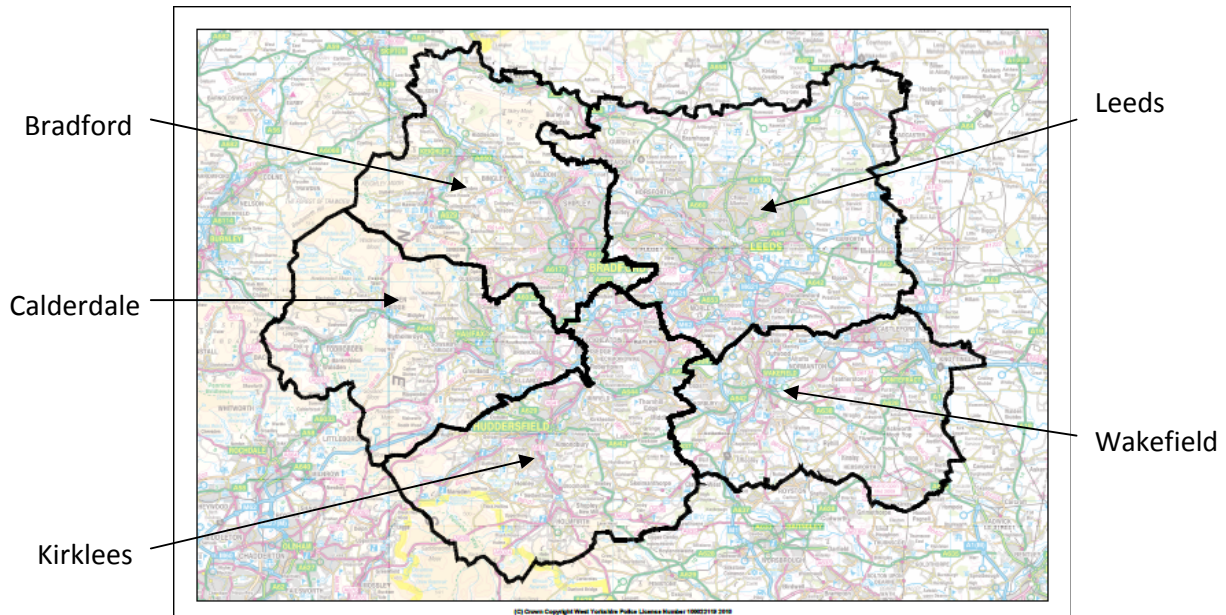


## Draft West Yorkshire Police and Crime Plan

### What does this Plan mean for you?

#### Your local area



The county of West Yorkshire is made up of the five local council areas of Bradford, Calderdale, Kirklees, Leeds and Wakefield and is home to approximately 2.2 million people served by councillors representing 126 wards. The richness of this county is in its diversity, with 18% of the population being from a minority ethnic background. Bradford has the highest minority ethnic population at 33% which, in some wards, account for the majority of the population, while Wakefield has the lowest minority ethnic population (only 5%).

According to the recent Census, the number of people who live here is growing as it is across the country and this will have an impact on crime through increased need for policing in local areas and the risk of higher levels of crime. Populations in Leeds and Bradford are expected to grow in excess of the national average, while across West Yorkshire there will be more people who fall into the 10-14 age bracket, particularly in Leeds. The life expectancy for both women and men across West Yorkshire is below the national average, with those from Bradford having the shortest life expectancy.

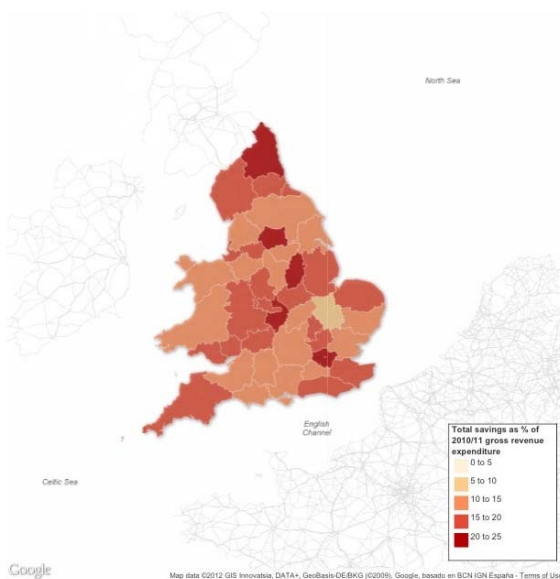
Unemployment has increased across West Yorkshire and many of our communities experience high levels of deprivation. 39 out of the 48 Neighbourhood Policing Team areas have at least one local area in the top 10% for deprivation compared to the national average. Government reforms to welfare such as the bedroom tax may lead to an increase in acquisitive crime. Educational attainment for West Yorkshire as a whole is below the national average in all the council areas with the exception of

Kirklees<sup>1</sup>. Moving into adulthood the percentage of residents of working-age with no qualifications is above the national average.

