

# Mark Burns-Williamson

## Police and Crime Commissioner for West Yorkshire



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

# Annual Report 2017 / 18

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## Introduction



Welcome to my 2017-18 Annual Report, setting out the key activities and achievements of the year in my work as your Police and Crime Commissioner and that of my office, West Yorkshire Police, and our partners.

I have also refreshed my Police and Crime Plan this year but this Annual Report covers the last financial year and therefore reflects the priorities of the previous Police and Crime Plan 2016-21. However, after much consultation, the main outcomes and priorities of the refreshed plan remain largely the same.

You can download both Plans to learn more about our outcomes and priorities - and the work we will be doing to make a real difference to people's lives in our communities at:  
[www.westyorkshire-pcc.gov.uk/our-business/the-police-crime-plan.aspx](http://www.westyorkshire-pcc.gov.uk/our-business/the-police-crime-plan.aspx)

We are committed in our work to keep West Yorkshire safe and feeling safe, and the past 12 months have been spent making sure we are tackling crime and anti-social behaviour, safeguarding vulnerable people, making sure criminal justice works, and providing support for victims and witnesses in West Yorkshire. In particular, this report highlights areas of positive work in our response to domestic abuse, safeguarding vulnerable members of the community, applying new technologies, and reinforcing neighbourhood policing.

We have also been working to meet my pledges to you, and with your support, I have been able to increase the number of police officers on the frontline, protect the number of Police and Community Support Officers, and strengthen neighbourhood policing with a greater focus on local problem solving.

Government cuts have continued to hit hard during this time, with the police having to find a further £9m savings this year, and our partners struggling to balance their books. I have continued to fight for a fairer funding deal for West Yorkshire, but we have needed more resources to meet our rising demand.

After consultation with people across the county, and with the support of the Police and Crime Panel, I increased the policing

element of the council tax and have recruited 200 more police officers to help deliver the Police and Crime Plan, and to make sure we have a police service fit for the future.

The latest HMICFRS inspectors' ratings have all been 'good', including recognition that our West Yorkshire Police service is exploring new ways of working with partner agencies to reduce resource requirements and improve service outcomes. Only through partners' commitment to work better together have we have been able to meet the challenges we all face.

I hope this Annual Report highlights what has been delivered during 2017/18, but you can find out more about our work at:  
[www.westyorkshire-pcc.gov.uk.uk](http://www.westyorkshire-pcc.gov.uk.uk)

Mark Burns-Williamson OBE  
West Yorkshire's Police and Crime Commissioner

# Tackle Crime and Anti-Social Behaviour



I joined Operation Steerside in Bradford, picture with Sergeant Cameron Buchan, of Bradford District Police.

My Police and Crime Plan 2016-21 describes 16 different crimes and threats which have been identified as priorities by residents of West Yorkshire. The past year has seen a small increase in overall calls for service to the police by the public, with some increases in violent crimes, possession of weapons, and shoplifting recorded. At the same time, the volume of thefts from and of vehicles, and thefts from the person have decreased slightly. Other crime issues such as human trafficking, child sexual exploitation, and domestic abuse – although not always in the news - remain a serious threat to community safety. Through partnership work, the Safer Communities Fund, and direct investment, I have been able to support or commission a number of key activities which I anticipate will help lead to a reduction in crime and anti-social behaviour across our neighbourhoods.

An increase in **violent crime** – notably young people's use of knives – has attracted much attention in the past year. The concentration of these offences in London has meant that the national media has led in highlighting the issue. West Yorkshire does not see the level of offending seen in the capital, but any increase in the possession of weapons is not something we can tolerate.

In February, West Yorkshire Police supported the national campaign, Operation Sceptre, which acted to raise awareness of the devastating impact of **knife crime** for victims and their families, but also on the lives of perpetrators and their loved ones. A programme of targeted enforcement work included; test purchases of knives to warn retailers who break the law; increased police presence in affected neighbourhoods and on local bus services; and intelligence gathering work to identify individuals involved in crime and anti-social behaviour. In addition to this project, two weapons surrender campaigns (in November and February) took 220 knives, firearms, and other dangerous weapons off the streets of West Yorkshire.

With new government funding available in 2018/19 to coincide with the launch of the Home Office's Serious Violence Strategy, more important work on this issue will take place in the year ahead. In particular, we will be working to divert young people away from the false promises of the gang lifestyle through projects with specialist third sector partners. The 13th round of my Safer Communities Fund has already granted £17,900 to local community initiatives to tackle violence in West Yorkshire, including grants to the Leeds Street Team, StreetDoctors, Global Diversity Positive Action (Kirklees), and West Yorkshire Police's Knife Crime Prevention programme.

Two topics which are regularly identified as community concerns are **road safety** and burglary, as many of us feel that these are the types of offences we are most likely to experience. On road safety, the police have led high profile campaigns in Bradford and Calderdale this year to tackle the 'fatal four' offences of speeding, driving whilst under the influence of drugs or alcohol, driving whilst using a mobile phone, and driving whilst not wearing a seat belt. Operations Steerside (Bradford) and Hawmill (Calderdale) have reported impressive results: over 11,000 driving offences being dealt with and over 1,000 illegally driven vehicles seized.

ANPR (Automatic Number Plate Recognition) technology has also helped officers in other districts to seize uninsured vehicles in mirror campaigns. In Kirklees, I witnessed Operation Transpark, a two-day campaign to tackle anti-social behaviour on our roads which led to three arrests for dangerous driving, possession of drugs, and of offensive weapons. In Wakefield, the police have set-up a new vehicle crime team to crack-down on offenders who target theft of, and from, vehicles. In its first two weeks of operation, ten arrests were made and charges brought against two people.

After hearing the thoughts of concerned cyclists at my road safety public consultation meeting in 2016, I welcomed West Yorkshire Police's Safe Pass campaign, which was launched in Leeds in spring 2017. Plain clothed officers based on some of the city's busiest roads identified motorists who passed too close to cyclists, or who failed to give way at junctions. Drivers were offered on-the-spot feedback on safe overtaking, with those who were judged to have committed particularly hazardous manoeuvres prosecuted for driving without due care and attention.

Residential **burglary** rates in the county increased by 2% in 2017/18 (from an 8% increase in 2016/17). Burglary sits as its own priority in the Police and Crime Plan because responses to my Your Views survey show that it is often the greatest safety concern for residents after road safety.

West Yorkshire Police's regular burglary prevention campaigns reflect the subject's importance to communities, and two campaigns ran during the year to coincide with the start and end of summertime. Last autumn's campaign included a powerful video interview with a Leeds resident who described the upsetting personal impact of burglary on her family.

The police's response to burglary includes the integrated offender management programme (to target repeat offenders), and latterly the use of a 'predictive policing' app on police officers' mobile devices. The app provides the latest intelligence on crimes in neighbourhoods, including live information on areas for visible patrol which are experiencing a greater share of burglaries. WYP have also worked with partners in the **WY Fire and Rescue Service** to support their 'Safe and Well' visits to vulnerable households. Safe and Well visits allow fire officers to deliver personal safety messages to residents in their own homes. Working in collaboration with WYP, these visits have now been extended to include tailored advice on how to prevent burglaries.

Many of the projects I fund through my Safer Communities Fund play their part in reducing **anti-social behaviour** across West Yorkshire. Great work is done in our neighbourhoods by volunteers, community groups, and charities who work to tackle the root causes of offending to help divert young people away from crime, and help them build a sense of social responsibility. Similarly, I have supported the **Positive Futures programme** with over £300,000 of funding in 2017/18 to deliver important targeted crime prevention projects in Bradford South, Leeds, Keighley, and Calderdale. This work focusses on young people, with the aim to help them in their personal development, and divert them from anti-social behaviour. Typical projects include education on personal relationships, awareness of threats such as grooming, drugs and alcohol, and group sports activities. The goal is to grow the self-confidence of children, and equip them with the information they need to make the right decisions about their future.

