

Police & Crime Commissioner

West Yorkshire

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Up to Getting Things Right

Joint Independent Audit Committee

Freedom of Information Disclosure Log 2012

Scrutiny of the Commissioner - The Police and Crime Panel

Whistleblowing Policy

External Inspections

FREEDOM OF INFORMATION DISCLOSURE LOG 2012

Information requests and disclosures for 2012:

Request Date	Request	Disclosure	Where Transferred
21/12/12	For the last 3 financial years, cost of interpreters, telephone interpreting and translation services.	No information held	West Yorks Police
21/12/12	Total cost to the Authority including subscriptions , training fees, expenses/allowances paid to officers/civilian staff in connection with membership to ACPO and APA respectively for financial years ending 2010, 2011 and 2012.	Response (PDF 63kb)	-
18/12/12	Vouchers/receipts etc for Police Authority expenses and allowances for the last 3 financial years for Mr Burns-Williamson.	File too large to include on website. Available on request to the Office of the Police and Crime Commissioner.	-
18/12/12	Details regarding ex DI Peter Oram joining West Yorkshire Police Authority in September 2011 inc. was post advertised, job description, salary.	No information held	West Yorks Police
17/12/12	Number of burglaries, with dates, in the property Victorian Manor House. St Anns Grange.	No information held	West Yorks Police
3/12/12	Police officer annual leave policy - how far in advance can an officer agree annual leave? Is leave requested guaranteed? Which officers do not have to work public holidays?	No information held	West Yorks Police
29/11/12	Findings/reports of Operation Douglas. Expenditure accommodating Sir Norman Bettison at Oulton Hall after his appointment as Chief Constable for West Yorkshire Police.	Response (PDF 345kb)	-
29/11/12	Number of officers, broken down by age and rank who retired before they were 50, each year since 2004.	No information held	West Yorks Police
28/11/12	Minutes requested of Police Authority meetings 25/9/12, 4/10/12 and 9/11/12	Response (PDF 185kb)	-
28/11/12	Details of police forces use of	No information held	West Yorks

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	Automatic Number Plate Recognition inc. number of cameras, amount spent in 2009-12 on installing cameras, policy document.		Police
21/11/12	Crime data and conviction rates from 2000 to 2012 for murder, rape, GBH, burglary, car thefts, car fraud and muggings.	No information held	West Yorks Police
14/11/12	Does your force take payments from storage agents, if so how many payments were received and how much in value in 2011.	No information held	West Yorks Police
12/11/12	Rank, year joined West Yorkshire Police, and whether subject of referral to South Yorkshire Police by the IPCC as part of the Hillsborough Enquiry the 6 officers that were employed by SYP on 15 April 1989 who are now employed by WYP.	No information held	West Yorks Police
12/11/12	Salary of PCC. Allowances and expenses claimed by Chair and members of the Police Authority in 2011/12 and 2012/13. Criteria for Deputy PCC. Is PCC a full-time position?	Response (PDF 227kb)	-
07/11/12	Prisoner assault allegations, witness coercion and public assault allegations.	No information held	West Yorks Police
06/11/12	How much extra will the PCC cost and how is it being paid for?	Response (PDF 52kb)	-
05/11/12	Policy which helps/guides police officers in writing accurate statements/documents.	No information held	West Yorks Police
04/11/12	How many members (current and past) of the Police Authority have criminal records.	No information held	West Yorks Police
03/11/12	Copy of document entitled "Confidence in Policing among Gypsy and Travellers".	Response (PDF 626kb)	-
23/10/12	All documents, including internal correspondence, minutes of special committee relating to decision to refer Sir Norman Bettison to the IPCC. Full details of the 'conduct matter' in the IPCC referral.	Response (PDF 395kb)	-
30/10/12	Number of incidents where the police were called to school premises in East Leeds between 2008 and 2011.	No information held	West Yorks Police
26/10/12	1. Maximum level of expenses that could be claimed by previous 17 members. 2. Other than proposed salary for the PCC, will there be an amount of expenses they can also claim? 3. Has West Yorkshire Police allocated further monies to support the Police and Crime Panel? 4. How many members will there be on the Police and Crime Panel and what level	Response (PDF 68kb)	-

	of expenses can they claim? 5. What will be the salary for the PCC in West Yorkshire?		
21/10/12	Details of all payments made to chief police officers in the last 5 years which were not covered by the pay and allowance provisions in the Police Regulations 2003.	Response (PDF 38kb)	-
16/10/12	Amount of people prosecuted for illegally downloading music in West Yorkshire in the years 2010 and 2011 and the plan to resolve it.	No information held	West Yorks Police
12/10/12 and 15/10/12	Text of IPCC referrals/complaints re: Sir Norman Bettison and the 1989 Hillsborough disaster. All written correspondence between the Police Authority and Sir Norman Bettison in the last 2 months regarding referrals to the IPCC over the 1989 Hillsborough disaster.	Response (PDF 25kb)	-
10/10/12	Harassment Policy.	No information held	West Yorks Police
01/10/12	Queries re: content of CPOSA policy. whether the chief constable requested legal funding for the IPCC investigation, details of disclosure/questions of chief constable at appointment.	Response (PDF 38kb)	-
01/10/12	The dates Special Committee has met, who was the Chairman and the link for the minutes since September 2009.	Cover letter (PDF 17kb) Minutes 24/09/10 (PDF 33kb) Minutes 01/05/12 (PDF 127kb) Minutes 15/09/12 (PDF 115kb) Minutes 03/10/12 (PDF 179kb)	-
01/10/12	How many injuries uniformed officers at the Force have sustained since 2005 - year by year breakdown.	No information held	West Yorks Police
20/09/12	Information re: safety issues following Elland Road U2 concert on 1 July 1987.	No information held	West Yorks Police
17/09/12	Costs of all local crime and policing surveys sent to residents by West Yorkshire Police Authority since October 2002 and number of surveys.	Cover letter (PDF 35kb) Response (PDF 16kb)	-
13/09/12	1. Since 1975 to present - chief constables and deputy chief constables of West Yorkshire Police. 2. If a police officer served at Bradford. 3. Members of West Yorkshire Police Authority from Calderdale council. 4. Chairmen of West Yorkshire Police Authority since 1975. 5. Chair of complaints committee since 1975. 6. Dates a councillor served as a Police Authority member.	1. Response (PDF 9kb) 2. No information held 3. Response (PDF 8kb) 4. Response (PDF 8kb) 5. Response (PDF 8kb) 6. No information held	-
11/09/12	Details of the number of employees in all departments.	Link to staffing information Resources Committee Agenda	-

		28 Sep 2012 (Word Document 1.96Mb)	
06/08/12	Details of legal cases in which CPOSA's legal indemnity fund has been used.	No information held	-
19/07/12	Total money paid to trade unions for 2010 to 2012, the staffing provided for each trade union, charges to unions for payroll deductions.	No information held	-
12/07/12	Does the police force purchase or lease its fleet of marked/unmarked cars? Is the contract for the purchase or lease of cars put out to competitive tender?	-	West Yorks Police
11/07/12	Total number of paid staff employed by the Police Authority in each of the last 10 years and the annual staffing budget for each of the last 10 years.	Response (PDF 13kb)	-
09/07/12	1. Number of data loss incidents and confidentiality breaches over the last 3 years. 2. What was lost (nature of the information and number of individuals affected). 3. Which incidents (if any) have been reported to the Information Commissioner's Office.	1. Response (PDF 11kb) 2 and 3 - No information held	2 and 3 to West Yorks Police
07/06/12	Statement of accounts 2006 to 2011.	See 08/05/12 below	-
07/06/12	Command Team corporate cars.	Response (PDF 29kb)	-
31/05/12	Vehicles stopped at 2011 Leeds festival.	-	West Yorks Police
29/05/12	RIPA requests over last 5 years.	-	West Yorks Police
28/05/12	Road traffic accidents involving mobile phones.	-	West Yorks Police
22/05/12	Complainants met by the Chief Executive 2007 to 2012.	Response (PDF 8kb)	-
08/05/12	IT services available to Police Authority, suppliers, maintenance, contract renewal dates.	-	West Yorks Police
08/05/12	Statement of accounts 2006 to 2011.	2006/07 (PDF 1.13Mb) 2007/08 (PDF 293kb) 2008/09 (PDF 304kb) 2009/10 (PDF 554kb) 2010/11 (PDF 1.88Mb)	-
03/05/12	Members expense rates.	Response (PDF 38kb)	-
27/04/12	Police cautions 2011.	-	West Yorks Police
24/04/12	Corporate credit card statements (from 2007), policies and charitable donations.	Response (PDF 35kb) Expenses Scheme (PDF 233kb) Credit card statements (PDF 4.59Mb)	-
21/04/12	Employment Tribunal report. Audit and Risk minutes for 23	Response (PDF 40kb)	-

	Mar 2012.	Committee report (PDF 164kb) Committee minutes (PDF 57kb)		
19/04/12	Complaints against chief officers.	See 06/04/12 below		From West Yorks Police
13/04/12	PCSO power to issue fixed penalty notices.	-		West Yorks Police
11/04/12	Police injury awards 1 Jan 2007 to present.	Response (PDF 839kb)	-	
10/04/12	Pension payments to deceased police officers/staff.	-	-	
06/04/12	Complaints, Freedom of Information, chief officer complaints (all for last 3 years) and Police Authority survey.	Response (PDF 48kb)	-	
22/03/12	HMIC inspection of Olympic preparedness.	Response (PDF 36kb) Committee minutes (PDF 22kb)	-	
17/03/12	Unpaid leave policy for police officers.	-		West Yorks Police
12/03/12	HMRC settlements in the last 4 years.	-		West Yorks Police
03/03/12	Communications referring to ghosts, haunted, spirit, haunting, poltergeist 2009 to 2011.	No information held	-	
01/03/12	Police officer turnover in the last 2 years, defined by length of service.	-	-	
28/02/12	Icelandic investments, legal advice, amount invested, amount recouped, estimate of final amount recoup.	Response (PDF 48kb)	-	
28/02/12	Complaints data re: Occupy Leeds and police comment.	-		West Yorks Police
27/02/12	Road traffic offences over the last 12 months (speeding, red light offences, seatbelts, phones).	-		West Yorks Police
24/02/12	Metal theft in West Yorkshire, types of metal stolen and trends.	-		West Yorks Police
21/02/12	Police injury pensions - numbers awarded, reviews, savings and cost of administering.	-		West Yorks Police
10/02/12	Anti-social behaviour (ASB) statistics for Leeds in 2010 and 2011, actions to reduce ASB in Leeds.	-		West Yorks Police
07/02/12	Average number of police officers and average cost per game in Championship for last 2 seasons	-		West Yorks Police
06/02/12	Number of police officer posts lost last year and planned for next year.	Response (PDF 11kb) Committee report (PDF 152kb)	-	
02/02/12	Kerb crawlers in Keighley - data for the last 3 years plus kerb crawling strategy.	-		West Yorks Police
30/01/12	Incidents quoting a range of soap operas.	-		West Yorks Police
17/01/12	Cost of Operation Douglas to the Police Authority.	Response (PDF 7kb)	-	

12/01/12 Driving offences 2009/10.

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West Yorks
Police

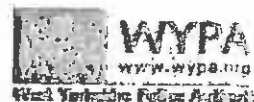


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SURVEY 1

HOUSEHOLD OPINION SURVEY



YOUR LOCAL AREA

(within a 15 minute walk from where you live)

1	Overall, how satisfied or dissatisfied are you with <u>your local area</u> as a place to live?	Very satisfied <input type="radio"/>	Satisfied <input type="radio"/>	Neither/ Nor <input type="radio"/>	Dissatisfied <input type="radio"/>	Very dissatisfied <input type="radio"/>
2	To what extent would you agree /disagree that <u>your local area</u> is a place where people from different backgrounds and communities live together harmoniously	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>

CRIME CONCERNS

3	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all	Not a very big problem	Fairly big problem	Very big problem	Don't know
	people using or dealing drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	violent crime eg physical assault	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	people being attacked/harassed because of their race, religion, colour, age, gender, disability or sexuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	property crime eg burglary, vehicle crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	And, over the last 12 months, do you think the level of crime in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		

DISORDER / ANTI-SOCIAL BEHAVIOUR CONCERNS

5	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all	Not a very big problem	Fairly big problem	Very big problem	Don't know
	drunk and rowdy behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	traffic issues eg speeding, inconsiderate parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	vandalism, graffiti and other deliberate damage to property or vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	teenagers hanging around the streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	noisy neighbours or loud parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	rubbish or litter lying around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	abandoned/burnt out cars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	And, over the last 12 months, do you think the overall level of disorder/anti-social behaviour in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		

PARTNERSHIP WORKING

7	To what extent would you agree /disagree that the...	Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
	POLICE and LOCAL COUNCIL seek people's views about the anti-social behaviour and crime issues that matter in <u>this local area</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	POLICE and LOCAL COUNCIL are dealing with anti-social behaviour and crime issues that matter in <u>this local area</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Now, thinking about the individual organisations that work together to deal with issues, to what extent would you agree/disagree that the POLICE are dealing with anti-social behaviour and crime issues that matter in this local area?	Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

YOUR LOCAL POLICE											
8	How satisfied are you with the level of visible patrol (car and foot) in <u>your local area</u> ? (consider how adequate for the needs of your area)										
	<table border="0"> <tr> <td>Very satisfied</td> <td>Satisfied</td> <td>Neither/ Nor</td> <td>Dissatisfied</td> <td>Very dissatisfied</td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </table>	Very satisfied	Satisfied	Neither/ Nor	Dissatisfied	Very dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Very satisfied	Satisfied	Neither/ Nor	Dissatisfied	Very dissatisfied							
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>							
9	And, over the last 12 months, do you think the level of visible patrol in <u>your local area</u> has..?										
	<table border="0"> <tr> <td>Increased</td> <td>Stayed the same</td> <td>Decreased</td> <td>Don't Know</td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </table>	Increased	Stayed the same	Decreased	Don't Know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Increased	Stayed the same	Decreased	Don't Know								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>								
10	Do you know <u>how</u> to make contact with your Neighbourhood Policing Team (local police officers/Police Community Support Officers (PCSOs)) ?										
	Yes <input type="radio"/> No <input type="radio"/>										
11	Have you had any contact with your Neighbourhood Policing Team?										
	Yes <input type="radio"/> No <input type="radio"/>										

12	To what extent would you agree /disagree that the POLICE in <u>your local area</u> ...					
	<table border="0"> <tr> <td>Agree strongly</td> <td>Tend to agree</td> <td>Neither/ Nor</td> <td>Tend to disagree</td> <td>Disagree strongly</td> </tr> </table>	Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly		
	treat everyone fairly regardless of who they are					
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>					
	would treat you with respect if you had contact with them for any reason					
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>					
	can be relied on to be there when you need them					
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>					

13	Overall, how good a job do you think the police are doing in <u>your local area</u> ?										
	<table border="0"> <tr> <td>Excellent</td> <td>Good</td> <td>Fair</td> <td>Poor</td> <td>Very poor</td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </table>	Excellent	Good	Fair	Poor	Very poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excellent	Good	Fair	Poor	Very poor							
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>							
14	How could the Police improve things?										

