

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

**MAKING SURE
COMMUNITIES ARE SAFER
AND FEEL SAFER**

MARK BURNS-WILLIAMSON

**POLICE AND CRIME COMMISSIONER
FOR WEST YORKSHIRE**

Draft Annual Report

1ST April 2013 – 7TH May 2014

CONTENTS	
Introduction	
Our outcomes and priorities	
Communities in West Yorkshire are safer and feel safer	
Crime and re-offending is reduced	
Anti-social behaviour is reduced	
Victims and witnesses are supported	
Local, regional and national threats are tackled	
Criminal Justice System is effective and efficient	
Communities are listened to	
Ensuring the Police Service is adequately resourced	
Holding the Chief Constable to account	
Contact details	

INTRODUCTION

Welcome to the annual report of the Police and Crime Commissioner for West Yorkshire 2014. This annual report sets out the activities undertaken by me and the Office of the Police and Crime Commissioner (OPCC), West Yorkshire Police Service and partners working to deliver on the shared outcomes and priorities in the Police and Crime Plan 2013-18.

I am required in the legislation to produce an annual report and this is the first that has been produced since the publication of the Police and Crime Plan last April. As such this is the first report that charts the progress of the OPCC on delivering not only on the strategic priorities that have been set working in partnership but also on meeting the commitments I have made.

It also looks at the performance of the West Yorkshire Police Service over the last 12 months and the wider achievements of partners as they work with the OPCC to make sure we deliver the shared priorities and the shared outcome to make sure our communities are safer and feel safer despite the challenges we all face.

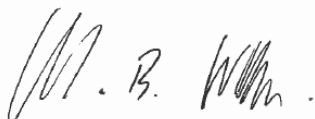
The unprecedented cuts to our public services, the privatisation of probation, extensive public sector reform, the impact of welfare reforms and the commissioning of services, including victims services by the Police and Crime Commissioner, are all changes made in Westminster that have a profound effect on those delivering services here in West Yorkshire.

With the need to adapt to meet these challenges I have been working with local people and local partners across the county to refresh the priorities and commitments set out in the Police and Crime Plan and although this annual report is measured against the priorities and commitments set out in the Police and Crime Plan 2013-18, the next annual report will be measured against the 2014 refreshed Plan.

Many of the activities that have taken place over the last 12 months have been to better understand the needs of our communities, build relationships with partners and establish new ways of working together, map services already provided across the county and look at 'what works', to pave the way for change and build the confidence of people in West Yorkshire.

I hope you find this annual report informative and useful in better understanding and assessing the work of the Police and Crime Commissioner, the police and our partners. If you would like more information on any of the activities or achievements outlined here please do not hesitate to contact me at: contact@westyorkshire.pcc.pnn.gov.uk or 01924 294000. I look forward to hearing from you.

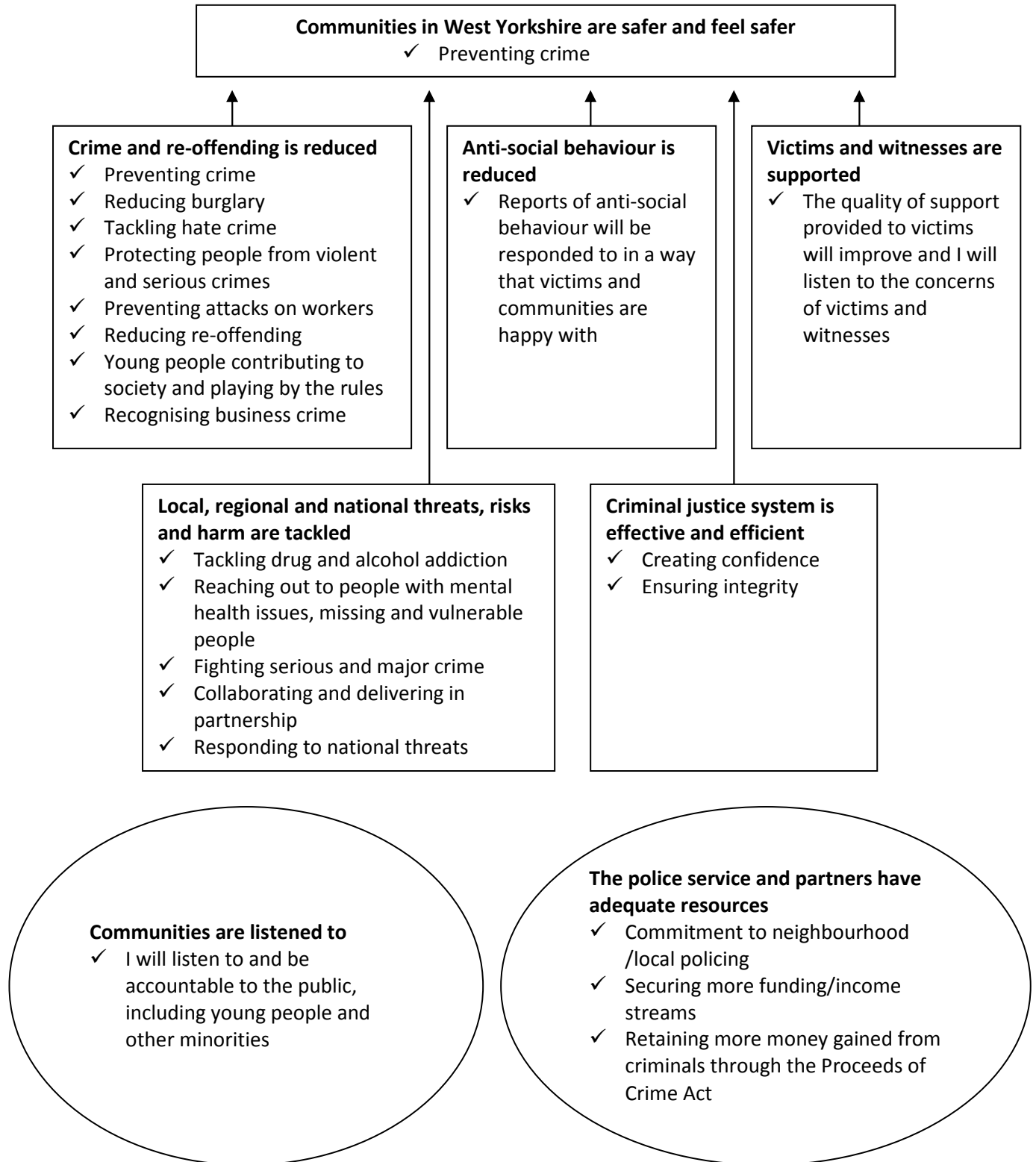
Best wishes,



Mark Burns-Williamson
Police and Crime Commissioner for West Yorkshire.

OUR OUTCOMES AND PRIORITIES

These are the shared outcomes and priorities set out in the police and crime plan 2013-18.



WORKING TOGETHER

In the Police and Crime Plan I made the following commitments:

- ✓ *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, trade unions, charities, volunteers and other organisations in your communities to tackle the problems which matter on your street, across West Yorkshire and nationally.*
- ✓ *We will work as closely together as possible to deliver integrated, joined up services.*

As you would expect, community safety partners and I have a legal duty to cooperate with one another and I have an obligation to take their priorities into account when exercising my functions as the Police and Crime Commissioner. There is also a legal duty on me and on the other local criminal justice bodies - such as the courts, the probation and rehabilitation services and the Crown Prosecution Service – to make arrangements to provide for an effective and efficient criminal justice system in West Yorkshire.

One of the first decisions I made when I took office in November 2012 was to structure the Police and Crime Plan 2013-18 around a community outcomes framework that had been developed by partners to plan for and deliver improved services. This was to ensure that from the outset the activities of my office and other partners were co-ordinated and focused on working towards a coherent set of collective outcomes to the benefit of all our communities across West Yorkshire. The key outcomes agreed by partners remain:

- Communities in West Yorkshire are safer and feel safer
- Crime and re-offending is reduced
- Anti-social behaviour is reduced
- Victims and witnesses are supported
- Local, regional and national threats, risks and harm are tackled
- Criminal justice system is effective and efficient

These shared outcomes, developed in partnership, can only be delivered in partnership. To ensure closer partnership working and delivery at a strategic level I established the Partnership Executive Group (PEG). These are the leaders from organisations across West Yorkshire who need to work together to deliver the outcomes in the Police and Crime Plan, using limited resources in the most effective way possible, managing change and fulfilling those duties to cooperate set out in current legislation. As well as the Police it includes the Crown Prosecution Service, the five Councils including public health, the NHS, the prison, probation and youth offending services, the Fire Service and the third sector.

The remit of the PEG is to establish how we can identify solutions that work in West Yorkshire to reduce crime and disorder, improve community safety and ensure the effectiveness and efficiency of criminal justice services. By combining our expertise and knowledge from evidence based practice we can develop a robust needs analysis to inform strategic planning. It has already demonstrated its value and will build on what has been achieved in 13/14 next year.

For more information on the PEG please see the attached link: <http://www.westyorkshire-pcc.gov.uk/partnership/partnership-working/partnership-executive-group.aspx>

West Yorkshire Police working at a strategic and local level are key to the delivery of our outcomes and priorities and I have produced a Vision and Strategy for the implementation of the Police and Crime Plan 2013-18 that sets out what I would like partnership delivery to look like over this administration. This can be viewed at:

<http://www.westyorkshire-pcc.gov.uk/our-business/vision-and-strategy.aspx>

I have a reciprocal duty to work with Community Safety Partnerships (CSPs) in West Yorkshire to make sure our crime and disorder priorities are reflected in both the Police and Crime Plan and local strategies but the working relationships between the OPCC and the CSPs are key to delivering improved services and wider benefits for our communities and I have established the West Yorkshire Forum that brings together local leaders, chairs and managers from the five CSPs in West Yorkshire.

The third sector¹ is also important in meeting the shared outcomes and priorities within the Police and Crime Plan. In supporting the OPCC in the commissioning and delivery of services I have established a Third Sector Advisory Group comprising representatives from voluntary and community organisations. Together the sector can:

- Engage more successfully with “hard to reach” groups that are put off by “officialdom”;
- Provide very good value for money in the delivery of services, on a strictly “not for profit” basis;
- Compete for funding that isn’t available to the public sector, from charitable and private sources;
- More easily persuade people to give their time freely in both formal and informal volunteering roles.

Working together - Partnership integration at Wakefield

Police and partners in Wakefield have been transforming the way they deliver services to the community, by identifying the needs of the local community and creating partnership teams which reflects those needs. The teams target support at the earliest point of intervention which will in the longer term protect communities, ensuring that they are safe and that they feel safe, whilst reducing demand and costs on service providers.

Building on existing area working partnerships, the first of these co-located multi-agency teams was established in the South East area of the force. The team commenced on the 2nd December 2013 and currently consists of various partners working from South Kirby Police Station. They are supported by several other agencies that work alongside them and take an active part in the tasking process and neighbourhood management of the South East. The co-located team bring a multi-disciplinary range of expertise, knowledge and experience which include parenting support, education welfare, youth offending, NEET (not in education, employment or training), Job Centre Plus, careers guidance, adult substance misuse, integrated offender management and restorative practice.

This approach requires locally based police and partners pooling their local knowledge and skills to identify and address the root cause of problems within the community and tackle issues at the earliest intervention possible. It works on the principles that partners come together through actual or virtual co-location, jointly identifying risk, sharing information and resources, whilst tasking the most appropriate resource to deliver a suitable effective service for people in our communities.

Initial results have shown dramatic reductions in demand across all the services involved, with families benefiting from increased employment, improved health and reduced offending.

¹ **The third sector** is used widely throughout as a generic term covering voluntary and community organisations, social enterprises, charities, faith based groups, housing associations, co-operatives and mutual's large and small. It's non-governmental and not-for-profit, which distinguishes it from both the public and private sector. Some prefer to use the term “voluntary and community sector” or VCS. Others add “SE” (social enterprise) or “F” (faith) to that.

There are many local organisations, groups and individuals working across the county to make sure our communities are safer and feel safer and I have spent much of the last 12 months consulting with local partners. I have supported and attended partner events as well as having hosted a number of partnership events myself to bring organisations together to collectively understand some of the challenges we face and how we meet them together in West Yorkshire.

Events I have held include a partnership working conference with key note speaker Baroness Newlove, a summit with key partners on tackling Child Sexual Exploitation, a problem solving event to respond to the rises in shoplifting and theft of motor vehicles, a commissioning event to talk about early intentions for commissioning and to launch my commissioning framework, and a roundtable discussion held with the West Yorkshire Criminal Justice Board where partners were able to share information and proposals on intended work streams. Most recently, I held an event on Human Trafficking which increased awareness and informed partners about the signs and indicators to look for to identify when someone is being trafficked. The events I host, support and attend give me the opportunity to truly understand and recognise the issues that matter most to communities and have informed the refresh of the Police and Crime Plan.

Partnership Event, May 2013

A planning for delivery event was held in May 2013 where 100 delegates from at least 55 different organisations came together to look at collectively implementing the outcomes in the Police and Crime Plan and to identify actions and determine the partnership direction going forward to ensure we make a positive difference in our communities.

The keynote speaker was Baroness Newlove, the Government's Victims Tzar, and partners fed back that they had found it a worthwhile event that was productive and well organised and commented on the usefulness of the interactions they had with other delegates. Specific comments included:

"The positive atmosphere. Honest approach. Well chaired session. Feeling of productivity from the morning. Good mix of attendees."

The Police and Crime Plan 2013-18 was produced in partnership to set the strategic direction for policing and community safety across West Yorkshire and West Yorkshire Police, the PEG, the West Yorkshire Forum and the Third Sector Advisory Group have all been consulted on the refresh for 2014. Working with the five CSPs across West Yorkshire again this year consultation roundtables were held in each of the districts to understand the priorities for local partners and local people. Following the publication of the Police and Crime Plan last April, district level 'Police and Crime Plans' were produced to reflect these local priorities. In Wakefield I was a panel member at the 'Wakefield Speaks' event where I answered questions on the new policing landscape.

All local partners in contact with the OPCC have been sent the Listening to You First survey, the results of which have directly influenced the refreshed Police and Crime Plan. Since April 2013 I have met with over 600 organisations, groups and individuals and I will continue to be out and about regularly in our communities and meet regularly with businesses, trade unions, charities and volunteer organisations to identify ways to work better together and continue to make a positive difference locally, across the county and nationally.

PREVENTING CRIME

- ✓ *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.*

One of the key ways to reduce crime and anti-social behaviour, reduce threats, risk and harm, improve the criminal justice system and support victims and witnesses, is to prevent crime from happening in the first place. The extensive partnership working that has taken place over the last 12 months has looked at how partners can work in a much more integrated, joined up way to tackle together and resolve problems, wherever possible 'upstream'.

Too often crime is dealt with after the event and much more can and needs to be done to raise awareness and understanding to prevent people from becoming victims and witnesses, divert people, in particular our young people, away from crime and anti-social behaviour, intervene at an earlier stage, reduce re-offending, and change the behaviour of persistent offenders, predict and plan for emerging crime types and future threats and design out crime from communities, for example, when building homes.

Preventing crime however is not just the responsibility of partner agencies, it is everyone's business. There are a number of practical steps we can all take to better protect our possessions and our homes such as improved door locks and installing improved lighting. I will continue to support the West Yorkshire Police and others in highlighting these practical steps, including in schools, and support those that promote and provide for such practical measures to keep our communities safe. I have been out in communities with organisations such as CASAC (Community Action and Support Against Crime) working with local communities and partner agencies to help secure properties against the threat of burglary, reducing fear of burglary. I have supported the work of the Business Crime Reduction Centre to help businesses to prevent themselves from becoming victims and help them recover where they have already been.

I have visited shops that have been victims of crime and heard about how local officers have helped to get funding for further crime prevention as well as helping to protect themselves against online and employee fraud. I have worked with local partners to investigate the possibility of using the late night levy and have spoken to businesses about improved partnership working to prevent crime, including at an event in December 2013.

Extra money has been made available to the Chief Constable to invest further in technology that can reduce crime and crime 'hotspots' and the Chief Constable's Proceeds of Crime Act money will be used to fund not only police operations but also crime prevention. I have worked with local partners to understand what crime prevention activities are needed in their area and have, with the police service, reviewed Neighbourhood Watch to look at how we can increase this valuable local volunteering capability and provide the extra support to volunteer schemes needed to continue to make sure our communities are safer and feel safer.

I am also working with the Chief Constable to increase the number of Special Constables across West Yorkshire who have the skills and local knowledge to work effectively to prevent crime in our communities. A national Special Constables recruitment campaign in April 2014 focused on reducing burglary and acquisitive crime and was targeted at those communities currently underrepresented in West Yorkshire Police, to be able to do more as an organisation to prevent crime from happening across all our communities.

In October 2013 I asked partners to come together to undertake a joint problem solving session in light of concerns around an increase in shoplifting offences identified by the OPCC and West Yorkshire Police. Together partners identified local actions to take forward in each district.

Partnership Problem Solving

During the summer of 2013 officers within the OPCC and West Yorkshire Police responsible for managing performance identified increases in both shoplifting and theft from motor vehicle offences. In response to the increasing problem partners including representatives from the five Community Safety Partnerships, the Local Criminal Justice Board and the illegal money lending team, were invited to a problem solving event at the office of the PCC. Both the Police and Crime Commissioner and the Chief Constable attended.

Together partners scanned the available information contributing their own local knowledge. Analysis of the information, the type and location of the offences and the businesses involved led to much wider discussions particularly in light of increases in theft of food items.