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Sadly, every country in the world in some way feels the impact of **human trafficking and modern slavery**. Locations can be source areas, transit areas, or destination countries; our own towns and cities in West Yorkshire are affected as well. I have made a commitment to tackling this dreadful abuse through my office's coordination of the National Anti-Trafficking and Modern Slavery Network (for all Police and Crime Commissioners), and the West Yorkshire Anti-Trafficking Network (WYATN). Both bodies allow me to work in building networks between partners to help co-ordinate the approach to the investigation of human trafficking, and our engagement and support of its victims and survivors. The networks also play a key role in ensuring we understand the extent and nature of this threat, so we can continue to resource the police and our partners appropriately.

In terms of resourcing, the £8.5M Modern Slavery Police Transformation Programme has made a positive impact across England and Wales. The fund allowed more than 150 frontline officers from Yorkshire and the Humber to attend our Carr Gate facilities for training on best practice in modern slavery investigation and victim support. Nationally, more than 1,200 judges have now received training on the Modern Slavery Act thanks to the Independent Anti-Slavery Commissioner, the International Bar Association, and the Judicial College. This is a great advance in our mission to build the strongest possible response to those people who look to exploit other human beings for their own gain.

Other activity from the year includes input to the Prime Minister's Modern Slavery Task Force, a meeting with NCA Director, Will Kerr, to discuss operational law enforcement nationwide, and a visit to the House of Lords to contribute to a seminar on Modern Slavery, organised by educational charity, Cumberland Lodge.

Finally, over the past year, my Safer Communities Fund has awarded eight organisations with a total of £36,343 of grant funding to support local community projects which are supporting victims, and preventing further abuses of Human Trafficking and Modern Slavery in West Yorkshire.

When we talk about **organised crime**, it often promotes thoughts of serious offences such as drug supply, human trafficking, fraud, money laundering, or firearms supply. The reality is often very different: organised crime groups can be behind volume crime affecting our neighbourhoods, or they can be corrupt businesses who sell counterfeit goods, defraud their customers, or otherwise break the law to maximise their profits.

There is a growing awareness that building a comprehensive intelligence map of offending in our districts can help the police disrupt organised crime groups, and this year, district police teams have held events to promote the potential for closer partnership work to make an impact against organised crime at local level. Four events were held for public and private sector partners who may hold information on offenders and their families, or who are in a position to report suspicious behaviour. Each event received important input from the Home Office, who are currently developing a new national strategy for tackling organised crime groups.

In addition to this work, last year financial investigators at West Yorkshire Police and the **Regional Asset Recovery Team (RART)** announced that Proceeds of Crime Act (POCA) legislation had led to the confiscation of over £109M of criminal assets over the past decade. The latest confiscations in February took £115,000 from two Leeds men who had been convicted of money laundering, but looking back to previous work, single operations have recovered in excess of £1M from individuals who were profiting from criminal lifestyles.

Last year I was pleased to continue my financial support of the **West Yorkshire Financial Exploitation and Abuse Team (WYFEAT)**. WYFEAT calls on the expertise of specialists from West Yorkshire Police's Economic Crime Unit, adult social care, and Trading Standards, to collaborate in the investigation of criminals who financially exploit vulnerable or older people through scams and doorstep crime.



Visiting the West Yorkshire Financial Exploitation and Abuse Team (WFEAT), pictured with Linda Davis Trading Standards Manager, Tracey Ward Social Worker, Susan Betteridge Director of West Yorkshire Joint Services and Assistant Chief Constable Angela Williams.

Officers have worked on a one to one basis with scam victims to give guidance, care and support, including how to spot the signs of scams, and how to reduce unwanted phone calls and letters to help prevent people falling victim to fraud in the future. Victims of scams in West Yorkshire include:

- 70 year old who lost £200,000 responding to scam mail over 16 years
- 78 year old who lost £150,000 following an internet romance scam
- Vulnerable victim who lost over £100,000 in life savings over 3 years
- 85 year old who lost £20,000 to clairvoyant and prize draw scams

WYFEAT announced a notable success in February in the conviction and imprisonment of Andrew Pollard, operator of Leeds based A&J Roofing Solutions. The firm was one of the most complained about companies in West Yorkshire, and the Trading Standards Service received numerous complaints alleging deficient workmanship, misleading representations regarding the necessity of work, and customers given false promises that faulty work would be rectified. A confiscation order under the Proceeds of Crime Act 2002 was made against Mr Pollard and £26,472 of assets were seized. This money will be distributed in compensation to the victims of his inadequate workmanship.

In assessing the performance of the police in tackling crime in our communities, we draw on a range of sources – many of which are recorded in the final chapter of this document. It remains the case that improved practice in the police's recording of crime (combined with campaigns to encourage victims to report certain crimes) impacts on the trend seen in some crime data. The **Crime Data Integrity** inspection programme led by HMICFRS has carried out a rolling programme of assessment of police forces' accurate recording of crimes throughout 2017/18. West Yorkshire Police are yet to be re-inspected following the last CDI report of 2014.

# Working Together

## Working to tackle cyber-crime with Huddersfield New College

West Yorkshire Police teamed up with students from Huddersfield New College to raise awareness about cyber-crime and staying safe online. Kirklees District Police have a dedicated Digital Media Investigator and as part of this role they have been working closely with schools and the public. I attended an event led by the college's Performing Arts students, which covered issues such as cyber-bullying, sexting, and stalking with over 100 year 10 students from local schools. Keeping everyone safe online is a key focus for me and that is why I funded the creation of West Yorkshire Police's dedicated Cyber Unit. Preventing online crime is our best strategy, and raising awareness of how you can stay safe is exactly what these performances achieved.

## Action against Human Trafficking in our communities

West Yorkshire Police's Human Trafficking Unit continued to take positive action against modern slavery throughout 2017/18. In the first five months of 2018, the Unit has referred 139 people experiencing abuse or slavery to the National Referral Mechanism – the national framework for identifying victims of modern-day slavery and ensuring victims receive the necessary support to help them rebuild their lives. A further 12 people were believed to be a victim of trafficking, but did not consent to enter the NRM process.

To coincide with national Anti-Slavery Day in October, officers accompanied by representatives from key partner agencies, visited a number of business premises thought to have links to human trafficking to speak to the employers and check on the welfare of employees. As part of the operations, two interim Slavery and Trafficking Prevention Orders were issued - the first time West Yorkshire Police has used the power.

In October 2017, my own OPCC team was strengthened by the recruitment of a full-time member of staff to coordinate the development of our anti-trafficking networks, and to raise awareness of the issue locally and further afield.

## Kirklees Road Safety Partnership Event, November 2017

The Safer Kirklees partnership hosted a road safety event for Kirklees students as part of National Road Safety Week. The event at the John Smiths Stadium saw students from local colleges and sixth-form schools listen to presentations from partner agencies including West Yorkshire Fire and Rescue Service, West Yorkshire Police, the Ambulance Service, and national road safety charity Brake. The aim of the roadshow was to achieve a sustained reduction in death and serious injury on Kirklees' roads. The initiative was funded by a £2,750 grant from the Safer Communities Fund.

## Safeguard Vulnerable People

**A**nyone could be at risk of abuse at some stage of their life, but people with specific vulnerabilities may have a range of needs which leave them particularly susceptible to exploitation or neglect. Our work on safeguarding the vulnerable involves promoting co-operation and effective working practices between different agencies to help keep vulnerable people safe from harm.

The point where people in mental health crisis meet the criminal justice system presents many challenges – particularly at a time when many feel that the police are under pressure to fill the void left by diminishing public services. At this time, I have been reassured by the strength of the collaborative work achieved through my **Mental Health and Criminal Justice Forum**. Throughout the year, this group has continued to attract a high level of engagement from health, emergency, and third sector services, providing important oversight of the partnership's work to provide better services to those in need.