### What communities say

On taking office I launched my 'Listening to You First' campaign as I wanted to hear about your experiences, what mattered most to you, and your ideas for tackling crime and anti-social behaviour. Over 2,000 of you completed my survey and many more of you took the opportunity to speak to me as I was out and about in communities. I have considered your feedback in detail when setting priorities in this Plan, as to me it should be a Plan for the people of West Yorkshire, reflecting what is important to you. While I acknowledge that there are some very diverse communities within West Yorkshire, and that local areas can differ significantly not only in the people who live there but also the problems they face, the opinions, views and experiences you have expressed to me as part of this campaign have shown a strong agreement between people in different areas on the issues which really matter. I welcome any more thoughts and concerns – you can send them to me through my website [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk)

### Challenges ahead



West Yorkshire Police is heavily dependent on government funds, as only around 19% of the budget of £420m is paid for locally through the police council tax precept. This means we have been particularly badly hit by the government's spending cuts to their share of our funding, with estimated budget reductions of £102m between 2011/12 and 2014/15.

As Police and Crime Commissioner I have been given a larger cut to my budget than other areas. This heatmap<sup>2</sup>, published by the Guardian

newspaper last year, demonstrates that alongside the police in Northumbria, Warwickshire, Nottinghamshire and the Metropolitan Police in London, we lost the most in spending and are in the highest band or group of reductions, with us all losing more than a fifth of our total previous budget. I think this is unfair. With the government's formula (the system for allocating funding) also taking money off us through a process called damping, this makes the loss of money even worse than it would otherwise have been if the money had been given out fairly. Twenty percent cuts to the police service would have always been difficult to deal with, but the fact we have less money being spent here means the situation is worse than it needed to

<sup>1</sup> pupils achieving 5 or more GCSE passes at A\*-C including English and Maths

<sup>2</sup> <http://www.guardian.co.uk/news/datablog/interactive/2012/jul/02/police-cuts-england-wales-mapped>

be in West Yorkshire. I will not let the cut stop me from keeping you, and those like you where you live, safe, but it will reduce the money available for policing. There will also be fewer resources supporting community safety.

### **What do I want us to achieve?**

I have based my Plan around a framework of community outcomes that I agreed with local partner organisations when I was first elected. Between us we can make sure we make real change for the better and I have considered a range of evidence, including what communities have told me is a priority or issue for them, crime figures, performance information, and what police service and partner agencies know is important. I have used the main points from this evidence as my priorities, which I will talk about more in this Plan. They will all ensure that the services you receive or are protected by when you need them are ones you can be confident to use and be satisfied with after you use them. Further detail is contained in my needs assessment, which can be found on my website [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk).

### **COMMUNITIES IN WEST YORKSHIRE ARE SAFER AND FEEL SAFER**

If crime, re-offending and anti-social behaviour is reduced, victims and witnesses feel supported, local, regional and national threats, risks and harm are tackled, and partners work together in an efficient and effective way then communities should become and feel safer.

#### **Working together in partnership**

- ✓ *Making sure that communities are safer and feel safer is not just the responsibility of the police but is everyone's business. I am committed to working in partnership with your local councils, other community safety organisations, businesses, charities, volunteers and communities in tackling the problems which matter on your street, across West Yorkshire and in our country as a whole.*

One of the key ways of reducing crime and anti-social behaviour, reducing threats and risks and supporting victims of crime is to take steps to ensure crime is prevented in the first place and places are made safer. We need to make this everyone's business, whether it be by installing extra security at your home or business, increasing lighting, or carrying a personal alarm.

#### **Crime prevention**

- ✓ *I will ensure that crime prevention is at the forefront of efforts to reduce the opportunity for acquisitive crime (such as burglary and car crime), violent crime, business crime and anti-social behaviour.*

My ultimate aim is that communities are not only safer to be in, but feel safer too. Communities have told me that while the majority of you currently feel safe, feelings of safety vary depending on location, time of the day or evening and who you are.

### **Establish how to check people are feeling safe**

- ✓ *I know I want communities in West Yorkshire to feel safer as well as be safer. But currently there is no way of making sure people where you live are actually feeling safer. So over the next 12 months I will find the best way to establish that those people I have been elected to represent feel safe. I will make sure this measure is reliable and reflects how people in communities actually feel, making sure people have the ability to live their own lives without the fear of crime preventing them from doing so.*

### **CRIME AND RE-OFFENDING IS REDUCED**

During my campaign to be elected, I promised to be tough on crime. While crime figures suggest an improvement in many types of crime there are some crimes that remain an ongoing concern to me, either because numbers are still high, or communities or partners have told me that they are a focus for them. Specific crime issues that I have identified as a focus from what I have been told are as follows:

#### **Burglary**

Burglary has been highlighted to me by communities as a real concern for them. It is an invasion of people's personal space that often leaves them feeling vulnerable. People are also aware of the areas where burglary happens most, and fear of becoming a victim and the priority it has for them increases in those areas<sup>3</sup>. While the number of burglaries is reducing over time, communities in West Yorkshire still suffer from burglary more than other similar areas in the country, especially Leeds and Bradford. Because this is such a concern, burglary is one problem I will crack down on. I know for many people they need and expect the police to be there when they need them, and in Section 5 of this Plan I set out my direction to the Chief Constable and all those I co-operate with and support to work tirelessly to reduce the risk of burglary.