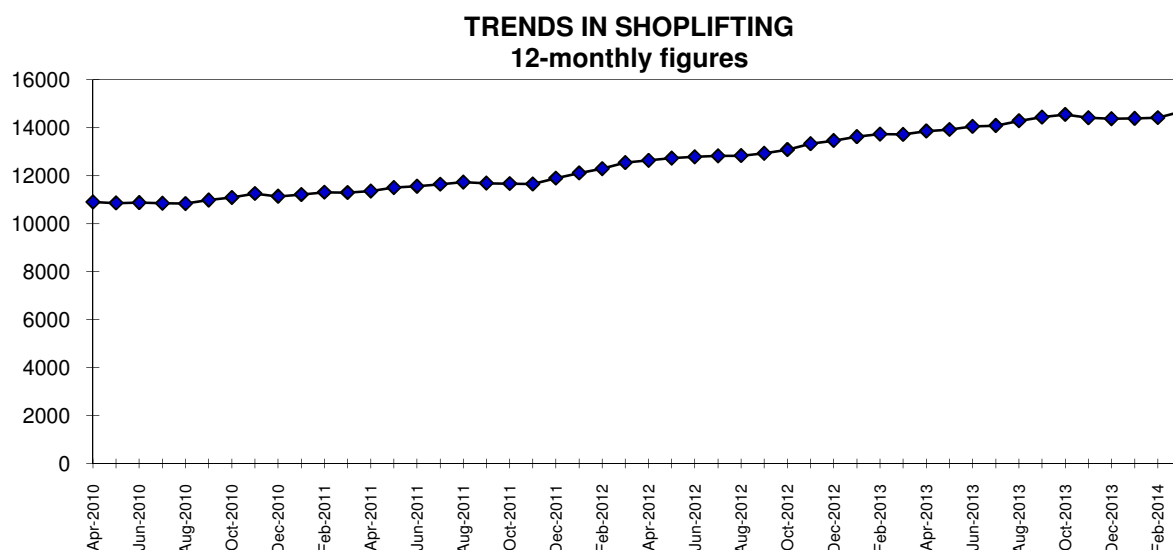
Partners further explored possible responses that could be made to tackle the problem and shared these through the district Community Safety Partnerships. Regular monitoring and assessment of performance since autumn shows that the rate of increase for shoplifting offences in West Yorkshire has reduced.

SHOPLIFTING

Performance

- The first part of 2013/14 (to September 2013) saw an increase in the number of shoplifting offences (+12%). The rate of increase has since reduced in the latter part of the year, resulting in a 7% increase in the number of offences to 14,667.
- For the 12 months to December 2013 the police force stood at 6th (out of 8) in its similar group of police forces, meaning that it met its own internal ambition which was to improve the crime rate per 1,000 population by one position in the similar grouping (West Yorkshire stood at 7th the previous year).

Figure A: Shoplifting figures from April 2010 to March 2014



Comment from the Police and Crime Commissioner

A shoplifting seminar took place on 17 December, at which I was a keynote speaker, which brought together major retailers and key partners in the county to understand the issue and discuss what can be done to help address it. In May 2014 I queried a 3% rise in shoplifting in the Bradford district.

In response the police force has told me that they are working with supermarkets to enhance crime prevention measures, including the use of Automatic Number Plate Recognition (ANPR) on petrol forecourts, and they have set up a Retail Crime Prevention Network. West Yorkshire Police now takes primacy for issues involving ASDA and Morrison's supermarkets on behalf of police forces nationally.

Issues with shoplifting in Bradford is being tackled through intelligence, enforcement and police and partnership intervention. Work is underway to identify organised groups, amend shift patterns in key areas to better combat the issue, focusing on the second hand goods market and finding out directly from offenders why they offend.

ESTABLISH HOW TO CHECK PEOPLE ARE FEELING SAFE

- ✓ *I want communities in West Yorkshire to feel safer as well as be safer. But currently there is no way of checking that people 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. I will then be able to check the work of the police and our partners is ensuring people have the ability to live their own lives without the fear of crime preventing them from doing so.*

The OPCC has been working with Dr Jason Roach from Huddersfield University to establish a measurement of feeling safe. This work is progressing with the literature review now complete and will form the basis of future planning and progress. Pilot work to test the questionnaire will be undertaken in June 2014.

Community Safety Partnerships utilising PCC funds to prevent crime

Kirklees CSP has undertaken the following work to increase student safety:

- Targeted patrols in the fresher's period to reduce robbery.
- Awareness raising with students of crime reduction advice both around personal and property crimes to encourage people to "think safe".
- Dissemination of materials and pilot development of student safety smartphone App.
- There is now a Student Safety Officer with Huddersfield University.

CRIME AND RE-OFFENDING IS REDUCED

I WILL WORK IN PARTNERSHIP WITH THOSE WHO ARE SOCIALLY EXCLUDED AND IN POVERTY

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

Reducing crime and re-offending is not down to West Yorkshire Police alone. Crime and re-offending is a complex socio-economic picture and by working in improved partnerships we are better able to tackle crime and the causes and consequences of crime. This year overall crime has reduced by 1.8% but there are certain crime types that have increased. The rises in these crime types such as shoplifting and theft from motor vehicles may or may not be linked to the cost of living crisis or demonstrate a displacement from other crime types.

Too many people in West Yorkshire live in poverty and many of our communities experience a high level of deprivation. The unprecedented cuts to our public services, the reforms across the public sector, the impact of welfare reforms, the privatisation of probation, prisons and the courts, the new governance arrangements for policing and police and crime commissioners' commissioning services, including victims' services, means that we all have to adapt to meet a changed and changing landscape. We need to work together to meet the new challenges, including emerging crime types and increased threats. I will be working with organisations including social housing providers to understand how to collectively provide solutions to local problems and improve the lives of people across West Yorkshire.

Before Christmas I made a donation from the Properties Act Fund of £50,000 to the Salvation Army. This was to provide help for people in need and their families across the county through the Salvation Army's network of food banks at this important time. The charity is also using this money to provide outreach to those in need of food and continue to make a difference to people across West Yorkshire. I have also met with organisations such as Enable Works and Homeless link to demonstrate support and identify ways to work together with local partners to make the change needed to tackle some of the greatest problems in our communities and improve peoples' lives across the county.

Salvation Army – Food banks case study

"We thank you sincerely for the gift presented to the Salvation Army to support the practical assistance given to individuals within West Yorkshire.

By far the majority of people that we are supporting with food parcels and meals are families with over 50% of those families having children under the age of five...we have distributed over 800 food parcels during January and February this year, which is a 50% increase on the previous year.

The funding that you have donated to us makes a huge difference and enables us to reach more people than we would have been able to without that income".

Lieut-Colonel Michael Highton
Divisional Commander

MAKING COMMUNITIES SAFER BY TACKLING ALL FORMS OF CRIME

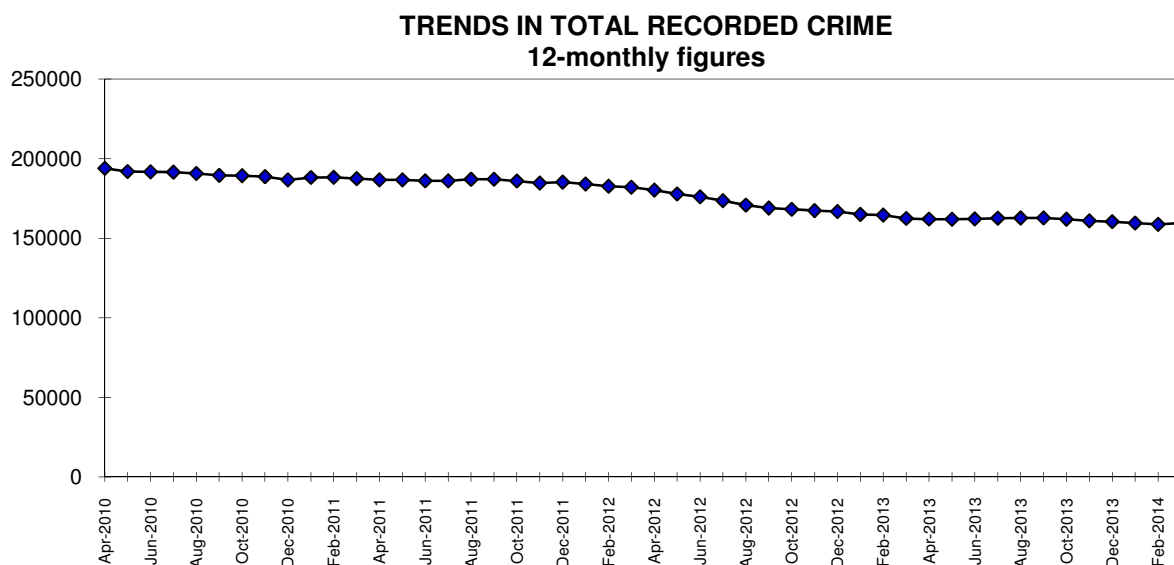
Total recorded crime

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Total recorded crime	-10.5%	-1.8%	Improving

Performance

- There were 159,476 crimes recorded during 2013/14 in West Yorkshire. This was a 1.8% reduction (2,962 fewer victims) compared to the previous year and reflects an improving trend over time (although the rate of improvement is slowing).
- For the 12 months to December 2013, similar forces showed a 1.3% reduction in total crime over time.
- Notable reductions in crime types could be seen for domestic burglary (13%), robbery (11%), theft of vehicle (9%) and criminal damage (6%).
- Total recorded crime is now less than half the level recorded ten years ago. The crime rate per 1,000 population has reduced from 72.5 offences to 71.1.
- West Yorkshire Police remains 8th (out of 8) in its similar group of police forces despite this reduction, meaning that it did not meet its own internal ambition which was to improve the crime rate per 1,000 population by one position in the similar grouping.

Figure B: Total recorded crime figures from April 2010 to March 2014



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

Operation Viper, which is focussed on reducing acquisitive crime in particular burglary, has been implemented over the last 12 months. This targets areas of particularly high risk and includes simple changes to police tactics which results in offenders and multiple offenders being taken off the street quicker. The way the police manages the performance of districts and departments and staff internally has also been changed, with monthly local accountability meetings and individual accountability meetings. The monthly force accountability meeting had led to strategic issues being identified and tackled quickly, such as the processing of forensic samples within 24 hours for burglary.

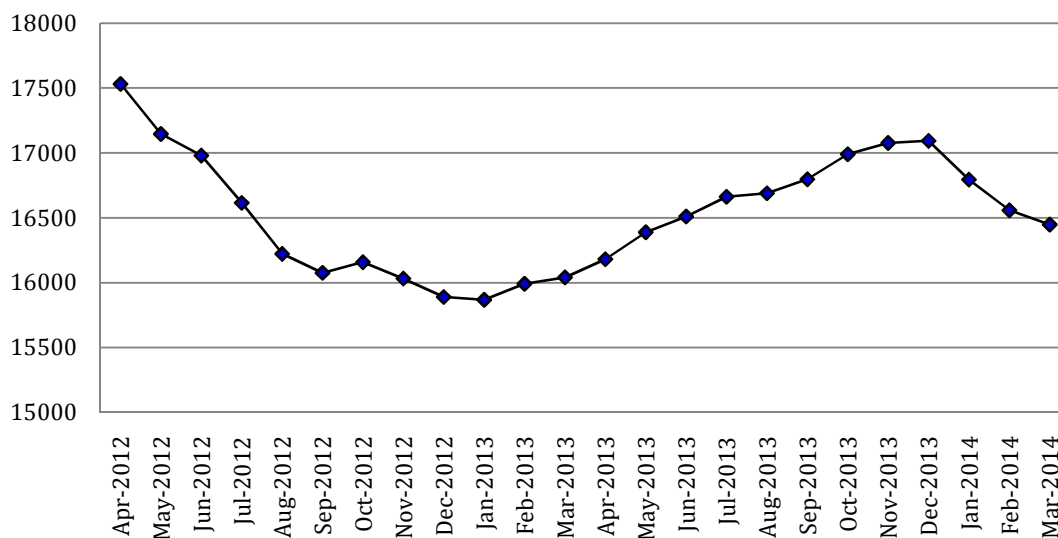
MAKING COMMUNITIES SAFER BY TACKLING ALL FORMS OF CRIME

Theft from motor vehicle

Performance

- After seeing an increasing trend in offences recorded during the first nine months of 2013/14, efforts to address offending resulted in a reducing trend in the last quarter of the year (with a 14.7% reduction on the same quarter in the previous year).
- The internal police force ambition for 2013/14 had been to restore the level of theft from vehicle offences back to the 2012/13 level of 16,041 by December 2013.
- The police force did not achieve this reduction and the outturn for 2013/14 was 16,448 (a 2.5% increase on 2012/13).

Figure C: Theft from motor vehicle 12 monthly crime figures from April 2012 to March 2014



Comment to the Police and Crime Commissioner from West Yorkshire Police

It is acknowledged that theft from a vehicle has been a real problem for the force which hasn't seen the same amount of resources allocated to it due to concentrated efforts to reduce burglary. There is a feeling that some offenders have moved from burglary to theft from a vehicle as sentencing tends to be lighter for such offences. A new system around offender management using intelligence and investigation packs should see a movement of focus from burglars to offenders, which should hopefully lead to a reduction in theft from vehicle offences. In addition, police have started using a new piece of software in the Kirklees area which allows easy searching of online auction sites for stolen goods – this has shown early signs of success.

REDUCING BURGLARY

Burglary is the only area within the Plan that I set a target for. Previous performance management regimes have focused on setting targets against a series of measures. The present government clearly shifted away from such a performance culture, scrapped targets and made it clear that the only objective was to cut crime. I felt locally that I should follow this approach. Whilst highlighting the key performance indicators that I would measure performance of the police and partners against throughout the year, I decided not to set any targets and concentrate on monitoring the direction of travel – in the current climate of reducing resources, it is unrealistic to set targets for continuous performance ambitions.

However I felt that burglary was different. Communities and partners told me it was a problem, and continue to do so. West Yorkshire also had the highest rate of burglary per 1,000 households compared to similar forces, and has been the focus of national inspection and media attention. Given the climate of reducing budgets I decided to set a target for the police and partners to perform better than similar police force or partnership areas, which I felt was a realistic expectation that could be achieved through sustained focus and commitment. I have received regular updates from the Chief Constable on how burglary is being tackled and given the importance placed on this crime type I have with the support of the Chief Constable again included it as the only target in the refreshed Police and Crime Plan.

10 worst burgled streets in Little Horton Ward

Staff have targeted the 10 worst burgled streets in the Little Horton Ward as part of an initiative to reduce theft and car crime. Ward Officers, council wardens, PCSO's, NPT sergeants and Officers from communities have carried out street surveys and audits of homes in the Canterbury Estate area of Bradford. The aim of the audits and surveys is to identify any potential problems to tackle crime, for example; cutting back overgrown vegetation from public footpaths, improving street lighting, repairing burglar alarms, removing graffiti from walls and issuing advice to local residents about crime prevention.

Bradford CSP

Youth Offending Service work supported by PCC funding – Leeds

Coming from a family with significant experience of the criminal justice system, Ed began offending aged 12. He quickly became a prolific burglar which resulted in a custodial sentence when he was aged 16. Whilst he was in custody the Youth Offending Service (YOS) Connexions worker spent a lot of constructive time with him to help him think about his future. Eventually he was allowed release on temporary licence to volunteer one day a week at a local community centre kitchen. With the support of his YOS workers he sustained his volunteering on release and was eventually offered an apprenticeship in catering. He has not re-offended and has thrived in his training placement, really enjoying interacting with the customers. In spring 2014 he was awarded Leeds City Council's Apprentice of the Year award, in recognition of his success in overcoming huge personal barriers to progress so well in his workplace.

REDUCING THE RISK OF DOMESTIC BURGLARY IN WEST YORKSHIRE

Recorded domestic burglary

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Recorded burglary dwelling (TARGET – performance to be better than similar forces and partnerships)	-25.6%	-13.5%	Improving

Performance

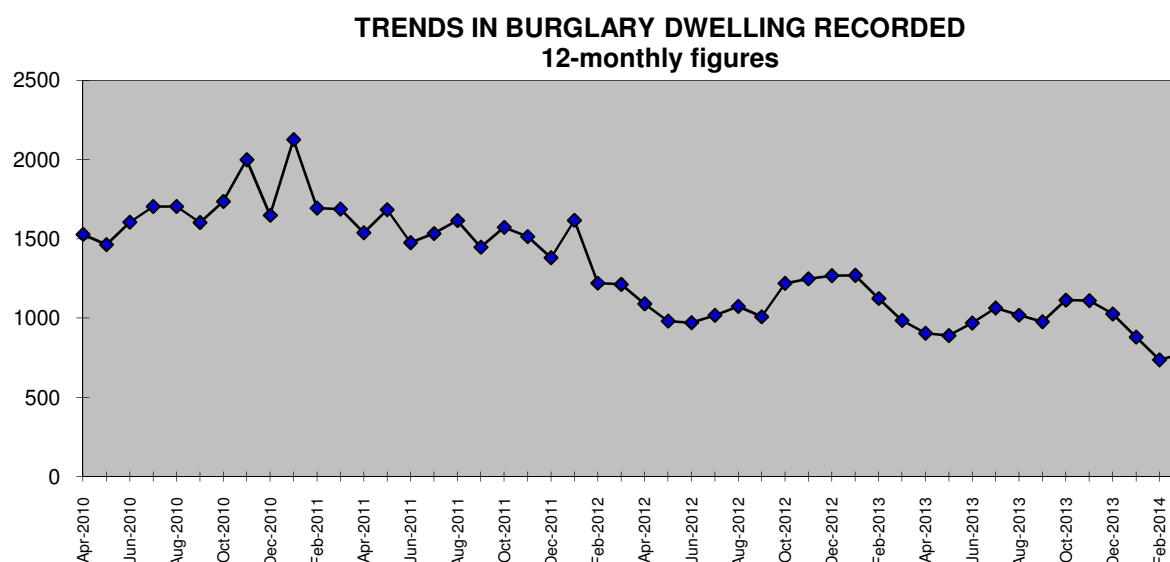
- There were 11,461 domestic burglary crimes recorded during 2013/14, with 1,800 fewer victims than the previous year. This was a 13.5% reduction on the previous year and reflects a significant improvement trend over time. The level of domestic burglary is now around a third of the level recorded ten years ago (reduced by 38%).
- The Police and Crime Plan contains a target for West Yorkshire to out-perform similar forces. As at December 2013 the average reduction across the group of similar forces was 3.1%, showing

that West Yorkshire was out-performing similar forces and meeting the target set. The table below sets out the figures for West Yorkshire and the five individual districts which also had a target to out-perform similar partnerships.

