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Office of the
**Police & Crime
Commissioner**
West Yorkshire

My Reference: OPCC/MBW/JED

Your Reference:

9 August 2013

The Rt. Hon Theresa May MP
Home Secretary
Home Office
2 Marsham Street
London
SW1P 4DP

Dear Home Secretary

HMIC report West Yorkshire Police's response to the funding challenge July 2013

I have considered this report, the national report and the Chief Constable for West Yorkshire's response [enclosed] and I am writing to set out my response as required to the HMIC report West Yorkshire Police's response to the funding challenge.

Financial Challenge

The HMIC report has clearly identified the significant financial challenge faced by West Yorkshire Police. The size and scale of the cuts we face here are much deeper than elsewhere and therefore the ability to absorb them or identify further savings is that much harder. The level of government cuts to funding in itself would be problematic but this is further compounded by our more limited ability to raise money locally through the police council tax precept and the disproportionate way the Home Office allocates funding to PCCs across England and Wales. This means that in West Yorkshire, where policing and community safety needs are amongst some of the highest, we are one of the Forces hardest hit.

At the time of the inspection, West Yorkshire Police estimated it needed to save £112.6m over the four years of the spending review (between April 2011 and March 2015) with the estimated savings requirement representing 22% or more than one fifth of its budget. By way of comparison the average savings requirement across forces in England and Wales was reported as 17% from a range of 10% to 27%. West Yorkshire Police's savings requirement is the third largest in England and Wales.

Progress in making savings

The force successfully delivered £65m of savings over the first two years of the spending review, equivalent to over 12% of its budget. This is higher than the entire savings requirement over four years for several other forces in England and Wales.

There has been a lack of clarity in funding for the final two years of the spending review, but based on the figures announced by the government after the HMIC inspection I can confirm that the latest forecast of West Yorkshire Police savings target over the four years to 2014/15 is around £104m and the current savings likely to be achieved stand at £106m before the inclusion of further savings through regional collaboration.

I am therefore confident that the budget can be balanced for the next two financial years, with a small residual gap in 2016/17

Changes to the workforce

The HMIC report recognises our commitment to frontline policing in our communities, with the proportion of police officers in frontline crime fighting planned to rise from 92% to 94% by March 2015. I am pleased that this was acknowledged in the report as I made an election pledge to protect frontline policing and made in the Police and Crime Plan the commitment to maintain the level of neighbourhood policing in West Yorkshire.

I have also made the commitment to maintain the level of Police and Community Support Officers (PCSOs) across West Yorkshire over the next three years. This year all five councils also continued to fund these posts and I will be seeking their support to continue with this arrangement to retain the numbers of PCSOs who play an integral role within neighbourhood policing teams throughout our communities.

Impact on the public

It is vitally important that our communities are safer and feel safer. As the report says, over the first two years of the spending review, recorded crime (excluding fraud) fell by 14% which is broadly in line with the figure for England and Wales (13%). Victim satisfaction remains high at 87.3% which is greater than other forces.

I am currently developing in partnership an indicator to monitor how safe communities feel, as this is absolutely fundamental to the outcomes I require from the Chief Constable in his delivery of policing in West Yorkshire.

Future challenges

The HMIC report highlights that the West Yorkshire Police has not grasped the same opportunities as other forces to transform and deliver savings. I have appointed a new Chief Constable to take a different approach and as he has set out in his response to the HMIC report a longer term, properly coordinated approach is now needed.


I have set out in my vision and strategy for implementation of the Police and Crime Plan 2013-18 that police, crime and community safety service delivery will be: part of a wider collective effort across West Yorkshire focused on making our communities safer and feel

safer; delivered by a flexible workforce, working in multi-disciplinary neighbourhood safety teams; organised intuitively so the citizen isn't expected to find the right agency for their needs and the service deliverers they rely on aren't hampered by bureaucracy; arranged in a way that meets the needs of our communities – where the police lead on some functions and are led on others; based in locations that suit the needs of communities and where premises, assets and facilities are shared with other agencies; supported by a range of generic services providing assets, information, advice and administrative resilience across partnerships in the most cost effective way; and under governance arrangements that maximise public accountability, transparency and value for money.

This Vision and Strategy will underpin the way West Yorkshire Police do business and the Chief Constable has set out in his response his plans for reform, a fundamental Programme of Change that will transform the force and the way they do business into a different operating model to deliver on services in order to improve performance and make our communities safer and feel safer, in budget, over the coming years and I will be working with him to ensure the effective implementation of this change.