#### **Hate crime**

A hate crime is a criminal offence which is perceived by the victim or any other person as being motivated by prejudice or hate, in particular motivated by the victims sexual orientation, religion or faith, race, gender-identity or whether they have a disability. A number of people that I have spoken to recently have told me that they felt threatened or had been attacked because of who they are. Those who were more likely to feel this way were female, disabled, gay/lesbian, Muslim or from a minority ethnic background<sup>4</sup>. Many organisations have also approached me to express concern about hate crime, how people can report it and how it is dealt with once it is reported. A quarter of people thought hate crime could be challenged through education, and addressing reporting issues was also key<sup>4</sup>.

*I will use my position as elected representative for the people of West Yorkshire to bring people together to tackle all forms of hate crime. I will work with partners to build towards:*

- ✓ *people in communities understanding the differing issues and the need to tackle hate crime.*

<sup>3</sup> Police and Crime Commissioner Public Perception Survey 2012

<sup>4</sup> Listening to you first campaign 2013

- ✓ *people who experience or witness hate crime feeling able to come forward to report it, ensuring they are supported in a way that best meets their needs.*
- ✓ *being assured that people can go to individuals and organisations they trust and that reported hate crime is dealt with appropriately, while reinforcing the message that it is not acceptable in any form.*
- ✓ *ensuring people are aware of what hate crime is, how it can be reported, and how they can help. Awareness raising will also focus on reinforcing the message that hate crime should never, and will never, be tolerated.*

### **Violence and serious crimes against people**

Communities have told me that, despite there being relatively low levels of serious violent crime, violent crime is a concern for them, especially younger people<sup>5</sup>. There are many forms of serious violent crime, some of which affect women more than men. Abuse in the home can often be hidden but can have far reaching affects, especially where it happens against and again to the same people. Because of its seriousness and the implications it can have for victims' and children's health and wellbeing, violent crime and protecting those in most danger is rightly a focus for those involved in policing, community safety and health. There is a particular concern around the sexual exploitation of children, in particular by organised groups, and serious sexual offences such as rape, although rare, remain a threat to communities. Every one of these crimes needs addressing, vulnerable people need to be protected, and people who are victims of them need to be provided with the support they need.

*I will work with partners to:*

- ✓ *encourage people suffering from domestic abuse to come forward and report what is happening to them.*
- ✓ *provide the support they need to feel safe and stay safe.*
- ✓ *explore new ways to better tackle domestic abuse and people being repeatedly attacked by their partners.*
- ✓ *make sure the right support is available for victims of sexual violence and that the right reassurance is given and action taken.*
- ✓ *make children, wherever they are, safer from those who exploit vulnerable young people, identifying and punishing those in groups and gangs sexually exploiting children.*
- ✓ *Introduce new projects aimed at preventing and dealing with domestic and sexual violence, and stalking.*

### **Attacks on workers**

Whether you work in a local corner shop, a larger business or you work for a public sector agency such as the National Health Service or the Police, all workers, no matter where you work, should expect to go about their jobs without the fear of violence being used against them.

- ✓ *I will work with business people, trade unions and other relevant partners in West Yorkshire to ensure that people at work are and feel protected.*

<sup>5</sup> Summer and targeted consultation events 2012

## **All crime**

Whilst there are specific crimes which cause a particular concern to communities - and therefore concern me too - crime as a whole needs to be addressed. After all, to be safer you need to be protected from crimes that are less likely to affect you as well as those committed in large numbers. I have therefore again set out in Section 5 of this Plan my intent to make communities safer by tackling all forms of crime.

## **Re-offending**

A lot of crime is committed by a relatively small number of people and many communities know who those people are. One of the ways to reduce crime is to stop those people who keep committing crimes from doing it again. These prolific offenders are the ones who often cause the most harm to our communities, and their behaviour needs to be addressed. People have told me that reducing re-offending is a top concern for them, and that the perception that offenders continue to commit crimes affects communities' confidence in the criminal justice system<sup>6</sup>. People also told me that tougher consequences, better education and opportunities were important ways of tackling crime<sup>4</sup>. Community safety and criminal justice agencies recognise that tackling re-offending needs to be sharply focused, and so do I. I have therefore set out in Section 5 of this Plan my intent to reduce the re-offending of those who cause the most harm to our communities, both adults and young people. There is currently a national consultation around the provision of services to rehabilitate those who keep committing crimes, which may change how these services are delivered and by whom in the future, and I will review my role in ensuring re-offending is prevented effectively in light of any changes.