- West Yorkshire improved to 6th in the similar group of forces, compared to being 7th in the previous year.
- The police force set an internal ambition to reduce the level of domestic burglary to 11,545 offences, which was clearly met.

	Performance to March 2014	Most Similar Family average to December 2013
Bradford	-11.9%	-8.9%
Calderdale	+15.7%	-9.4%
Kirklees	-17.9%	-12.2%
Leeds	-15.2%	-9.0%
Wakefield	-27.3%	-6.6%
West Yorkshire	-13.5%	-3.1%

Figure D: Domestic burglary crime figures from April 2010 to March 2014



Comment from the Police and Crime Commissioner

In May 2014 I raised the issue of the increasing rate of burglary in Calderdale with the Chief Constable. While the number of burglaries has been historically low it is still a cause for concern. I have been told that there has been some displacement of activity from Bradford to Calderdale. The police is working towards addressing these issues through local cross-border initiatives and through Operation Viper. Much of the rise in burglary rates was seen in the first six months of 2013/14, and since that point performance has begun to improve.

REDUCING THE RISK OF DOMESTIC BURGLARY IN WEST YORKSHIRE

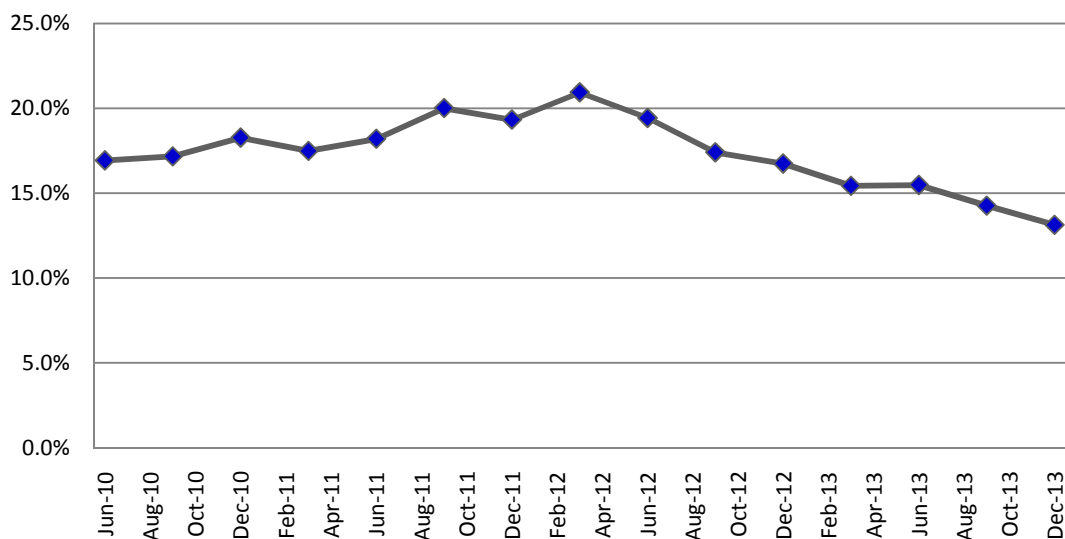
Risk of household crime

Measures	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Risk of household crime	15.4%	13.1% (Dec 13)	Improving

Performance

- The latest Crime Survey for England and Wales data to December 2013 identifies that 13.1% of households surveyed have been a victim of household crime (which includes vandalism, vehicle-related theft, bicycle theft and other household theft), showing reducing risk since March 2012.

Figure E: West Yorkshire risk of household crime figures from June 2010 to December 2013



Source: Office for National Statistics

Comment from the Police and Crime Commissioner

Although this performance measure was seen as a link more to domestic burglary, it does cover a multitude of offences. Domestic burglary and theft from vehicle are both performance ambitions for the police force, which have been commented on in earlier sections. Opinions on how much of a problem property crimes are is also gathered on a monthly basis via the public perception survey, and shows a stable trend over time.

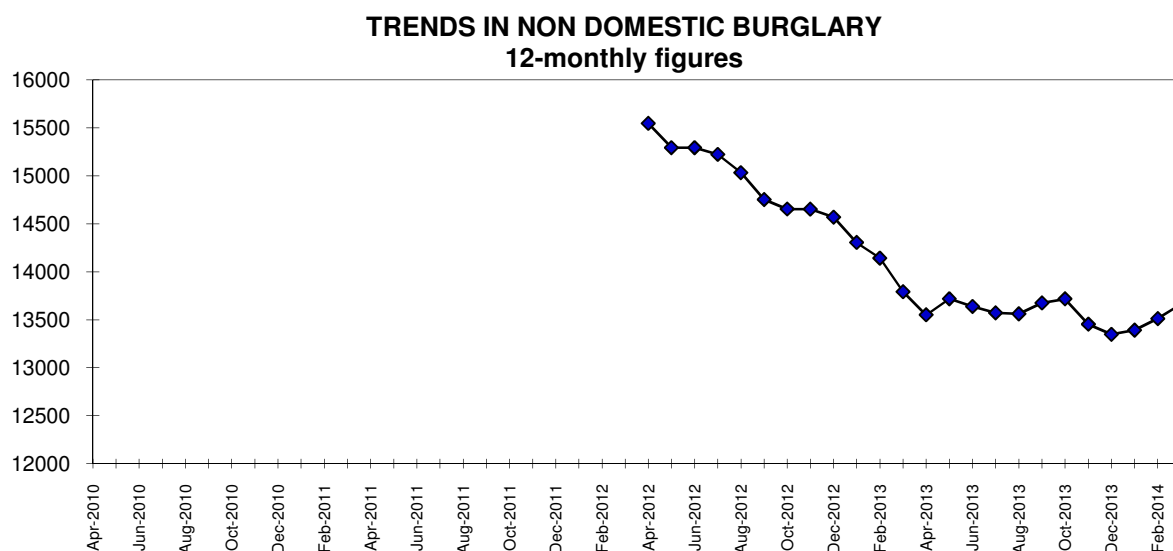
REDUCING THE RISK OF DOMESTIC BURGLARY IN WEST YORKSHIRE

Non domestic burglary

Performance

- The internal police force ambition for 2013/14 had been to reduce the level of non domestic burglary offences to 12,528.
- The police force did not achieve this reduction and the outturn for 2013/14 was 13,662 (a 0.9% reduction on 2012/13).
- The trend in relation to non domestic burglary offences has been relatively static across the year as a whole (with reductions in October and December off-set by increases in the final quarter of the year).

Figure F: Non domestic burglary crime figures from April 2012 to March 2014



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

Non domestic burglary covers commercial premises, sheds and gardens, and requires different crime reduction techniques compared to domestic burglary. Attempts to tackle non domestic burglary have involved an initiative involving special constables, linked in with Operation Viper. Performance is monitored and issues addressed through the monthly Local Accountability Meetings.

TACKLING HATE CRIME

- ✓ *I will use my position as elected representative to bring people together with partners to tackle all forms of hate crime building towards:*
 - *Ensuring people understand and are aware of what hate crime is, how it can be reported, and how they can help.*
 - *People who experience or witness hate crime feeling able to come forward to report it, ensuring that 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.*

Together with the Chief Constable I agreed for a significant piece of work to take place on the recording and classification of hate crime and hate crime reporting. This has included a flag being included on crime recording systems so that victims of Islamaphobia can be identified and offences monitored. This work and the publication of the flag for Islamaphobia is in the process of being undertaken.

I have already attended Hate Crime Strategy launches in Bradford and Kirklees and worked closely with key organisations to enable my office and I to further understand the problem of hate crime. In January 2013 I held a disability hate crime event which was attended by practitioners from across the county where conversations with people have been collated and actioned to inform the work of the office. I have also met with young people who are victims of disability hate crime to discuss the safer places scheme and what makes them feel safer.

PROTECTING PEOPLE FROM VIOLENT AND SERIOUS CRIMES

Child sexual exploitation

- ✓ *I will work with partners to make children, wherever they are, safer from those who exploit vulnerable young people, identifying and punishing those in groups and gangs sexually exploiting children.*

I held a summit on Child Sexual Exploitation (CSE) in July 2013. The event saw key partners which included the Prosecution Service lead on CSE, Nazir Afzal, senior leaders from across the county and national organisations working to tackle CSE in West Yorkshire. A roadmap was completed and shared with safeguarding boards, the police, local authorities and wider partners.

Following on from this event I was pleased to sponsor a conference organised by West Yorkshire Police which involved 'The County Group', which lead on CSE issues at a West Yorkshire level. The practitioner focused conference was an opportunity to disseminate skills and knowledge to those people most engaged in this work on a day to day basis, helping to establish a better shared knowledge of the most effective multi disciplinary practise. I have sought to secure long term commitment of national funding for services around CSE, specifically for those affected by on street grooming. I have also lobbied the Secretary of State on this issue and the need for specialist courts.

I have seen the important work undertaken by partners in the Safeguarding Unit in Bradford, the Hand in Hand project and have met the Shadow Minister for Children and Councillor Ralph Berry, who holds the Children's Services portfolio for Bradford Council.

CSE – Know the Signs Campaign: Information and Campaign Evaluation for West Yorkshire Police

- The first regional CSE group was held in March involving the Heads of Safeguarding from the four police services in the region. This meeting will break off into a strategic arm and a tactical operational arm to ensure best practice is shared.
- CSE 'Know the signs campaign' - More than 20 UK Police Services have expressed an interest in using the campaign material and regional Crimestoppers are acting as contacts to help redistribute generic artwork, free of charge for other Forces but copyrighted to West Yorkshire Police. Recently South Yorkshire Police requested the CSE artwork in a high profile billboard campaign on city streets, along with leaflets and posters.
- During a CSE presentation at the National Children and Adult Services Conference in Harrogate on 17 October, the Children's Commissioner for England, specifically praised the PACE/ West Yorkshire Police parents video and stated that she had asked her office to share it.
- On 24 October Her Majesty's Inspectorate of Constabulary (HMIC) completed an Inspection of West Yorkshire Police in relation to internet related CSE. They praised the 'Know the Signs' media campaign stating it was the best they had seen.
- An internal survey found that 80% of police officers and staff feel the campaign is visually impactful with clear messages and Safeguarding teams have commented on an improvement in officer awareness of CSE across the Force.
- **West Yorkshire Police Website** – 14,884 hits (to Sept 2013) to the dedicated CSE page. The average time spent on the page is 2 minutes 50 seconds.

'When I visited Wakefield and met you, it was clear to me that the force has very a mature and capable response to CSE. I was very impressed with your approach to every aspect of CSE provision including prevention, intelligence and enforcement activity. There are high levels of awareness and strong strategic support which is vital. I was particularly impressed with the Bradford model of service provision and I would consider this to represent the gold standard currently in the UK'.

MAKING CHILDREN SAFER IN OUR COMMUNITIES

Volume of safeguarding activity to protect children

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Volume of safeguarding activity	20,000	20,016	No change

Performance

- A range of activities are undertaken by the police aimed at protecting children, ranging from using powers to remove a child from danger to a place of safety, the supervision of registered sex offenders and taking offenders to court for child abuse to contributing to multi-agency safeguarding conferences and the provision of disclosure to family law cases.
- Within the last 12 months 20,016 activities were undertaken, a similar number to the previous year.

Comment provided to the Police and Crime Commissioner by West Yorkshire Police

Changes in legal aid for private family law, a national agreement for Cafcass and the introduction of a new triage system in Bradford and Leeds have meant that there are less activities to now be recorded, and could result in this measure appearing to reduce despite there being no decrease in the effort or amount of work undertaken by staff in this field. Because of this the performance measure has been refined for 2014/15.

MAKING CHILDREN SAFER IN OUR COMMUNITIES

Re-offending of sex offenders

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Re-offending rate of sex offenders	20.2%	22.8%	No change

Performance

- 22.8% of sexual offences where the offender was dealt with by the police during 2013/14 were committed by offenders who had been dealt with for sex offences previously in the last 12 months before.
- This was a slight increase on the previous year due to the completion of a high number of lengthy investigations and offenders dealt with for multiple offences. In May and June 2013 a high number of registered sex offenders were charged for further offences.

Comment provided to the Police and Crime Commissioner by West Yorkshire Police

It is felt that this increase can be linked to the publicity to encourage people who have suffered sexual offences to come forward and to partner activity around child sexual exploitation. The approach to tackling child sexual exploitation has also proactively identified previously unknown offences with offenders receiving significant custodial sentences for their offending.

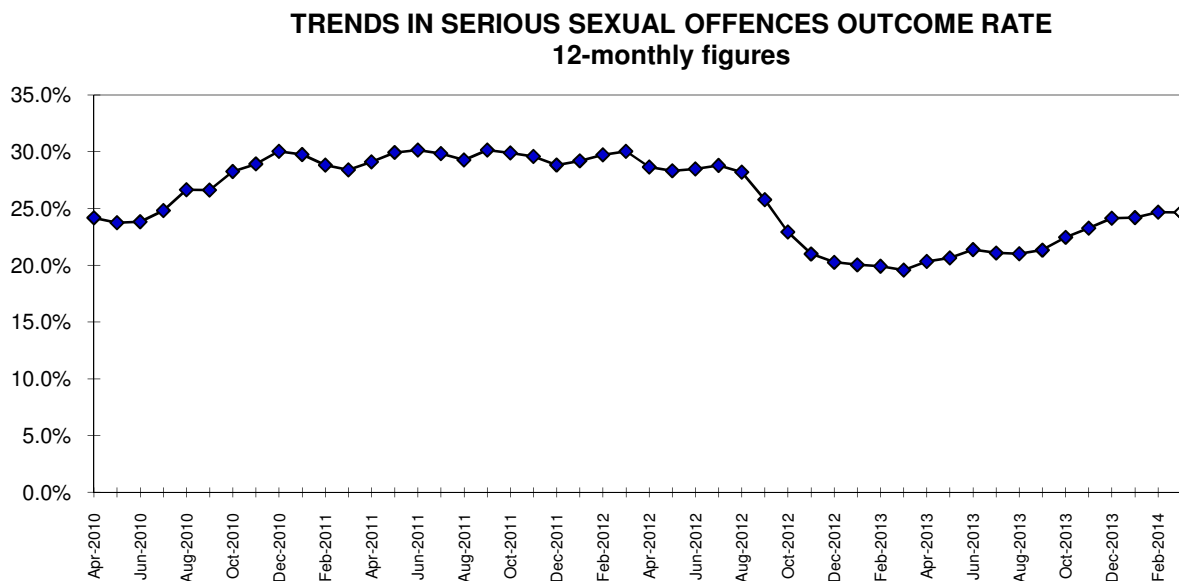
MAKING CHILDREN SAFER IN OUR COMMUNITIES

Serious sexual offences

Performance

- Despite increases in sexual offences throughout the year, these increases have now slowed down. For the 12 months to March 2014, there was a 17% increase in serious sexual offences.
- The police force had set itself an internal ambition for 2013/14 to improve the outcome rate to 23.7% (from a base of 19.6%). This ambition was achieved, with the figure for the 12 months to March 2014 standing at 24.7%, following a steadily improving trend over the year.

Figure G: Serious sexual offences outcome rate from April 2010 to March 2014



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

The police force has worked closely with the Crown Prosecution Service and has seconded a Detective Inspector to assist with a review of sex related offences. It is hoped that this will assist them in the speed of the decision making process ensuring offenders are brought to justice quicker. A survey for victims of sexual offences is being re-designed and will link in with Sexual Assault Referral Centres.

HMIC has published a Rape Digest, which set out data for West Yorkshire around adult and child rape, crimes, detections and no-criming. While there were no surprises in the data within the Digest, the police force acknowledged that the levels of child rape need to be looked into further. Compared to the national average West Yorkshire no-crimes a smaller proportion of rapes.

The increase in serious sexual offences is attributable to three key factors: 1) increases in historical reporting - historic offences used to account for 1 in 10 of all cases reported, but now accounts for 1 in 5; 2) proactive child sexual exploitation operations and campaigns; and 3) changes in recording practices. It is felt that this had given victims the confidence to report crimes, which are generally under-reported.

Domestic abuse and sexual violence

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, especially to help those at high risk of being a repeat victim.*
- ✓ *Make sure the right support is available for victims of sexual violence and that the right reassurance is given and action taken.*
- ✓ *Introduce new projects aimed at preventing and dealing with domestic and sexual violence, and stalking.*

Over the last year much of the work that I have undertaken is to understand the serious issues of domestic abuse, sexual violence and stalking in West Yorkshire: what services exist here to provide help and support to victims and their families; what is needed to help victims feel safe and stay safe; why victims may not report what is happening to them; how the criminal justice agencies and other partners respond to often complex situations; and how we can work better together to provide improved outcomes.

Domestic abuse and sexual violence cannot be dealt with by any agency alone and I have set aside £1m in funding over the next 2 years for partners to work together around these issues to provide a more joined up approach to raise awareness, improve understanding and provide improved integrated services that help victims be safer and feel safer. I have also provided the funding for more lawyers dedicated to dealing with rape and serious sexual offences and have made £600,000 available through the base budget to West Yorkshire Police for people working with sex offenders which should reduce the ratio of supervisors to offenders.

In February 2014 I tweeted my support for Eve's Law, which prevents safe-house addresses of domestic abuse victims being released in court or as part of any court order. I have also signed the Survivor's Charter, which tells survivor's of domestic and sexual violence how they should expect to be treated by the criminal justice system and agencies. To view the charter and for more information on the report that accompanied the Charter visit: <http://www.womensaid.org.uk/accesstojustice>

Both myself and my staff have engaged with HMIC over the recent inspection of domestic abuse, with my staff attending a national workshop to discuss the initial findings and help shape the recommendations in the national HMIC report. Since the West Yorkshire and national findings have been released I have discussed these with the Chief Constable and the OPCC is working with West Yorkshire Police and other partners to work together to make the important difference, including setting up a domestic abuse working group.