There has been a period of instability in West Yorkshire Police but that has now come to an end and the new Chief Constable, as the HMIC report identifies, understands the scale of the challenge and has clearly set out and begun to implement detailed plans for savings through his Programme of Change.

Yours sincerely



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Police and Crime Commissioner for West Yorkshire

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7 August 2013

Dear *Commissioner,*

HMIC INSPECTION – VALUING THE POLICE 3

I refer to the above recent inspection and acknowledge the now published national and West Yorkshire specific reports. I thank the inspection team for the supportive process.

I welcome the report and the views expressed regarding how the Force is dealing with the budget cuts on policing, which highlights the more difficult challenge West Yorkshire Police faces, compared to many other Forces. I also fully accept their assessment that the Force has not grasped the same opportunities as other Forces to transform and deliver savings.

I very much welcome that Her Majesty's Inspectorate recognises our commitment to frontline policing in our communities, evidenced by a higher proportion of our staff and officers in frontline roles than previously and compared with many other Forces. I am also pleased to note that when the public really need us, we are responding to them even quicker than before and the public are saying that they are seeing officers more often in our communities and they feel as safe / safer than before. This is a credit to the hard work of our officers, staff and partners who deliver our services to the public day to day.

Notwithstanding that I take very seriously the comments about the previous approach to savings, I share the view that whilst the way the challenge was handled previously delivered much needed savings, a very different, longer term, properly coordinated approach is needed. To meet this challenge, I have already put in place a fundamental Programme of Change led by me and supported on a daily basis by Assistant Chief Constable Craig Guildford. A dedicated team has been set up to transform every corner of the Force and how we do our business into a different operating model to deliver our services in order to improve performance, make our communities safer and feeling safer in budget over the coming years.

I note the observation that with the size of current workforce we have in West Yorkshire Police further reductions will be necessary and our size makes that achievable. Whilst of course true in volume terms that we have greater numbers than many to examine for potential reductions, equally, I know you will recognise that it is more complex than simply being a case of size and it is also one of the operational environment and the capability and capacity required to effectively deal with it to make our communities safer and feeling safer.

This programme will ensure fully effective plans are in place to achieve our required savings, whilst at the same time delivering a world class policing service to our communities, by meeting the priorities set out in the Police and Crime Commissioner's Police and Crime Plan.

We will work with communities and partners to get things right first time, through effective Neighbourhood Policing Teams, developing true partnerships which will work effectively to ensure the safety, health and wellbeing of our communities.

I am totally committed, whilst ensuring all Divisional Police boundaries are aligned with our Council partners, to ensure Neighbourhood Policing remains a cornerstone of how we do business. However, in the future more partnership working is required; this means that Neighbourhood Policing Teams will play a full part in the management of neighbourhoods alongside local partners. Neighbourhood management is about solving problems at the source, getting our response right first time, every time. I appeal to local communities to continue to support their local officers and partners as we move forward.

Already, opportunities for significant savings have been identified in the transformational change programme that would narrow the previous gap in plans. In addition, the shared vision of the four Chief Constables of the Forces of the Yorkshire and the Humber and their Police & Crime Commissioners for collaboration will also realise significant savings, with new arrangements being in place by April 2014. I refer to the above HMIC Inspection and feel it would be valuable to share with you recent important decisions by the four Chief Constables of the four Yorkshire and the Humber Forces based on their shared vision, endorsed by the Police & Crime Commissioners regarding operational collaboration under different delivery arrangements that are specifically intended to accelerate progress.

As you are aware, collaboration has not been an easy or straightforward journey historically and as referenced in the recent Valuing the Police 3 Inspection report, as one of the four Yorkshire and the Humber Forces, West Yorkshire has not seen the scale of capacity and efficiency benefits from collaboration that other Forces have.

The key points in the proposals are an absolute commitment to collaboration but a departure from the way that collaboration has been delivered and managed in Yorkshire and the Humber (via the 'fifth entity' of the Regional Programme Team) and a move to Lead Force delivery and management. What this will mean is that Chief Constables will own responsibility for defined

operational functions such as Serious & Organised Crime, Forensic Support Services, Firearms, Public Order, etc to design and deliver the regional capability and then for the Lead Force to manage that function, once in place, on behalf of the others. It will, I hope, reassure you to know that West Yorkshire, with its operating environment in terms of Threat, Harm and Risk will be Lead Force for Scientific Support and Serious & Organised Crime. We also share ambitions for collaboration in areas as yet unexplored.