## **Making sure young people contribute to society and play by the rules**

When I asked communities how crime and anti-social behaviour could be tackled people told me that opportunities for young people, such as after school clubs, activities, and education were important: people also said parents and families taking their responsibilities seriously is key<sup>4</sup>. Local partners have identified that taking early action and stopping young people getting into trouble in the first place is critical in helping young people to develop well, have healthy and safe lives, and to deter them from crime in the long run. The police service has an important role in the education system, and will need to look at ways of building on relationships with young people in their schools and in their communities.

✓ *I will work with communities to open up opportunities for young people that will put them on a path away from anti-social behaviour or crime and are supported going forward.*

## **Business crime**

Thriving businesses are a key feature of any healthy community. If we are to improve people's lives and livelihoods in West Yorkshire we need local businesses to do well. Many businesses I have spoken to have told me that business crime is a problem for them<sup>7</sup>. National research suggests that business crime is often neglected when looking at crime numbers, because there is no agreed definition of what a 'business crime' actually looks like. As a result there is often a focus on crime involving shops

<sup>4</sup> Listening to you first campaign 2012/13

<sup>6</sup> Criminal justice survey 2012

<sup>7</sup> Business crime survey 2012

while the rest of the business sector can be ignored. For instance recent figures from West Yorkshire Police provided to me around the problems faced by businesses focused solely on commercial robbery and burglary, theft from shop and making off from a petrol station without payment. In addition there are hidden crimes associated with businesses such as fraud and forgery and black market trading. This means that the full extent of the crime and anti-social behaviour problems suffered by businesses is not known. In turn this means that I cannot consider the full impact of crime on businesses when I consider my budget and Plan. I also recognise that businesses may have different needs from the wider community, and may need us to work with them in different ways to find out their views and what is important to them.

*I will work with business people and partners - including Trading Standards - in West Yorkshire to:*

- ✓ *agree a definition for business crime, a definition that can be implemented locally to allow the police and partners to identify the real impact of all types of crime experienced by businesses.*
- ✓ *make sure that I consult with local businesses in a way that is meaningful and useful, and that will allow local businesses to have a say in decision making.*

### **Social issues**

During my campaign I promised to be tough on the causes of crime. In a tough economic climate levels of crime often go up as people lose jobs and people struggle to make ends meet and feel forced to turn to crime. Communities recognise this link and have told me that, while social issues such as poverty and unemployment are the root causes of crime<sup>4</sup>, the majority of people in poverty are law abiding and also find it most difficult to recover when they are victims. While crime levels do not appear to be increasing at the moment, there is a danger that changes to the welfare system and housing reform will have a big impact on how much money families have, which could lead to increases in violent crime and crimes associated with illegal lending. Partner agencies have expressed particular concern around this to me.

- ✓ *I will work in partnership with those who represent and work with those in poverty and socially excluded in West Yorkshire, and support efforts to change communities in the long term with the greatest problems.*

### **ANTI-SOCIAL BEHAVIOUR IS REDUCED**

Time and again when I speak to people in communities in West Yorkshire I am told about the impact that anti-social behaviour has on their general quality of life, especially for older people. Despite improving perceptions around levels of anti-social behaviour<sup>3</sup> this clearly remains a priority for communities, and partner agencies such as the police, councils and housing providers also recognise and tell me of the impact anti-social behaviour can have. Because of what communities have told me I pledged during my campaign to back strong and swift action on anti-social behaviour. I will keep my promises to the people of West Yorkshire.

<sup>3</sup> Police and Crime Commissioner Public Perception Survey 2012

<sup>4</sup> Listening to you first campaign 2012/13

**Look at new Anti-Social Behaviour powers**

- ✓ *the draft Anti-Social Behaviour Bill asks Parliament to change the powers to tackle anti-social behaviour. I believe this proposed law threatens to weaken the powers already available and I will work with local Members of Parliament and try to influence and change the Government's proposals.*
- ✓ *if this is not successful I will work with partners to implement the powers in a way that is most appropriate and meaningful for the communities of West Yorkshire.*

How will I know that communities are happy with the response they are receiving from agencies around the anti-social behaviour issues that matter? Currently the police contact a sample of people who have reported anti-social behaviour to ask them how it was dealt with, and I also ask communities about the problems they face in their local area. Section 5 of this Plan sets out my intention to monitor the views people share with us to ensure the service provided is improving and that levels of anti-social behaviour in local areas are not ruining people's quality of life. But I feel more is needed to understand whether the response you are provided with is adequate and deals with the problem.

**Experience of Anti-Social Behaviour**

- ✓ *I will identify the best way to check that services provided in communities to tackle anti-social behaviour are dealing with the problem in the right way at the right time when people need them.*

**VICTIMS AND WITNESSES ARE SUPPORTED**

When thinking back to the time when they were growing up, or over the course of their family and working lives, many people tell me that they have been affected by crime at some point, and they haven't always felt supported or put first, especially those from a minority ethnic background<sup>4</sup>. Victims from minority ethnic groups in the community are often least satisfied with the police despite there being high victim satisfaction overall<sup>8</sup>. I have also been told that many people feel that the balance between the rights of the victim and the rights of the offender is biased towards the offender<sup>6</sup>. Meeting the needs of victims of crime is consistently a priority for people no matter who you are or what background you are from<sup>6</sup>, and it is also a priority for local criminal justice partners like the Probation and Crown Prosecution Services.