One of its key outputs has been the successful implementation of the response to the revised Section 136 of the Mental Health Act. Previous Annual Reports have described our investment in 'health-based places of safety' as an alternative to custody for people in mental health crisis. The revised Section 136 came into force in December 2017, and stipulates that custody cannot be used to accommodate anyone under the age of 18 who is experiencing a crisis, and that it can only be used for adults in exceptional circumstances. Successfully developing alternative mental health provision has been a significant achievement for the Board this year, and there has been an impressive response from the police and local NHS Mental Health Trust to improve services to those in need.

Related to this service is the Liaison and Diversion project, which has been established in Wakefield and Leeds, and now extended to Bradford in 2017/18. **Liaison and Diversion** (L&D) programmes have two objectives; to improve the health outcomes of people admitted into custody, and to work to reduce reoffending by addressing people's core needs. By identifying people's mental health vulnerabilities at the earliest point, L&D practitioners can evaluate whether an individual should be referred for treatment or further support, and can help people make contact with the appropriate services after their release from custody. West Yorkshire's L&D services are currently provided through the Wakefield Young Offenders Team, with plans to procure a NHS England regional service ready for 2019/20.

Finally, in the case of support for victims of crime, during the past year the Forum has worked to strengthen partners' referral pathways for victims of terror and sexual assault (in response to feedback from our Victim Support and ISVA partners), and in particular, we have wanted to clarify and promote the eligibility criteria for access to NHS therapeutic support services.

An **Appropriate Adult** (AA) is an individual person responsible for protecting the rights and welfare of a child or mentally vulnerable adult who is either detained by police or interviewed under caution. Police custody sergeants are responsible for identifying people who require an Appropriate Adult, whilst local authorities have a legal duty to ensure provision for children via their Youth Offending Teams (YOT). During 2017/18, I have worked with local authorities in West Yorkshire, the five district Youth Offending Teams, and West Yorkshire Police, to develop the best possible service for those in need of Appropriate Adult support. As a result, a contract has been awarded to external provider, The Appropriate Adult Service (TAAS) to provide AA services from April 2018 to support children and vulnerable adults in West Yorkshire. This service will see a shift from separate district based arrangements and aims to bring equity to provision across West Yorkshire. The service will create a single contact point for the police when requesting AA support, whilst maintaining a commitment to use volunteers in order to ensure a 24/7 service to help reduce delays in AAs attending custody. TAAS will work in partnership with the police, YOT, and local authorities to minimise detention times and allow effective participation by children and vulnerable adults during police interview.

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Raising awareness around issues that we might normally be uncomfortable to talk about is one of the key objectives of the campaign work my office leads on and supports during the year. In particular our campaigns reassure victims that they are not alone, that there are ways to seek help, and for those who are not victims, our campaigns give us the understanding to recognise the signs that a person may be in danger or in need of support.

Last year, our collaboration with the police and partners for the annual **West Yorkshire Safeguarding Week** saw us address the topics of mental health, domestic abuse, and how scammers target the vulnerable through doorstep crime. The programme ran from the 9th – 15th October and saw local safeguarding boards and community safety partnerships across the region join forces with West Yorkshire Police and myself to hold workshops and events aimed at informing the public about how to protect the vulnerable across the region.

Key activities included a programme of Facebook Live broadcasts by WYP's Safeguarding Unit highlighting the work being done to keep people safe; a Young Person's Suicide Prevention and Awareness event in Kirklees; the Safer Leeds Partnership held a week of training and workshops on issues including Female Genital Mutilation and protecting children in sport; and in Calderdale, a 'marketplace' event was held at the Shay Stadium for organisations to share good practice. In Wakefield, a programme of learning and development sessions were held in the Cathedral precinct for professionals and practitioners.

As is the case each year, Safeguarding Week strives to communicate the overarching message that protecting the vulnerable is everyone's business.

Domestic abuse was specifically targeted through the **16 Days of Action campaign**. This year's campaign featured a hard-hitting film produced by West Yorkshire Police's Communications Team which told over sixteen days the story of Alex, a victim of domestic abuse. Each daily video featured testimony from friends and family who describe things they had seen or thought about Alex, but they had chosen not to say anything about. The film's message was to encourage those close to domestic abuse victims to feel confident enough to speak out and seek help on their behalf.

Also in October, a separate campaign focussed on the offence of coercive and controlling behaviour in relationships. Controlling acts may include manipulation, intimidation, sexual coercion and psychological abuse. These abuses can intimidate victims, and isolate them from sources of support such as friends and family. The law now gives powers to the police and CPS to bring prosecutions against perpetrators of psychological abuse, with a conviction carrying a maximum five year prison sentence.

This campaign was promoted through the social media network 'Snapchat' with the aim of reaching a younger audience. It was viewed by approximately 400 people, whilst a related Facebook post was shared over 200 times.

Safeguarding people was considered the most important priority by people responding to my 'Your Priorities, Your Plan' consultation in 2016. In total, 70% of people recognised it as a priority for West Yorkshire, and this strength of response is reflected in my Police and Crime Plan.



With Detective Chief Superintendent Mark Ridley, and the winning students from Corpus Christi Catholic College

Through my Safeguarding Advisor, I support the independently chaired **West Yorkshire Child Sexual Exploitation Strategic Group**. The Group brings local authority safeguarding leads, senior police officers, and other key partners together to develop collaborative work to safeguard children. The group is currently reviewing its terms of reference with partners to ensure it continues to support a first class collaborative approach to safeguarding, and that it reflects our improved understanding of the changing landscape of safeguarding.

With plans in place to develop a new West Yorkshire Sexual Assault Referral Centre (SARC) and Children's Sexual Assault Assessment Service, we are leading the way in providing a victim-centred support to adult and child sexual abuse crimes when they happen. During the year, we have also worked to bring districts closer together in their approach to recording and referring cases of CSE amongst looked-after children, in their use of CSE risk identification tools, and by improving the intelligence picture through reviewing district-level safeguarding profiles.

**Cyber-enabled crime** places everyone with access to a computer or smartphone at risk of becoming a victim of crime. The growing threat of online-enabled offending has led me to support an innovative research project between Leeds Beckett University and West Yorkshire Police. Supported by the Home Office, the College of Policing, and the Higher Education Funding Council for England's Police Knowledge Fund, the 18-month long project has sought out new ways for digital crime to be policed. Outputs included a large-scale assessment of the challenges in tackling cybercrime, an assessment of cybercrime training for police officers, the development of advanced digital forensics, and a mobile app to help frontline officers capture evidence. I hope that work like this will make an important contribution to strengthening the specialist capabilities West Yorkshire Police hold in fighting this crime.

All of our young people have grown-up in the age of social networking, but raising awareness of its dangers is a challenge, particularly when digital technology is such a draw for young people. To reach out to this group, I helped to fund a **cyber contest for West Yorkshire** schools for pupils from years 7, 8, and 9. The schools were challenged to design a resource to help keep kids safe online, and it is hoped that through talking about the competition with their friends and families, they will help to spread cyber-crime prevention messages to many more people. Students from Corpus Christi Catholic College in Leeds were announced as competition winners in February.



Speaking at the launch event for the My First Mobile project

This work has been complemented by my funding of the **My First Mobile** project. Over one hundred staff from local schools attended a launch event in Huddersfield in May last year for an educational website and toolkit which has been created to keep children safe when they are using the internet, social networks, and games for the first time through a mobile phone. The resource was developed by Kirklees Safeguarding Children Board in partnership with West Yorkshire Police, and the staff and the pupils of St Thomas CE Primary School in Huddersfield, and Ravenshall School in Dewsbury.