To support me in this transformational change, whilst simultaneously delivering a step change in performance, I have reconfigured the relationship between the Chief Officer Team and the Senior Leadership Team of the Force, to have a real say and influence in developing the type of high performing, customer and community focused organisation that we need to be and communities deserve. I have also reconfigured the Chief Officer Team; the Deputy Chief Constable and the operationally focused Chief Officers now form a Strategic Performance Hub, with the corporately focused Chief Officers forming the Strategic Change Hub, ensuring a collegiate approach and the strongest possible focus on our two major challenges, a step change in performance and meeting the budget challenge.

The statutory functions of the Police and Crime Commissioner clearly place him in a role whereby he can help coordinate, integrate and implement a pan-West Yorkshire strategy. The West Yorkshire Police & Crime Commissioners recently published 'Vision & Strategy for implementation of the Police & Crime Plan 2013 – 1018', that provides the strategic framework for how the emerging police and crime service delivery across West Yorkshire may / could look by the May 2016, provides an extremely helpful and supportive framework for the Programme of Change.

In articulating the vision and enabling strategy, that include a wider collective effort across West Yorkshire focused on making people safe and feeling safer, delivered by a flexible workforce, in multi-disciplinary neighbourhood management Community Safety Health & Wellbeing Teams that are organised in locations that suit the needs of communities, and where premises, assets and facilities are shared with other agencies so the citizen isn't expected to find the right agency for their needs; what could be referred to as the 'one stop shop' approach; directly supports the vital frontline 'local footprint' integral to the new operating model.

The Programme of Change that I now lead will draw heavily on the Police and Crime Commissioner's strategy.

The integrity issues that have been raised in the past have been well publicised. That is why I have agreed with the Police and Crime Commissioner to undertake a root and branch review of how we deal with internal investigations, corruption and complaints. I have one message for the officers and staff of West Yorkshire Police and for the public. Integrity is not negotiable and is central to ensuring that communities have trust and confidence in all we do.

Honesty, integrity and professionalism are what we are about. There are no half measures.

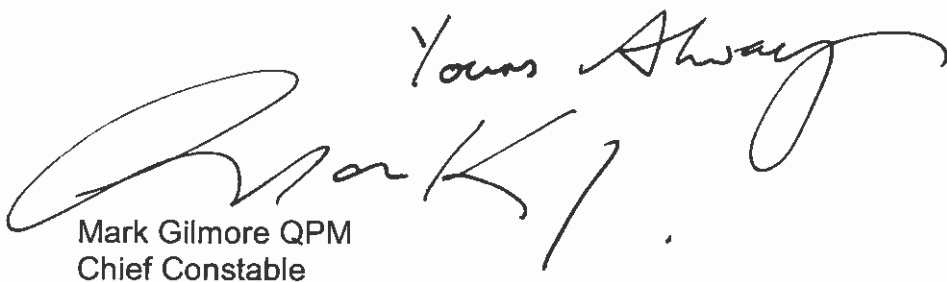
We are making bold progress with technology, such as mobile data, which allows officers to spend more time out on the streets, engaging with the public and less time at the station doing paperwork.

We are developing more flexible and agile working practices, making better use of data analysis and improved use of evidenced base policing – in other words, doing what genuinely works. All this adds up to improved performance, increased efficiency and a move toward the first class service we strive to provide.

Time is short and the challenge is significant. It requires a fundamental shift in our organisation's culture if we are to succeed. With the period of change West Yorkshire has experienced, I have moved towards long term stability through the permanent appointment of a Deputy Chief Constable; the successful candidate will be one who shares my vision, passion and belief in the vocational nature of policing, to work alongside my Chief Officer and Senior Leadership Teams to deliver a new policing service that has the full confidence of all communities and partners.

Whilst West Yorkshire has a significant national role to play, our focus is delivering the transformational change required to make West Yorkshire one of the highest performing forces in the country. As a result, I have ensured my Chief Officer Team have passed on their many national responsibilities to focus on delivering for the communities of the county.

The HMIC report clearly shows we face a real challenge. It is a challenge I am committed to meeting head on. We look forward to sharing the rapid development of this work with Her Majesty's Inspectorate when they re-visit us later this year.

Yours Always


Mark Gilmore QPM
Chief Constable