INFORMATION ABOUT YOURSELF	
Have you had any contact with the police during the last 12 months?	Yes <input type="radio"/> No <input type="radio"/>

Age	
16-24	<input type="radio"/>
25-34	<input type="radio"/>
35-44	<input type="radio"/>
45-54	<input type="radio"/>
55-64	<input type="radio"/>
65-74	<input type="radio"/>
Over 74	<input type="radio"/>

Ethnic Group	
White	<input type="radio"/>
Asian or Asian British	<input type="radio"/>
Black or Black British	<input type="radio"/>
Chinese	<input type="radio"/>
Mixed Heritage	<input type="radio"/>
Other Ethnic Group	<input type="radio"/>
Gender	
Male	<input type="radio"/>
Female	<input type="radio"/>

Do you have a long-term health problem or disability which limits your normal day to day activity?	Yes <input type="radio"/> No <input type="radio"/>
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Future Contact Would you be happy to talk to a member of staff at the Police Authority, to further explore some of your answers or for future research purposes?	Yes <input type="radio"/> No <input type="radio"/>
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Name:
Daytime phone number:
Evening phone number:
Email:

Postcode (in full)							
				-			

THANK YOU VERY MUCH FOR YOUR TIME Please return your completed survey in the FREEPOST envelope provided

HOUSEHOLD OPINION SURVEY

YOUR LOCAL AREA

(within a 15 minute walk from where you live)

1	Overall, how satisfied or dissatisfied are you with <u>your local area</u> as a place to live?	Very satisfied <input type="radio"/>	Satisfied <input type="radio"/>	Neither/ Nor <input type="radio"/>	Dissatisfied <input type="radio"/>	Very dissatisfied <input type="radio"/>
2	To what extent would you agree /disagree that <u>your local area</u> is a place where people from different backgrounds and communities live together harmoniously	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>

CRIME CONCERNS

3	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all	Not a very big problem	Fairly big problem	Very big problem	Don't know
	people using or dealing drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	violent crime eg physical assault	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	people being attacked/harassed because of their race, religion, colour, age, gender, disability or sexuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	property crime eg burglary, vehicle crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	And, over the last 12 months, do you think the level of crime in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		

DISORDER / ANTI-SOCIAL BEHAVIOUR CONCERNS

5	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all	Not a very big problem	Fairly big problem	Very big problem	Don't know
	drunk and rowdy behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	traffic issues eg speeding, inconsiderate parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	vandalism, graffiti and other deliberate damage to <u>property or vehicles</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	young people hanging around and being disruptive or a nuisance in a public place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	noisy neighbours or loud parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	rubbish or litter lying around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	abandoned/burnt out cars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	And, over the last 12 months, do you think the overall level of disorder/anti-social behaviour in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		
7	What are the issues that matter in your local area?					

PARTNERSHIP WORKING

8	To what extent would you agree /disagree that the...	Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
	POLICE <u>and</u> LOCAL COUNCIL seek people's views about the anti-social behaviour and crime issues that matter in <u>this local area</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

POLICE and LOCAL COUNCIL are dealing with anti-social behaviour and crime issues that matter in <u>this local area</u>		Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

YOUR LOCAL POLICE						
9	How satisfied are you with the level of visible patrol (car and foot) in <u>your local area</u> ? (consider how adequate for the needs of your area)	Very satisfied	Satisfied	Neither/ Nor	Dissatisfied	Very dissatisfied
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	And, over the last 12 months, do you think the level of visible patrol in <u>your local area</u> has..?	Increased	Stayed the same	Decreased	Don't Know	
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11	Do you know <u>how</u> to make contact with your Neighbourhood Policing Team (local police officers/Police Community Support Officers (PCSOs)) ?					Yes <input type="radio"/> No <input type="radio"/>

12	To what extent would you agree /disagree that the POLICE in <u>your local area</u> ...	Agree strongly	Tend to agree	Neither/ Nor	Tend to disagree	Disagree strongly
	treat everyone fairly regardless of who they are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	would treat you with respect if you had contact with them for any reason	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	can be relied on to be there when you need them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13	Overall, how good a job do you think the police are doing in <u>your local area</u> ?	Excellent	Good	Fair	Poor	Very poor
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

INFORMATION ABOUT YOURSELF	
Helping us to help our communities: we have asked you to provide these details about yourself so that we can find out whether there are specific policing issues affecting certain groups of people.	
Have you had any contact with the police during the last 12 months?	Yes <input type="radio"/> No <input type="radio"/>

Age 16-24 <input type="radio"/> 25-34 <input type="radio"/> 35-44 <input type="radio"/> 45-54 <input type="radio"/> 55-64 <input type="radio"/> 65-74 <input type="radio"/> 75 or over <input type="radio"/>	Ethnic Group White <input type="radio"/> Asian or Asian British <input type="radio"/> Black or Black British <input type="radio"/> Chinese <input type="radio"/> Mixed Heritage <input type="radio"/> Other Ethnic Group <input type="radio"/> Gender Male <input type="radio"/> Female <input type="radio"/>	Disability - Do you have a long-term health problem or disability which limits your normal day to day activity? <div style="float: right; text-align: right;"> Yes <input type="radio"/> No <input type="radio"/> </div>
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Religion/Faith - What is your religion or faith, even if you are not currently practicing? (please write in the space below)	
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Sexual Orientation Heterosexual or straight <input type="radio"/> Gay or lesbian <input type="radio"/> Bisexual <input type="radio"/> Don't wish to answer <input type="radio"/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; padding: 5px;"> Future Contact Would you be happy to talk to a member of staff at the Police Authority, to further explore some of your answers or for future research purposes? </td> <td style="width: 10%; text-align: center;">Yes</td> <td style="width: 20%; text-align: center;">No</td> </tr> <tr> <td colspan="3" style="padding: 5px;">Name: _____</td> </tr> <tr> <td colspan="3" style="padding: 5px;">Phone number: _____</td> </tr> <tr> <td colspan="3" style="padding: 5px;">Email: _____</td> </tr> </table>	Future Contact Would you be happy to talk to a member of staff at the Police Authority, to further explore some of your answers or for future research purposes?	Yes	No	Name: _____			Phone number: _____			Email: _____		
Future Contact Would you be happy to talk to a member of staff at the Police Authority, to further explore some of your answers or for future research purposes?	Yes	No											
Name: _____													
Phone number: _____													
Email: _____													

Postcode (in full) <div style="display: flex; border-bottom: 1px solid black; margin-bottom: 5px;"> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> </div> <div style="display: flex; border-bottom: 1px solid black;"> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> <div style="width: 10%;"></div> </div>	THANK YOU VERY MUCH FOR YOUR TIME Please return your completed survey in the FREEPOST envelope provided
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YOUR LOCAL AREA (within a 15 minute walk from where you live)						
1	Overall, how satisfied or dissatisfied are you with <u>your local area</u> as a place to live?	Very satisfied <input type="radio"/>	Satisfied <input type="radio"/>	Neither/ Nor <input type="radio"/>	Dissatisfied <input type="radio"/>	Very dissatisfied <input type="radio"/>
2	To what extent would you agree /disagree that <u>your local area</u> is a place where people from different backgrounds and communities live together harmoniously	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>

CRIME CONCERNS						
3	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all <input type="radio"/>	Not a very big problem <input type="radio"/>	Fairly big problem <input type="radio"/>	Very big problem <input type="radio"/>	Don't know <input type="radio"/>
	people using or dealing drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	violent crime eg physical assault	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	people being attacked/harassed because of their race, religion, colour, age, gender, disability or sexuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	property crime eg burglary, vehicle crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	And, over the last 12 months, do you think the level of crime in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		

DISORDER / ANTI-SOCIAL BEHAVIOUR CONCERNS						
5	In your opinion, how much of a problem in <u>your local area</u> is there with...?	Not a problem at all <input type="radio"/>	Not a very big problem <input type="radio"/>	Fairly big problem <input type="radio"/>	Very big problem <input type="radio"/>	Don't know <input type="radio"/>
	drunk and rowdy behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	traffic issues eg speeding, inconsiderate parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	vandalism, graffiti and other deliberate damage to property or vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	young people hanging around and being disruptive or a nuisance in a public place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	noisy neighbours or loud parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	rubbish or litter lying around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	abandoned/burnt out cars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	And, over the last 12 months, do you think the overall level of disorder/anti-social behaviour in <u>your local area</u> has..?	Decreased <input type="radio"/>	Stayed the same <input type="radio"/>	Increased <input type="radio"/>		
7	What are the issues that matter in your local area?					

PARTNERSHIP WORKING						
8	To what extent would you agree /disagree that the...	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>
	POLICE and LOCAL COUNCIL seek people's views about the anti-social behaviour and crime issues that matter in <u>this local area</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	POLICE and LOCAL COUNCIL are dealing with anti-	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>

social behaviour and crime issues that matter in this local area

☐ ☐ ☐ ☐ ☐

YOUR LOCAL POLICE

9	How satisfied are you with the level of visible patrol (car and foot) in <u>your local area</u>? (consider how adequate for the needs of your area)	Very satisfied <input type="radio"/>	Satisfied <input type="radio"/>	Neither/ Nor <input type="radio"/>	Dissatisfied <input type="radio"/>	Very dissatisfied <input type="radio"/>
10	And, over the last 12 months, do you think the level of visible patrol in <u>your local area</u> has..?	Increased <input type="radio"/>	Stayed the same <input type="radio"/>	Decreased <input type="radio"/>	Don't Know <input type="radio"/>	
11	Do you know <u>how</u> to make contact with your Neighbourhood Policing Team (local police officers/Police Community Support Officers (PCSOs)) ?					Yes <input type="radio"/> No <input type="radio"/>

12	To what extent would you agree /disagree that the POLICE in <u>your local area</u>...	Agree strongly <input type="radio"/>	Tend to agree <input type="radio"/>	Neither/ Nor <input type="radio"/>	Tend to disagree <input type="radio"/>	Disagree strongly <input type="radio"/>
	treat everyone fairly regardless of who they are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	would treat you with respect if you had contact with them for any reason	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	can be relied on to be there when you need them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13	Overall, how good a job do you think the police are doing in <u>your local area</u>?	Excellent <input type="radio"/>	Good <input type="radio"/>	Fair <input type="radio"/>	Poor <input type="radio"/>	Very poor <input type="radio"/>
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INFORMATION ABOUT YOURSELF

Helping me to help communities: I have asked you to provide these details about yourself so that I can find out whether there are specific policing issues affecting certain groups of people.

Have you had any contact with the police during the last 12 months?

Yes ☐ No ☐

Age	
16-24	<input type="radio"/>
25-34	<input type="radio"/>
35-44	<input type="radio"/>
45-54	<input type="radio"/>
55-64	<input type="radio"/>
65-74	<input type="radio"/>
75 or over	<input type="radio"/>

Ethnic Group	
White	<input type="radio"/>
Asian or Asian British	<input type="radio"/>
Black or Black British	<input type="radio"/>
Chinese	<input type="radio"/>
Mixed Heritage	<input type="radio"/>
Other Ethnic Group	<input type="radio"/>
Gender	
Male	<input type="radio"/>
Female	<input type="radio"/>

Disability - Do you have a long-term health problem or disability which limits your normal day to day activity?

Yes ☐ No ☐

Religion/Faith - What is your religion or faith, even if you are not currently practicing? (please write in the space below)

Sexual Orientation	
Heterosexual/straight	<input type="radio"/>
Gay or lesbian	<input type="radio"/>
Bisexual	<input type="radio"/>
Don't wish to answer	<input type="radio"/>

Future Contact Would you be happy to talk to a member of staff at the Office of the Police and Crime Commissioner, to further explore some of your answers or for future research purposes?