Parents and Children Together (PACT) programme run by Leeds Youth Offending Service, in partnership with family support services in Leeds. PACT is a programme to tackle adolescent to parent abuse.

'Before the PACT group, I didn't have any confidence and suffered with really bad anxiety. Public transport was never an option for me or crowded places. I rarely went out or made time for myself. My life was a daily routine of being in the middle of arguments, verbally abused and constant drama. I was in a vicious circle of abuse, not talking about it, resentment from the last incident and another round of arguments. I was a nervous wreck at walking into an unfamiliar room full of strangers. I was embarrassed and ashamed at the thought of telling complete strangers about my disruptive relationship with my son, who I love with all my heart, and the effect it had on my relationship with my other children and partner. But within a couple of hours after meeting the staff and some of the loveliest, amazing mums I have ever come across I felt as if a massive weight had been lifted off my shoulders. Some of the techniques we learnt to help change our behaviours were what we had all used before but we were encouraged to be consistent and follow things through without giving in. I learnt it was o.k. to say no without feeling guilty. Taking time out both from the situation that could escalate into abuse and also time out just for me.'

'After twelve sessions of P.A.C.T. I can honestly say I am a different person. My relationship with my son is still a work in progress but the screaming matches are few and far between. I now have the tools, confidence and strengths to keep working towards a better relationship with my son. I have so much more confidence I actually now get on a bus, not a big deal to some but it has made a massive difference to my life. I have just finished a 6 week jump start course at Leeds University and will hopefully begin studying there in September on a family and child support course.'

PROTECTING THOSE DOMESTIC ABUSE VICTIMS WHO ARE AT MOST RISK

Repeat victimisation rate for domestic abuse

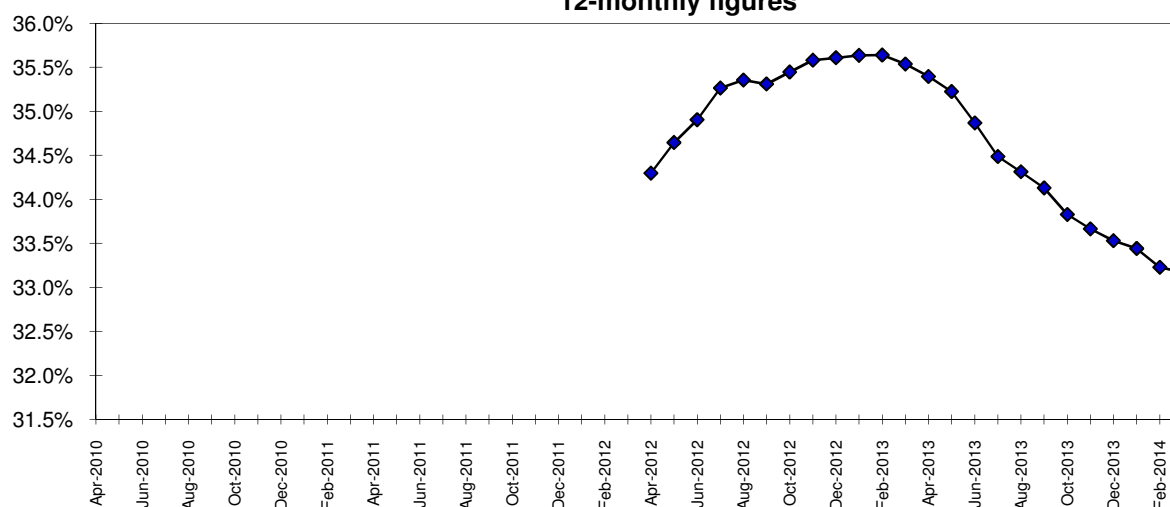
Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Repeat victimisation rate for domestic abuse	35.5%	33.2%	Improving

Performance

- 33.2% of victims of domestic abuse were identified as having been victimised previously in the last 12 months.
- There has been an improving trend since the start of 2013, when the rate was just over 35%.

Figure H: Domestic violence repeat victimisation rate from April 2010 to March 2014

**TRENDS IN DOMESTIC VIOLENCE REPEAT VICTIMISATION RATE
12-monthly figures**



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

While in general good performance has been seen across West Yorkshire, the repeat victimisation rate in Calderdale has increased by 4.1% to 37.7%. Since the HMIC report into domestic abuse a lot of work has been undertaken, including the development on an action plan to address issues raised. With particular regards to Calderdale, a dedicated Detective Chief Inspector is looking at vulnerability across the district. All vulnerable victims are now dealt with via the Safeguarding Unit. Since these measures have been put in place some progress has been seen. In addition, the Local Criminal Justice Board has undertaken a mapping exercise to review the processes used in each district to respond to domestic abuse, and is looking to report on this work with recommendations around how things could be improved.

Serious sexual offences – West Yorkshire Police

- In the last 18 months since the introduction of the new serious sexual offences (SSO) policy, there has been an increase in National Crime Recording Standards compliance to 93%.
- All Districts report having a strict SSO accountability process and investigative standards in place. As a result the outcome rates are improving.
- Offences have been increasing, but this is due to an increase in historical reporting, proactive investigations/Operations (including CSE) and a change to recording of SSO.

Human trafficking

✓ *I will work with fellow Police and Crime Commissioners – and internationally – to tackle issues such as trafficking and forced marriage.*

As a result of consultation with partners and in particular West Yorkshire Police, I held an event in Leeds on the 8 April 2014 to increase awareness of human trafficking. Over 100 delegates attended the event from over 30 different public and third sector organisations and speakers from West Yorkshire Police, the Salvation Army and Hope for Justice contributed important information to increase people’s awareness, which has been taken back to delegate’s respective work places. A vital part of the event was the roundtable discussions which allowed delegates to suggest actions

and ways to progress support to victims of Human Trafficking and what I, as Police and Crime Commissioner, can do to increase awareness and help partners to tackle human trafficking. The results from these discussions have been collated, analysed and constructed into feasible actions and will be considered by the Partnership Executive Group. For 2014/15 I will work towards holding another, more specific human trafficking event to increase awareness further and report back on progress made. I will also be calling for the creation of a national working group among Police and Crime Commissioners to tackle human trafficking head on nationally as well as locally.

Increasing Awareness of Human Trafficking – 8 April 14

It is fundamental for us all to recognise the prevalence of human trafficking in our area and imperative that front line staff are able to work in collaboration to combat, and to support the victims of, this deplorable hidden crime. The Human Trafficking event that took place on 8th April 2014 afforded the opportunity for numerous agencies to liaise in order to maximise the efficiency and effectiveness of anti-trafficking efforts in West Yorkshire. It was an excellent opportunity for professionals to share good practice and it emphasised the importance of raising awareness of human trafficking. On behalf of Hope for Justice I congratulate Mark Burns-Williamson and his team for organising the event and I look forward to seeing the outcomes of improved inter-agency co-ordination as a result of it.

Allan Doherty
Hope for Justice

PREVENTING ATTACKS ON WORKERS

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

I have given my support to the Union of Shop, Distribution and Allied Workers (USDAW) national campaign Respect for Shop Workers that seeks to prevent violence, threats and abuse against shop workers. As part of this I visited a supermarket with local USDAW representatives locally to talk to workers about how safe they feel and what more could be done to make them safer. I have spoken to businesses and employees on other site visits and at business forums who have been affected by crime. I am also looking at how we widen the services currently provided to victims to include those workers who feel they are victims when business crime has taken place.

REDUCING RE-OFFENDING

Reducing re-offending is key to making sure crime and anti-social behaviour is reduced and communities feel safer. This is why three performance measures were set in the Plan, covering persistent, adult and young offenders. In light of the significant changes to the rehabilitation landscape, the OPCC has worked closely with probation, police, and youth offending and prison services to review and revise this priority for the 2014 refresh of the Plan. This close working was needed to make sure the priority reflected these changes and set out clearly what I and partners can achieve and expect to be done to help sustain and improve efforts to reduce re-offending.

I have regularly met with lead officers from the five Youth Offending Teams across West Yorkshire, who have been provided with funding from my office and have met with prison governors from across West Yorkshire to discuss how we work together in the future to reduce re-offending. Prisons from across West Yorkshire had come together and produced an analysis of strengths, weaknesses, opportunities and threats and this information has been provided to the OPCC for consideration. I

have also met with ex-offenders involved in community projects including the ABLE 2 project which provides a training and education programme for young people on community punishment orders.

Opposed to the privatisation of public services, I have been sceptical, as have many others, about the proposed changes to the probation service (set out in the Government paper *Transforming Rehabilitation*) and I submitted a response to the government consultation that stated this quite clearly. However, I have been involved in the bidding process and invited bidders to discuss issues or concerns directly with me. I have also raised with the Ministry of Justice (MoJ) that it makes no sense to involve PCCs in the process but for them not to have a say in who wins the contract as there will need to be a productive relationship going forward. I do, of course, intend to work closely with the successful bidder to ensure the services put in place to reduce re-offending are successful and deliver best value for the communities of West Yorkshire.

REDUCING THE RE-OFFENDING OF PERSISTENT CRIMINALS WHO CAUSE HARM TO OUR COMMUNITIES

Re-offending of persistent offenders (adults)

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Re-offending rate for persistent offenders (adults)	41.8% (8 months to December 2013)	54.0% (22 months to March 2014)	No change

Performance

- This re-offending measure is based on prolific offenders released from Armley and Wealstun prisons within West Yorkshire.
- Their future offending is assessed against the Probation Service Offender Group Reconviction Scale predictions on the likelihood of offending within the next two years. This is a longitudinal measure.
- At present 54.0% of offenders have re-offended (having been released for up to 22 months). The prediction, within the two year timeframe, is 76.7%.

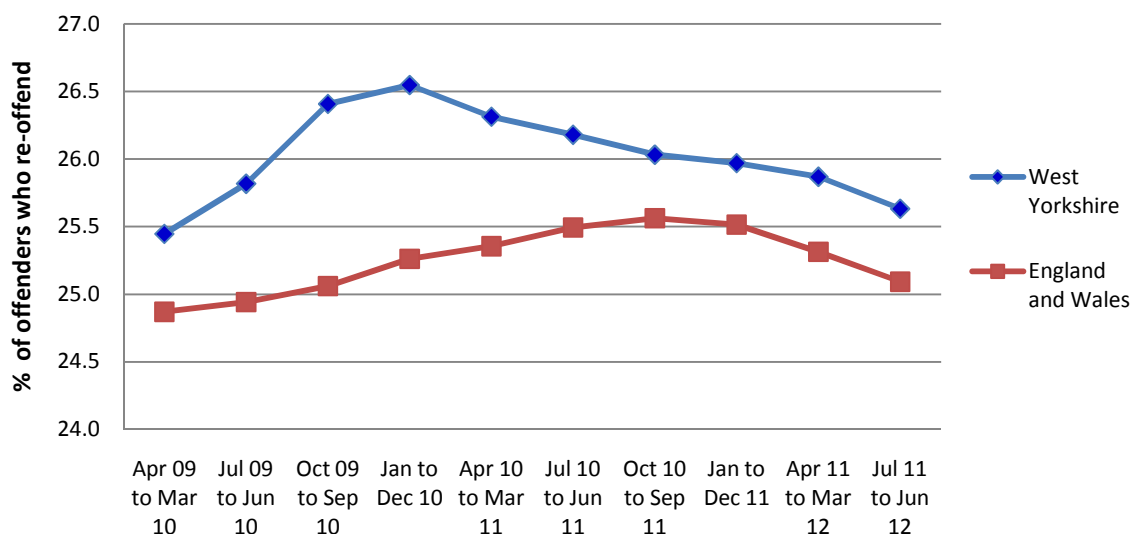
Proven re-offending of adults

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Re-offending rates of adults	26.5% (Dec 10)	25.6% (June 2012)	No change

Performance

- This re-offending measure is based on all adult offenders in West Yorkshire and draws on data published by the Ministry of Justice.
- The latest data, for the 12 months to June 2012, stood at 25.6%, and shows a stable re-offending rate across time.

Figure I: Proven re-offending rates for adults March 2010 to June 2012



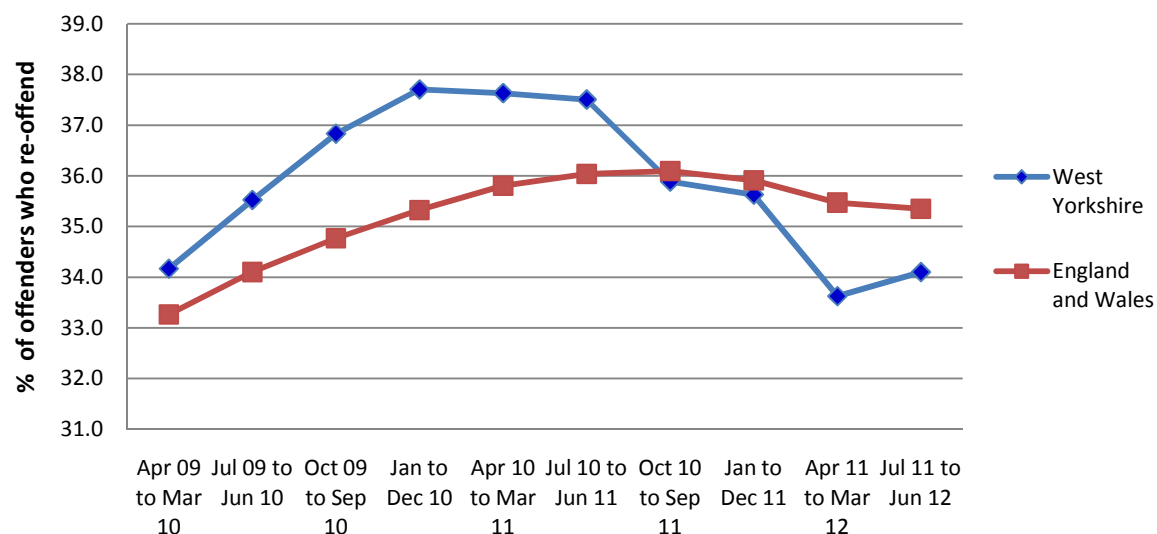
Proven re-offending of young people

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Re-offending rates of young people	37.7% (Dec 10)	34.1% (June 2012)	Improving

Performance

- This re-offending measure is based on all young offenders in West Yorkshire and draws on data published by the Ministry of Justice.
- The latest data, for the 12 months to June 2012, stood at 34.1%, and shows a reducing re-offending rate across time.

Figure J: Proven re-offending rates for young people March 2010 to June 2012



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

The police force and partners are continuing with Integrated Offender Management and looking at new ways for neighbourhood policing teams to engage with partners and communities to deal with offenders. While changes to the re-offending landscape are taking place, there does not appear to be any current adverse impact on re-offending rates.

Thematic inspection around girls and young women

In early November 2013 a joint thematic inspection – undertaken by HMI Probation with the support of HMIC with a criminal justice focus – examined joint working in relation to girls and young women and how successful the services were at reducing the likelihood of re-offending and the risk they posed to others, especially those with alcohol dependency.

Whilst unclear if this will be subject of a joint thematic report in the future, initial feedback suggests no concerns for West Yorkshire Police and the partners involved.

YOUNG PEOPLE CONTRIBUTING TO SOCIETY AND PLAYING BY THE RULES

- ✓ *I will work with communities and organisations such as schools and the voluntary sector to open up opportunities for young people that will put them on a path away from anti-social behaviour or crime and are supported.*

During the election campaign I pledged to involve young people in the work of the OPCC and a Youth Advisory Group has been established over the last 12 months to advise me on issues including this priority. I have visited a number of organisations involved with education and diversion from crime and anti-social behaviour who do fantastic work to divert and provide opportunities for young people to make positive choices away from offending behaviour to make a success of their lives, such as the Boxing Project in Bradford. I have really enjoyed the opportunities to give out awards to those young people who have worked hard to complete programmes. I work closely with and have provided funding over the last 12 months to the four West Yorkshire Positive Futures projects and to the five Youth Offending Teams.

When I asked partners for feedback on the current priorities within the Plan, many identified this priority as an issue. Comments received were around the negative messages portrayed by the phrase 'playing by the rules' – which suggests that no young person does this – and also that singling young people out from others suggests they are a specific issue. Given this feedback, and having consulted more widely with my Youth Advisory Group and Youth Offending Services, this priority has been removed for the 2014 refresh and young people have been included within relevant sections throughout the plan, including reducing re-offending, victims and witnesses, protecting those at risk and preventing crime.

West Yorkshire Positive Futures (WYPF) – Calderdale

Simon is a child in our care and was referred to WYPF through a local children's home. Simon was involved in offending and was subject to a Youth Rehabilitation Order with a condition to comply with Intensive Supervision and Surveillance Programme for a period of 90 days. Initially Simon engaged with WYPF due to his 25 hours minimum supervision weekly requirement.

Simon attended the WYPF Boxing Session at Old Lane in Ovenden for several weeks and engaged well throughout. He enjoyed the sessions and worked well with other young people. Simon also received one – one support with one of our young workers on a regular basis which involved attending the snooker hall and having a general chat and catch up about any issues that he may be facing. WYPF made an introduction to Branching Out to help Simon with his substance misuse. Through the 2 services working alongside Simon has made significant improvements in reducing his substance misuse.

Since Simon has been attending WYPF sessions his behaviour has improved greatly which has been noted by other agencies including, YOT, Branching Out and staff at his home. Now that his Youth Rehabilitation Order has finished Simon has been attending WYPF on his own accord on a weekly basis and engaging well at sessions which has continued to lead further improvement in his behaviour and attitude. His attendance at sessions is being supported by his home who often provide transport for him, however WYPF has also been able to provide transport when they have been unable to.

Simon has shown a particular interest in the Friday night climbing session in Brighouse therefore in the near future he will be looking to start a nationally recognised climbing qualification (NICAS) to help keep him engaged with the climbing session. This will give Simon something to focus on while working together with other young people and staff.