It is clear to me that those affected by crime the most, the victims and the witnesses, should be listened to and put first by the agencies involved in helping to bring offenders to justice. They should be provided with the support they need to allow them to cope with and recover from the effects of their experience and to be safe for the future.

<sup>4</sup> Listening to you first campaign 2012/13

<sup>6</sup> Criminal justice survey 2012

<sup>8</sup> West Yorkshire Police User Satisfaction Survey 2012



### **Keeping victim and witness promises**

*I have made five promises to victims and witnesses. I will work with partners to see how we can fulfil these promises which are to:*

- ✓ *Be open and accountable to victims and witnesses, seeking out and acting on their views.*
- ✓ *Make sure that victims and witnesses get the high quality help and support they need, when they need it.*
- ✓ *Make the police more victim focused and more effective at meeting their needs.*
- ✓ *Give victims and witnesses an effective voice in the wider criminal justice system.*
- ✓ *Constantly work to develop new ways of delivering justice for victims.*

I believe it is also important for those who cause harm to communities to put right some of the damage they have done, and to be seen to do so. This 'restorative justice' must only be done where it is appropriate, but it can be very effective and should be seen to provide justice to the victims involved.

### **Support use of victims getting justice by those who commit crimes agreeing to put right what they have done**

- ✓ *I will learn from the work being undertaken in West Yorkshire to tackle both crime and anti-social behaviour with people who have committed crimes, putting right the damage they have done.*
- ✓ *I will learn from the neighbourhood resolution pilots being undertaken in the force that use restorative justice – which involves dealing with the needs of victims and communities involved – and, if successful, will consider expanding this approach.*

## **LOCAL, REGIONAL AND NATIONAL THREATS, RISKS AND HARM ARE TACKLED**

Aside from what I have talked about so far in this Plan, there are underlying issues that cause threat, risk and harm to communities that need to be tackled. Local agencies such as the police and partners assess these and then identify what they can do to address them.

### **Drugs/alcohol**

Substance abuse, the use of drugs and misuse of alcohol, are key drivers for many crimes and anti-social behaviour, and this is recognised by communities<sup>4</sup>. Many of you have told me what a worry it is for you, especially younger people<sup>3,5</sup>. The police and partners have told me that there are strong links between drugs, particularly class A drugs (such as heroin and cocaine) and organised crime. However I'm also aware that society is constantly changing and we are seeing a shift from problems around such drug use to problems from cannabis use and so-called 'legal highs'. Not only does the abuse of drugs and alcohol cause crime, both low level and serious crime, but it can also cause serious harm to people's health and life chances, their families and the wider communities they live in. This makes it a concern for everyone that must be addressed together.

<sup>3</sup> Police and Crime Commissioner Public Perception Survey 2012

<sup>4</sup> Listening to you first campaign 2012/13

<sup>5</sup> Summer and targeted events 2012

- ✓ *I will work with partners to get a better understanding of the serious problems that exist in our communities around drugs and alcohol.*
- ✓ *With partners I will work towards reducing the harm caused to individuals, families and communities through the abuse of drugs and alcohol.*
- ✓ *I will lobby government to update the policies and laws that exist around drugs which need to reflect the rapidly changing problem we are facing such as legal highs.*

### **Mental health, missing persons, appropriate adults**

Locally the police have told me that there are significant risks around services provided for vulnerable people, especially those with mental health issues and those who go missing from home. I have also heard from national experts about the size and scale of the challenges this brings to communities. It is clearly a concern for me that those in our communities who are most vulnerable are dealt with in the best way and that they get help and support. Mental health more widely is a challenge for agencies working to keep people safe and support them in looking after themselves. With mental health being one of the four acknowledged triggers for crime, more needs to be done to understand the issues and challenges for community safety and criminal justice agencies around those with mental health issues.

- ✓ *I will work with the police and other partners to review the need for services around places of safety for those with mental health issues, missing persons, and appropriate adults for children and vulnerable adults.*
- ✓ *I will work with partners to improve our understanding of the issues around mental health, community safety and the criminal justice system and put in place better systems to deal with those issues.*

### **Serious and major crime**

Visible uniformed policing can tackle many forms of crime and offending but there are some types of crime that need a different response. There are many agencies that work together to keep people in West Yorkshire safe and protecting the public from serious harm is a major part of policing and partner working. The number of people acting together to commit serious crime, and the links these groups have to drugs, guns, financial crime (such as fraud and forgery) and, in some cases, sexually exploiting children make this a key threat for West Yorkshire Police. The management of dangerous offenders is also a threat, and partnership working is key to addressing these threats. Communities have also told me that serious and organised crime is a top concern<sup>3</sup> and the Government is working with police and crime commissioners to agree how we will work with the new National Crime Agency.

