provision has been made using a private contractor and will be at minimal cost to the Authority.
- There will be enhanced street and associated cleansing of specified ALMO estates by creating new temporary cleaning teams, supplemented by additional enforcement.
- The lack of capacity of the Supervisors in Locality Teams to undertake full staff engagement and quality assurance work has now been addressed as 3 new Resource and Case work Supervisors have been appointed. This will ensure greater contact with staff and oversight of cleanliness activities, particularly in relation to the quality checking of cleansed routes.

### Risks and Challenges

Cleaning and keeping arterial routes clean to the expected standards is proving a challenge. Expertise is required in traffic management which is expensive if beyond the knowledge of internal staff. Routes that have been fully cleaned can return to pre-clean levels within a month. The lack of ownership by users of these areas means proactive work is less effective in these areas. The resumption of the grass cutting work has reduced the problem, however the service recognises reliance on this is insufficient and is working on a prioritised, co-ordinated and proactive plan of work. The impact of the Alternative Weekly Collections in parts of the city and policies on side waste could impact on the enforcement teams in future. The restructure of the regulatory roles in Locality Teams is taking longer than expected. A number of vacancies therefore still remain in these teams and this is creating a backlog of reactive work.

**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**



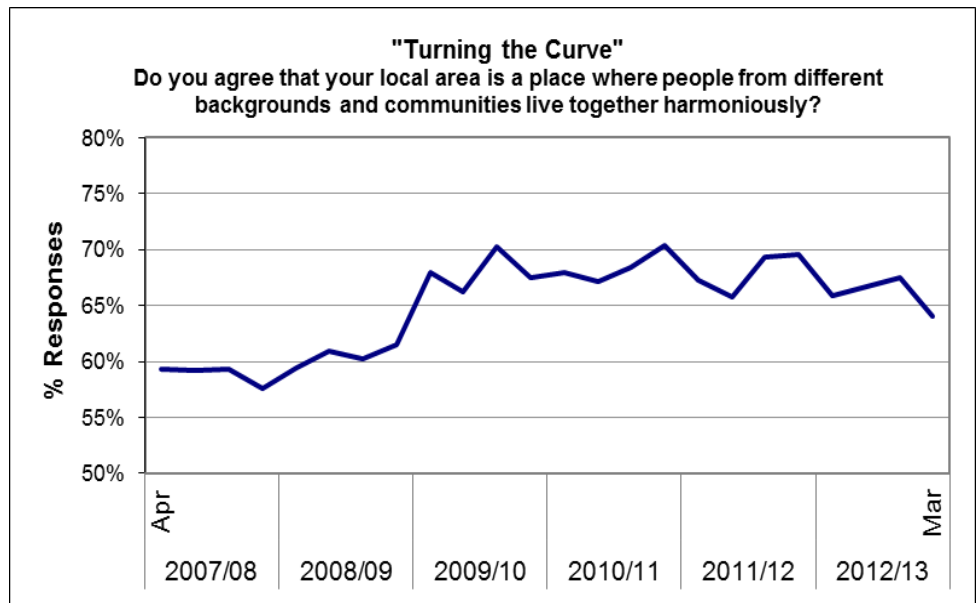
### Story behind the baseline

In 2011-13 Leeds has remained one of the fastest growing cities in the UK and also home to one of the most diverse and changing cultural populations. 2011 Census results show that almost 9 out of 10 Leeds residents were born in the UK, but with people from over 140 identifiable ethnic groups Leeds' black and minority ethnic population is one of the most diverse outside of London.

However, the majority of our black and minority ethnic and newly arrived communities are concentrated in the inner city and less affluent areas and with just over half of Leeds' foreign born residents having arrived in the UK in the last 10 years, this reflects dynamic changes happening in the local make up of many of Leeds' communities. 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. There are a number of areas across the city where multiple concerns co-exist (higher levels of poverty, unemployment, truancy or substance misuse) and the slight increase in tensions reported in these areas, which include small numbers of racial hate incidents, is a cause for concern that is being monitored robustly through a joint partnership community safeguarding approach. 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 overall 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 our response in Quarter 4 has remained consistent, but progress remains noted as amber to reflect the challenging economic conditions in communities, the funding available to partners to support the approach and the expected continued challenge as the impact of welfare reform begins to hit.



West Yorkshire Police Authority surveyed 6669 households across Leeds in the last 12 months, with 64.02% agreeing in the last quarter that their local area is a place where people from different backgrounds and communities live together harmoniously.

### What do key stakeholders think

The information is from the quarterly WYPA household survey - in 2012/13, a total of 6,669 households across Leeds have been surveyed. The 2007/08 baseline range was 59.34% of respondents agreeing that their local area is a place where people from different backgrounds and communities live together harmoniously. By 2009 the baseline had increased to 67.9%, which including general quarterly trends was maintained until 2012/13, which has now reduced to 64.02%. Whilst this is about the national average, we would expect the performance target to increase.

### What worked locally /Case study of impact

The Migrant Access training programme has been running for 3 years. Q4 saw the first graduates of a women only programme: 22 women volunteers from 15 countries, collectively speaking 20 different languages went through a 12 week programme to learn basic messages from services across Leeds in order to cascade out accurate information to different migrant communities in accessing services appropriately and cost-effectively. Since graduation in January, the women have logged hundreds of volunteer hours across the city supporting One Stop Centres, libraries as well as the domestic violence team, housing options and JobCentrePlus.

### Data Development

The current measure for COM4 is taken from the West Yorkshire Police Authority survey – and the question that asks households if they consider that their local area is a place where people from different backgrounds and communities live together harmoniously.

The benefit of the survey is that it is a reliable quarterly measure, and should be continued to be used as part of the overall picture, but manifestly this measure in isolation is inadequate to measure our overall progress on ensuring that Leeds is a place where people can get on well together.

It has been agreed that for 2013-15 we will look at measuring progress on this outcome in more than one way, and more closely aligned to the new work programme under development.

### What we did and New Actions

- The **Safer and Stronger Communities Board** brought together different partners to look at the impact of welfare reform changes at community level. This included housing, benefits, community safety with community and locality support.
- **Leeds Poverty Challenge** is now underway with recruitment starting across the city for people experiencing the sharp end of poverty to come forward to work with policy makers to make the changes necessary to tackle endemic poverty in the city.
- The **Stronger Communities Partnership** has led on developing co-ordinated agendas and structures to delivering an improved approach to working with communities across Leeds.
- The **Safer Leeds Executive** has outlined new priorities for 2013-15 to focus on vulnerabilities for individuals and communities and these are tackling domestic abuse, child sexual exploitation and the impact of legal highs.
- The **Safeguarding Communities** group continued to monitor the trends of hate crime and antisocial behaviour across the city. It has highlighted a number of areas where crime and disorder or incidents of racial and religious tension may have an impact on the wider community, and is coordinating between the relevant agencies.
- The **Migration Partnership** supported another cohort of 22 migrant volunteers trained under the Migrant Access project.
- The **Gypsy Traveller and Roma Strategy Group** began work on a strategic framework for improving work with Gypsy Traveller and Roma communities in the city, and support multi-agency cooperation.
- The **Citizen's Panel** continue to engage citizens, in 9 surveys supported by focus groups that affect decision making on policy and planning in the city. Twenty citizen panel members took part in two focus groups to discuss the proposals to introduce Selective Part-night Street Lighting across the Leeds area. The feedback will be considered at the June Executive Board where a decision will be made.

### 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 remains 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.