**Simon is a fictional name*

Katy Hetherington
Young Persons Development Manager

Youth Offending Service – Leeds

Jay has a long history of offending and was given a custody sentence for burglary aged 17. Although he planned to move into his own flat on release, his YOT worker knew that he would need the help of his mother and sisters to avoid further offending. Jay was referred to Leeds Youth Offending Service's ReConnect project which uses restorative family group conferencing techniques to enable young people, their families and friends to work together on their own support plan. Jay's ReConnect conference took place on the day of his release from custody at a local community centre. It was attended by Jay, his mum, two sisters and their three daughters as well as a close family friend. Together, they came up with a plan to help Jay stay out of trouble and reconnect with his family. The family took ownership of the plan they produced, which offered a level of support which was beyond what any agency could have provided. Jay now has a better relationship with his family and has avoided further offending. He said 'The ReConnect process was good. It helped me build a better relationship with my family and learn the consequences of my actions. It helped us understand each other more clearly'.

RECOGNISING BUSINESS CRIME

I will work with business people and partners 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.*
- ✓ *Seek opportunities for working with businesses and other public sector services to reduce the impact of economic crime.*

The OPCC has attended a regional conference on fraud and cyber crime with links to local businesses to understand more about business crime and emerging crime types affecting businesses. I have met with the Business Crime Reduction Centre to discuss its European funded project to support business victims, agreeing to a joint conference in Leeds in June to facilitate information sharing, awareness raising, and engagement with businesses. I have also met with several businesses whilst out and about and heard how Business Adviser Police Community Support Officers (PCSOs) have helped and supported businesses to make themselves safer, and supported initiatives within local areas such as Businesses Against Crime in Leeds.

There has been and will continue to be, a continued focus to frustrate activities of criminals exploiting people's reliance on technology, from cyber bullying among younger people and CSE issues, to highly organised fraud and e-crime. Working in partnership with the Centre of Excellence in Terrorism, Resilience, Intelligence & Organised Crime Research (CENTRIC) will help to ensure we are utilising the best available knowledge, skills and technology to keep communities safe.

ANTI-SOCIAL BEHAVIOUR IS REDUCED

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 the proposed 'community trigger' threatens to weaken the powers already available and I will work with local MPs to 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.*

There were serious questions and concerns raised around the proposed changes to anti-social behaviour powers, and the community trigger in particular. Safer Leeds have been running a pilot to trial how the community trigger might work and the early learning has been encouraging with regard the scope of the new powers. At the criminal justice partnership event in March the implementation of the new anti-social behaviour powers were discussed and with the introduction of the Anti-Social Behaviour Bill I will be supporting local partners and monitoring the use of the community trigger here in West Yorkshire.

Leeds Community Trigger Pilot:

The Leeds Community Trigger pilot went live on 4 July 2013 and was reviewed at the end of September 2013.

The trigger is a multi agency approach acting as a 'safety net' to capture customers who have an ongoing problem with anti-social behaviour.

- As at September 2013 23 calls were received (13 relating to noise nuisance). None met the trigger threshold.
- 2 were referred onto Leeds City Council services.
- 2 were complaints.
- 3 new enquiries were opened.
- 16 were active cases with Arms Length Management Organisation and Leeds Anti-Social Behaviour Team.

Targeted work in ASB hot spots at Kirklees CSP

- Areas with low levels of confidence combined with higher levels of crime and anti-social behaviour were identified.
- Work with residents was undertaken to identify some of the factors underlying these.
- A combination of co-ordinated visible presence and joint action (with residents) was undertaken to tackle some of the trigger issues to low confidence such as fly tipping.

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.*

Many of the issues people talk to me about are regarding anti-social behaviour. Through my public perception survey, when I ask people what the issues are that matter to them in their local area, the top answers given are always around road safety/traffic issues (such as speeding, inconsiderate parking and poor driving) and cleanliness (such as fly tipping, dog faeces and litter). While the OPCC are not always able to deal with all of the issues raised, we try to put things right wherever possible and contact partners to try to resolve those issues where enough detail is provided to us for action to be taken. I have received some encouraging examples of where action has been taken and the quality of the lives of individuals in our communities has been improved.

The Real Ale Trail – Kirklees CSP

- Issues of low level crime and anti-social behaviour associated with the Ale Trail were picked up through PCC visit to the area.
- Co-ordinated partnership interventions were put in place offering visible patrols combined with controls on sales of alcohol and enforcement of standards of behaviour.
- This resulted in a significant reduction in ASB incidents and satisfaction of residents.

“Feedback from local residents, businesses and other partners since suggests that this has made a big difference and the mounted police have helped to provide a visible presence. Positively the community reflected that the police presence was not intimidating and had created a calmer and more secure atmosphere in the village. People had been able to open their windows and sit in the garden (things they felt unable to enjoy when rowdy ale trailers were around). It was also noted that the stations were well regulated and the crowds were smaller and kept more orderly. Some landlords also reported an increase in trade as a result of a better atmosphere in the village”.

Feedback from Safer Communities Team at Kirklees Council

“On behalf of my daughter, my wife and myself I would like to say how pleased we are to have received some positive news in that the local police are now aware of and are taking our situation seriously... CCTV cameras are actually installed around the outside and approach to the garage area.”

Anonymous member of the public

RESPONDING TO REPORTS OF ANTI-SOCIAL BEHAVIOUR (ASB) IN A WAY THAT VICTIMS AND COMMUNITIES ARE HAPPY WITH

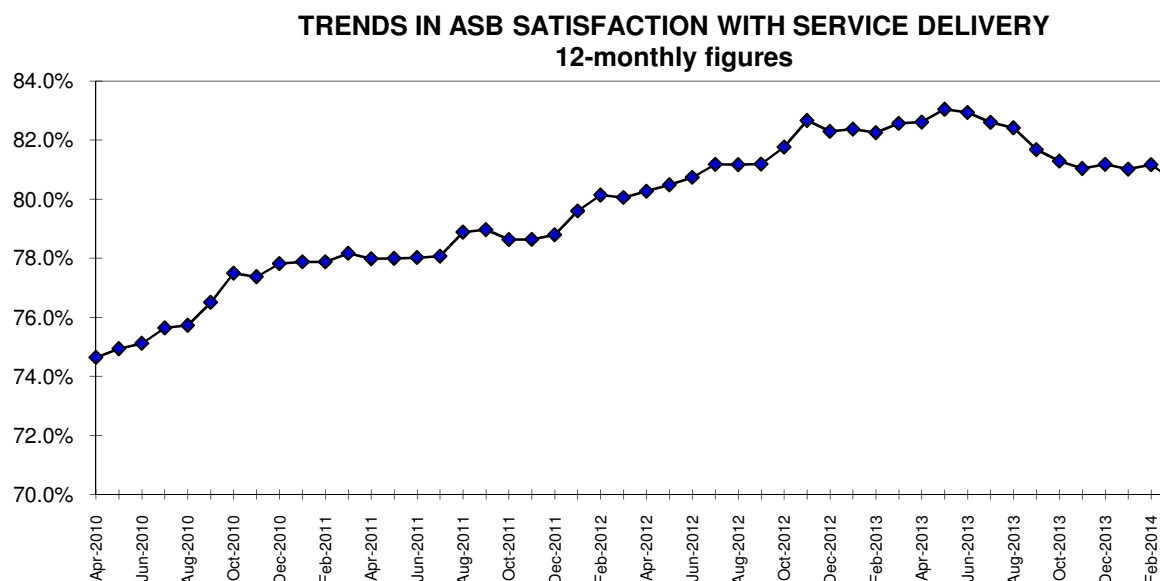
Satisfaction with ASB service delivery

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Satisfaction with service delivery	82.6%	80.6%	Deteriorating

Performance

- 80.6% of victims of anti-social behaviour indicated that they were satisfied with the service delivered by West Yorkshire Police.
- This is a small reduction on the previous year (82.6%) due to reductions in satisfaction seen during the first half of 2013/14. Since October 2013 the trend has stabilised.
- The Bradford district in particular has seen an 8.6% reduction in satisfaction for the year to March 2014.

Figure K: Levels of satisfaction with how ASB reports were dealt with April 2010 to March 2014



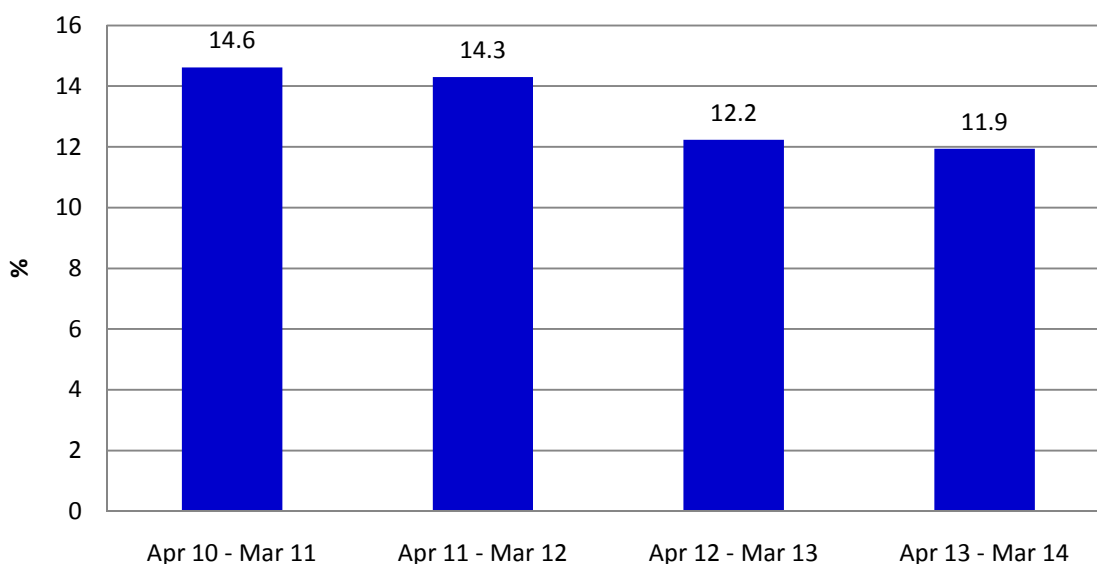
Proportion of residents saying ASB has got worse over the last 12 months

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Proportion of residents saying anti-social behaviour has got worse over the last 12 months	12.2%	11.9%	No change

Performance

- 11.9% of the public responding to the Police and Crime Commissioner public perception survey indicated that levels of anti-social behaviour had increased over the last 12 months. This is the lowest public perception ever recorded, and represents a small reduction on the previous year.
- There have been no increases in concern around anti-social behaviour levels across the districts, although 16.0% believe ASB has increased in Bradford while only 9.4% believe ASB has increased in Calderdale.

Figure L: Proportion of public perception survey respondents who believe that levels of anti-social behaviour have increased March 2011 to March 2014



Comment provided to the Police and Crime Commissioner by West Yorkshire Police

Improvement efforts are focussed on the actions taken as a result of anti-social behaviour reports and how the police keep people informed on progress made, particularly in Bradford where there has been a sizable reduction.

The success of partnership working clearly impacts on satisfaction with service delivery, and a co-located anti-social behaviour team is being progressed in Bradford, and the police and partners are adopting a localised response with the community to address specific issues.

VICTIMS AND WITNESSES ARE SUPPORTED

KEEPING VICTIM AND WITNESS PROMISES AND SUPPORTING THE USE OF VICTIMS GETTING JUSTICE BY THOSE WHO COMMIT CRIMES AGREEING TO PUT RIGHT WHAT THEY HAVE DONE

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

- ✓ *Be open and accountable to victims and witnesses, seeking out and acting on their views.*
- ✓ *Make sure 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 victims' 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.*

Additionally:

- ✓ *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 our communities that use restorative justice – which involves dealing with the needs of victims involved – and, if successful, will consider expanding this approach.*

There is a great deal of work taking place in the OPCC and with partners locally and regionally, to prepare for the commissioning of victims' services. Victims and witnesses should always be put first and it is an absolute must that going forward we provide the right support to all victims of crime, including anti-social behaviour, in the right way, at the right time, by the right agency.

I worked with criminal justice partners to respond to the government consultation on the victims code and welcome its introduction as it clearly outlines the rights of victims of crime and the support they should expect from criminal justice agencies. In order to make the victims code more accessible and available and provide wider support and information at the local level, PNLD and Victim Support along with the OPCC are currently developing a *Help for Victims* website for West Yorkshire.

The Ministry of Justice has awarded over £800,000 to improve the capability and capacity of victim support services and restorative justice across West Yorkshire. I invited proposals from people and organisations working in these areas and where the bids have met the Ministry of Justice criteria and been successful I have been able to provide vital support to a variety of projects.

I am in discussions with Victim Support and other PCC's about how we might commission services, in particular victim referrals, at national, regional and local level to provide the best value and the right services for people in West Yorkshire and elsewhere.

I regularly meet with organisations providing support to victims and with restorative justice high on the government agenda, I have met with restorative justice providers, attended a Bradford neighbourhood resolution panel, and have been involved at the Wakefield 'Celebrating Restorative Practise' to find out more about it and how I can help.

"Since the election of the PCC, Victim Support in West Yorkshire have developed a positive relationship with the PCC and his staff, and have contributed in a number of ways to consultations and discussions around victim and witness issues. We look forward to working with the PCC and his staff over the coming year, particularly around the implementation of the new Victims Code".

Lesley McLean, Divisional Manager, Victim Support West Yorkshire

From Victims to Voices Conference

Baroness Newlove, who has campaigned tirelessly for victims of crime since the tragic death of her husband Garry in 2007, was guest speaker at St Catherine's Church Agbrigg last October in an event aimed at giving voices to victims.

Wakefield District Community Safety Partnership organised the conference, inviting the public and in particular people who have been victims of crime, to share their views on how services can be developed to support victims and give them a strong voice in shaping those services.

Wakefield Council's Chief Executive, Ms Roney said the effects of crime can be long-lasting and the impact can remain with people long after the crime has happened and been dealt with.

"Our priority is to prevent crime happening in the first place but, equally, where people fall victim to crime we must help them. We want to make sure that in Wakefield victims of crime and those affected by it are seen, heard and supported," she said.

Victims' Commissioner, Baroness Newlove of Warrington said "I'm determined to ensure that every part of the criminal justice system takes responsibility for improving care and support for victims and witnesses." ... "I welcome this commitment from local agencies in Wakefield to work together to do just that. The event is an important step towards making a real difference - so that victims in Wakefield are able to access the best possible services."

The conference also included contributions from Cllr Maureen Cummings, Wakefield Council's Cabinet Member for Communities, and victims of crime now championing support services.

Information gathering at the conference was used to inform a new local strategy for local support services.

Wakefield CSP

IMPROVING THE QUALITY OF SUPPORT PROVIDED TO VICTIMS OF CRIME AND INCIDENTS

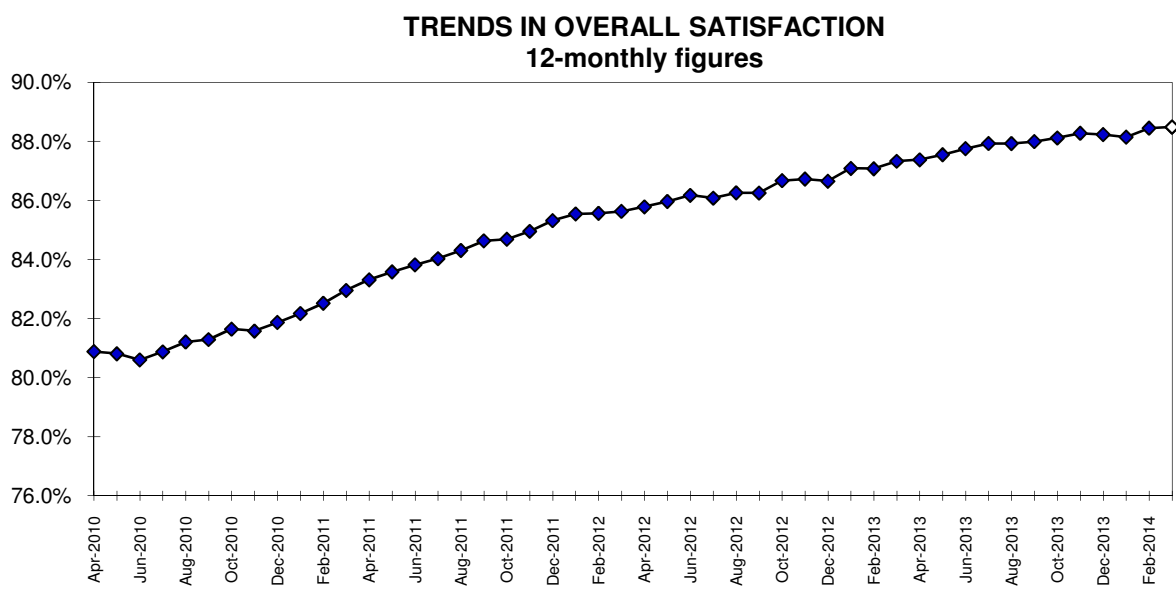
Satisfaction with service delivery

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
Satisfaction with overall service	87.3%	88.5%	Improving

Performance

- 88.5% of victims of crime indicated that they were satisfied with the service delivered by West Yorkshire Police. This is a 1.2 percentage point improvement on the previous year and is the highest rating achieved so far.
- Satisfaction from both Black and Minority Ethnic (BME) and white victims of crime has improved, more so for BME victims, bringing their satisfaction rates closer at 85.5% for BME victims and 88.7% for white victims of crime.

Figure M: Overall satisfaction levels of victims of crime April 2010 to March 2014



Comment from the Police and Crime Commissioner

Continued good performance has been seen in this area (with the earlier exception of anti-social behaviour). With the move to PCC’s commissioning victims’ services, more scrutiny than ever will be placed on victim satisfaction.

The section within the Police and Crime Plan around victims and witnesses has been enhanced for 2014/15.

VCOPS – West Yorkshire Police

VCOPS is a computer system that enables the monitoring and reminding of officers to contact victims of crime in a timely manner in accordance with the agreement made at the outset.

The victims may choose to be updated at various times weekly or monthly and by certain means e.g. phone, email, text etc. The system alerts the officer 3 days prior, by email, to the required contact time. If no contact is made a 24 hour email is sent to the officer and their supervisor.