- ✓ *I will work with the police and other agencies to ensure the threats posed locally by organised crime groups are tackled in the most effective and efficient way.*

Some threats and risks can only be dealt with effectively by drawing together the resources and expertise of people regionally or across the country. Good examples are counter-terrorism work, activity to tackle serious organised crime and people

<sup>3</sup> Police and Crime Commissioner Public Perception Survey 2012

who use the internet to commit crimes against people and businesses. While you may not always see the impact locally of work undertaken by the police and partners at a national level, it does not mean that this work is not keeping you safer locally. West Yorkshire is well equipped and experienced in tackling many of these aspects of policing and others often rely on us to help them.

The Strategic Policing Requirement sets out what, in the Home Secretary's view, are the national threats that the police and partners must address. The threats include organised crime, terrorism, public order, civil emergencies and a major cyber incident. It also sets out the resources and skills police force's need in order to fulfil their obligations under it. My role is to ensure I consider this Requirement when setting priorities and when considering resource decisions for West Yorkshire Police, to ensure that West Yorkshire is in a position to make an effective contribution should the need arise.

**Collaboration and delivering in partnership**

- ✓ *When it comes to policing and crime, no single organisation is big enough, smart enough or wealthy enough to go it alone. I will consider all realistic options for collaborating with others to ensure better value for the people of West Yorkshire, and to seek strong public sector delivery of those services.*

**National threats such as terrorism and riots**

- ✓ *I will make sure that major crime which impacts nationally and locally on the public of West Yorkshire is tackled.*
- ✓ *I will make sure that we have the right resources and people to tackle national threats such as terrorism, serious public disorder and civil emergencies. I will work with local authorities and planning agencies to make sure we are prepared for the national risks, threats and harm set out by the Home Secretary in the Strategic Policing Requirement.*

**CRIMINAL JUSTICE SYSTEM IS EFFECTIVE AND EFFICIENT**

The criminal justice system is made up of several agencies including the police, Court Service, Youth Offending and Probation Services, the Crown Prosecution Service and prisons. While some people have concerns that police and crime commissioners might threaten the independence of some criminal justice partners, I take the view that almost everything in criminal justice is *inter-dependent* – which means we all have to work together. Just as I have no intention of interfering with the independent exercise of police powers, neither do I intend to trespass into the independence of the prosecution and courts services. I am in no doubt that the criminal justice system is an important tool for making communities safer. If the system works then people should be deterred from committing crime, witnesses and victims will have a real voice in the process and will be supported, while those who cause the most harm or persistently offend will be dealt with appropriately. This is why it is a key outcome for me.

## **Confidence**

If the criminal justice system works efficiently and effectively but also in a way that's fair then communities should have confidence in it as a whole. If people have confidence in the system then they are more likely to report incidents of crime and anti-social behaviour, come forward as a witness, and co-operate and engage with the agencies involved. This is why it is a priority for me. I intend to monitor the confidence that people in West Yorkshire have in the criminal justice system, and this is set out in Section 5 of the Plan.

## **Stop and search**

Stop and search is an issue that is often talked about, as I heard during my election campaign. Many young people spoken to told me that they have been stopped, or stopped and searched, by the police. Some groups experienced being stopped, or stopped and searched more than others, especially those with disabilities, those in Bradford or those from a minority ethnic background<sup>9</sup>. Recorded figures for stop and search also show minority ethnic people were more likely to be stopped and searched. When asked about their opinions of the police the same group of young people were more negative than other groups<sup>9</sup>. This suggests that your experience of stop and search contact with the police affects how you see them.

✓ *With the police I will keep ensuring stop and search activity is used proportionately and when necessary to do so, working with communities to assess the impact this activity has had on them.*

## **Complaints and integrity**

I know personally a great many of the police officers and staff of West Yorkshire. They are some of the bravest and most committed people of any public service. However, in the past a small minority of officers have let themselves, their colleagues and their communities down. In the past some officers and staff have failed to behave as I would expect them to, and the culture of the force has not always been as open and responsive as people would expect. I will work with the Chief Constable to improve the processes by which we monitor and manage integrity and professional conduct. The Police Reform and Social Responsibility Act 2011 introduced changes to the police complaints system to make sure that complaints are handled as soon as possible by the right people. I know that, even in the most professional and hard-working organisations, things will sometimes go wrong and my focus is on putting things right.

✓ *I will scrutinise complaints against the police and, wherever possible, aim to help put things right.*  
✓ *I will actively engage in the consultation around how complaints are dealt with independently, in a national body or otherwise.*

## **Working with the Criminal Justice System**

For the criminal justice system to be effective and efficient the agencies within it clearly need to work together well. I have a duty to co-operate with criminal justice agencies and to bring them together to make sure we all work efficiently and

<sup>9</sup> Schools events 2011/12

effectively. I have met with key people within West Yorkshire's criminal justice system and know how keen we are to work together. Last year the Government announced reforms to the criminal justice system and I will work with criminal justice partners to develop solutions in West Yorkshire that suit our communities.