Also during last year, I commissioned the **GW Theatre** to deliver messages on online safety directly to school children through their 'Somebody's Sister, Somebody's Daughter' and 'Mister Shapeshifter' performances. After this successful programme, I have funded further performances of Mister Shapeshifter to be delivered in 2018 to children aged 11-12. The performances introduce the topic of how some adults can abuse the trust children put in them, and how children can protect themselves. The performances introduce these issues in an informative and entertaining way to help children spot risky situations, especially online. This funding includes provision for independent academic evaluation of the project's impact in helping to safeguard children.

Finally, I have provided funding for a dedicated Senior Safeguarding Analyst post within the OPCC to improve information and data sharing practice on Child Sexual Exploitation (CSE) and missing children across partners in the five West Yorkshire districts. This role will improve our safeguarding response by using intelligence to identify threats and risks to children which can then be addressed by partners' intervention and prevention strategies.

# Working Together

## 'Running Away From Home' campaign

Over 60% of reports of missing people in West Yorkshire last year involved children or young people. I joined West Yorkshire Police, the NSPCC, charity Missing People, and all five Local Safeguarding Children Boards to mark International Missing Children's Day on 25th May, and support a campaign to encourage young people to seek out help as an alternative to going missing. The campaign artwork was produced in conjunction with my Youth Advisory Group, and aimed to communicate the message that there is an alternative to running away.

For the police and partners, getting to understand the complex reasons behind why a young person may go missing is just as important. During the year work has been done by West Yorkshire Police to run a pilot programme to collect a more detailed statement from young people returning from a missing episode. This can help to achieve a fuller understanding of the concerns of an individual, which will lead to more effective support from partner services.

## Unique safeguarding partnership workshop held

In October, I held the first ever workshop of its kind to bring together local safeguarding partnerships. The aim of the event was to explore how partners can better work together across the county to protect vulnerable people. Representatives from the Local Safeguarding Children's Boards (LSCBs), Safeguarding Adults Boards (SABs), and the Community Safety Partnerships (CSPs) attended the event in Leeds. West Yorkshire has a number of county-wide safeguarding bodies already in place, for example the Domestic and Sexual Abuse Board, the Mental Health and Criminal Justice Forum, the West Yorkshire Safeguarding Communications Group, and the Child Sexual Exploitation Strategy Group. This event looked to build a coordinated approach between partners so that each individual can be supported in a way that best recognises their personal circumstances and provides for their differing safeguarding needs.

## NPAS

The National Police Air Service (NPAS) delivers a fully borderless service to all 43 police forces across England and Wales. Examples of tasks are searching for missing people, providing surveillance, and providing a 'command and control' function at major incidents. NPAS is funded through a collaborative agreement of participating police forces, who each pay a contribution based on their share of overall NPAS deployments. NPAS is governed by a Strategic Board made up of six elected Police and Crime Commissioners, and six Chief Constables and other key stakeholders; I act as Chair for the Board.

During 2017/18 NPAS carried out 22,500 tasks on behalf of the police forces of England and Wales, notably in response to the tragic attacks at Westminster and Manchester. NPAS's outstanding response to these major national incidents was later recognised by the Honorary Company of Air Pilots (HCAP), who gave NPAS their Sword of Honour award for 2017.

Last year's HMICFRS study of NPAS made a number of recommendations which have been discussed at the appropriate strategic boards. Whilst we have achieved a great deal since 2012 (including many millions of pounds in savings, and the first borderless, 24/7 police air service), we need to carefully consider the next stage of development for the service. This could include the use of drones and the introduction of fixed-wing aircraft as part of a strategic business plan required by the Home Office.

# Make Sure Criminal Justice Works for Communities



With the Chief Constable at Leeds Pride 2017

In February this year I gained support from West Yorkshire's Police and Crime Panel for my proposal to raise the **policing element of the council tax** by 7.95%. This represents an annual increase of £12 per year for Band D council tax payers, but on average, it equates to an increase of 15p - 18p per week for most West Yorkshire taxpayers in Bands A or B. Since 2010, the Government has cut the budget for policing in West Yorkshire by roughly one third, and the resulting loss of police staff and officers has put severe pressure on police services. I am grateful to the people who responded to my Community Consultation survey, of which 73% said they would support an increase in the precept to help me target the recruitment of a further 143 police officers and protect current PCSO posts to help strengthen neighbourhood policing.

In November last year, I met with local MPs at Westminster to argue the case for a fairer funding deal for policing in West Yorkshire. I was reassured to see cross-party attendance in ensuring we are working collectively to help our communities keep safe. The only way that we will meet the challenges that we face is for greater government investment in local police forces, so I will remain dedicated to making the case for a sustained Government commitment to properly resource West Yorkshire Police. Without this investment, more and more of the funding burden is being put on our local council taxpayers, and this trend needs to be re-balanced by a fairer funding settlement and formula.

An important aspect of **West Yorkshire Police's recruitment** during 2017/18 has been campaigns to target groups who are currently under-represented in the police workforce. The Chief Constable and myself are determined that we achieve a police force which better reflects the diversity of our communities in West Yorkshire, and we have promoted recruitment opportunities to as wide an audience as possible. The past year has seen a BBC Look North news feature promoting West Yorkshire Police's recruitment opportunities for BAME women, and an ITV Calendar feature on LGBT officers. The police also posted a YouTube video encouraging disabled members of the community to apply by addressing issues commonly raised by potential recruits such as dyslexia and assistance with the application form. I am pleased to report that for the second year running, West Yorkshire Police have been selected to feature in The Inclusive Top 50 of UK Employers.

West Yorkshire Police's commitment to building an inclusive organisation where everyone can feel valued for the skills they bring to their teams - regardless of who they are - was affirmed through their 'What does inclusion mean to you?' campaign. During March this year, 13 short videos from members of the police family were posted on the West Yorkshire Police intranet, describing their vision for an organisation in which colleagues understood each other's differences and offered equality in opportunity for all.

**HMICFRS's PEEL inspections** of national police services provide an annual health-check of policing across the country. Again, I am pleased to report that across the three pillars of assessment; police efficiency, legitimacy, and effectiveness; West Yorkshire Police retained 'Good' grades in each category. HMICFRS singled-out the force's response to incidents involving vulnerable people (in particular the dedication and work ethic of officers and staff within safeguarding units), and also highlighted good performance in understanding the demand for services (for example, developing an understanding of emerging crime threats such as modern slavery and honour-based abuse). Work to improve the representation of BAME community members in the workforce was also applauded. Areas for improvement identified included the need to improve the quality and supervision of investigations for low-level crime, with HMICFRS requesting that officers and supervisors need further training in core investigative skills. This is a nationally relevant and important finding – in part a reflection of the volume of new police officers working in frontline positions in West Yorkshire. I will be closely monitoring the force's response to this finding in the months ahead.

In alignment with my Police and Crime Plan, the PEEL Effectiveness report for 2016/17 made a key recommendation for West Yorkshire Police to refresh their approach to **neighbourhood policing**. As a consequence, the past year has seen a major review of how best the police can serve our neighbourhoods – particularly through having a visible and consistent relationship with local communities. The majority of the officers who were recruited last year will be deployed to 21 neighbourhood police teams across West Yorkshire, and I have also provided the resources to retain over 600 PCSOs working in our communities. It is my hope that the new neighbourhood structure will boost the police's engagement with communities, enhance their problem solving of local issues, and operate as the foundation of the police service delivered to the public which I have always advocated.



With some of the Leeds City NPT and partners at an NPT District Roadshow event in Trinity Shopping Centre

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In last year's Annual Report we were able to highlight advances in technology in policing through the Rapid Forensics pilot programme. This year, following previous investments in handheld mobile devices for officers, we have introduced an initial wave of 250 scanners to provide **mobile fingerprinting technology** to the frontline. This new tool gives officers the ability to identify people suspected of committing offences in less than a minute. The scanners can also be used by officers to identify someone experiencing a medical emergency, and help quickly make contact with their family. Using this technology allows officers to spend more time in communities rather than dealing with suspects in custody, helping to provide the visible police presence our communities want.