The system was introduced as a pilot in West Yorkshire in July 2013 and was rolled out in October 2013 across the force. It provides an aid to not only deliver the requirement within the victims code but exceed them. The Victim’s Code suggests that only victims of serious crime, persistently targeted or vulnerable victims should be contacted within 24 hours of a significant event in the case. In West Yorkshire, with VCOPS we are able to provide that service to all victims of West Yorkshire.

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

TACKLING AND TREATING DRUG AND ALCOHOL ADDICTION

- ✓ *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 to reflect the rapidly changing problem we are facing such as legal highs.*

I have met with many local partners delivering drug and alcohol intervention services and it is clear that substances in current use have changed since the introduction of the Drug Intervention Programme in 2003. As such I commissioned a review of this programme of work to ensure that resources are being directed in a way that improves outcomes for our local communities. The review was completed at the end of the year and I will now work with partners to ensure that the key recommendations the report are reflected in the commissioning of local drug and alcohol services.

Drug Interventions Programme (DIP) Review

The DIP Review Report sets out the findings of a review of the commissioning of the Drugs Intervention Programme (DIP) for West Yorkshire. Tackling drug related offending remains a priority for the region and the review should be seen as a conduit to enable improvements to services providing evidence for the future development of service specifications and implementation of approaches to reduce re-offending.

DIP was launched to identify offenders who misuse Class A drugs, namely heroin, cocaine and/or crack cocaine as they go through the criminal justice system. A key driver for the programme was to identify people early and try to get into treatment quicker. It was seen as a key element of the Home Office Strategy to reduce crime and improve community safety.

The findings from the review considers the context analysis for commissioners in 2014, service analysis, performance analysis and identifies 22 recommendations for district community safety and criminal justice partners.

A link to the full report is provided below:

Link to be inserted

I have also attended and spoken at specific events organised by DrugScope around development of drug and alcohol services. I have provided support to partners pursuing local schemes to tackle alcohol issues and I have spoken out about the dangers of legal highs. I will be asking Government to update the policies and laws that exist around such drugs to reflect the rapidly changing problem we are facing with legal highs because every time a chemical substance gets banned, another one is introduced into the shops. The sale of them needs to be urgently reviewed with retailers facing harsher penalties if they are found selling them to minors.

REACHING OUT TO PEOPLE WITH MENTAL HEALTH ISSUES, MISSING AND VULNERABLE PEOPLE

- ✓ *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.*

People with mental health issues should be treated as patients, not prisoners, and have direct access to healthcare, and not placed as a first or last resort into police care or custody. My Deputy Police and Crime Commissioner sits on the Association of Police and Crime Commissioners Mental Health Working Group to influence the debate at a national level and a great deal of work is on-going between partners locally to make sure these extremely vulnerable people in our society are best protected and supported in West Yorkshire. I have signed the Mental Health Crisis Care Concordat and met with the chairs of the five districts Health and Wellbeing Boards to identify shared outcomes and began to explore how we can work together on these areas of shared concern.

I have visited Safe Places across West Yorkshire, all five districts have schemes, some are led by local authorities, others by the third sector. Safe Places are recognised venues which provide support to people who are lost, need help or advice, or indeed as an initial point of contact if they have been a victim of a crime or feel unsafe. Service users have a card, which includes contact details for friends/family. Originally the schemes tended to focus on providing support for people with learning disabilities, however in some areas the scope has expanded to also specifically target children, young people and students, people with autism and dementia and older people and/or vulnerable people more generally. I have attended a number of stakeholder meetings, and also met with some service users and it is clear that Safe Places are considered to be very valuable in building people's confidence, quality of life and importantly in helping them to feel safe. I want to do all that I can to support the different schemes including raising awareness/growing scheme numbers, and increase input from partners including the police particularly Police Community Support Officers. I am keen to support them further to make them more sustainable and well known.

"Dear commissioner,

I am emailing you with reference to my sister in law...This lady is in her 80s herself and me talk every Sunday... I am her late husband's sister, I have been trying to contact her for two weeks and can get no reply to her phone her number is....I would appreciate if any of your patrol cars are in the area could you kindly knock her door... I am so concerned this lady lives alone .I would appreciate your kind help on this Urgent matter.... Thank you."

My office arranged for a welfare check for this lady and the police found that she was in a nursing home. They have now been reunited.

Leeds district has been a pilot area for mental health street triage service since December 2013. Wakefield is a pilot for the liaison and diversion scheme whereby mental health nurses are based at police stations and courts across the country to identify offenders who have mental health, learning disability or substance misuse vulnerabilities when they first come into contact with the criminal justice system. In terms of the evolution of both models their interrelationship will require future consideration.

West Yorkshire Street Triage Pilot

Background

The Leeds Street Triage Pilot commenced on the 1st of December 2013 for a period of one year.

Aim of the pilot:

- Reduce Section 136 Mental Health Act detentions.
- Reduce Forensic Medical Examiner call outs in custody.
- Reduce time waiting for assessments.
- Improve partner relationships/understanding.
- Provide better understanding to vulnerable people.
- Prevent criminalisation of people with mental health.

The pilot consists of two mental health workers providing cover between 1500 hrs and 0100 hrs on a daily basis to triage mental ill health related incidents through attending and assessing incidents or where unavailable or appropriate telephone advice.

Interim Results

Summary results for the pilot for the period 1st December 2013 to 31st March 2014.

- A total of 291 incidents referred to the Street Triage Team.
- 68% (199 incidents) attended by the Street Triage Team.
- 26% (76 incidents) supported with telephone by the street triage model.
- The remaining 6% account for incidents that do not fall under the Street Triage Team.

Headline results for March 2014

- A total of 71 incidents referred to the Street Triage Team
- 49% (35 incidents) attended by the street triage team
- 47% (33 incidents) supported with telephone advice by the street triage team
- 4% (3 incidents) were not advised on as the Street Triage Team were unavailable

Comparison to the same period for 2013

- 31% reduction in total Section 136 detentions (23 instances)
- 83% reduction in section 136 detentions brought into custody suites (20 instances)
- 6% reduction in section 136 detentions not brought into custody suites (3 instances)

A number of training/development sessions for officers to share understanding and improve working relationships. This involved the Street Triage Team attending Patrol briefings, linking all Leeds District Officers together through the video conferencing.

Next Steps

- The next stage of the project will involve a review of the first 6 months performance (currently ongoing) to understand how police officers can further utilise the increased capacity that has been realised through more efficient and effective working practises that have been developed through the pilot.

FIGHTING SERIOUS AND MAJOR CRIME

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

I am continuing to work closely with the Director General of the National Crime Agency to explore ways we can work more closely together. Our work with CENTRIC at Sheffield Hallam University, other local universities such as those in Leeds and Huddersfield, along with other partners will improve our understanding of serious organised crime and the best ways in which to tackle it. I was represented at the EU high level conference on cyber security in Brussels this year to get a better understanding of the size, scope and shape of cyber-enabled crime which is still largely unknown. I also attended the City Forum event on serious organised crime and fraud in December 2013 where I raised questions about the local considerations of serious and organised crime with the security minister and other senior leadership figures from the UK and beyond. At regional level I am working with neighbouring police and crime commissioners to embed the government's serious organised crime strategy in the most efficient and effective way and reflect the fact that criminals do not respect geographical boundaries any more than they respect legal ones.

COLLABORATING, DELIVERING IN PARTNERSHIP AND RESPONDING TO NATIONAL THREATS

- ✓ *When it comes to policing and crime, no single organisation is big 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.*
- ✓ *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, organised crime, major cyber incidents 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.*

I continue to provide the governance, risk and assurance framework for the National Police Air Service (NPAS) and chair the National Strategic Board. I have met with the minister for policing and criminal justice in order to secure the appropriate funding arrangements for NPAS and, with the Chief Constable, hosted a visit by the minister to the air base in Wakefield and the flight dispatch control centre in Bradford. In addition, I have been working with representatives from the Emergency Planning College and the West Yorkshire Resilience Forum to build capability and capacity for cross-partnership collaboration for civil emergencies and local resilience so that, if things go wrong (such as freak weather conditions, major health incidents or other adverse events) our communities are ready to respond to, deal with and recover from the consequences.

The National Police Air Service

The National Police Air Service (NPAS) is an ambitious and innovative programme that aims to provide cost effective air support to the police areas of England and Wales. This support is to be delivered under the provisions of a collaboration agreement as set out in the Police Collaboration (Specified Functions) Order 2012. Under those provisions the operational aspects of NPAS are managed by the Chief Constable of West Yorkshire while the issues of local governance are overseen by the Office of the Police and Crime Commissioner.

With 23 aircraft in the fleet (including one used by the Norwegian Police) NPAS is the biggest emergency services air operator – by hours flown – in the UK. NPAS is supported by a dedicated national dispatch and flight following centre based in Bradford handling 150-200 task requests per day.

In addition, the four Police and Crime Commissioners of Yorkshire and Humber are now working together in a new way that is more efficient and effective and provides better value to the people of West Yorkshire with £2 million already saved here. This new approach follows a 'lead force' model whereby one policing body takes the lead on a particular aspect of regional policing. West Yorkshire leads on scientific support services and serious and organised crime. In short this means that the Chief Constable in West Yorkshire takes responsibility for all the highly specialised central functions needed for processing crime scene evidence or preventing, detecting and disrupting major crime within the region. In return, other police areas take the lead for things such as firearms training, public disorder and underwater search, providing services to West Yorkshire as and when needed. This is a more cost effective and affordable way of providing what are expensive specialist services that are best delivered in a joined-up and collaborative way. In addition, West Yorkshire continues to host the Regional Counter Terrorist Unit which, although staffed and managed by West Yorkshire Police, is part of the national Counter Terrorism Command.

West Yorkshire savings from collaboration with regional and national agencies now stands at 19% compared to 11% last year.

Joint Emergency Services Interoperability Programme (JESIP)

The first courses in the largest and most ambitious joint training programme ever undertaken by the three blue light services have already taken place in West Yorkshire, Norfolk, Suffolk, West Midlands and Kent.

The two year programme was launched in November 2012 with the aim of improving communication between police, ambulance and fire crews at all levels of command and specifically in the initial stages of a complex or major incident.

Other objectives include better information sharing and mobilisation procedures as well as a sound understanding of each other's roles, responsibilities and capabilities. By January 2014 over 1,600 officers nationally had signed up for JESIP training and by September many thousands of operational and tactical commanders from the three emergency services will be trained.

'The JESIP programme provides the opportunity to build upon the excellent inter-agency working we have already achieved in West Yorkshire. The programme ensures that a common and recognisable approach to incidents requiring multi-agency working is achieved, as well as providing guidance to emergency service commanders and partner agencies to enable them to work together effectively'

Matt Goodhall
West Yorkshire Fire and Rescue Service Station Manager

CRIMINAL JUSTICE SYSTEM IS EFFECTIVE AND EFFICIENT

WORKING WITH THE CRIMINAL JUSTICE SYSTEM

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

I have further enhanced my partnership with the Local Criminal Justice Board. The board are included in the Partnership Executive Group and I have been working with them on a community justice roundtable that will cover community impact statements, domestic violence protection orders, victim and witnesses hubs, the ASB bill and restorative justice. I also now sit on the Local Criminal Justice Board. I have strengthened the services provided by the Police National Legal Database (PNLD) and am considering a proposal for establishing a West Yorkshire Foundation for innovation which, if approved, will result in greater efficiency and effectiveness across this national service, together with the VIPER video identification system and the electronic presentation of evidence. I have also begun work with the Crown Prosecution Service to see how we can make better use of community impact statements.

Criminal Justice Services (CJS) roundtable event, March 2014

Working jointly with the West Yorkshire Criminal Justice Board, a CJS round table discussion was held during March 2014 with partners from the five Community Safety Partnerships, Crown Prosecution Service, Magistrate Courts Service, Local Case Management Groups and West Yorkshire Police. The aim of the meeting was to consider from a victim's perspective the key outcomes from the Police and Crime Plan on supporting victims and witnesses and reducing re-offending.

Presentations, group work and discussion focused on;

- *Community impact statements, how these would be most relevant in each district and who should lead in taking this forward in each district. There was an overall view that Community Safety Partnerships should lead on taking this forward and that it should be partner led rather than the responsibility of one agency or partner. Community impact statements for crime types such as child sexual exploitation, human trafficking, anti social behaviour, vehicle crime, burglary and domestic abuse were highlighted as being relevant for certain districts and/or across West Yorkshire.*
- *Domestic Violence Protection Orders, how these would work in West Yorkshire and the impact on victims.*
- *Anti-Social Behaviour Bill.*
- *Community Triggers, the pilot conducted in Leeds and how this could be rolled out across West Yorkshire once introduced in October 2014.*
- *Code of Practice for Victims of Crime and Restorative Justice, examples of good practice in the use of restorative justice and what improvements could be made going forward. Districts agreed that this could be a powerful tool when dealing with low level incidents of hate crime and domestic abuse/violence but a careful and consistent approach was needed across West Yorkshire.*

All attendees felt further discussion should take place in six months time and another event is being organised for later in the year.

CREATING CONFIDENCE

- ✓ *With the police I will ensure stop and search activity is used appropriately, proportionately and when necessary to do so, working with communities to assess the impact this activity has had on them and better explain why.*

In September I provided a detailed response to the Home Office Consultation Document on the use of Stop and Search Powers. I have also assured the HMIC that I am committed to working with the Chief Constable to ensure West Yorkshire Police delivers against the Stop and Search Action Plan. The plan covers leadership, strategic governance, performance management, the force intelligence

system, training provided to relevant staff, supervision of activity, adherence to the legislation and finally the treatment of those stopped. A quarterly report to which I can monitor Stop and Search activity, including disproportionality, will shortly be brought to my Community Outcomes meetings. I have also raised the relevant issues around the use of stop and search powers in connection with counter – terrorism activity as part of my remit within the Joint Counter-Terrorism Oversight Group and have responded to a recent consultation around changes to the Schedule 7 powers to stop people at borders to interview them about links to extremism.

INCREASE THE CONFIDENCE OF COMMUNITIES BY WORKING WITH PARTNERS IN THE CRIMINAL JUSTICE SYSTEM

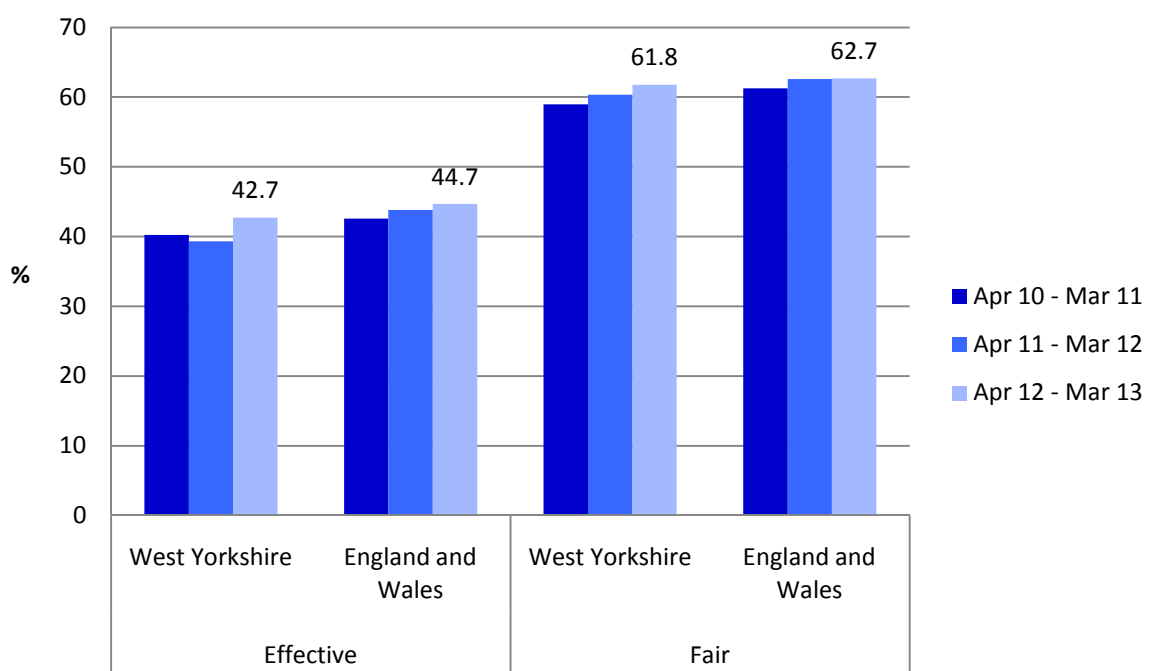
Confidence that the criminal justice system is effective and fair

Measures	West Yorkshire		
	12 mths to Mar 12	12 mths to March 13	Trend over time
% confident that the CJS is effective	39%	43%	No change
% confident that the CJS is fair	60%	62%	No change

Performance

- Whilst data has not yet been published for 2013/14, previous data (to March 2013) indicates that 43% of the public believe the criminal justice system to be effective whilst 62% believe it to be fair.
- This data is based on results from the Crime Survey for England and Wales and is only available annually.
- The latest results for West Yorkshire are very similar to the results for England and Wales overall (45% for effective and 63% for fair) and better than the results for the Yorkshire and Humber Region as a whole (39% for effective and 58% for fair).

Figure N: Proportion of respondents confident that the criminal justice system is effective and fair March 2011 to March 2013



Comment from the Police and Crime Commissioner and West Yorkshire Police

While the performance measures here look at the whole of the criminal justice system and are only at a West Yorkshire level, confidence in the police is monitored locally through a perception survey.

Confidence to March 2014 stood at 54.4%, and nationally compares well to other forces. Earlier in the year it had been deteriorating and therefore was challenged with the police force. Work was undertaken by the police to understand the factors affecting public confidence, victim satisfaction and the satisfaction of those reporting anti-social behaviour. These issues were raised at Local Accountability Meetings and police staff worked with senior leaders locally to understand the local issues and the demographics of communities, to ensure that the right messages are getting across to communities in the right way. Confidence has since improved.