Yes ☐ No ☐

Name:

Phone number:

Email:

Postcode (in full)						
				-		

THANK YOU VERY MUCH FOR YOUR TIME
Please return your completed survey in the FREEPOST envelope provided



WYPA

www.wypa.org

West Yorkshire Police Authority

Anti-Fraud and Anti-Corruption Strategy

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1. INTRODUCTION - CONTENTS

- 1.1 The Authority is committed to ensuring that any opportunity for fraud and corruption is minimised. Where fraud, corruption or related problems do occur, the Authority will deal with them in a firm and controlled manner. Under Financial Regulations, Internal Audit is responsible for receiving information in relation to all suspected irregularities.
- 1.2 Key to this is the Anti-Fraud and Anti-Corruption Strategy, which sets out our approach to the serious issues of fraud and corruption. Definitions of fraud and corruption are provided in Appendix 1.
- 1.3 The Authority requires all members, officers¹, consultants and contractors to act in a fair and honest way, and to provide any assistance, information and support necessary to deal with fraud and corruption.
- 1.4 This document gives an overview of our strategy and includes a Fraud Response Plan which provides more detailed guidance on how to deal with fraud and corruption. The strategy itself covers the following areas:
 - Authority/Force policies and procedures
 - Required levels of behaviour
 - Preventing fraud and corruption
 - Detecting and investigating fraud and corruption
 - Awareness and training
- 1.5 This strategy should provide assurances that appropriate corporate governance arrangements are in place to tackle suspected financial irregularities within West Yorkshire Police.

2. AUTHORITY/FORCE POLICIES AND PROCEDURES - CONTENTS

- 2.1 The Authority/Force has a number of interrelated policies and procedures that provide a framework to counter fraudulent activity. These are an important part of the internal control process and it is important that all members and officers are familiar with them.
- 2.2 The most important are as follows:
 - Resource and Contract Standing Orders
 - Financial Regulations
 - Financial Instructions
 - Code of Conduct for Members of the Police Authority
 - Integrity Policy
 - Conditions of Service
 - Recruitment and Selection procedures
 - Procurement Strategy, Policy and Code of Practice
 - Disciplinary Procedures
 - Professional Standards (Whistleblowing) Procedure

¹ Officers in this document refers to Police Officers, Police Staff and Police Authority employees

Additionally, a final version of a Code of Conduct for officers is awaited from the OPDM.

- 2.3 Individual sections within the organisation have also introduced specific measures designed to regulate their activities, including accounting control and operating procedures.
- 2.4 Divisional Commanders and Heads of Department must ensure that all officers have access to these rules and regulations and receive suitable training.
- 2.5 Members and officers must ensure that they read and understand the rules and regulations that apply to them, and act in accordance with them.
- 2.6 Contravention of these rules and regulations may lead to formal action being taken against the parties concerned. This may include dismissal in respect of officers. In relation to members, it is the responsibility of the Monitoring Officer to report relevant matters to the Standards Board.

3. REQUIRED LEVELS OF BEHAVIOUR - CONTENTS

- 3.1 The Authority requires everyone associated with it to be honest and fair in their dealings. Members and officers are expected to lead by example in these matters.
- 3.2 The Code of Conduct for members sets out an approach to work that is both honest and fair. Members must act in line with the code at all times. Similarly, upon agreement, officers will be expected to act in line with a Code of Conduct.
- 3.3 Members and officers have an important part to play in dealing with fraud and corruption. Under the Code of Conduct, members have a responsibility for reporting to the Standards Board if they have a concern in relation to other members.
- 3.4 The Authority will deal with all information fairly and confidentially and will endeavour not to reveal the names of the people who gave us the information. The Fraud Response Plan (see Appendix 1) gives more advice on this issue.
- 3.5 Members and officers must ensure that they avoid situations where there is potential for a conflict of interest. Such situations can arise with externalisation of services, internal tendering, etc. Effective role separation will ensure decisions made are seen to be based upon impartial advice.
- 3.6 The Nolan Committee sets out the seven guiding principles that apply to people who serve the public. The Authority will develop its working behaviour around these principles, which are attached in Appendix 2.
- 3.7 Divisional Commanders, Department Heads and Managers are expected to deal firmly and quickly with anyone involved in, or suspected of fraud or corruption. The Internal Audit Manager in consultation with the Treasurer will refer matters to the Professional Standards Department if irregularities are suspected.

Divisional Commanders, Department Heads and Managers are also responsible for:

- Applying adequate controls to prevent fraud
- Having processes in place to detect fraud
- Dealing effectively and promptly with issues raised by officers (including taking appropriate action to deal with reported or suspected fraudulent activity)

3.9 As part of the Authority's overall arrangements to deter the occurrence of financial irregularities, Internal Audit will:

- Review systems and highlight control weaknesses which could increase the possibility of irregularities
- Carry out sample testing on transactions
- Act as a visible deterrent while carrying out the whole range of audit duties
- Use data retrieval techniques to identify possible instances of financial irregularity
- Investigate cases of suspected irregularity (see Appendix 1) and liaise with management to recommend changes in procedures to prevent further losses to the Authority
- Liaise with Business Managers to review the reporting of all suspected irregularities.

4. PREVENTING FRAUD AND CORRUPTION - CONTENTS

4.1 The Authority recognises that fraud and corruption can be costly, in terms of both financial loss and reputational risk. The prevention of fraud and corruption is therefore a key objective.

4.2 Clear rules and procedures and sound controls with prevention of financial irregularities as a main objective are the most efficient and effective way of ensuring that such irregularities are kept to a minimum. These include the main Authority / Force policies, which are set out in section 2.

4.3 Divisional Commanders and Heads of Department must ensure that suitable levels of internal check are included in working procedures, particularly financial procedures. Management should be aware of any situation or pattern of transactions which may give rise to the suspicion of fraudulent activities, such as :

- Unusual accounting entries
- Unexpected budget / overtime variances
- Lack of separation of duties, particularly any temporary arrangements
- Frequent delays in banking
- Altered or missing documents
- Officers who regularly fail to take annual leave

This list is not exhaustive.

In particular, it is important that duties are organised so that no one person can carry out a complete transaction without some form of check being built into the process.

- 4.4 The Authority recognises that a key preventative measure in the fight against fraud and corruption takes effect at the staff recruitment stage. The taking up of references, including vetting checks is an essential control in establishing, as far as possible, the honesty and integrity of potential officers, whether for permanent or temporary posts. The Recruitment and Selection procedures contain detailed guidance which must be followed in connection with securing references.
- 4.5 The Authority is committed to working and co-operating with other organisations to prevent organised fraud and corruption. Wherever possible, the Authority will be prepared to exchange information with other Police Authorities and organisations to deal with fraud.
- 4.6 There are confidential facilities available for people to provide information that may prevent and detect fraud and corruption. These include the Professional Standards Confidential Reporting Line, which officers and members of the public can use to provide information about specific issues.
- 4.7 Internal Audit will ensure that details of reporting facilities are widely published to the public, members and officers, and that all information received is dealt with appropriately.

5. DETECTING AND INVESTIGATING FRAUD AND CORRUPTION - CONTENTS

- 5.1 This section should be read in conjunction with the Fraud Response Plan (Appendix 1) and the Memorandum of Understanding between Internal Audit and the Professional Standards Department (Appendix 3).
- 5.2 The Authority's strategy on fraud and corruption is to:
- Deter it in the first instance
 - Detect it quickly
 - Investigate it efficiently
 - Prosecute offenders where appropriate
 - Recover assets/ income of the Authority
- 5.3 Under the Authority's Financial Regulations, officers must report any suspected cases of fraud and corruption to the Authority's Internal Audit Section. The Force has also issued procedures for the receipt of Complaints by the Professional Standards Department. Reporting cases in this way is essential to the anti-fraud and anti-corruption strategy and ensures that:
- Suspected cases of fraud and corruption are properly investigated
 - The fraud response plan is properly carried out
 - There is a standard process for dealing with all suspected cases of fraud and corruption
 - People and interests are protected.

- 5.4 The Force's Professional Standards (Whistleblowing) Policy (see Appendix 4) is intended to encourage and enable officers to raise concerns. Officers reporting concerns in this way are afforded certain rights through legislation (Public Interest Disclosure Act 1998).
- 5.5 The Internal Audit Manager, after consultation with the Treasurer, will work with the Head of Professional Standards to decide on the type and course of the investigation. This will include referring cases to the Professional Standards Department where necessary.
- 5.6 This process will apply to all the following areas:
- a) internal fraud/corruption
 - b) other fraud/corruption by officers
 - c) fraud by contractors' employees
 - d) external fraud (the public).
- 5.7 Any suspected fraud by members will be investigated via the Standards Board and will be referred to the Standards Board of England.
- 5.8 External Audit also have powers to request or carry out an investigation into fraud and corruption.
- 5.9 The Authority's policy is to prosecute offenders and undertake disciplinary procedures where appropriate. This procedure does not supercede other internal disciplinary codes implemented by the Authority / Force and internal offenders will be liable to general disciplinary procedures as well as prosecution.
- 5.10 The recovery of defrauded money will be an essential part of the strategy in order to ensure that fraud does not pay, whatever the legal outcome of the investigation. This is an area which is often neglected.

6. AWARENESS AND TRAINING - CONTENTS

- 6.1 The Authority recognises that the success of this strategy and its general credibility will depend in part on the effectiveness of programmed training and an awareness of members and officers throughout the Authority/Force.
- 6.2 The Authority supports training for officers who are involved in, or managing, internal control systems. The Authority is also committed to training and developing officers who are involved in investigating fraud and corruption, and suitable training will be provided.
- 6.3 Full copies of this strategy will be disseminated throughout the Authority/Force.

7. CONCLUSION - CONTENTS

- 7.1 The Authority is committed to tackling fraud and corruption whenever it happens. Our response will be effective and organised and will rely on the principles included in this document.
- 7.2 This strategy will be reviewed annually to reflect any amendments to Authority / Force rules or changes in legislation and working practices.

FRAUD RESPONSE PLAN - CONTENTS

1. Introduction

- 1.1 The Authority is committed to the highest possible standards of openness, probity and accountability in its affairs. It is determined to develop opposition to fraud and corruption.
- 1.2 In line with that commitment, the Authority's Anti-Fraud and Anti-Corruption Strategy outlines the principles we are committed to in preventing, reporting and managing fraud and corruption.
- 1.3 This Fraud Response Plan reinforces the Authority's robust approach by setting out ways in which officers or members of the public can voice their concerns about suspected fraud or corruption. It also outlines how the Authority will deal with such complaints.

2. What does the Authority need to know about? - CONTENTS

- 2.1 This Plan is to be implemented where suspicions of fraud, corruption or irregularity have been raised.
- 2.2 Concerns must be raised when members or officers reasonably believe that one or more of the following has occurred, is in the process of occurring or is likely to occur:
 - a criminal offence
 - a failure to comply with a statutory or legal obligation
 - improper unauthorised use of public or other funds
- 2.3 It is essential that Internal Audit is notified of all suspected losses or irregularities, in accordance with the Authority's Financial Regulations, i.e.:

"If any officer of the Authority or member of the Force suspects or knows of any loss or irregularity concerning cash, property, stores or other financial matters the Treasurer's Internal Audit Section must be informed immediately."

- 2.4 Financial Irregularities usually fall within the following broad categories, which are criminal matters, and are normally for the purpose of personal gain or causing loss.

Theft - the dishonest taking of property belonging to another person or organisation with the intention of depriving the owner permanently of its possession.

Fraud - the intentional distortion of financial statements or other records by persons internal or external to the Authority, carried out to conceal the misappropriation of assets or otherwise for gain.

Corruption- the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person.

In addition, failure to observe or breach of Resource and Contract Standing Orders, Financial Regulations and Financial Instructions can in some circumstances constitute an irregularity, with potential significant financial consequences.

2.5 Potential fraudulent or corrupt acts may include:

Systems Issues	i.e. where a process/system exists which is prone to abuse by either officers or public (e.g. claims)
Financial Issues	i.e. where individuals or companies have fraudulently obtained money from the Authority (e.g. invalid invoices/work not undertaken)
Equipment Issues	i.e. where Authority equipment is used for personal use (e.g. personal use of computer equipment)
Resource Issues	i.e. where there is a misuse of resources (e.g. theft of cash/assets)
Other Issues	<p>i.e. activities undertaken by officers of the Authority/Force which may be:</p> <ul style="list-style-type: none">• Unlawful• Against the Authority's Standing Orders or policies• Below established standards or practices• Improper (e.g. receiving unapproved hospitality)

2.6 This is not an exhaustive list. If you are in any doubt about the seriousness of your concern, advice and guidance can be obtained from the Internal Audit Manager on 01924 294060.

3. Safeguards - CONTENTS

3.1 It is never easy to report a concern, particularly one which may turn out to involve fraud or corruption. Concerned officers will be supported and protected from reprisals and every attempt made to respect confidentiality in line with the Professional Standards Reporting Policy (see Appendix 4).

3.2 If the person referring a potential irregularity wishes to remain anonymous, then this request will be respected.

3.3 The Authority welcomes all genuine referrals, even if after investigation they prove to be without foundation. Managers should be responsive to staff concerns and treat such concerns seriously and sensitively. However, malicious allegations are regarded as a serious matter and may result in disciplinary action being taken.