A key strategic goal in our work to reduce crime in our neighbourhoods is the task of **reducing reoffending**. This objective calls on co-ordination between a range of partners, many of whom are linked through the West Yorkshire Local Criminal Justice Board (LCJB), which I have chaired since June 2017. With the introduction of major reforms within the criminal justice system (including across probation, courts and prison services), we believe it is the right time to reassess our partnership working to ensure our resources are being used to make the biggest impact on reoffending rates. Overseen by the Reducing Reoffending Board, a new strategy and delivery plan has been devised during 2017/18, and describes how our criminal justice partnership will tackle issues like the early identification of those at risk of entering the criminal justice system, having the right pathways in place to help break the cycle of offending, and addressing the specific needs of women in the criminal justice system. The strategy documents are currently with our partners for review, with the finalised document due to be published later this year.

It has been the target of all parties within the criminal justice system to use new technologies to generate quicker ways of working and so deliver a better service for victims. An example of this approach from the past year has been the introduction of '**digital charging**', where police officers seeking a charging decision from the CPS for non-urgent cases can now send the information digitally and receive the decision back within five days. This process has freed officers from having to wait for extended periods whilst decisions are being made over the phone.

An **Out of Court Disposal (OOCD)** is a method of resolving an investigation when the offender is known and has admitted the offence. An OOCD (such as a community resolution or a conditional caution), can be an effective way of dealing with first time or low level offences, and has the advantage of quickly bringing an outcome for the victim. I have established a quarterly scrutiny panel of criminal justice partners to review a sample of these disposals and provide transparency to increase public understanding of how West Yorkshire Police use OOCDs. Recent meetings have examined how OOCDs have been used in domestic abuse cases and their use addressing young people's offending.

Applying **video link technology** in the criminal justice sector can provide better support for vulnerable victims and witnesses. Last year I helped to fund a project to link the Halifax Women's Centre with courts in the county, and allow vulnerable victims and witnesses to give evidence remotely. I hope this project will reduce the emotional burden on victims of domestic and sexual abuse and increase the likelihood that perpetrators are brought justice.

The last year has seen major reform of West Yorkshire Police's support service functions. Titled **Project Fusion**, extensive work has been carried out to develop better integrated and efficient ways of working across the force in response to the changing demands on policing and to budget pressures. Fusion will release time, energy, and money that we can re-invest in frontline services and other important aspects of policing, whilst at the same time strengthen technical infrastructure and internal service provision.

# Working Together

## **Welcoming our new Interim Chief Executive**

In October, I was delighted to welcome Jayne Sykes to the OPCC as our Interim Chief Executive. Jayne had worked at West Yorkshire Police since 1987 and brings a unique combination of leadership, performance management, and collaboration experience to our operations. I am very confident in the degree of commitment and leadership that she will bring this role, providing the strategic direction and advice to enable me to fulfil my statutory roles effectively and efficiently.

## **Simplifying contacting the Police with 101 Live Chat**

The West Yorkshire public now have more opportunities to contact the police online via an extension of the pioneering 101 Live Chat system.

West Yorkshire Police were the first police force in the country to introduce this online system for reporting crime, which provide an alternative to calling 101. The service brings new efficiencies to the working of the police contact centre, with operators able to handle up to four live chats simultaneously. The system is recording increasing popularity - launched in 2014, the first month of operation saw 85 live chats, but the figure in May 2017 had reached 2,700.

The innovative system has been well received, particularly from the deaf and hard of hearing communities, and those for whom English is not their first spoken language. A number of other police services have visited to see how the model works, with the latest interest coming from police in Denver, USA.

## **Building Community Cohesion in Wakefield**

Wakefield Council's Community Cohesion Team are leading their 2018-19 training programme with an Islamic Awareness Session for 50 staff, funded by the OPCC and delivered in partnership with West Yorkshire Police and external provider, Aksaa. The Wakefield CSP were also actively involved in an event to commemorate Holocaust Memorial Day on 27<sup>th</sup> January, which was well attended by representatives from across Wakefield's communities, as well as the Mayor and Deputy Mayor.

## **Crime Prevention in our districts**

CSPs and Neighbourhood Police Teams support numerous crime prevention initiatives during the year. Some recent examples include Huddersfield NPT's month-long operation in partnership with Safer Kirklees during the run up to Christmas. The programme included increased patrols in the town centre to target distraction thefts and promote crime prevention. NatWest also joined the campaign to offer customers advice on keeping their money safe after leaving the bank and whilst using cash machines. In Wakefield, officers are now tackling anti-social use of motorcycles and quad bikes using a marker spray which leaves an invisible 'DNA tag'. Under a UV light, the spray links the bike and the driver, helping to single out offenders whose identity may be hidden by a helmet or balaclava. Following an increase in thefts of unsecured cars in Bradford, local police used social-media to promote crime prevention messages. The messages reminded people to fully lock their cars when leaving them, and not to make it easy for thieves.

# Support Victims and Witnesses



Opening the Domestic and Sexual Abuse Strategy launch event

**D**uring 2017/18, some important developments have been made in the services I commission for victims and witnesses in West Yorkshire, helping me to deliver on my pledge to put victims first.

At the foundation of our **victim support services** is our core assessment, referral, and local support services contract, which was put out to tender during 2017. Our current victim services provider, Victim Support, made the successful bid with an expanded programme of support to run from 2018 to 2021. The new service provides emotional and practical support to victims (including those aged 18 and under), for any crime incident whether it has been reported to the police or not. The service is available from 8am to 8pm Monday to Saturday, and there is also a 24-hour contact number, so victims are able to seek support 7 days a week, 52 weeks a year.

During 2017/18 I also commissioned Victim Support to launch a **Live Chat service**. Many of us will have used similar services in customer-service environments online. Live Chat is particularly relevant to victims' needs as it provides an accessible solution for service users with hearing or speech impairments. It is also a discreet communication channel that can appeal to victims who may want initial information, support, or signposting.

Victim Support also worked with over 70 people last year who had suffered following the Manchester Arena attack in May 2017. Important work was carried out to support West Yorkshire victims and survivors, many of whom had suffered physical injury and/or mental trauma following the tragedy.

On average West Yorkshire Police deal with 6 incidents of domestic abuse every hour; last year I published my **Domestic and Sexual Abuse Strategy 2016-2021** to help align partners' approach and help us deliver the most effective response to these distressing crimes. The Strategy provides a framework of priorities that we need to address, and a plan for the services we will need to commission to support victims and survivors. The five key priority areas identified are; partnership working; preventing violence and abuse; provision of services; support for victims/survivors; and pursuing perpetrators.

The launch of this strategy is about ensuring we have a truly joined-up approach to dealing with these crimes. No one agency can deliver the strategy's objectives on their own, and police, councils, health, safeguarding, and third sector and criminal justice partners will all have an important role to play.

The strategy launch led to a partnership workshop held in Bradford in June. This event marked the merger of the West Yorkshire Domestic Abuse and Sexual Abuse Boards, and explored how partners could work together to deliver strategic priorities. 135 delegates helped to design a forward plan for delivery, discussing topics such as maximising the opportunities for joint-working, establishing minimum standards of service delivery, and bringing in the views of service users to the design of commissioned services. The workshop provided valuable guidance for the Board's work in the coming year.

Additional OPCC funding has enabled us to extend the **Independent Domestic Violence Advisor** service (IDVA), which is delivered on my behalf through the five local authority districts. IDVAs help keep victims and their children safe from violent partners or family members. Serving as a victim's primary point of contact, IDVAs work with victims to help develop plans for immediate or longer-term safety, for example through supporting victims at multi-agency safeguarding conferences and criminal or civil courts. A new development in Leeds and Bradford has been to team-up IDVA advisors with West Yorkshire Police response officers attending 999 calls. These 'IDVA Cars' bring support directly to victims at the point of crisis. Initial evaluation of the programme suggests that having IDVA support present at domestic violence incidents has led to more convictions and fewer instances where the victim opts to 'take no further action' against the perpetrator.