ENSURING INTEGRITY

- ✓ *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.*
- ✓ *I will set up an independent review of police conduct and standards.*

I am continually working alongside West Yorkshire Police to get things right first time wherever possible and, where things go wrong, to put them right. I have agreed a range of policies to be put in place to deal with complaints and conduct matters. I hold monthly surgeries and other one to one meetings to deal with concerns and complaints and the OPCC deals with around 100 separate communications each month. My Chief Executive sits on two Home Office sub-groups responsible for reviewing legislation and practice around police conduct and advises the Association of Police and Crime Commissioners.

“From the beginning I was unsure whether anything would come of speaking to the commissioner. I had given up on the money that I had paid and did not think that the policy that led to this expense would be changed. It was only out of desperation that I contacted you. Mark has surpassed my expectations beyond measure. You have shown me that the creation of the role of police commissioner is a massive step forward in making sure that the police meet the needs of the community. What's more, through his actions, Mark has shown that he really does care about his electorate. He has my full respect for challenging police policy and I look forward to hearing the results of this review.”

West Yorkshire resident who contacted Mark after twice having a vehicle stolen and having to pay costs for recovery, which led to a reimbursement of costs and a review of police policy around the recovery of stolen vehicles.

“We had a meeting regarding my serious concerns involving West Yorkshire Police and this was followed by a meeting with Mr Fraser Sampson. A meeting was then arranged with Chief Constable Mark Gilmore, which was productive and reassuring. The Chief had an investigating team review my complaint and the outcome of the review was honourable, honest and transparent; for the first time I was in agreement with West Yorkshire Police and what a good team.”

West Yorkshire resident who approached the OPCC with a complaint about West Yorkshire Police.

In light of some historical cases and the need for clearer routes to progress concerns about policing within West Yorkshire I asked Catherine Crawford (former Chief Executive of the metropolitan Police Authority and Mayor's Office for Policing & Crime) to carry out a practical review of how such things were dealt with and make suggestions as to how we might improve. The Crawford Review reported in March 2014 and I have begun work with the Chief Constable to implement the findings of the review across West Yorkshire and I urge the Home Office to look at 'overhauling' the current system of complaints to increase public confidence in their police service (click here for a copy of the report [http://www.westyorkshire-pcc.gov.uk/news-events/news/current/initial-response-to-the-crawford-review-\(28-mar-2014\).aspx](http://www.westyorkshire-pcc.gov.uk/news-events/news/current/initial-response-to-the-crawford-review-(28-mar-2014).aspx)).

I have raised with the Home Secretary my concerns around the top slicing of funds from the police budget to resource the Independent Police Complaints Commission which amounts to a further reduction to West Yorkshire Police on top of the 3.3% already announced, which in the case of West Yorkshire means that there is a further loss of grant of £4.9 million in addition to the £11 million already forecast.

COMMUNITIES ARE LISTENED TO

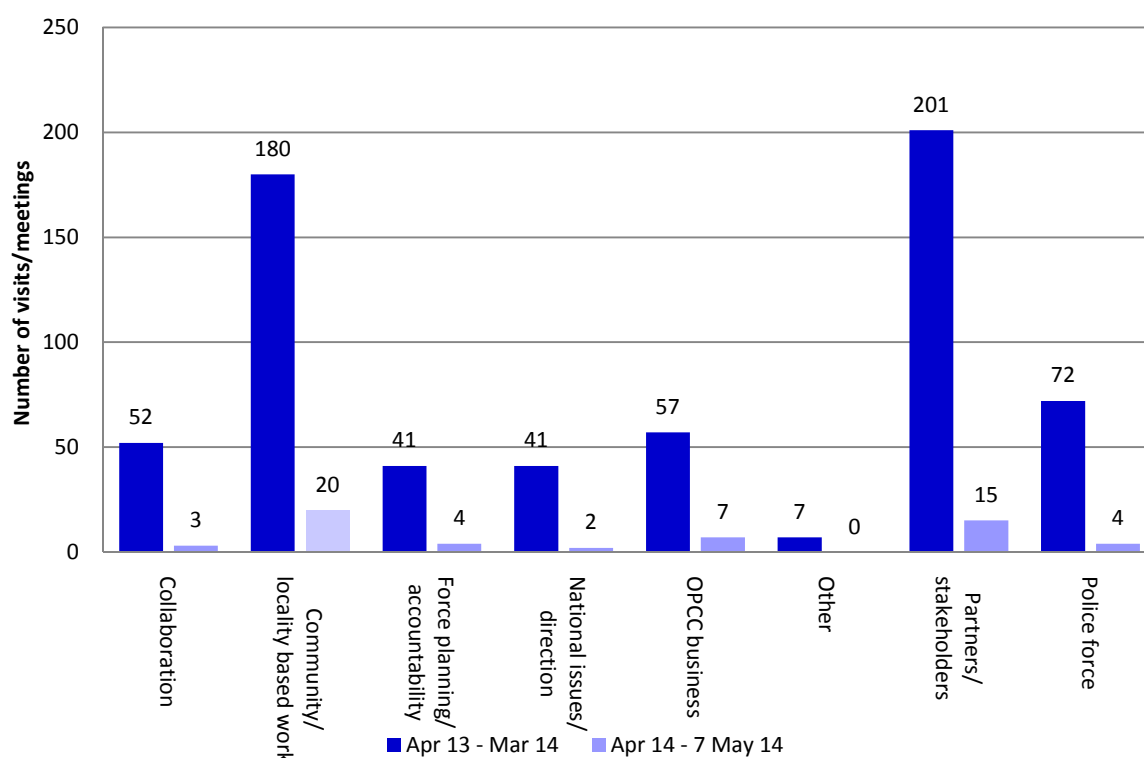
LISTENING TO YOU FIRST

- ✓ *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 also consult widely.*
- ✓ *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**.*

In the first week of taking office I launched an extensive *Listening to You First* consultation to give people a voice, to have their say on what matters to them, and to ensure that the Police and Crime Plan and the annual budget reflected the priorities of those who live and work across West Yorkshire. I did the same again this November and spent two weeks consulting in our communities and sent out a survey to around 30,000 asking people about their priorities, feelings of safety and the experience of victims. 1,144 people completed the survey this year and the results have again directly influenced the annual budget and the Police and Crime Plan Refresh 2014.

Over the last year I have visited 180 community groups and neighbourhood policing areas and I have met with 201 partner organisations to better understand local policing and community safety needs to inform the work of the OPCC and partners in making sure our communities are safer and feel safer. I have also sent out a public perception survey to around 8,880 randomly selected addresses each month, to understand more about what is happening in your local areas and to inform the work of West Yorkshire Police and partners.

Figure O: West Yorkshire Police and Crime Commissioner activity April 2013 to May 2014



Since April 2013 over 100 people a month have come to me with their issues, in writing, in person, or in one of the monthly surgeries I hold across the county. The nature of the communication varies enormously but where things have gone wrong I try to put them right and address the needs and concerns of all the people across West Yorkshire who contact me. I have spent much of the last 12 months listening to what people have to say, raising their concerns locally and nationally and working with others to better meet the needs of people and their families in our communities.

Casework dealt with by the OPCC April 2013 – March 2014

April 2013 – March 2014	No received	1,170
	% closed	73%
	<i>Av time to resolve (working days)</i>	37

Some of the cases received above may also have been categorised as a complaint. The % closed is of those received within that period – there will have been other cases closed within the period that have not been reflected in the above table.

Complaints

Of the cases received by the OPCC the following have been categorised as complaints

	April to June 13	July to September 13	October to December 13	January to March 2014	TOTAL
New Complaints	55	39	34	24	152

Time taken to resolve cases

Figure P

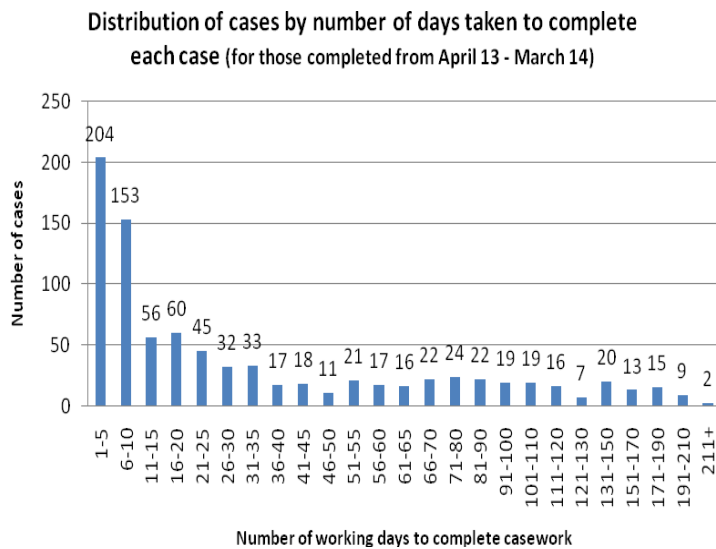


Figure P clearly demonstrates the majority of cases are dealt with in a timely basis, with almost a quarter (23.4%) of cases being completed within 5 working days of receipt and over half of all cases being dealt with within 20 working days of receipt (54.3%). 6.7% of cases took more than 6 months to resolve.

Figure Q

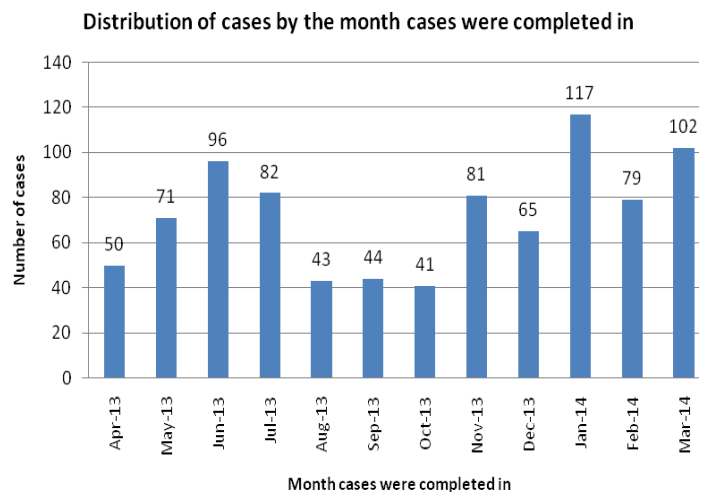


Figure Q shows that there was a period from August to October 2013 where fewer cases were being completed. This was due to: peak annual leave period during the summer months and proper full-time cover was unavailable; the volume of casework there were a number of cases from 2013 where responses had not been received from the police force, which the OPCC was not able to follow up at this time; there were also a small number of outstanding cases which took time to resolve due to their complexity.

After identifying the backlog the situation changed after the October half-term break when additional staff were asked to assist with casework. This enabled the OPCC to resume responding to new cases received within a couple of days, continue taking prompt further action on these new cases upon the receipt of information from the police force and partners, completely clear the backlog of initial responses to new cases that had built up since August 2013 and begin to tackle the backlog of older cases requiring action following the receipt of further information.

Later months clearly show an increase in the cases being closed and reflect the resources input to tackle the issue once identified. The dip in December 2013 and February 2014 coincide with months containing less working days, therefore reflecting seasonality.

Staff in the OPCC also engage regularly in our communities, with local people and local partners, and the OPCC have attended major events such as Bradford, Leeds and Wakefield Prides, Pudsey Carnival, Beeston Festival, Harold Park Gala, the Emergency Services Open Day and Great Horton Community Festival. At these events we have asked about what matters to people in their local area, encouraged people to sign a petition asking the government to give us back all the ill-gotten gains of criminals recovered here to invest them into local communities, and provided information to increase understanding and raise awareness of the work of the OPCC.

To keep communities informed of the decisions that may affect them the OPCC is active on social media, communicating via twitter and Facebook and through an electronic newsletter. The press is kept informed of our activities and achievements and press releases along with Freedom of

Information (FOI) requests, decisions made and actions from meetings are all available on the website. <http://www.westyorkshire-pcc.gov.uk/>

I have held a webchat with West Yorkshire Police to talk about issues around Neighbourhood Watch that matter to people in West Yorkshire and I encourage people to put forward their views via the website, Facebook and on twitter.

With 2.2m people living and working across West Yorkshire it is a real challenge to reach the majority of people but also those that are harder to reach. I will continue to work with my staff in the OPCC to increase the inclusiveness of consultation and engagement activities, ensuring that all people have equal opportunities to have their voices heard, increase awareness and understanding of the needs of specific groups to ensure my work is accessible to all and continue to support work with specific communities.

Meet Mark

A couple attended a surgery with Mark to discuss issues with the investigation of burglaries at their house. Despite having taken a number of security measures they still felt vulnerable. For example they had reported a car that was regularly seen driving past their house and it made them feel unsafe in their own home.

"I raised this concern with West Yorkshire Police and Officers have now established regular contact with the couple, helped them further with their CCTV system and spoken to the owner of the car. The couple now feel much safer".

Since April 2013 I have held 8 surgeries in all districts in West Yorkshire with 35 appointments and 47 attendee's in total. The surgeries have given members of the public an opportunity to speak with me about their specific issues and start the process towards solving them.

Mark also met with a member of the public to discuss how the police deal with accidents and near misses involving cyclists. Mark agreed to provide some advice on incident reporting, to talk to police call centre staff about cycle incidents, and also confirmed video footage was usable.

"It's been a positive experience for us as a cycle campaign, and I think we've achieved real tangible results."

PROMISES TO YOUNG PEOPLE AND MINORITY GROUPS

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.*

I have met with lots of partners and stakeholders who work with groups who are marginalised; this has informed all aspects of my work particularly the priorities and outcomes within the Police and Crime Plan. I have held meetings with and visited many groups across the county who represent each of the equality strands including young people and children aged 8 to 11's, older people's forums including visits to retirement homes and groups representing both women's and men's interests. I have also spoken to members of the lesbian, gay, bi-sexual and transgender communities both in open forums and at Pride events. I have met with a wide variety of Black and Minority Ethnic (BME) groups through individual meetings, specific events such as partnership events and I meet bi-annually with the Racial Justice Network for West Yorkshire. I have visited Mosques, attended a school for Imams to answer questions about my role and I have met with other religious leaders and groups across the county.

Work with these communities has informed key areas, particularly hate crime and Islamophobia, my views on Stop and Search, what I need to do to drive partnership working on CSE (including BME sexual exploitation), sexual exploitation of boys and young men, domestic abuse, victims and witnesses, human trafficking and modern slavery. I have asked the OPCC to identify groups which still need to be reached, this work was completed in December and I am looking forward to talking to the homeless, drug users, refugees and asylum seekers, gypsies and travellers, children in care, carers, teenage and single parents, socially excluded people, socio-economically disadvantaged and finally those who cannot read, write or speak English. I am also looking forward to engaging further with disabled people (physical and learning), people with visual, hearing and speech impairment, people with mental health problems or suffering from personality disorder, BME groups, victims of crime and domestic abuse and people from sexual minority communities.

I have visited many groups to engage with and listen to young people. The Youth Advisory Group has now been established and they have re-named themselves 'Youth Voice, Your PCC'. The group has identified areas they want to take forward to improve relationships between young people and the police. When I met with the group at their first meeting they identified a series of key areas they would like to work on:

- Safeguarding children and vulnerable adults
- Serious and organised crime
- Violent crime
- Anti social behaviour
- Child safety – preventing rather than reacting
- Use of Stop and Search
- Taking young people seriously
- Improving relationships between young people and the police

Youth Voice, Your PCC

'Being part of the YAG has given me an insight on the important work the police do in our communities. It has also shown me the work that the police do that I otherwise wouldn't have known about and would have taken for granted. Such as the compiling of surveys to try and improve our areas. The PCC himself chose to set up this group and for me having this link to the PCC has shown me the work that he does and also why we needed one for West Yorkshire. It has also given me a voice that I thought I didn't have previously.'

Kiah, 15, Calderdale

'I have recently joined the Police Crime Commissioner's Youth Advisory Group and feel that it's a major step forward in terms of giving youth a voice over issues surrounding crime and policing in West Yorkshire. We are asked for our opinions and advice on projects and policies that affect young people and get to know how the police make decisions on our behalf and, more importantly, get an input into what decisions are made on behalf of all children and young people living in West Yorkshire.'

Francis, 17, Leeds

ENSURING THE POLICE SERVICE AND PARTNERS ARE ADEQUATELY RESOURCED

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.*
- ✓ *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 frontline policing so important for communities in West Yorkshire.*
- ✓ *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.*

The challenges we face here are significant. West Yorkshire is the fourth largest police service in England and Wales with a population of 2.2m living and working across a diverse county with complex policing and community safety needs. With a £157m reduction (over 30%) to local police funding needed by 2016/17 and public sector partners facing even greater cuts there are not the resources to adequately fund police and partners here.

I continue to raise with the government that cuts to policing go too far, too fast and fight for a fairer deal for West Yorkshire as the way police funding is allocated by the government across the country hits areas like ours, those with the greatest needs, the hardest. This is creating an unacceptable north-south divide in adequate resources for policing and other public sector services. As mentioned previously in this publication, I have raised concerns with government about the way that money for policing is being 'top sliced' - diverted away from policing. Partners need more resources here, not less, to make sure our communities are safer and feel safer.

I pledged during the election to protect frontline policing. People continue to tell me that the visibility of officers and staff is a top concern for them and working with your council leaders, who together contribute to 399 posts across the county, I have made extra money available to maintain the number of Police and Community Support Officers (PCSOs) in your neighbourhood. After extensive consultation with local people through Listening to You First I have also ensured the continued recruitment of police officers through a 1.99% increase in the police council tax. Less than £2 a year for the majority of households allows me to recruit 126 police officers and 70 essential police staff posts.

Commitment to keeping neighbourhoods safe through sustained resources

"I am writing to thank-you for the police patrols I have seen in Chapel town and Mexborough grove. I have had 2 mountain bikes stolen and minor thefts but I have seen police patrol the streets and I believe this has resulted in a visual deterrent...I'm sure I speak for everyone when I say we welcome these patrols as often as you can."