4. What Should an Officer Do If They Suspect Fraud Or Corruption? - CONTENTS

- 4.1 The Force Professional Standards (Whistleblowing) Policy is intended to encourage and enable staff to raise concerns within the organisation, rather than overlooking a problem or "blowing the whistle" to the media or other external bodies. A full copy of the Whistleblowing Policy can be found at Appendix 4.
- 4.2 Officers should not be afraid of raising concerns but should not approach or accuse any individual directly or try to investigate the matter themselves. In the first instance, officers should refer their suspicions to their manager, unless the manager is suspected of being involved, in which case Internal Audit, the Professional Standards or Personnel and Training Departments should be contacted directly. The Professional Standards Department can be contacted by the Confidential Reporting Line.
- 4.3 The officer to whom the concern has been raised should note all relevant details and obtain as much information as possible from the reporting officer, including any notes made by the officer. As soon as the officer to whom the concern has been raised is satisfied that there is a potential irregularity, then Internal Audit should be informed.
- 4.4 Officers and managers should report all reasonable suspicions promptly as any delays may cause the Authority to suffer further financial losses.
- 4.5 Concerns are better raised in writing. The background and history of the concern, giving names, dates and places where possible, should be set out together with the reason why the individual is particularly concerned about the situation. Those who do not feel able to put their concern in writing can telephone or meet the appropriate officer.
- 4.6 Individuals may invite their Staff Association or Trade Union to raise a matter on their behalf.
- 4.7 Officers may therefore report a concern relating to a suspected irregularity to one of the following:
 - Line management
 - Personnel and Training Department
 - Professional Standards Department
 - Police Authority Internal Audit
 - Authority Monitoring Officer

5. How Will Allegations of Fraud or Corruption be Dealt with by the Authority? - CONTENTS

- 5.1 The approach to each allegation will depend on the financial value, sensitivity and frequency of similar occurrences. Matters may be investigated by Internal Audit or be referred to the Professional Standards Department.

- 5.2 Internal Audit has a Memorandum of Agreement in place with the Professional Standards Department.
- 5.3 In those instances where a contact name has been provided, Internal Audit will contact the complainant to acknowledge the receipt of the concern within 10 working days of a concern being received.
- 5.4 The Authority accepts that those people who reported the alleged fraud or corruption need to be assured that the matter has been properly addressed. Therefore, subject to legal constraints, they will receive information about the outcomes of any investigation.

6. Alternative Methods For Taking a Complaint Forward - CONTENTS

- 6.1 If either a member of the public or an officer considers it appropriate to take the matter forward outside of these processes, the following are possible contacts:
- **A Police Authority Member** - members details are contained on the WYPA website www.wypa.org
 - **External Audit** – which is the organisation appointed to scrutinise the Authority's finances and performance. By law, the external auditor must be completely independent from the Authority
 - **A Trade Union / Police Federation** – officers may invite their representative to raise a matter on their behalf.
 - **Public Concern at Work** – this is a charity which provides free and strictly confidential legal help to anyone concerned about a malpractice which threatens the public interest. They operate a helpline on 020 7404 6609 or can be e-mailed at whistle@pcaw.co.uk.

Appendix 2

THE SEVEN PRINCIPLES OF PUBLIC LIFE (NOLAN COMMITTEE) - CONTENTS

Selflessness

Holders of public office take decisions in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in their performance of the official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Appendix 3

MEMORANDUM OF UNDERSTANDING BETWEEN PROFESSIONAL STANDARDS DEPARTMENT AND POLICE AUTHORITY INTERNAL AUDIT FOR THE REPORTING OF SUSPECTED FINANCIAL IRREGULARITIES - CONTENTS

Background

West Yorkshire Police Authority is required to maintain the highest standards of propriety and regularity in financial matters, as well as meeting statutory requirements. This Memorandum of Understanding (MOU) recognises that both the Professional Standards Department (PSD) and the Police Authority Internal Audit (WYPA IA) have roles in financial irregularities involving West Yorkshire Police. The MOU formalises current arrangements in place for the notification and investigation of suspected financial irregularities.

The policy of WYPA and WYP in relation to the prevention and detection of fraud is set out in the Anti-Fraud and Anti-Corruption Strategy of the Authority.

Roles and Responsibilities

PSD has a duty to investigate unprofessional and unethical behaviour, complaints and discipline matters, corruption and dishonesty within West Yorkshire Police. All such matters are reported to them for investigation. A number of these matters will involve financial irregularities.

The role of WYPA IA in financial irregularities is set out in the Financial Regulations of the Authority. Any suspected loss or irregularity must be reported to the Internal Audit section.

For the purposes of this Agreement, *irregularity* means actual or suspected fraud, corruption or any significant loss of assets and funds of West Yorkshire Police. It also includes any circumstances where systems, procedures or controls have been breached or ignored in a way that would have provided an opportunity for fraud, corruption or loss to occur.

Aims of Agreement

Our aims are: -

- To formalise mutual respect and professional partnership between PSD and WYPA IA in dealing with financial irregularities so that both parties fulfil their roles effectively and efficiently.
- To promote trust and mutual confidence between PSD and WYPA IA to enable the sharing of information.
- To formalise close co-operation by supporting each other's roles.

- To provide arrangements for enabling financial irregularities to be discussed and nominate contact points.
- To ensure that action is taken to address any system weaknesses identified as a result of a financial irregularity.
- To provide assurance to the Police Authority and External Audit that appropriate corporate governance arrangements are in place to tackle financial irregularities within West Yorkshire Police.

MEMORANDUM OF UNDERSTANDING

It is agreed that: -

1. WYPA IA will notify PSD of all suspected irregularities concerning West Yorkshire Police officers and any relevant Police Staff cases.
2. PSD will inform WYPA IA of suspected irregularities that relates to:-
 - Funds or assets of West Yorkshire Police.
 - Procurement, contracts equipment, stores or other assets of West Yorkshire Police.
 - Monies or other property in the custody of West Yorkshire Police.
 - Private or other funds administered by West Yorkshire Police by virtue of their office.
3. The notification will include as much of the following information as is available:-
 - A brief outline of what is suspected or alleged to have occurred.
 - Who is/are suspected or involved.
 - The status of the investigation.
 - The amount or value that is or could be involved.
 - The name and telephone number of the Investigating Officer and an estimated timescale for the investigation.
4. A meeting will occur at the outset of any investigation between PSD and WYPA IA in order to clarify :-
 - A proportionate approach to the investigation.
 - The reporting lines
5. Following this meeting, PSD will notify the Head of Personnel and Training of relevant matters as considered appropriate.
6. Both parties will keep each other informed of cases in order to avoid cases either being overlooked or effort being duplicated. The nominated contact points are set out in the Annexe to this Agreement.

7. WYPA IA will ensure all systems implications identified in cases will be appropriately addressed.
8. WYPA IA will provide appropriate assistance to the PSD when requested in respect of any matter covered by this Agreement.
9. PSD will afford appropriate access to their facilities to WYPA IA in support of their examinations and investigations relating to matters covered by this Agreement.
10. PSD will inform WYPA IA of the outcome of investigations covered by this Agreement. Similarly WYPA IA will advise PSD of the outcome of any matter referred to them.
11. WYPA IA will notify the Treasurer, as appropriate, of any matter reported under this Agreement.
12. WYPA IA will co-ordinate and complete on behalf of the Authority and Force the annual fraud return to External Audit. PSD will provide a sufficient level of information on their cases in order that the return can be compiled within the timescale set for its completion.
13. Information or intelligence exchanged under the terms of this Agreement will be secured and handled confidentially and in accordance with appropriate legislation. . Disclosure of information in relation to a criminal investigation will only occur after a Case Conference of all interested parties.

Signed

On behalf of the Professional Standards Department

Designation

Date February 2005

Signed

On behalf of West Yorkshire Police Authority

Designation Audit Manager

Date February 2005

ANNEXE TO MEMORANDUM OF UNDERSTANDING

Offices Responsible and Nominated Contact Points

1. Chief Superintendent Mark Bradley
Head of Professional Standards Department
West Yorkshire Police Force
2. Jonathan Idle
Audit Manager, Internal Audit
West Yorkshire Police Authority

Appendix 4

Professional Standards Reporting (Whistleblowing) Policy - CONTENTS

General Information

Introduction

This Policy Guidance explains how the policy is implemented. It will also allow you to understand:

- That legislation provides you with protection;
- the general criteria which will qualify you for protection;
- the six categories of 'qualifying disclosures';
- how and when to make an internal disclosure (ie. within force);
- the role of those involved in our force procedure; and
- how and when to make an external disclosure.

Definition

'The disclosure internally or externally by staff, of malpractice, illegal acts or omissions at work.'

Legislation

The Public Interest Disclosure Act 1998 provides police staff with statutory protection when disclosing information to a third party. The disclosure must concern an alleged wrongdoing in defined circumstances.

(Although police officers are exempted from the Act, any intended disclosures should be made in accordance with the provisions of this guidance)

Reassurance and support

We recognise that the decision to report a concern can be a difficult one to make. If you reasonably believe that your allegation is true, then you have nothing to fear.

We will not tolerate any harassment or victimisation (including informal pressures) and will take appropriate action to protect you when you raise a concern in good faith.

General criteria

Generally, to qualify for protection under the Act you must:

- Make the disclosure in good faith;
- reasonably believe that the information disclosed or allegation is substantially true;
- not make the disclosure for personal gain; and
- it must be reasonable, in all the circumstances, for the particular disclosure to be made.

This procedure allows you to report any serious concern about any aspect of service provision or conduct of colleagues.

Categories

There are six categories of disclosure where police staff qualify for protection. These are termed 'qualifying disclosures' and are shown below.

In all circumstances, you must reasonably believe that the disclosure of information tends to show one or more of the following:

- A criminal offence has been, is being or is likely to be committed;
- a person has failed, is failing, or is likely to fail to comply with any legal obligation to which they are subject;
- a miscarriage of justice has occurred, is occurring or is likely to occur;
- the health or safety of any individual has been, is being or is likely to be endangered;
- the environment has been, is being or is likely to be damaged; or
- information tending to show any matter falling within any of the above categories has been, is being or is likely to be deliberately concealed.

Providing you comply with the whistleblowing procedure, you will still be given protection regardless of whether the above matters occur in the U.K. or elsewhere.

Exceptions

The disclosure **will not** be a qualifying disclosure if:

- You commit an offence by making the disclosure (eg. a breach of the Official Secrets Act); or
- it is information which has been disclosed to you during the course of obtaining legal advice where legal professional privilege could be claimed.

Internal disclosure

This procedure applies to each case that is being reported internally. In order to be protected under the Act, the qualifying disclosure must be made, in good faith, to one of the following persons:

Your employer or other responsible person	1) Your employer; or 2) where you reasonably believe that the relevant failure relates solely or mainly to the conduct of a person other than your employer, or any other matter for which a person other than the employer has legal responsibility, to that other person. (eg. sub-contractor of your employer)
Legal advisor	Legal advisor in the course of obtaining legal advice. (eg. solicitor or barrister)
Minister of the Crown	An employer who is a Minister of the Crown or an individual or body appointed by the Minister. (eg. Police Authority)
Prescribed person	A person or regulatory body prescribed by an order made by the Secretary of State for this purpose. (eg. the Health and Safety Executive or the Occupational Pensions Regulatory Authority) In this case you will also need to show that you reasonably believe that the failure falls within the remit of that person or body and you reasonably believe that the disclosure is substantially true.
Using our Force system	In order to embrace the terms of the legislation, our force has provided a system to facilitate the means by which your disclosure is reported and investigated. You are encouraged to use this system for reporting a disclosure.
External disclosure	Further criteria must be applied in respect of exceptional cases which are to be reported externally. An external disclosure should be made to a person or regulatory body who is knowledgeable with the subject of the allegation.
Reporting a disclosure	If you wish to make an allegation or disclosure you should report it to: A Liaison Officer; line manager; or Trade Union or Staff Association representative. <i>(You may wish seek advice from the Trade Union or Staff Association representative prior to taking any action).</i> If you wish to remain anonymous, your Trade Union or Staff Association representative may report your allegation to the Liaison Officer on your behalf. The Liaison Officer will record the allegation, confirm it with you and pass it on to the Designated Officer. The Liaison Officer will inform you or your representative of the progress and eventual outcome of the allegation.
Anonymous allegations	Whenever possible, you are encouraged to put your name to an allegation. Anonymous allegations are much less powerful but will be considered at the discretion of the force based on the: <ul style="list-style-type: none">• Seriousness of the issues raised;• credibility of the concern; and• likelihood of confirming the allegation from attributable sources.
Unfounded allegations	If you make an allegation in good faith but it is not confirmed by the subsequent investigation, no action will be taken against you. Disciplinary action may be taken against you if your allegation is made frivolously, maliciously or for personal gain.
External disclosure	In certain exceptional cases, you may feel the need to make an external disclosure. The legislation will still protect you providing the following criteria applies.

Three basic conditions

Your allegation or disclosure meets one of the following conditions:

- You reasonably believe that you will be subject to detriment by your employer if you make a disclosure to your employer or to a prescribed person;
- that evidence relating to the malpractice will be concealed or destroyed if you make a disclosure to your employer; or
- a disclosure of substantially the same information has previously been made to your employer or any prescribed person.

In each of the above cases, you must still ensure that your disclosure also embraces the general criteria.

Conditions for repeating an allegation or disclosure

When you have previously disclosed the allegation internally, you will only be protected if it is reasonable, in all the circumstances, for you to repeat the allegation externally. The following might indicate reasonableness on your part:

- Identifying the person to whom you originally disclosed the allegation;
- evidence of the seriousness of the qualifying disclosure;
- an indication that the failure is continuing or likely to occur in the future;
- whether your allegation would cause the force to breach a duty of confidentiality to another individual;
- if you rely on having disclosed substantially the same information previously then you must consider the force's response to your original disclosure; and
- whether you have complied with the disclosure procedure authorised by the force.