Beyond their one-to-one victim casework, the West Yorkshire Independent Sexual Violence Advisor (ISVA) service (also run by Victim Support), held a series of engagement and awareness events at local colleges through the CHISVA specialist (Children's and Young People's Independent Sexual Violence Advisor), which included addressing issues such as sexting and sexual consent.

This work is supported by my ongoing funding of the three rape crisis centres in West Yorkshire. Last year I agreed to provide over £100,000 to the centres in Leeds, Bradford and Kirklees to provide vital services to child victims of serious sexual assaults. The funding provided to Kirklees will now allow services to be extended into Calderdale.

In July 2017, the Domestic and Sexual Abuse Board made a successful bid to the Home Office to support action on **violence against women and girls (VAWG)**. The bid reflects our desire to see an emphasis on early intervention and prevention in support of vulnerable women. £600,000 was secured to take forward two important areas of work. The first, and a key component of the bid, was to establish a specialist team within West Yorkshire Police working on Domestic Violence Protection Orders (DVPOs). DVPOs were introduced by the Crime and Security Act 2010, and enable the police to put in place protection for a victim in the immediate aftermath of a domestic violence incident. Under DVPOs, the perpetrator can be prevented from returning to a residence and from having contact with the victim for up to 28 days, allowing the victim the time and space to access support services and consider their options. During the first quarter of 2018 the team were issuing, on average, two DVPOs every day.

VAVG funding is also supporting work with victims of domestic abuse who are in custody. The IDVA service has been extended to reach women received into custody at HMP New Hall, with advice and guidance on domestic abuse now brought into the prison's induction process to help women take steps to prevent further harm.



Speaking at the Third Sector Conference in 2017

Once again, I was pleased to speak at the annual West Yorkshire Third Sector Conference, organised by my office in conjunction with district **Third Sector Networks**. The Third Sector plays an important role in helping to deliver the outcomes of the Police and Crime Plan, with voluntary, community, and faith groups acting as key providers of services to victims and the vulnerable. I have been pleased to help fund the development of local third sector networks, and a further three new networks were established during 2017/18 in Calderdale, Kirklees, and Wakefield. The networks promote collaboration between different organisations, help raise the sector's profile as a key service provider, and help to promote closer partnership working. A representative from my Third Sector Advisory Group now also sits on my Partnership Executive Group.

From April 2018, West Yorkshire will have a single county-wide **Restorative Justice** programme for the first time. This constitutes a £900k investment by my office for support of restorative justice projects over the next three years. The contract with provider Restorative Solutions will build on the work of the past two years, which has supported victims and perpetrators to engage directly with each other to try to achieve positive steps in a victim's recovery and help to prevent further offending. This ground-breaking work now extends to Wakefield prison, where prison staff are helping to carefully manage restorative conferences, supporting both the offender and the victim.

At the foundation of our work to help victims of sexual violence is the **SARC (Sexual Assault Referral Centre)**, which includes the West Yorkshire-wide Child Sexual Abuse Assessment Service (CSAAS) to create an integrated service for all victims and survivors. SARC is the first West Yorkshire-wide service to bring all the critical support services which victims of an assault need under one roof. The success of the centre means there is a need to find larger premises with the capacity to co-locate all SARC services for West Yorkshire. A suitable building has been identified, and feasibility work for relocation is currently underway. This is an exciting development which has the potential to put West Yorkshire at the cutting edge of provision for victims. Planned resources include video links to the courts and additional aftercare services.

# Working Together

## Safer Communities Fund helps Bradford charity tackle hate and 'mate' crime

'Mate crime' refers to someone who befriends a vulnerable person with the intention of exploiting them. This could include financial, physical or sexual abuse. My Safer Communities Fund granted £4,960 to the organisation Why Don't We, for a project to help raise awareness of, and prevent, disability hate and 'mate' crime. Why Don't We is a Bradford based charity which supports adults with learning disabilities to address issues which affect their lives. Through their work they help raise awareness of forms of prejudice and abuse against people with learning disabilities, and help the disabled community's voice to be heard. The project helped to fund a programme of workshops for adults with learning disabilities held throughout 2017.

## The Leeds / West Yorkshire Domestic Violence Quality Mark

People affected by domestic violence seek help from all kinds of organisations so it is important that frontline staff have a good understanding of the right way to support victims. The Domestic Violence Quality Mark shows that staff in refuges have been trained to deliver sensitive responses to those disclosing and seeking help - the welcome, warmth, and empathy displayed by staff being vital in building a trusting relationship with victims. A series of specialist secondments are also in place across the domestic violence sector in West Yorkshire to allow experts to share their knowledge and skills gained from the experience of working on complex abuse cases. This is just one example of how the Quality Mark has helped to foster joint-working between agencies.

## Safer Communities Fund: Vulnerable young people receiving vital support

The Shipley Youth Advice Advocacy Project received £5,000 from my Safer Communities Fund in June 2017. The grant has contributed to the continued running of the advice service, run by the project to empower individuals to take action around the issues of poor housing and homelessness. The project offers free independent advice to any young person aged between 16 and 25 and helps them access advice and support. Victims of sexual exploitation, honour based abuse and human trafficking are among the most vulnerable groups accessing the project for advice on housing, benefit, and debt advice.

## Work on FGM in Wakefield

Wakefield Council in Partnership with the Well Women Centre and Yorkshire MESMAC have completed a community outreach project called 'Listening to women from FGM communities'. A celebration event for participants was held in January, and an event to share the findings with partners was held in the following month. A FGM (female genital mutilation) strategy for Wakefield district is currently being developed and the final report will be made available to Community Safety Partnerships, complemented by a short document translated into five community languages. A key ambition is to maintain holistic support for survivors, and the Local Adult Safeguarding Board has supported this by providing funding for the Well Women Centre and Yorkshire MESMAC to provide two six week advice and guidance programmes to address this important issue.

# Engagement and Accountability



Visiting the Customer Contact Centre

I always strive to understand the concerns of people living across West Yorkshire's communities to help me to fulfil my role of setting the community safety priorities which our police service must address, and then hold the Chief Constable to account for how West Yorkshire Police support me in delivering against the Police and Crime Plan 2016-21. An annual programme of engagement with community groups, delivery partners, and the police service helps me to keep up to date on the issues which really affect people living across our districts.

## Neighbourhood Police Team (NPT) Visits

NPT visits give me the time to learn about local challenges and key partnerships the police have built to tackle crime in our communities. I visited police teams in each West Yorkshire district last year, hearing the latest information on topics such as road safety, crime prevention, and new problem solving approaches to neighbourhood crime.

During July 2017, I went out on patrol with the local **Neighbourhood Policing Team in Wakefield**, and visited the police's Customer Contact Centre – the call-takers for 999 and 101 calls. I started the day by meeting with the Wakefield Rural Neighbourhood Policing Team, and spoke with Insp. Helen Brear about policing issues affecting the local area before joining the team on patrol. With PCSO Colin Starford, I visited crime scenes and spoke with some of the victims affected.

At the Customer Contact Centre, I met with department head, Tom Donohoe, to discuss the response to 101 non-emergency and 999 emergency calls, as well as see the pioneering online service, Live Chat. On average, the call centre handles over 4,000 contacts a day with an average queue time for emergency calls of 4 seconds. It was great to spend some time with these frontline teams, and to make other visits to departments across the force who are responsible for fighting crime and helping our communities. They are fantastically dedicated people, focused on keeping us all safe. It is really important for me to get the opportunity to meet and thank them in person and hear about the daily challenges they face.