✓ *I will work in partnership with criminal justice agencies to achieve the outcomes people expect for their communities.*

### **COMMUNITIES ARE LISTENED TO**

Partner agencies have told me that engaging with communities is of importance to them; it was also the key principle that they identified as being important for services that they are being paid to provide.

#### **Listening and being accountable to the public I serve**

I know that up until the elections for police and crime commissioners in November many people were not aware of my role or what it involved. I have been elected by the people of West Yorkshire, and I will be judged again in May 2016 at election time based on how well they think I have done. For me to address the concerns that matter to communities, and to give communities a voice, I need to know what those concerns are and to listen to as many people as I can. I therefore make the following commitment to you:

- ✓ *I will spend as much of my time as possible listening to the people of West Yorkshire, visiting neighbourhoods, holding surgeries and listening to a wide range of groups about their experiences and what matters to them; I will expect our Chief Constable and his team to do the same.*
- ✓ *I will work with communities on key issues affecting them and put their needs first when making decisions.*
- ✓ *I will use my staff at the Office of the Police and Crime Commissioner to help me to gather people's views, allowing me to hear the voices of more of the people I have been elected to serve.*
- ✓ *I will share what the majority, and minority views, are on the issues the people of West Yorkshire care about, and then make decisions with communities taking these views into account.*
- ✓ *Above all else, I will continue to **listen to you first**.*

During my campaign to be elected as the first Police and Crime Commissioner for West Yorkshire I also made a pledge to involve young people and minority groups, whose voices are often not heard by public bodies.

*I have made five promises to young people. I will work with partners and young people to see how I can fulfil these promises, which are to:*

- ✓ *Make myself accessible to young people and provide appropriate ways for young people to express their concerns to me (e.g. face-to-face surgeries, social media, e-petitions).*
- ✓ *Treat all young people as citizens, valuing their interests and opinions as much as any other group in the community.*
- ✓ *Provide an equal platform for all members of the community, including minorities and those who are marginalised.*
- ✓ *Establish a way of meaningful representation of young people's views by creating, for example a young advisory panel.*
- ✓ *Use my influence as Police and Crime Commissioner to support the police to engage positively with all young people.*

### **What resources will help us to achieve our objectives?**

During my campaign I made a pledge to stand against government cuts and keep the police on the beat and not hand police service delivery over to private companies. These remain important principles to me, and communities have told me that the availability of officers and staff is a top concern for them<sup>4</sup>. I am committed to protecting frontline operational policing, and concerned that there has inevitably been a reduction in the size of the force since 2010 when the government's spending review was implemented. However I have been pleased to see a commitment from West Yorkshire councils to continue to fund police community support officers for the next 12 months and beyond where possible, despite also being in a difficult funding position.

### **Commitment to neighbourhood/local policing**

- ✓ *I am committed to keeping neighbourhoods safe by funding and supporting services devolved to the local level which can act and change what happens on your street to prevent and tackle anti-social behaviour and crime.*

### **Funding**

- ✓ *I will lobby Government for adequate funding nationally for policing and a fairer share of the total funds available for West Yorkshire, otherwise it will become more and more difficult to keep people safe and feeling safe.*

Those in the police are rightly concerned about the impact of budget cuts on the services they provide; they will need to be smarter with the money they spend to reduce this impact and I will ensure public money is spent as efficiently as possible. But that still leaves a gap in the funding. Everything possible has been done to protect frontline policing, with the bulk of the savings coming from the back office and support functions in the force, but the police simply can't afford to continue to recruit police officers without some extra help from you.

I have therefore taken the difficult decision to raise the police council tax by 3.8% to make sure we can continue to recruit police officers in 2013/14. Even so, I estimate

<sup>4</sup> Listening to you first campaign 2012/13

that the strength of the force will fall from 8,606 to 8,368 during the year, with this made up of 4,957 police officers and 3,411 police staff. There will be a net loss of 106 police officers after the 44 new recruits which the increase in council tax will pay for and a loss of 132 support staff. The extra police council tax is only around a penny a day for the majority of households in West Yorkshire, but because there will need to be more budget reductions in future years it is even more important that we continue to examine everything we do to make sure it provides value for money to all the communities in West Yorkshire. In fact I intend to explore all avenues for funding and areas to increase our income to try to lessen the impact on communities.

#### **Securing new funding/income streams**

- ✓ *With cuts being made to the funding given to me for policing, community safety and other vital services, I need to identify areas where savings can be made and also identify new sources of income and funding such as support from businesses through the late night levy. I will work with the police and partners to find money through other sources, making sure we use our assets to best effect and generating income through new ways of working. I will try, wherever possible, to reduce the impact of funding cuts on front line policing so important for communities in West Yorkshire.*

#### **Proceeds of crime**

During my campaign I spoke about the Proceeds of Crime Act 2002. This Act lets us confiscate or recover the proceeds of crime from a criminal (this could be cash or property such as houses and vehicle). Half of this is kept by the Government. In some cases West Yorkshire Police gets back 50% of the amount recovered, while in other cases the police share the remaining half with the Crown Prosecution Service and Court Service. In 2011/12 the amount of money West Yorkshire Police received through such means was £2.159 million. Through my Listening to You First campaign, the majority of people have told me that they would support me as their Commissioner to lobby the Government to get more of the proceeds of crime returned to West Yorkshire<sup>4</sup>.