Other exceptionally serious matters

This must be of an exceptionally serious nature to justify bypassing the internal reporting procedures. Your disclosure should be made to a person or regulatory body who is knowledgeable with the subject of the allegation.

In this case, you must still ensure that your disclosure also embraces the general criteria. In deciding whether your disclosure is reasonable there shall be regard to the identity of the person to whom you originally disclosed the allegation.

COMMITTEES OF THE AUTHORITY

AUDIT & RISK COMMITTEE

(a) To satisfy members that:

1. An adequate and effective system of internal audit is in place.
2. A sound system of internal control is in place which facilitates the effective exercise of functions and includes arrangements for the management of risk to appropriate timescales.
3. Effective management action is taken to address recommendations identified from the work of internal and external audit.
4. Effective corporate governance and risk management processes are in place for the Authority and force which direct resources to priority activities.
5. The force makes a comprehensive assessment of risk and threats, and ensures that effective management action is taken to address all significant risks.
6. An effective system of scrutiny of the Treasury Management Strategy and policies is in place.
7. The force operates an effective and efficient system for responding to freedom of information requests within the prescribed timescales.
8. The force and Authority have adequate and effective processes in place to monitor and improve value for money and productivity, in areas relevant to this committee.
9. The force and Authority promote and support collaborative working between forces and other local public services to improve efficiency, reduce costs and manage risk more effectively in the delivery of services regionally, in areas relevant to this committee.
10. Recommendations from relevant Her Majesty's Inspectorate of Constabulary reports and those of other external regulatory bodies are implemented effectively and to appropriate timescales.

(b) Additional responsibilities:

11. Consider the annual audit plan submitted by the external auditor, the annual audit letter, the report to those charged with governance and any specific external audit reports.
12. Oversee and monitor the processes for dealing with complaints against police officers (below the rank of ACC) and police staff in relation to misconduct, direction and control, and quality of service.
13. Identify strategic risks for the force and Authority and to action these or remit these to other committees as appropriate.

14. Commission topics for wider, in-depth inquiry by scrutiny groups and receive, endorse and action recommendations resulting from the work of scrutiny groups.

(c) **In carrying out the above responsibilities, the committee will:**

15. Make sure it takes into account views of people in West Yorkshire about policing.

16. Promote equality and diversity, and monitor the force's compliance with the Human Rights Act 1998.

(d) **Constitution**

7 Members

(e) **Quorum**

5 Members

(f) **Membership**

Richard Baldwin
Mohammed Iqbal
David Kirton
Trevor Lake

Alison Lowe
Andrew Marchington
Martin Smith

(g) **Chair**

Trevor Lake

(h) **Vice Chair**

Martin Smith

Appeal Tribunal Panel Members

These appointees are unable to sit on the Audit and Risk Committee

Kiran Bali
Ken Smith

PRECEPT PROPOSAL 2013/14

1. LEGAL REQUIREMENTS FOR NOTIFICATION OF THE PRECEPT PROPOSAL

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Key Points

- 1.6% reduction in core funding, as set out in the Spending Review 2010.
- Protection by the Home Office from the 1% additional reduction announced in the Autumn Statement, and the pay restraint reduction announced in 2011.
- Damping to be unchanged in 2013/14 and 2014/15.
- No figures published for 2014/15 pending review of Home Office budgets.

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Relative Need	76,557	76,731
Relative Resource	-1,535	-2,554
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Police Grant	179,315	187,770
Total Formula Funding	320,509	329,516

- 2013/14 includes the Neighbourhood Policing Fund (£14.3m), which was paid as a specific grant in 2012/13.
- The like for like comparison is therefore with £334.841m in 2012/13, a reduction of 1.6% or £5.3m to £329.516m.
- Population projections used in the formula have been updated to incorporate 2011 Census data.
- As much of the formula is driven by population, changes can result in significant variations. The resident population for West Yorkshire has reduced by 1.1% in comparison with the national average increase of 2.1%.
- This reduces the raw formula allocation and as a result the amount lost through damping has reduced from £9.7m to £5.4m.

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Other Grants

- Counter Terrorism - quantum unchanged, allocations still to be notified.
- Community Safety Fund – drugs, crime and community safety funding streams amalgamated into a single Community Safety Fund for use by Commissioners. National reduction from £120m to £90m. West Yorkshire allocation of £5.292m.

- Capital Grant – unchanged from Written Ministerial Statement January 2012 –West Yorkshire allocation £4.169m.
- Council Tax Support – paid directly to local policing bodies to reflect Government contribution to Council Tax Support. National reduction of 10% as compared with 2012/13. Impact will depend on schemes adopted locally by the Billing Authorities. West Yorkshire allocation £14.422m.
- Council Tax Freeze – offer of grant equivalent to 1% on Band D using unreduced taxbase (i.e. comparable with the offer in previous years). Indicative allocation for West Yorkshire of £0.902m.
- The Council Tax Freeze Grant for 2011/12 continues to be paid for 2013/14 and 2014/15. This equates to £2.225m.

Referendum Limit

- The excessiveness criteria set at 2% other than for those local policing bodies in the bottom quartile for Band D council tax, where the limit is £5 in cash terms. A 2% increase is estimated to raise some £1.533m on the reduced taxbase. A £5 (3.8%) increase would raise an estimated £2.936m.

2013/14 Position and Beyond

- The Home Office protection means that the outcome is marginally better than had been anticipated. The budget gap with a 2% precept increase is estimated at £10.3m. £64m of savings have been taken from the budget to date.
- Specific risks for 2014/15 include the reinstatement of the pay restraint clawback and the additional 2% reduction announced in the Autumn Statement.
- Risks in the longer term include the reductions continuing on the same trajectory as the current Spending Review, as announced in the Autumn Statement. It is not yet clear what this means in practice.
- It is also unclear how the Council Tax Support Grant will change over time, and this now forms a significant contribution to the budget.

3. DRAFT BUDGET 2013/14

3.1 The Draft Base Budget for 2013/14 reflects the following key issues and assumptions:

- A pay freeze in 2012 for police officers.
- A pay freeze in 2012 for all police staff earning above £21,000 pa but a pay award of £250 for all those full time employees earning below £21,000 pa.
- A 1% pay award for police officers and police staff in September 2013 and September 2014.
- The full year effect of 2012/13 budget spending pressures.
- Provision for 8 Public Holidays.
- Additional £4.060m for the cost of police officer and police staff increments.
- Winsor 1 savings of £3.707m removed from police officer pay budgets.
- General price increases of 2.0% and larger increases in some specific areas e.g. fuel (10%), energy (5%), rent and rates (3.5%), computer maintenance (3.5%).
- The revenue implications of capital schemes e.g. running costs, maintenance costs etc.
- Provision for the ongoing cost of existing external borrowing.
- Increased charges from the National Policing Improvement Agency (NPIA) and successor bodies.
- An increased contribution of £0.500m to the Insurance Provision based on claims experience.
- Increased ill health and injury pensions of £0.675m.
- Loss of £0.521m in external funding, subject to review.
- The Organisational Change Fund re-profiled and reduced by £1.850m to £1.150m in 2013/14. Later years have been increased.
- Further use of Reserves and Balances in 2013/14 and beyond.

4. Precept Options considered by the Commissioner

4.1 As part of the budget planning process for 2013/14, three options have been considered:

- 1) Accepting the Government's offer of a precept freeze grant equivalent to a 1% increase in council tax.
- 2) Increasing the council tax by the general referendum limit of 2%.
- 3) Increasing the council tax by the specific referendum limit for West Yorkshire of £5 at Band D.

- 4.2 A detailed analysis of the budget is shown in Appendix A and is summarised below for Option 2.

Option 2 – 2% Council Tax Increase	2013/14 £000
Gross Expenditure	495,142
Income including specific grants	(68,490)
Contribution to/(from) Reserves and Balances	(6,900)
Total Budget 2013/14	419,752
Funded by	
Home Office Grant	187,770
Department for Communities and Local Government Grant	141,746
Council Tax Freeze Grant 2011/12	2,225
Total Government Core Funding	331,741
Estimated Collection Fund Surplus/(Deficit)	(509)
Precept	78,174
Budget Shortfall prior to savings	10,346

- 4.3 Using the final notification of the Billing Authorities' taxbases the precept raised with a 2% increase in council tax, taking it from £130.50 to £133.11, is £78.174m. The estimated deficit on Collection Funds is still subject to final confirmation.
- 4.4 Accepting the precept freeze grant would add some £0.631m to the budget shortfall, taking it to £10.977m.
- 4.5 Raising the council tax by the £5 at Band D allowed under the Government's excessiveness rules, from £130.50 to £135.50, would add £1.404m to the precept figure of £78.174m, taking it to £79.578m. This could either reduce the budget gap to £8.942m or allow for some recruitment of police officers in 2013/14, which would otherwise be unachievable. £1.404m would fund 44 police officers for a full year.
- 4.6 Details of the council tax for the three options are given at Appendix E, and the increases for options 2 and 3 are shown below.

COUNCIL TAX BAND	Option 2 Increase £p per annum	Option 3 Increase £p per annum
A	1.74	3.34
B	2.03	3.89
C	2.32	4.45
D	2.61	5.00
E	3.19	6.11
F	3.77	7.23
G	4.35	8.34
H	5.22	10.00

- 4.7 Around 64% of households in West Yorkshire fall in bands A and B, meaning the increase at option 3 is around 1p per day.
- 4.8 It is estimated that 150 police officers and 193 police staff will leave the force during 2013/14 through retirement and natural turnover. Recruitment of 61 specialist police staff and PCSOs is built into the estimates. This is sufficient to balance the budget for 2013/14, as shown below.

5. MEDIUM TERM FINANCIAL FORECAST

- 5.1 The budget shortfalls prior to savings through estimated natural officer and staff leavers are as follows for the three scenarios detailed below. These assume reductions in government funding as set out at Appendix A, with variations to the precept level illustrated in the table through to 2016/17.

Cumulative Budget Shortfalls	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Scenario 1 – precept freeze in 2013/14; Illustrates 2% increase thereafter	10,977	38,381	57,599	71,096
Scenario 2 – 2% in 2013/14; Illustrates 2% increase thereafter	10,346	37,720	56,004	69,469
Scenario 3 - £5 in 2013/14* Illustrates £5 increase thereafter	8,942*	34,943*	51,886*	64,041*

*Would depend on utilisation of the additional precept resource.

- 5.2 Total accumulated savings based on estimated police officer leavers with no new recruitment, and police staff leavers net of recruitment to 50 specialist posts are as follows:

Cumulative Total Savings	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Savings from natural leavers net of specialist police staff recruitment	18,554	29,438	41,580	54,434

- 5.3 While 2013/14 is balanced, there are significant shortfalls in future years for all three scenarios, based on current assumptions of future government funding. Additional reductions would therefore be required to balance the budget, through pay and non pay savings including further police staff redundancies.

6. Decision by the Commissioner

6.1 Relevant considerations for the Commissioner in making his decision include:

- The impact on frontline policing;
- The impact on council taxpayers;
- Future financial health, including adequacy of reserves and balances;
- The robustness of financial and organisational management processes in place;
- Levels of demand and force resilience;
- Savings made to date and the capacity for future savings;
- Public views obtained from the Listening to You First survey;

Appendices

- A Medium Term Financial Forecast (Option 2 illustrated)
- B Capital Forecast
- C General Balances
- D Listening to You First Survey Results
- E Council Tax Bands

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- 3) Increasing the council tax by the specific referendum limit for West Yorkshire of £5 at Band D.

- 4.2 A detailed analysis of the budget is shown in Appendix A and is summarised below for Option 2.

Option 2 – 2% Council Tax Increase	2013/14 £000
Gross Expenditure	495,142
Income including specific grants	(68,490)
Contribution to/(from) Reserves and Balances	(6,900)
Total Budget 2013/14	419,752
Funded by	
Home Office Grant	187,770
Department for Communities and Local Government Grant	141,746
Council Tax Freeze Grant 2011/12	2,225
Total Government Core Funding	331,741
Estimated Collection Fund Surplus/(Deficit)	(509)
Precept	78,174
Budget Shortfall prior to savings	10,346

- 4.3 Using the final notification of the Billing Authorities' taxbases the precept raised with a 2% increase in council tax, taking it from £130.50 to £133.11, is £78.174m. The estimated deficit on Collection Funds is still subject to final confirmation.
- 4.4 Accepting the precept freeze grant would add some £0.631m to the budget shortfall, taking it to £10.977m.
- 4.5 Raising the council tax by the £5 at Band D allowed under the Government's excessiveness rules, from £130.50 to £135.50, would add £1.404m to the precept figure of £78.174m, taking it to £79.578m. This could either reduce the budget gap to £8.942m or allow for some recruitment of police officers in 2013/14, which would otherwise be unachievable. £1.404m would fund 44 police officers for a full year.
- 4.6 Details of the council tax for the three options are given at Appendix E, and the increases for options 2 and 3 are shown below.