A West Yorkshire resident in the Leeds District.

I am committed to increase investment in community safety, with partners, to keep communities safer and feeling safer. An inspection by HMIC highlighted the need for a fundamental change in the way West Yorkshire Police operates, to address both the financial and performance challenges it

faces. I will continue to work with the Chief Constable as he leads on the Programme of Change (see appendix A for details), to ensure the needs and views of our communities are properly considered as we move forward. I have also made £20m available to West Yorkshire Police from cash released through the early delivery of savings to transform the way the police work, to invest in technology and to enable staff and officers to work smarter and be more visible and available within our communities.

I have taken a number of financial decisions to ensure that there is a sustainable financial position for the future, to keep communities safer and feeling safer. These include:

- Protecting the level of core funding for PCSOs in my budget for the next two years at £17.8m, despite the government cut equivalent to £2.4m
- Providing additional funding of £2.2m to the five District Councils to assist them in maintaining the 399 PCSOs that they help to pay for
- Ensuring the continued recruitment of police officers through a 1.99% increase in the police council tax, which adds less than £2 a year for the majority of households in the county and was supported by respondents to my Listening to You First survey
- Protecting the level of my Community Safety Fund paid to partners for the next two years at £5.3m a year, despite the government cut equivalent to £0.7m, and providing an extra £2.3m for community safety initiatives and £1m for work on domestic violence
- Providing funding in the budget for the recruitment and training of more special constables and volunteers, including in specialist areas like cyber and financial crime.

I am, however, increasingly looking beyond traditional methods of funding as there is a need to attract new sources of income and examine ways for the service to be delivered more innovatively. This will become even more important as budgets decrease still further and the size of the police service continues to reduce. We need to look at new ways of generating income to invest in our communities here and with this in mind an innovation, income generation and investment capability has been set up to look at ways of accessing monies and, with partners, identify opportunities and bid for funds such as the innovation fund.

Capturing Innovation

I have set out a strategy for capturing and investing in innovation and maximising the use of our assets. I have agreed a programme for bringing innovation and investment under one focused programme team with the Chief Constable and this was launched in January 2014. The programme aims to maximise the use of assets – including our new state-of-the-art training facility at Carr Gate, Wakefield – to encourage and capture innovation and seek out further sources of funding for re-investment in the communities of West Yorkshire, not solely within the police, but across the criminal justice sector.

Some early examples include:-

SMART CV (Social Media Anti-Radicalisation Training for Credible Voices): Working with law enforcement agencies in Hungary, Estonia, Bulgaria and Germany, West Yorkshire Police are leading an 18 month project to develop training tools for 'Community Credible Voices' to support the prevention of online radicalisation of individuals following terrorism events. (www.westyorkshire.police.uk/smartcv)

ATHENA is a 3 year project with 14 international partners across government, academic and the private industry which seeks to explore the use of smart mobile communications and social media networks to design a suite of software tools – the ATHENA app – to support citizen and first responder agencies communications during crisis situations. (https://twitter.com/project_athena)

Capturing Innovation - continued

Viper - VIPER® stands for Video Identification Parade Electronic Recording and full information can be found at www.viper.police.uk

The system has been in use since 1997 and has been successfully and routinely presented at court for many years. The system boasts a number of features that increase the speed and reduce the cost of the identification process compared to traditional line-ups. The Bureau produces approximately 30,000 video ID parades per year for this purpose and it has over 40,000 images on its database. This method allows the witnesses to identify a suspect without the need to confront them face-to-face. The video ID parade is played from a DVD onto a television which can be located in a police station or even at their home on a laptop to promote witness care, increasing efficiency and effective of the criminal justice system.

STAFFING

With the police service I will work towards:

- ✓ *The workforce having the skills they need to carry out their jobs in a way that meets the needs of communities.*
- ✓ *Involving the community through volunteering opportunities – I will run a recruitment campaign for special constables in local areas.*
- ✓ *The whole workforce – including staff, officers, special constables and volunteers – being more representative of the communities the West Yorkshire Police serve.*

I will ensure:

- ✓ *West Yorkshire Police is a living wage employer.*
- ✓ *That I honour the commitment I made in signing the Police Staff Employment Charter.*

Earlier in the year I asked the Chief Constable to provide more training and development for staff and officers including through working with local partners and local communities to deliver some of this training and development. New recruits will continue to be paid £22,000 here and not the government's recommended reduced starter salary of £19,000 in recognition of the hard work and the dedication to the job our officers demonstrate day in, day out and the commensurate skills base required. I have also initiated a pilot apprentice scheme across the police and the OPCC to provide our young people with more opportunities for employment into the future.

Together we are recruiting more Special Constables with the skills, local knowledge and understanding to add capacity and capability to the work of West Yorkshire Police and I am looking at ways in which we could widen volunteering, including for the OPCC, to engage all of our communities more in smarter ways to prevent crime and target types of crime. Our Special Constables and other volunteers are the next generation of police officers and staff and with targeted recruitment drive this April we are more able to make sure that West Yorkshire Police going forward is much more representative of all the communities it serves.

I am working towards West Yorkshire Police being living wage employers and all the staff employed by me and the Chief Constable are paid the living wage. Over time, contractual staff will also be paid the living wage. I have signed the Police Staff Charter and I have asked the Chief Constable to sign a West Yorkshire employment charter or an equivalent employee protection that incorporates its principles to ensure that all employees whether they work for the OPCC or West Yorkshire Police enjoy the same rights at work. I have also provided assurances to Unions to that I will abide by the HM Treasury 'Fair Deal to Staff Pensions' for police staff.

Working with the trade unions I have continued to implement organisational change over the last 12 months across the OPCC with new roles and responsibilities to reflect a new era of governance. I have also reduced the overall costs of the OPCC from those of the Police Authority by £200,000.

MAXIMISING THE PROPORTION OF POLICE OFFICERS ENGAGED IN OPERATIONAL ACTIVITY

Proportion of police officers in operational functions

Measure	West Yorkshire		
	12 mths to Mar 13	12 mths to March 14	Trend over time
% of police officers in operational functions	94.0%	93.6%	No change

Performance

- 93.6% of police officers were identified as undertaking operational functions at the end of 2013/14, just 0.4 percentage points below the previous year.

Comment from the Police and Crime Commissioner

This clearly represents that, despite budget reductions, those police officers dealing with members of the public are being protected.

PROCEEDS OF CRIME

- ✓ *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.*

The Proceeds of Crime Act (POCA) gives the police and criminal justice partners the powers to seize and confiscate money and assets from those criminals who financially benefit from crime to invest this money back into communities that have suffered from criminality. I have been campaigning for more money seized from criminals in West Yorkshire to be invested here as currently only half of the money recovered is returned to the county. I have called on the Treasury, including through a Downing Street petition, to give us all of our money back to invest the ill-gotten gains of criminals into our local communities.

Increasing the amount of money available to the police and partners to invest locally would provide a greater incentive and the capacity to do even more to seize and confiscate the proceeds of crime. I have also taken every opportunity over the last year to raise with the government the need to update the legislation that is now over a decade old, to give more powers to the police and partners and enable more effective working so that criminal justice agencies can do more to capitalise on their successes and hit criminals harder where it hurts.

Of the money recovered in West Yorkshire that is returned to the police here I have agreed with the Chief Constable that 50% will be spent on operational policing and crime prevention and the remaining 50% be allocated through the Safer Communities Fund. The Fund administered by the OPCC is supported by an independent advisory board who make recommendations to me, and the money is spent exclusively for community safety initiatives. Since 2008, more than £23 million in illegal cash and assets has been seized across West Yorkshire and I want to make sure more of this money goes into community safety initiatives across West Yorkshire to make sure all our communities are safer and feel safer.

In February 2014 I launched my Safer Communities Fund which will see up to half a million pounds a year in criminal assets being delivered back to communities. The fund sees money seized under the Proceeds of Crime Act (POCA) within the county fed into a single pot of cash available to a variety of community, faith, voluntary and statutory agencies. Grant rounds take place on a quarterly basis and applicants have been asked to state how their project will meet the priorities in my Police and Crime Plan and further explain how they will make communities feel safer; two of the four rounds may also be themed to specific priorities and outcomes within the plan.

It would have been fantastic to be able to fund all the projects who requested funding which totaled over 1.5 million. With all the money recovered in West Yorkshire invested back into West Yorkshire and with increased powers for police and partners to recover even more of the ill-gotten gains of criminals, many more bids could have been successful and more projects would now be in place to divert young people away from crime and anti-social behavior and improve their life chances, prevent crime in our communities and to protect people from harm.

On 1 May 2014 at the awards evening I granted just over £218,000 (£167,000 from POCA) to 45 different projects, I learnt more about the projects and met successful applicants. I will be visiting as many of the projects as possible myself and my team will be following their work in more detail to ensure they have met the outcomes they set out to achieve. Details of these projects will be made available on my website.

Safer Communities Fund

“I am a fund-raiser for BPA Juniors football club which is entirely run by volunteers and has several junior teams ranging from under 8s to under 18s across mainly North and East Bradford coached by CRB/DBS accredited volunteers and plays every Sunday home and away in often awful weather in winter supported by doughty parents and grandparents. We are constantly trying to raise funds as best we can and I would like to record our heartfelt thanks to the West Yorkshire Police and Crime Commissioner, Mark Burns-Williamson and his Safer Communities Engagement Team, who recently awarded our club £4000 to help us to keep going and become more sustainable and pay for kit, equipment and running costs for our teams.

We were one of 45 voluntary and charity groups across West Yorkshire who were honoured to receive grants from Mr. Burns-Williamson at an event held at Tong High School on 1st May and it was fascinating to hear about the excellent and often unsung community based work carried out by so many voluntary groups across Bradford and wider West Yorkshire.

The majority of funding for the Safer Communities initiative is from the Proceeds of Crime fund where convicted criminals have to pay confiscation orders from their ill gotten gains although Mr. Burns-Williamson has also contributed funding from his own budget.

The Proceeds of Crime Unit and West Yorkshire Police are national leaders in recovering assets from criminals and it is poetic justice to see that criminals malevolent activities which threaten communities can be turned against them and made to benefit local communities.”

COMMISSIONING AND GRANTS PROVIDED TO OTHER AGENCIES

- ✓ *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.*

In October 2013 I announced my intention to continue funding for a further six months to those partners who receive my Community Safety Fund (CSF). Early this year I have now extended this decision up to 31 March 2016. This is in recognition of the valuable work of the Community Safety Partnerships, Youth Offending Teams, the Positive Futures projects and those working to reduce the impact of drugs and alcohol in our communities. This additional funding will be maintained at the current level despite the amount received by me from central government continuing to fall.

“The continuation of the West Yorkshire Positive Futures (WYPF) project has meant that we are able to provide essential services to young people that have been engaging with the project for some time. We work in partnership with the Youth Offending Team and Police to ensure that we have a package of activities we can offer to young people that maybe involved in offending and/or anti-social behaviour. WYPF also provides an excellent “front door” for young people that are ambivalent about engaging with our substance misuse service, currently 72% of young people exiting from treatment are picked up through WYPF to ensure a transition and aftercare package.

Mark has been approachable and personable. The Police and Crime Plan has become embedded within our delivery both through WYPF and other projects and sits nicely alongside the priorities of our other services.”

Katy Hetherington, Young Persons Development Manager, Lifeline Project

From 1 October 2014 I will be responsible for funding victim support services. To prepare for this I am working with 16 projects each commissioned by me to increase capability and capacity throughout the county with the use of resources provided by the Ministry of Justice earlier this year. Interim findings of this programme of work will be available from the end of June and this, together with identified priorities, will assist in supporting for victims to cope and recover from the harm they have experienced.

Ministry of Justice (MoJ) Funding

The MoJ grant of £823,000 has been finalised and organisations have been chosen for funding. Funds have been given to organisations that provide a wide variety of victim services, including:

- Community Safety Partnerships
- Victim Hubs
- Restorative Justice Services
- Survivor led consultancy projects
- Victims of crime projects

The chosen organisations will attend two workshops to talk to Mark about progress they have made on their respective projects. They will also produce an interim report (in June) and a final report.

During the coming months I will continue to listen to communities and work with a wide range of delivery partners to inform and publish my Delivery Strategy for the next three years. This strategy will set out my approach to future funding decisions and working with partners in delivering priorities within revised Police and Crime Plan.

HOLDING THE CHIEF CONSTABLE TO ACCOUNT

As the Police and Crime Commissioner for West Yorkshire I work to ensure the policing needs of communities are met as effectively as possible, bringing communities closer to the police, working more effectively with partners to address the causes and consequences of crime, building confidence in the system and restoring trust. As your Police and Crime Commissioner I am your voice for your area, elected by you and accountable to you at the ballot box, with the responsibility to hold the Chief Constable of West Yorkshire Police to account.

There is very regular contact between the OPCC and West Yorkshire Police and between myself and the Chief Constable, both as a matter of course but also to deal with issues as they arise. Formally, Community Outcomes meetings have been held every fortnight between myself and the Chief Constable to look at important policing and community safety matters, to raise issues of concern, including those of local people and partners I have met out in the community or who have contacted me directly, and to agree activities and actions. The agendas, key discussion items, papers, decisions and actions agreed as well as the West Yorkshire Police Community Outcomes Report are available on the website at:

<http://www.westyorkshire-pcc.gov.uk/our-business/holding-the-chief-constable-to-account.aspx>

Items of note from Community Outcome Meetings include:

- *Agreement to work being undertaken that will lead to a new model for reporting and responding to hate crime that is victim-centred and fully involves partners.*
- *Development of a proactive policing response to significant concerns raised by the public of poor and dangerous driving in the Bradford local authority area.*
- *Agreement of the starting salary for police constables.*
- *Development of a policy for the disposal of police buildings that incorporates the spirit of the Localism Act 2011 around community assets.*
- *Monitoring of activity to improve use of stop and search powers, data integrity and the management of property, as highlighted in external inspection and audit reports.*
- *Agreeing to be a 'Living Wage' employer.*
- *Directly agreeing and addressing anti-social behaviour issues with the Chief Constable on West Yorkshire's 'Real Ale Trail'.*

I have also held strategic planning days with the Chief Constable, the Chief Officer Team and the Executive Group of the OPCC, and every month either myself or a member of the OPCC executive attends the Force Accountability meetings, where the performance of the West Yorkshire Police is evaluated and the performance measures in the Police and Crime Plan are considered. Quarterly performance meetings are held at the OPCC to look at emerging trends and how West Yorkshire Police are performing overall. As a principle statutory consultee for the Police and Crime Plan the Chief Constable has been regularly consulted over the last months on the refreshed content and proposed changes in particular to performance measures set out in the Police and Crime Plan Refresh 2014.

Internal Audit

Internal Audit provides a joint risk based internal audit service to both the Police and Crime Commissioner and the Chief Constable. A key function of its work is to act as the 'eyes and ears' for both the Police and Crime Commissioner and the Chief Constable, providing assurance that organisational risks and the systems and controls that underpin the achievement of the Police and Crime Plan outcomes and priorities are being effectively managed.

It therefore provides an overarching assurance role to both organisations and as such a majority of its audits are linked in full or part to the West Yorkshire Police and Crime Plan 2013-18 outcomes and priorities.

Areas of audit activity include: information management, commissioning, the abusive images unit, search and seizure, partnership assurances, reducing vulnerability, serious sexual offences, review of shift allowances, ANPR, and gifts, hospitality and business interests.

CONTACT DETAILS

For further information or any feedback or queries relating to this Annual Report please contact me or my office via the following methods:

Email: contact@westyorkshire.pcc.pnn.gov.uk

Telephone: 01924 294000

Address:

Office of the Police and Crime Commissioner for West Yorkshire
Ploughland House
62 George Street
WAKEFIELD
WF1 1DL

You can follow the activities and the achievements of me and my office via Twitter, Facebook and my website www.westyorkshire-pcc.gov.uk



@WestYorksOPCC



'Office of the Police and Crime Commissioner West Yorkshire'

West Yorkshire Police's Programme of Change

West Yorkshire Police's programme of change differs from the approach formerly taken through Operation Transform where the service looked predominantly at where savings could be found. The new programme of change is not only about savings, but also about truly transforming how the service is structured, how they think and operate, the processes in place and how to improve performance and reduce cost.

Cost savings are still an essential priority, with plans for £157 million to be taken from the police budget before 2016. But equally important it is to improve performance and deliver the Police and Crime Plan to make communities safer and feel safer.

A 24% reduction in the workforce as a result of the budget cuts means that the Force needs more out of its people in order to improve performance and keep communities safe. The Force has a 'People Ambition' which sets people priorities around Recruitment and Retention of the very best people available with West Yorkshire Police being the employer of choice; Learning and Development to ensure we have a skilled, flexible, efficient and effective workforce, Leadership Development to ensure staff are effectively led and inspired and work to the purpose and values of the Force; Health and Wellbeing to ensure first class working practices which support proactive management of health and wellbeing; Reward and Recognition to acknowledge outstanding service delivery; Standards and Integrity reinforcing the standards of behaviour and conduct expected of all staff and Organisational Development to ensure we are all doing the right things in the right way at all levels of the organisation.

The significant financial challenges facing the Force and the ambitions set to improve performance have provided an opportunity to develop a new blueprint for policing ensuring we meet the budget cuts whilst also transforming service delivery and improving performance. The New Operating Model will be implemented over the next three years and transforms the way the Force operates within a leaner, yet stronger leadership spine and five policing districts, reduced from eight to align with local authority boundaries. Critically the model aims to protect frontline policing as far as possible in order to ensure communities are safer and feel safer. The critical role of partners is recognised in the development of multi-agency co-located and locally based neighbourhood policing teams identifying and tackling mutual problems in order to reduce crime and anti-social behaviour and improve the safety and wellbeing of the communities they serve. In line with a preventative and problem solving approach, the teams will reduce demand long term which is critical in order to secure long term reductions in crime with fewer resources. The model will ensure protective services are delivered (working where appropriately with other police forces collaboratively) and provide corporate and back office functions with significantly fewer resources.