## Your Views survey

Throughout the year, my office contacts thousands of West Yorkshire households through my Your Views survey. The survey collects information on residents' sense of safety in their area, their interaction with the Police, and how they view the work of local community safety partners. The findings help me and our partners in district Community Safety Partnerships understand the priorities of the communities which we serve, and ensures that we are kept up to date with the issues which matter most to residents of West Yorkshire. Up to date Your Views reports are available at my website at [www.westyorkshire-pcc.gov.uk/get-involved/your-voice/your-views-survey.aspx](http://www.westyorkshire-pcc.gov.uk/get-involved/your-voice/your-views-survey.aspx)

## Safer Communities Fund

The Safer Communities Fund continues to contribute to the priorities of the Police and Crime Plan by supporting vital work carried out in our neighbourhoods by community, voluntary, and other organisations. During 2017/18, the Safer Communities Fund (SCF) has run four grant rounds and awarded £686,839 to 164 different groups across West Yorkshire.

Bids to the fund are evaluated by the independent SCF Board, which is comprised of representatives from the five district Community Safety Partnerships and volunteer community representatives from across the county. Financed through money recovered from criminals by police and prosecutors under the Proceeds of Crime Act, the SCF has now invested more than £2.2m back into West Yorkshire communities since 2014, with 510 projects benefiting from grants up to £5,000.

Grant Round 11 was themed around four Police and Crime Plan priorities; Road Safety, Community Cohesion, Missing People, and tackling Radicalisation. These themes reflecting priorities which were new to the Plan, or have been identified as especially important to the people of West Yorkshire. I have visited many projects from Grant Rounds 10 and 11 throughout 2017/18 to learn first-hand about the great work they are doing to support our communities. More information on the SCF and its current projects can be found at the OPCC website.

### Safer Communities Fund helping the vulnerable in Bradford and Halifax

Through the Safer Communities Fund, I awarded a grant of £5,000 to **Bradford Cyrenians** for their Re-Start Project. Re-Start helps to house homeless people in one of ten fully furnished flats in Bradford. Once a service user has accommodation, a housing officer works with the individual to address the issues that led them to sleep rough. The Re-Start representative then works in partnership with other agencies such as the police, probation service, drug/alcohol services, and mental health services to offer a package of support to reduce the risk of a return to homelessness.

**Alpha House** Calderdale received £5,000 from Grant Round 11 of the Safer Communities Fund for their project 'Rapid Response', which looks to rehabilitate ex-offenders with drug and alcohol issues. Alpha House is a specialist supported housing scheme with a comprehensive drugs and alcohol treatment recovery programme for those with a history of offending due to mental health issues compounded by substance misuse. The organisation has several shared accommodation properties as well as single occupancy flats open to ex-offenders on release from prison. They also provide a range of support including addiction counselling, care plan sessions, and life-skills training. All help to tackle underlying issues contributing to offending. Safer Communities Fund monies went towards funding 'out of hours' cover to help induct new residents who have been released from prisons outside normal working hours. In addition, WYP Property Act funding also helped to refurbish the centre's basement to provide a day-centre facility.



Some of the members of my Youth Advisory Group on a visit to West Yorkshire Police's Headquarters

### Youth Advisory Group

I established the OPCC Youth Advisory Group in 2014 to bring in young people's perspective on some of our priority areas. We had over 50 young people registered as members during 2017-18, with an average of 15 attending our meetings at any one time. Others engage with us via email consultations or interact on our Facebook group.

Having the group allows me to have direct contact with the insight of a diverse range of young people who are able to express their views and represent the young people in West Yorkshire. Their feedback and comments can steer future decisions, policy and engagement. The group is consulted on campaigns aimed at young people and their thoughts fed back to inform our planning.

In 2017-18, the key issues raised by the group included hate crime, personal safety in public spaces, and mental health. YAG also inputted to West Yorkshire Police's missing people campaign, volunteered to support Emergency Services Day in July, and had a Q&A session with Chief Constable Dee Collins in August.

### Reviewing West Yorkshire Police's Performance

As Police and Crime Commissioner I have a responsibility to hold the Chief Constable to account for West Yorkshire Police's role in delivering on the Police and Crime Plan. Their performance and progress is assessed through our Delivery Quarterly process, which uses a 'delivery framework' of indicators (listed in the following chapter) to monitor the performance of the police and our partners in working to achieve the outcomes of the Police and Crime Plan.

I hold a quarterly meeting with the Chief Constable to discuss specific aspects of West Yorkshire Police performance; to help reassure the public and myself that our police service is doing all it can to prevent and reduce crime and provide the best service to victims. In addition, my Community Outcome Meetings also requires the Chief Constable to answer questions about policing and community safety priorities which are of significant public interest. The review of these topics offers greater transparency to communities on how West Yorkshire Police tackle these issues, and provides me with the opportunity to raise concerns on behalf of the public.

With the publishing of the refreshed Police and Crime Plan 2016-2021 in summer 2018, we have revisited the delivery framework and made small adjustments to the list of indicators. These changes have been made in conjunction with the Police and Crime Panel and our West Yorkshire partners in policing and community safety. The Annual Report for 2018/19 will include this revised delivery framework.

# Performance Data and Financial Statement

## Tackle Crime and Anti-Social Behaviour

To help understand our partnerships' collective progress in reducing crime and anti-social behaviour, we closely monitor recorded crime levels along with other measures such as public confidence, victim satisfaction, and feelings of safety. We publish our findings in our key performance report, Delivery Quarterly, and also meet with the Chief Constable to discuss the performance of West Yorkshire Police during each quarter, and through our Community Outcomes Meetings. The reports of both meetings are available on my website.

| Objective  | Measures   | 12 months to March 2017          | 12 months to March 2018          | Trend         |
|--|--|----------------------------------|----------------------------------|---------------|
| Significantly reduce the volume of crimes committed in West Yorkshire  | Total recorded crime   | 239,086 (+22%)                   | 265,498 (+11%)                   | Deteriorating |
|  | Risk of household crime  | 10.2% (Dec 16)                   | 11.7% (Dec 17)                   | Stable        |
|  | Risk of personal crime   | 4.1% (Dec 16)                    | 3.7% (Dec 17)                    | Stable        |
| Significantly reduce the re-offending rate in West Yorkshire   | Reoffending rates of the managed cohort  | Cohort 1 – 3.1<br>Cohort 2 – 2.8 | Cohort 1 – 2.5<br>Cohort 2 – 1.9 | Improving     |
| HMICFRS PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at effectively reducing crime | HMICFRS PEEL Effectiveness inspection  | GOOD 2016                        | GOOD 2017                        | Stable        |
| More people will feel safe in West Yorkshire   | Your Views   | 81% (Oct-Dec 17)                 | 81% (Jan-Mar 18)                 | Stable        |
| Frontline policing will be protected and resourced to deter, detect and deal with criminals                    | Proportion of police officers in operational functions will remain the same or improve | 93.1%                            | 93.2%                            | Stable        |
| More people will think the police are doing a good or excellent job in their local area                        | Your Views survey  | 42.9% (Oct-Dec 17)               | 42.5% (Jan-Mar 18)               | Stable        |
| More people will be confident that the police and partners will prevent crime and anti-social behaviour        | Your Views survey  | 35.1% (Oct-Dec 17)               | 33.0% (Jan-Mar 18)               | Stable        |

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Recorded crime to March 2018 had increased by 11% when compared to the 12 months to March 2017. In March 2017 we reported a 22% increase and this trend of a reduction in the rate of growth in recorded crime has continued on throughout 2018. The recorded crime increase has been largely a result of improvements in recording practices (the Crime Data Integrity programme) which started in West Yorkshire in 2015 and continues today. Whilst West Yorkshire is now close to recording single-digit increases in recorded crime, other forces who were slower to embark on their CDI programmes are now recording annual increases over 20%.

West Yorkshire Police analysts have produced adjusted figures which account for the inflation in recorded crime attributable to CDI. The adjusted figures suggest that the actual increase in offending during 2017/18 was in the region of 5%. Data from the Crime Survey of England and Wales gives a different measure of offending in our region; it is encouraging to see that the risk of personal and household crime under this survey has remained largely stable over the year.