COUNCIL TAX BAND	Option 2 Increase £p per annum	Option 3 Increase £p per annum
A	1.74	3.34
B	2.03	3.89
C	2.32	4.45
D	2.61	5.00
E	3.19	6.11
F	3.77	7.23
G	4.35	8.34
H	5.22	10.00

- 4.7 Around 64% of households in West Yorkshire fall in bands A and B, meaning the increase at option 3 is around 1p per day.
- 4.8 It is estimated that 150 police officers and 193 police staff will leave the force during 2013/14 through retirement and natural turnover. Recruitment of 61 specialist police staff and PCSOs is built into the estimates. This is sufficient to balance the budget for 2013/14, as shown below.

5. MEDIUM TERM FINANCIAL FORECAST

- 5.1 The budget shortfalls prior to savings through estimated natural officer and staff leavers are as follows for the three scenarios detailed below. These assume reductions in government funding as set out at Appendix A, with variations to the precept level illustrated in the table through to 2016/17.

Cumulative Budget Shortfalls	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Scenario 1 – precept freeze in 2013/14; Illustrates 2% increase thereafter	10,977	38,381	57,599	71,096
Scenario 2 – 2% in 2013/14; Illustrates 2% increase thereafter	10,346	37,720	56,004	69,469
Scenario 3 - £5 in 2013/14* Illustrates £5 increase thereafter	8,942*	34,943*	51,886*	64,041*

*Would depend on utilisation of the additional precept resource.

- 5.2 Total accumulated savings based on estimated police officer leavers with no new recruitment, and police staff leavers net of recruitment to 50 specialist posts are as follows:

Cumulative Total Savings	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Savings from natural leavers net of specialist police staff recruitment	18,554	29,438	41,580	54,434

- 5.3 While 2013/14 is balanced, there are significant shortfalls in future years for all three scenarios, based on current assumptions of future government funding. Additional reductions would therefore be required to balance the budget, through pay and non pay savings including further police staff redundancies.

6. Decision by the Commissioner

6.1 Relevant considerations for the Commissioner in making his decision include:

- The impact on frontline policing;
- The impact on council taxpayers;
- Future financial health, including adequacy of reserves and balances;
- The robustness of financial and organisational management processes in place;
- Levels of demand and force resilience;
- Savings made to date and the capacity for future savings;
- Public views obtained from the Listening to You First survey;

Appendices

- A Medium Term Financial Forecast (Option 2 illustrated)
- B Capital Forecast
- C General Balances
- D Listening to You First Survey Results
- E Council Tax Bands

WEST YORKSHIRE POLICE MEDIUM TERM FINANCIAL FORECAST 2012-13 TO 2016-17

	2012/2013 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2013/2014 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2014/2015 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2015/2016 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2016/2017 Estimate at Outturn £000
DEVOLVED AND DELEGATED													
Police Pay	254,758	-390	1,482	255,850	1,448	2,579	259,878	2,900	4,173	266,951	2,900	5,423	275,274
Police Allowances	7,098	0	13	7,111	0	65	7,176	0	66	7,242	0	67	7,309
Police Staff Pay and Allowances	110,338	1,183	942	112,463	500	1,132	114,095	800	1,825	116,720	800	2,362	119,882
Police Overtime	9,957	-900	53	9,110	300	94	9,505	600	160	10,265	-2,400	158	8,023
Police Staff Overtime	1,907	16	11	1,934	0	19	1,954	0	31	1,985	0	40	2,024
Sub Total Pay and Overtime	384,059	-91	2,501	386,469	2,248	3,890	392,607	4,300	6,256	403,163	1,300	8,050	412,513
Medical Expenses	4,280	0	86	4,366	0	88	4,453	0	225	4,679	0	237	4,916
Forensic	3,036	0	61	3,096	0	62	3,158	0	63	3,222	0	65	3,287
AFR	262	0	5	267	0	5	273	0	5	278	0	6	284
DNA	270	0	5	276	0	6	281	0	6	287	0	6	292
Clothing	1,353	0	27	1,380	0	28	1,407	0	28	1,436	0	29	1,465
Training	587	0	12	598	0	12	611	0	12	623	0	13	635
Computers and Communications	12,462	250	323	13,034	350	467	13,852	350	496	14,698	500	529	15,727
Buildings Maintenance	3,402	16	81	3,499	0	70	3,569	0	72	3,641	0	73	3,714
Cleaning	2,749	0	55	2,804	0	56	2,860	0	57	2,918	0	59	2,976
Rent and Rates	8,843	0	387	9,229	0	326	9,555	0	337	9,892	0	349	10,241
Energy	4,015	0	412	4,427	0	224	4,652	0	235	4,887	0	247	5,134
Contracted Support Services	307	0	6	313	0	6	319	0	6	326	0	7	332
Car Allowances & Travel	1,702	0	34	1,736	0	35	1,771	0	36	1,807	0	36	1,843
Vehicle Fleet	11,658	0	567	12,226	0	536	12,761	0	605	13,366	0	644	14,010
Internal Printing	222	0	4	226	0	5	231	0	5	235	0	5	240
Training Recharge	646	0	0	646	0	13	658	0	13	672	0	13	685
Advertising	71	0	1	72	0	1	74	0	1	75	0	2	77
Furniture and Fittings	151	0	3	154	0	3	157	0	3	160	0	3	164
Operational and Admin Equipment	2,842	0	57	2,898	0	58	2,957	0	59	3,016	0	61	3,077
Photocopying	1,115	0	22	1,137	0	23	1,160	0	23	1,183	0	24	1,207
Printing Stationery and Publications	720	0	14	734	0	15	749	0	15	764	0	15	779
Postage	382	0	8	390	0	8	398	0	8	406	0	8	414
Divisional Initiatives/Community Safety	645	0	13	658	0	13	672	0	13	685	0	14	699
ID Parades	192	0	4	196	0	4	200	0	4	204	0	4	208
Vehicle Recovery	188	0	4	191	0	4	195	0	4	199	0	4	203
Agency Staff and Professional Services	1,752	-106	33	1,680	-265	31	1,445	0	29	1,474	0	30	1,504
Helicopter	1,244	0	71	1,315	0	67	1,382	0	70	1,452	0	73	1,525
PFI	627	652	24	1,303	2,061	50	3,414	-354	64	3,125	-1,517	45	1,653
Officers From Other Forces	6,510	0	25	6,535	0	131	6,667	0	134	6,801	0	137	6,937
Substance Hotel & Hospitality	1,248	0	25	1,272	0	26	1,298	0	26	1,324	0	27	1,351
Other	5,185	19	108	5,312	0	134	5,445	0	137	5,582	0	140	5,722
Income	-49,789	763	-306	-49,332	0	-312	-49,644	0	-318	-49,963	0	-325	-50,287
Sub Total Non Pay	28,874	1,595	2,171	32,640	2,146	2,194	36,980	-4	2,477	39,453	-1,017	2,578	41,015
TOTAL DEVOLVED AND DELEGATED	412,933	1,504	4,672	419,109	4,394	6,084	429,587	4,296	8,733	442,616	283	10,629	453,528

NON DEVOLVED/ DELEGATED	2012/2013 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2013/2014 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2014/2015 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2015/2016 Estimate at Outturn £000	Adjusts £000	Pay and Prices £000	2016/2017 Estimate at Outturn £000
Pensions	4,556	675	144	5,375	0	161	5,536	0	166	5,702	0	171	5,873
Capital Financing:													
Debt Charges	10,678	-1,068	0	9,610	321	0	9,931	-373	0	9,558	500	0	10,058
Direct Revenue Support	500	0	0	500	0	0	500	0	0	500	0	0	500
Unfunded Pension Costs	204	0	4	208	0	5	213	0	5	219	0	5	224
Insurance	1,849	500	115	2,464	0	123	2,587	0	129	2,717	0	136	2,853
Prisoner Meals	160	0	3	163	0	3	166	0	3	170	0	3	173
Witness Allowances/Interpreters Fees	789	0	16	805	0	16	821	0	16	837	0	17	854
Legal Fees/Ex Gratia Payments	70	0	1	71	0	1	73	0	1	74	0	1	76
Organisational Change	3,000	-1,850	0	1,150	-50	0	1,100	70	0	1,170	50	0	1,220
Other	9,364	-4,000	16	5,380	0	16	5,395	0	16	5,411	0	16	5,428
PNC	1,586	421	95	2,102	240	70	2,413	0	72	2,485	0	75	2,560
Vehicle Fleet Financing	-2,864	0	0	-2,864	0	0	-2,864	0	0	-2,864	0	0	-2,864
Income General	-25,856	6,735	-37	-19,158	128	-37	-19,067	48	0	-19,019	0	0	-19,019
TOTAL NON DEVOLVED/DELEGATED	4,036	1,413	358	5,807	639	359	6,805	-255	411	6,960	550	425	7,935
TOTAL FORCE BUDGET	416,969	2,917	5,030	424,916	5,033	6,443	436,392	4,041	9,144	449,576	833	11,054	461,463
OFFICE OF THE P.C.C.	1,761	-34	9	1,736	-33	25	1,728	0	26	1,754	0	26	1,780
SAVINGS		0		0			0			0			
TOTAL BASE BUDGET FUNDED BY	418,730	2,883	5,039	426,652	5,000	6,468	438,120	4,041	9,169	451,330	833	11,080	463,243
CONTRIBUTION FROM BALANCES	7,000	-100	0	6,900	0	0	6,900	-900	0	6,000	0	0	6,000
EXTERNAL SUPPORT	322,735	9,006	0	331,741	-17,379	0	314,362	-5,769	0	308,593	-3,178	0	305,415
COLLECTION FUND SURPLUS/DEFICIT	-541	32	0	-509	-91	0	-600	0	0	-600	0	0	-600
COUNCIL TAX FREEZE GRANT	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	329,194	8,938	0	338,132	-17,470	0	320,662	-6,669	0	313,993	-3,178	0	310,815
PRECEPT REQUIREMENT	89,536	-11,362		78,174	1,564		79,738	1,595		81,333	1,626		82,959
SHORTFALL				10,346			37,720			56,004			69,469

**WEST YORKSHIRE POLICE
DRAFT CAPITAL FORECAST 2012/13 TO 2016/17**

APPENDIX B

	BUDGET 2012/13	PROPOSED BUDGET RE-PHASING INTO 2013/14	PROPOSED BUDGET SAVING	PROPOSED REVISED BUDGET 2012/13	ORIGINAL FORECAST 2013/14	PROPOSED RE-PHASING FROM 12/13	PROPOSED REVISED BUDGET 2013/14	FORECAST 2014/15	FORECAST 2015/16	FORECAST 2016/17
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ESTATES										
CUSTODY EVOLUTION PLAN	310			310			0			
KIRKLEES/DEWSBURY REFURBISHMENT	200	-150		50	3600	150	3750			
HMET RELOCATION	54			54			0			
SCIENTIFIC SUPPORT RELOCATION	1029		-430	599	430		430			
LGC ADAPTATIONS	481			481			0			
PFI / NPT	609	-470		139		470	470			
CARR GATE COMPLEX -	0			0			0			
LAND PURCHASE	0			0			0			
PFI CAPITAL IMPLICATIONS	0			0	800		800			
MINOR WORKS & HEALTH AND SAFETY	2507	-136		2371	1800	136	1936	1700	1700	1700
ASSET RATIONALISATION WORKS	3101	-690		2411	1400	690	2090	1400	1400	1400
SLIPPAGE B/fwd	0			0	1279		1279	2132	1047	830
Sub Total Buildings Estates Managed	8291	-1446	-430	6415	9309	1446	10755	5232	4147	3930
CTU FIT OUT AND TACT CUSTODY	475	-300		175		300	300			
Sub Total Buildings Non Estates Managed	475	-300	0	175	0	300	300	0	0	0
TOTAL ESTATES	8766	-1746	-430	6590	9309	1746	11055	5232	4147	3930
INFORMATION TECHNOLOGY										
MOBILE DATA	600	-350		250	550	350	900	150	150	300
CORVUS	147			147	40		40	40	45	45
NICHE RMS	100	-100		0		100	100		100	
CCTV	100			100	100		100	100	125	125
PC REPLACEMENT	165	-25		140	125	25	150	100	125	125
NETWORK HARDWARE	875	-75		800	800	75	875	850	900	900
CONSOLIDATION	152			152	100		100	100	100	100
DATA INTEGRITY	50			50	55		55	55	55	55
IAM	312			312			0			
AIRWAVE (Replacements)	0			0			0		600	200
INFRASTRUCTURE UPGRADE	383			383	250		250	250	250	250
STORAGE	500	-120		380	250	120	370	250	250	250
HR SYSTEM	153			153			0			
DIGITAL INTERVIEW RECORDING (CJS)	74			74			0			
GIS	41			41			0			
NPAS	1065			1065			0			
FOREFRONT IDENTITY MANAGER	0			0	200		200			
PACS (Physical Access Control System)	470	-320		150		320	320			
FOLLOW ME PRINTING	0			0			0			
FIRE CONTROL CENTRE	2900	-2900		0		2900	2900			
SLIPPAGE B/fwd	0			0	777		777	1427	664	673
Sub Total IT Managed	8087	-3890	0	4197	3247	3890	7137	3322	3364	3023
FINANCE UPGRADE	178	-100		78		100	100			
IOM SYSTEM REPLACEMENT	27			27			0			
CTU	386			386			0			
OTHER IT SCHEMES	0			0			0			
Sub Total Non IT Managed	591	-100	0	491	0	100	100	0	0	0
TOTAL I.T.	8678	-3990	0	4688	3247	3990	7237	3322	3364	3023
SCIENTIFIC EQUIPMENT	276		-254	22			0			
3D SCANNER	126			126			0			
EQUIPMENT	750	-40		710		40	40			
VEHICLES	3631	-105		3526	2515	105	2620	2388	2538	2644
TOTAL OTHER PLANT AND EQUIPMENT	4783	-145	-254	4384	2515	145	2660	2388	2538	2644
GRAND TOTAL	22227	-5881	-684	15662	15071	5881	20952	10942	10050	9597
SLIPPAGE										
Additional Estimated Slippage c/fwd - Estates	-1634	269	86	-1279	-1863	-269	-2132	-1047	-830	-787
Additional Estimated Slippage c/fwd - IT	-1555	778	0	-777	-649	-778	-1427	-664	-673	-605
TOTAL ESTIMATED SLIPPAGE	-3189	1047	86	-2056	-2512	-1047	-3559	-1712	-1503	-1392
TOTAL EXPENDITURE TO BE FUNDED	19038	-4834	-598	13606	12559	4834	17393	9231	8547	8206
FINANCING										
CAPITAL GRANT	4600			4600	4169		4169	4300	4500	4500
SPECIFIC GRANT - OTHER	116			116			0			
SPECIFIC GRANT - CTU	553			553			0			
SPECIFIC GRANT - LGC	481			481			0			
PRUDENTIAL BORROWING	8704	-4834	-598	3272	5522	4834	10356	836	187	1456
DIRECT REVENUE SUPPORT	1586			1586	500		500	500	500	500
DIRECT REVENUE SUPPORT NPAS	1065			1065						
CAPITAL RECEIPTS	1933			1933	2368		2368	3595	3360	1750
TOTAL FINANCING	19038	-4834	-598	13606	12559	4834	17393	9231	8547	8206