- ✓ *I will lobby Government and try to get more of the money seized from criminals in West Yorkshire kept here and invested back in tackling crime.*
- ✓ *I will encourage and support more work by our police service and criminal justice partners to recover more assets from criminals.*
- ✓ *I will decide together with communities and the police how this money is spent locally.*

Full details of my budget can be found at [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk) (put full link in once known).

#### **Commissioning and grants provided to other agencies**

For 2013/14 I have been given £5.29 million by the Government – a 10% reduction on last year and which will continue to reduce in future - which would previously have been given directly to community safety partnerships and other local partners. I

<sup>4</sup>Listening to you first campaign 2012/13

have pledged that I will pass this money to partners. The table below shows the amount of money each district will receive to spend on tackling crime and disorder, substance misuse and youth offending/re-offending.

	Amount to be passed to West Yorkshire districts for 2013/14 (£)					
	Bradford	Calderdale	Kirklees	Leeds	Wakefield	Local Policing
Total funding for districts	1,488,053	514,357	640,493	1,937,398	612,464	94,235
Safer Future Communities	5,000					

From next year (2014/15) I will be commissioning delivery of community safety, reducing re-offending and victim services directly. Over the next 12 months I will be working with partners to identify the best way to do this, learning from those who know ‘what works’ and what doesn’t. When inviting tenders and contracts I will be open, transparent, making sure bidders are providing value for money and public accountability to the people of West Yorkshire. All details will be included on my website [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk) (put link in when known)

✓ *Achieving my community outcomes will depend on the quality of services provided by statutory and voluntary partners. This year I passed on my Community Safety Fund to partners; next year I will be focussed on making sure I have a clear offer and approach that will help me and our partners in achieving our shared aim that communities are and feel safer.*

**How will we know if we are succeeding?**

It is important that we know whether we are succeeding in achieving our objectives. I have agreed a small number of performance indicators: each will be monitored carefully on a regular basis. Performance reports will be shared with partners and placed on my public website. Any under-performance will be challenged and ways forward identified. I will make regular updates on performance available on my website.

Indicator
1. Making communities safer by tackling all forms of crime
2. Reducing the risk of domestic burglary in West Yorkshire
3. Reducing the re-offending of persistent criminals who cause the most harm to our communities
4. Responding to reports of anti-social behaviour in a way that victims are happy with
5. Responding to reports to anti-social behaviour in a way that communities are happy with
6. Improving the quality of support provided to victims of crime and incidents
7. Protecting those domestic abuse victims who are at most risk
8. Making children safer in our communities
9. Maximising the proportion of police officers engaged in operational activity
10. Increase the confidence of communities by working with partners in the criminal justice system



- One of my key functions is to hold the Chief Constable to account for how well the police play their part in the delivery of this plan, with the Chief Constable's role being to have direction and control of operational policing and to ensure it operates efficiently and effectively.
- My delivery of the Plan will be supported and scrutinised by the Police and Crime Panel and I will continue to include them in my work on behalf of the people of West Yorkshire to ensure you and your family are and feel safer.
- I will meet formally with the Chief Constable to discuss important policing concerns and the progress made to deliver my Police and Crime Plan. I will ensure that the way that I hold the Chief Constable to account allows the people of West Yorkshire to see and have access to the key and important information and decisions that affect them.
- As promised I will be out and about in West Yorkshire meeting with communities, groups and partners to hear directly about the impact that the delivery of my Plan is having. As part of this I will dedicate time to holding events in each community to discuss face-to-face with the people are affected their policing and community safety concerns.
- Tackling crime, disorder, drugs and reducing re-offending is not just about policing: it involves a wide range of partners coming together and working co-operatively. Partner agencies have their own plans setting out how they intend to achieve the priorities I have set out here, both at a strategic and a local level. These delivery plans can be found on the websites of the relevant agencies and we will be monitoring our collective and individual progress. My Office will help me to assess whether the police delivery plans have been implemented and whether their activity has helped to achieve the outcomes and priorities I have set. They will also work with other agencies to explore the impact of their activity.
- This year I have committed resources to assisting partners from my Community Safety Fund. Next year I will be looking to commissioning services directly with partners based on the needs of communities across the county. Over the next five years of this plan each partner will be assisting me in fulfilling my long term aim that people in West Yorkshire are safer and feel safer.

How I will measure performance against these indicators can be found on my website [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk) (put full link in once known).

<b>APPENDICES</b>
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Oath, Map of NPT areas, community outcome framework, additional details of commissioning and grants e.g. performance, outcomes
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