Other indicators under the crime and anti-social behaviour outcome show positive results, with reoffending amongst those under the police service's integrated offender management programme falling, a small increase in the proportion of police officers who are working in operational roles, and stable performance seen in our indicators covering community feelings of safety and confidence in the police.

### **Safeguard Vulnerable People**

HMICFRS's PEEL inspections of West Yorkshire Police's effectiveness made special reference to the staff of the police service who work in safeguarding teams – commending their dedication to their work. The service's 'Good' grading reflects the hard work which has been invested in improving safeguarding practices by the police in partnership with agencies working across West Yorkshire, including the OPCC through my Safeguarding Advisor.

Our indicator measuring the rate at which vulnerable people have repeat missing episodes has remained stable through the year, standing at 25% in March 2018. Almost two-thirds of missing people are children and many are considered high risk. West Yorkshire Police is committed to working with social care agencies to help prevent people going missing, particularly concentrating on those who go missing repeatedly.

Safeguarding vulnerable people against harm requires input from a range of key partners, and my office continues to drive forward partnership working with the police and safeguarding boards. In February 2018 the OPCC Safeguarding Advisor held a meeting with managers of all the West Yorkshire Safeguarding Adults Boards to discuss current OPCC work streams, data and analysis, and how we can better work together to safeguard vulnerable adults. They have also been liaising with each district's data performance teams within the Local Safeguarding Children Boards with a view to facilitating better sharing and understanding of police data.

| Objective   | Measures   | 12 months to March 2017                     | 12 months to March 2018                      | Trend  |
|---|--|---|--|--------|
| HMICFRS PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at protecting the vulnerable | HMICFRS PEEL vulnerability inspection                      | Good  | Good   | Stable |
| The most vulnerable people will be identified and supported   | The volume of people who go missing repeatedly will reduce | 9,413 missing<br>26.1% repeat rate (Mar 17) | 10,103 missing<br>25.4% repeat rate (Mar 18) | Stable |

### Make Sure Criminal Justice Works for Communities

The ineffective trial rate at Magistrates Courts had fallen during 2016/17, surpassing the ambition of an effective trial rate of 85% at Magistrates Courts. However, in the last year the rate has risen slightly. The current ineffective trial rate stands at 17.1%, falling short of the national target.

Similarly the time taken for cases to be brought to resolution at Magistrates Courts has also been reducing, falling to 34.7 days in 2016/17. Unfortunately, this figure has also risen in the last quarter and now stands at 45.8 days.

The courts are experiencing a period of unprecedented change, with reductions in staff numbers and the implementation of new digital administration systems. We can expect some fluctuation in performance as a result of these changes, but ultimately, new technologies should bring new efficiencies to the way our criminal justice system operates. As Chair of the Local Criminal Justice Board, I am working to see that these performance issues are an area of focus for the LCJB, and I have asked the Deputy Director of HMCTS for the North East to work with our LCJB partners to help explore possible solutions.

| Objective  | Measures  | 12 months to March 2017 | 12 months to March 2018 | Trend         |
|--|---|-------------------------|-------------------------|---------------|
| Increase the confidence of communities in their community safety partners      | Your Views survey   | 59.3% (Oct-Dec 17)      | 57.7% (Jan-Mar 18)      | Stable        |
| Ensure all relevant partners are working together to achieve effective results | Ineffective trial rate (Magistrates Court)                              | 13.8%                   | 17.1%                   | Deteriorating |
| Ensure all relevant partners are working together to achieve efficient results | Average time taken for cases to be brought to resolution                | 34.7 days               | 45.8 days               | Deteriorating |
| Have a police service which is more representative of the people it serves     | The demographic breakdown of those recruited into West Yorkshire Police | 5.5% BME                | 5.6% BME                | Stable        |

## Support Victims and Witnesses

Putting victims first is one of the pledges I made in my Police and Crime Plan, and so my office closely monitors victim satisfaction rates amongst those who have been supported by West Yorkshire Police and the specialist services I commission from Victim Support. Whilst data for 2017/18 has improved for the latter, victim satisfaction rates from those who have been supported by the police have continued to fall.

I have asked the Chief Constable to report back on this issue throughout 2017/18 through my Delivery Quarterly and Community Outcome meetings. The latest results have shown a marginal increase in satisfaction rates on the previous quarter, although this is the first increase recorded during the past two years.

In February, West Yorkshire Police conducted a series of focus groups with victims of crime to help improve their understanding of their views on the service they provide. The Chief Constable has reported back to me on the key findings of these sessions, which have shown that whilst initial contact with the police was regarded as positive, victims became frustrated with slow response times and not being kept informed about progress on their case. However, in many cases, dissatisfaction with the outcome was associated with the police, when the issue was actually related to the performance of another criminal justice agency.

I have agreed with the Chief Constable that a senior member of West Yorkshire Police will be nominated to help monitor the delivery of core victim services. I am confident that this will help us to provide a more joined-up strategic oversight of the issue by opening-up more opportunities for discussions on information sharing, peer review, and collaboration in service planning.

| Objective  | Measures  | 12 months to March 2017             | 12 months to March 2018             | Trend         |
|--|---|-------------------------------------|-------------------------------------|---------------|
| More victims will be satisfied with the level of service they receive from the police              | Victim satisfaction survey  | 78.6%                               | 75.9%                               | Deteriorating |
| More victims who choose to access victims services will be satisfied with the service they receive | Victim services data: Average perception of safety before and after victim services involvement | +1.5 (Dec 17)<br>(scores out of 10) | +2.0 (Mar 18)<br>(scores out of 10) | Improving     |

# The Police and Crime Plan 2016 - 21

The Police and Crime Plan 2016-21 is all about keeping West Yorkshire safe and feeling safe. It guides the police and other partners as we work together to tackle crime and anti-social behaviour, safeguard vulnerable people, make sure criminal justice works for communities, and support victims and witnesses.

Refreshed in 2018, the Plan sets the strategic direction for policing and community safety over the next five years, and is the result of an extensive consultation with people across West Yorkshire, our partners and the police, which ran between May and September 2016. Each outcome that we are working towards in the Plan includes a range of more detailed objectives and specific delivery measures. The plan also includes 16 priorities which have been identified through the consultation.

Importantly, the Police and Crime Plan provides the basis for how the PCC will hold the Chief Constable of West Yorkshire Police to account. The Chief Constable will report back on progress made against the outcomes and priorities in various ways, including Delivery Quarterly meetings (where progress around the outcomes is assessed), and public facing Community Outcomes Meetings (where progress against the priorities is measured). Where partners have been supported or resourced by the OPCC, they are also expected to provide progress updates against these outcomes and priorities through similar mechanisms. All of this information is made publicly available through the OPCC website.

The heart of the plan is a commitment to work together to make a better West Yorkshire for everyone. To read the full version of the Police and Crime Plan, please visit the OPCC website at [www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk), or request a hardcopy by contacting our office.

## What we are going to deliver

| Our vision   | Our outcomes   |
|--|--|
| Keeping West Yorkshire safe and feeling safe   | Tackle crime and anti-social behaviour<br>Safeguard vulnerable people<br>Make sure criminal justice works for communities<br>Support victims and witnesses                                       |
| Our priorities   |  |
| Burglary<br>Child sexual abuse<br>Community cohesion<br>Cyber crime<br>Domestic abuse<br>Drug and alcohol misuse<br>Hate crime<br>“Honour” based abuse | Human trafficking and modern slavery<br>Major threats and serious violence<br>Mental health<br>Missing people<br>Radicalisation<br>Road safety<br>Sexual abuse<br>Strategic Policing Requirement |

## OPCC Financial Statement

A full record of the budget and accounts for the Office of the Police and Crime Commissioner for West Yorkshire is available at our website at:

<https://www.westyorkshire-pcc.gov.uk/our-business/finance.aspx>





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