APPENDIX C

GENERAL BALANCES SUMMARY - 2012/13 TO 2016/17

	31/03/2012	2012/13	31/03/2013	2013/14	31/03/2014	2014/15	31/03/2015	2015/16	31/03/2016	2016/17	31/03/2017
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
OPENING BALANCE	30,665		36,465		29,565		22,665		16,665		10,665
Planned use in year		-7,000		-6,000		-6,000		-6,000		-6,000	
Transfer from Viper Reserve		1,000									
Forecast underspend 2012/13		10,000									
Capital Financing Reserve *		1,800		-900		-900					
TOTALS	30,665	5,800	36,465	-6,900	29,565	-6,900	22,665	-6,000	16,665	-6,000	10,665

* Use of an additional planned underspending of £1.8m in 2012/13 to create a Capital Financing Reserve

RISK BASED ASSESSMENT

7,343

Results - Budget and Police and Crime Plan Survey 2013

		All respondents
Q10 Would you be prepared to pay more than 2% extra on your police council tax this year?	Yes	57.4
	No	42.6

Base: 1,982

Significant differences
<ul style="list-style-type: none"> Those with a disability were less likely to say yes Those from a BME background were less likely to say yes

		All respondents
Q11 How much extra would you be prepared to pay for policing next year?	Reduction	0.2
	No increase	26.0
	1%	8.5
	2%	17.9
	3%	13.9
	4%	7.9
	5%	18.3
	Over 5%	2.2
	Other	5.0

Base: 1,939

Significant differences
<ul style="list-style-type: none"> Those who were contacts were less likely to say they would pay 5% more than those who were not Males were less likely to say they would pay 3% extra but more likely to agree to pay 5% extra Those from a BME background were more likely to say they wanted to pay no increase and less likely to say they would pay an extra 3% Younger respondents indicated they were happier to pay 5% or more than those over the age of 55

		Q10 Would you be prepared to pay more than 2% extra on your police council tax this year?	
		Yes	No
Why do you say that?	Policing is important	31.0	-
	To ensure communities are safe	25.2	-
	Small amount to pay	21.8	-
	To increase police officer/staff numbers	9.3	-
	Other - yes	7.1	-
	No reason provided or just caveats given	5.6	-
	Increases are not affordable	-	42.6
	Changes need to be made	-	22.7
	Other - no	-	9.4
	Increase not justified	-	7.8
	Not value for money	-	7.1
	Everyone has to make cuts	-	6.1
	No reason provided	-	4.2

Significant differences - yes

- Males were more likely to give another reason when saying why they would pay more than 2% while females were more likely to give either no reason or provide caveats attached to the extra increase
- Bisexual respondents were more likely to say they would pay extra to increase police officer/staff numbers than heterosexual respondents
- Those with a disability were happy to pay extra to ensure communities are safe but less likely to say it was a small amount to pay
- Those aged 34 or under were more likely to say it was a small amount to pay than those aged 55 or over

Significant differences - no

- Males were more likely to say they wouldn't pay more than 2% because changes need to be made while females were more likely to say that increases are not affordable
- Those from a BME background were more likely to say that the police/increases did not provide value for money

Q10 Would you be prepared to pay more than 2% extra on your police council tax this year?

Yes

To increase police officer/staff numbers <ul style="list-style-type: none"> • Includes visibility • PCSOs and staff • Frontline policing
To ensure communities are safe <ul style="list-style-type: none"> • Maintain law and order • Quality of life
Small amount to pay <ul style="list-style-type: none"> • Affordable • Good value • Current rate of inflation
Policing is important <ul style="list-style-type: none"> • Needs funding • Maintain/improve service • To cover inflation • You get what you pay for • Tax hasn't increased for 2 years so needs to • Need to support the police
No reason provided/caveats <ul style="list-style-type: none"> • E.g. wants proof of where it's being spent, that it's being spent effectively, or providing value for money • 'Only if I could see it making a difference' but not indication of what that difference is
Other <ul style="list-style-type: none"> • If it's needed, it's needed • If police are ineffective then why pay at all? • All need to take ownership of our society • No choice/obliged to pay whatever we ask • If we get policing right now, then potentially could reduce the tax in future years

Many comments that people should pay more than others if they earn more or they live in more demanding areas.

No

Increases are not affordable

- Times are tight
- Unemployed
- Reduce pay/pension
- No wage increases
- Other costs increasing

Changes need to be made

- Balance of taxes
- Inefficiencies
- Services offered (e.g. helicopter)

Not value for money

Increase not justified

- Funding received is sufficient
- Pay enough tax already
- Paying for a service never see/use

Everyone has to make cuts

No reason provided

Other

- More funds from Government
- Chase non payers
- Use criminal assets
- Make criminals pay more
- Disagrees in principal with increases
- Stop Government giving money to other countries
- Make changes to local authorities

APPENDIX E

Council Tax Bands

BAND	Precept Freeze £	2% increase £	£5 increase £
A	87.0017	88.7418	90.3351
B	101.5020	103.5321	105.3909
C	116.0023	118.3224	120.4468
D	130.5026	133.1127	135.5026
E	159.5032	162.6933	165.6143
F	188.5037	192.2739	195.7260
G	217.5043	221.8545	225.8377
H	261.0052	266.2254	271.0052

WEST YORKSHIRE POLICE AUTHORITY

AUDIT and RISK

COMMITTEE



WEST YORKSHIRE
POLICE

2nd November 2012

STATISTICAL PACKAGE

<u>Confidence</u>	1
Confidence in the complaints system	2 - 3
<u>Learning</u>	4
Complaint Cases and Allegations	5 - 20
Conduct Cases and Allegations	21 – 24
Quality of Service Cases	25
IPCC appeals and referrals	26 – 27
<u>Engagement</u>	28
Awareness of the Complaints System	29
<u>Proportionality</u>	30
Complaint Resolution	31 – 34
<u>Accountability</u>	35
Conduct Resolution	36 - 37
Police staff discipline information – Personnel	38 - 42

CONFIDENCE

Public, complainant and police confidence in the complaints system

The Professional Standards Department at West Yorkshire Police has undergone a significant period of change over the past 24 months and the process of Divisions and Departments dealing with complaint and conduct matters is now well established.

For the past 12 months all lower level complaint and misconduct investigations have been allocated out to Divisions and Departments in line with the 2008 Regulations. The exceptions to this are criminal allegations, matters of gross misconduct and those of honesty and integrity.

This makes them more accountable for the actions of their staff and allows PSD staff to investigate only the more serious matters. Divisions and Departments are now in a better position to identify under performing officers and deal with them by way of both informal and formal UPP which will help to prevent any future misconduct and improve their own performance.

All Divisions and Departments are now dealing with their own complaint and conduct matters, however the PSD Helpdesk staff at Headquarters still retain a central overview of these matters to ensure consistency of decision making and to highlight any emerging patterns and trends. They also dip sample cases to check for timeliness and quality of investigations, compliance with legislation and they provide advice and guidance when required.

Performance targets have been developed which link in with the IPCC Information Bulletin to show each Division how they have been performing over a 3 month and 12 month period. The latest set of data was produced and distributed via EMIS in October 12. This data allows Divisions to measure their own performance against set targets and also compare themselves to others and against the Force as a whole.

There has also been significant work on developing processes and training to deal with Unsatisfactory Performance Procedures (UPP). UPP is now at the heart of the decision making process for every complaint and potential conduct case. Access to the complaints computer system, Centurion has been given to all operational HR staff and now all cases of informal and formal UPP for police officers (both performance and attendance) are recorded on the system. This will allow cases to be monitored and performance data can be easily obtained.

Access to Centurion has also been given to staff at the Police Authority for the purpose of quality control and monitoring the progress of ongoing cases.

As complaint legislation will change under the new Police and Social Responsibility Reform Act in November 2012, training and new processes are being undertaken to ensure that there is a smooth transition. The new legislation should be implemented to coincide with the introduction of the new Police and Crime Commissioners and will mean that all matters will be recorded as complaints, whether against the organisation as a whole or an individual officer. It will also make changes as to which authority will deal with appeals against investigation and dispensations.

LEARNING

Complaints, Conducts and Quality of Service Cases

1. Most Similar Forces

Public complaint cases received and recorded by West Yorkshire Police have seen a 6% decrease in the last year (50 cases). There were 818 complaint cases recorded between September 2011 – August 2012. This compares to 868 cases recorded in the same period in 2010/11.

All our most similar forces have seen decreases in the number of complaint cases recorded. Merseyside Police, West Midlands Police, Greater Manchester Police, South Yorkshire Police and Northumbria Police have seen reductions in the number of cases of between 4% and 27% - this appears to be due to the fact that the IPCC Statutory Guidance encourages and allows for minor dissatisfaction issues to be dealt with promptly without the need for recording a formal complaint.

In the most recent IPCC Information Bulletin (reporting period April 12 – June 12), West Yorkshire Police performs well in the majority of areas compared to its most similar forces. It takes 86 days to finalise a complaint case compared to 100 days for MSF (this includes the appeal time at the IPCC).

2. West Yorkshire Police

The overall trend in complaint allegations is decreasing over the last 24 month period. Numbers of public complaint allegations remained fairly even between May to August 12 at an average of 109. Again West Yorkshire Police performs well compared to its most similar forces in the latest IPCC Information Bulletin showing that there were 33 allegations per 1000 employees compared to 42 per 1000 employees for the MSF.

This downward trend in complaints is largely due to the fact that the IPCC Statutory Guidance states that the complaints system allows for quick time service recovery, known as dissatisfaction, prior to making a formal recording decision. Therefore where a complaint is received where service recovery would be a reasonable option, the system allows for a few days to be spent trying to rectify the situation.

Any issues of minor dissatisfaction are now passed out immediately to the Division or Department concerned to attempt to sort out the concerns with the complainant without the need for a formal and lengthy investigation. If the complainant remains dissatisfied after attempts at service recovery they still have the option to pursue a formal complaint and a recording decision must be made.

On the whole the majority of complainants are happy with the early contact and resolution and do not take the matter any further, thus improving confidence and satisfaction levels across the Force. Since this process commenced in April 12, an average of 66 minor issues per month have been passed to Divisions, with only a very small proportion being returned to PSD for a public complaint to be recorded.

In the past 12 months the number of upheld appeals against non recording is now at 67% compared to 62% the previous year. However as can be seen by the numbers of quality of service matters recorded in the last 4 months, these have decreased significantly and will no longer be recorded as such under the new legislation in Nov 12. The number of appeals against investigation has decreased from 18% to 15% which confirms that the quality and standard of investigations out at Divisions and Departments is high.

The number of complaints which are being resolved by way of the local resolution procedure has remained static from the last Police Authority Report at 14% in the last 12 months compared to 17% in the previous year whereas the number of cases being investigated has risen to 86%.

It is anticipated that with the introduction of new legislation in November 12, the number of local resolution cases will increase as they will no longer require the consent of the complainant.

3, Conduct Matters

The trend in relation to conduct matters shows that there has been a significant decrease in the number of conduct allegations over the last 24 months. This links in with the drive towards using UPP instead of conduct as it is seen as a more appropriate way of improving performance.

Substantially more cases are being assessed as suitable for UPP by PSD Headquarters staff rather than misconduct (almost 50%). This removes the need for a protracted disciplinary investigation and serves to assist the officer in improving their own performance by offering guidance and further training. However if a case clearly involves misconduct it will be assessed as such at the outset and will either result in a misconduct meeting or hearing.

The main types of conduct matters are discreditable conduct (mostly off duty conduct of officers) and duties and responsibilities, however both of these have fallen by around 40% in the last year. These issues are closely monitored by tactical analysis, Divisional Standards Units and linking closely with the Complaints Managers at Divisions.

4, Quality of Service

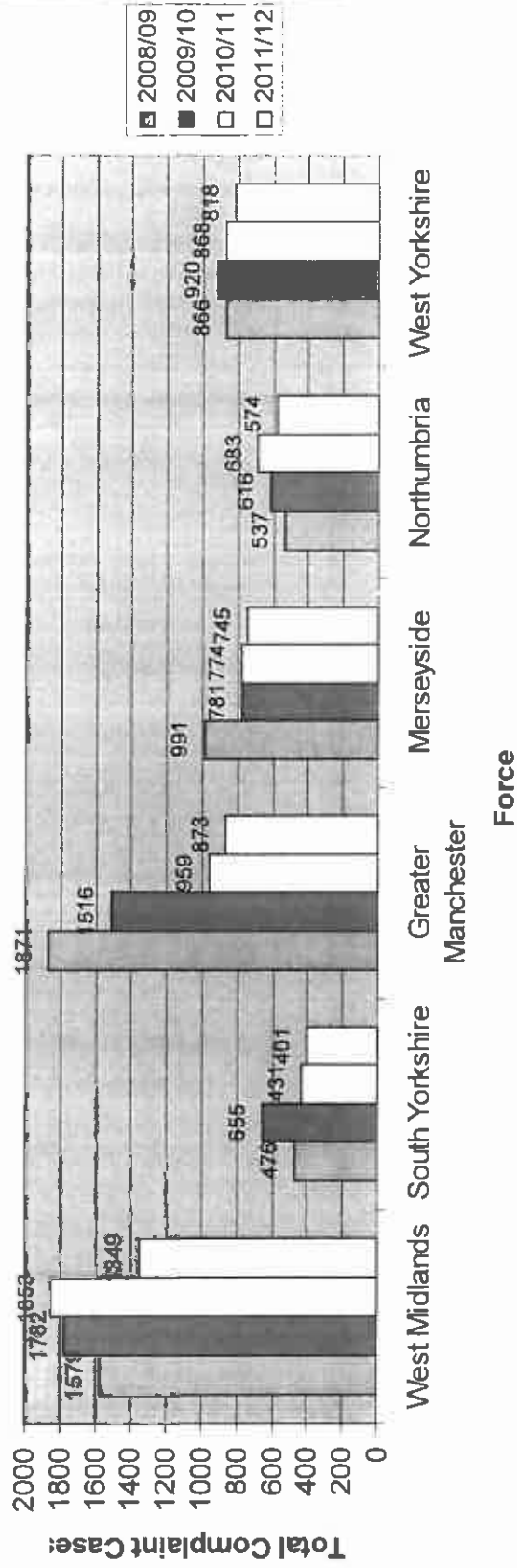
PSD has always had a strategic overview of Quality of Service cases, however due to new legislation in November 2012 (Police Complaints and Misconduct Regulations 2011), it is anticipated that Quality of Service matters will cease to exist and all cases will be recorded as complaints.

The only cases which are currently recorded as Quality of Service relate to issues of policy and procedure or which are aimed at the organisation as a whole, and not an individual officer. This is reflected in the sharp decrease in the number of Quality of Service cases recorded in the past 4 months.

From 1st May 2012 to 31st August 2012 – 495 complaint allegations (ie allegations within a complaint case) were made by members of the public against 478 West Yorkshire Police Officers/ Police staff. These were in relation to :-

427	Regular Police Officers	(8% of total officers)
6	Special Police Officers	(1% of total specials)
45	Support Staff Members	(1% of total police staff, includes PCSO's)

Similar Force Comparisons - Recorded Complaint Cases Sept 08 - Aug 12



Total number of staff per Force :

West Midlands Police = 12,491 (cases per 1000 staff = 108)

South Yorkshire Police = 6,255 (64)

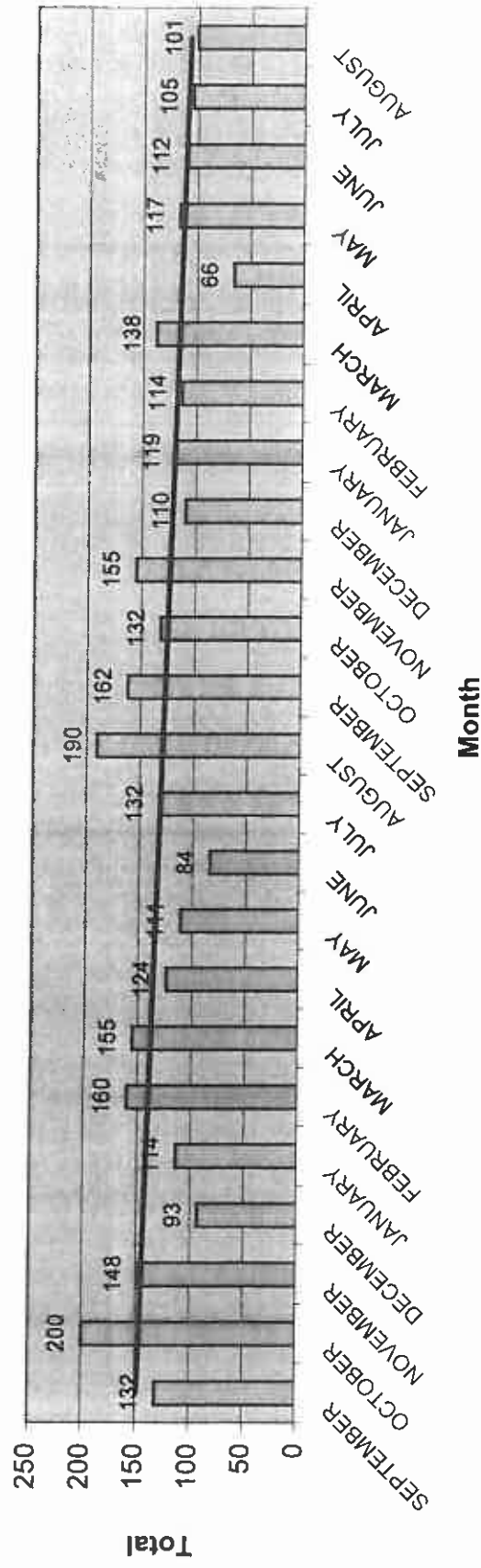
Greater Manchester Police = 13,400 (65)

Merseyside Police = 7,500 (99)

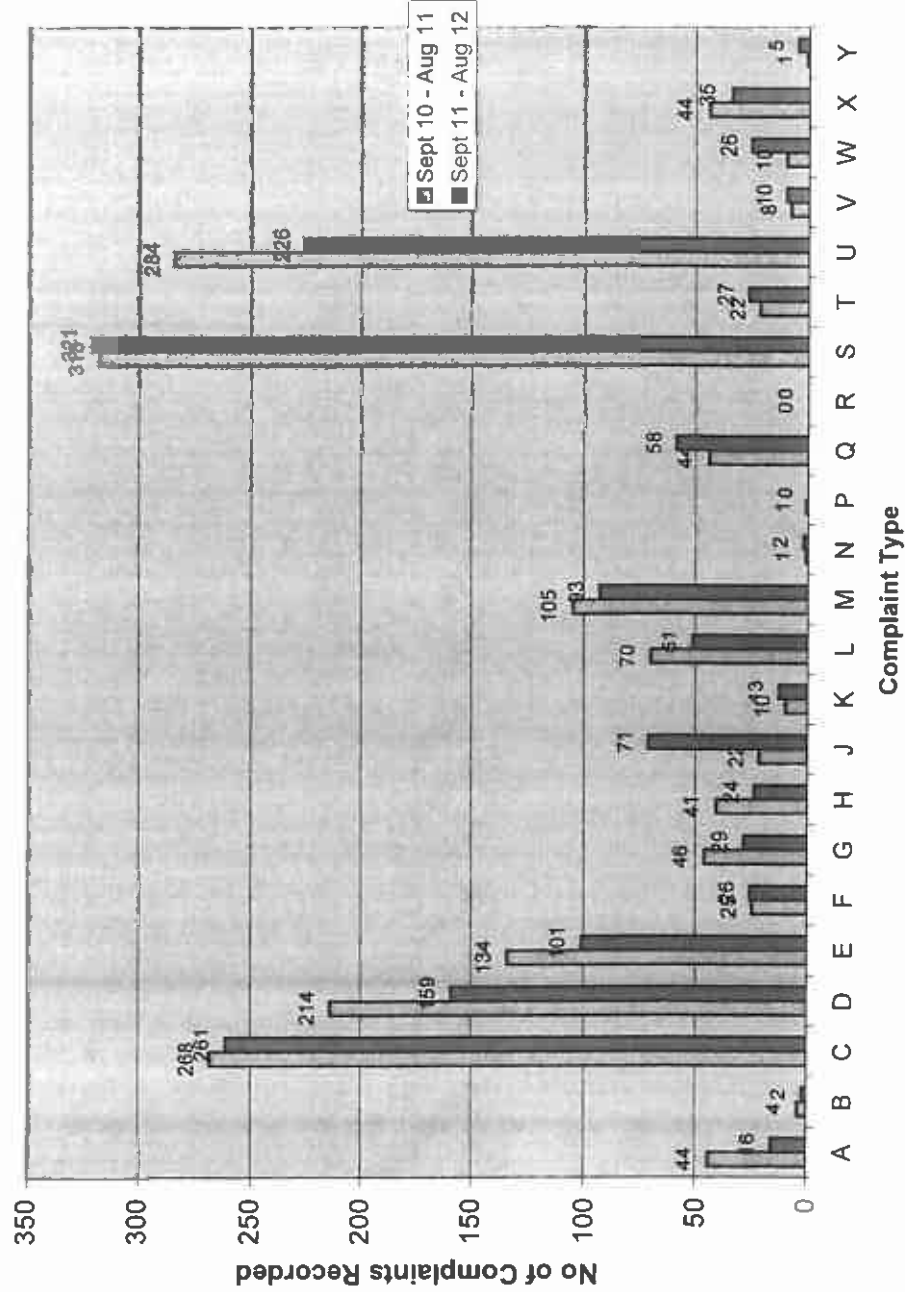
Northumbria Police = 5,950 (96)

West Yorkshire Police = 9,175 (89)

Public Complaint Allegations recorded September 10 - August 12

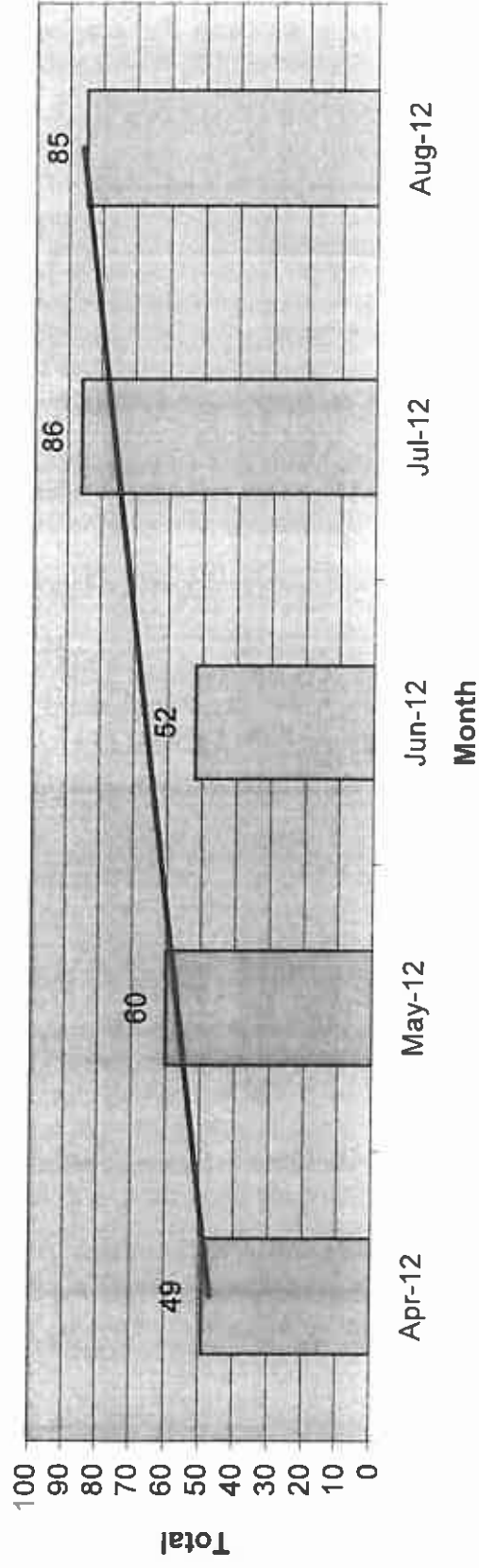


Public Complaint Types Recorded Sept 10 - Aug 12



- A - Serious Non Sexual Assault
- B - Sexual Assault
- C - Other Assault
- D - Oppressive conduct/harrassment
- E - Unlawful/unnecessary arrest/detention
- F - Discriminatory Behaviour
- G - Irregularity in evidence/perjury
- H - Corrupt Practice
- J - Mishandling of Property
- K - Stop and Search
- L - Search of Premises
- M - Treatment in Custody etc
- N - Identification Procedures
- P - Tape Recording
- Q - Lack of Fairness/impartiality
- R - Multiple unspecified breaches of PACE
- S - Other neglect/failure in duty
- T - Other irregularity in procedure
- U - Incivility, Impoliteness, Intolerance
- V - Traffic Irregularity
- W - Other
- X - Improper Disclosure of Information
- Y - Other Sexual Conduct

Minor Dissatisfaction Cases April 12 - Aug 12



Complaints

The graph below shows the number of complaint cases that have been made against West Yorkshire Police for the two year period September 2010 to August 2012.

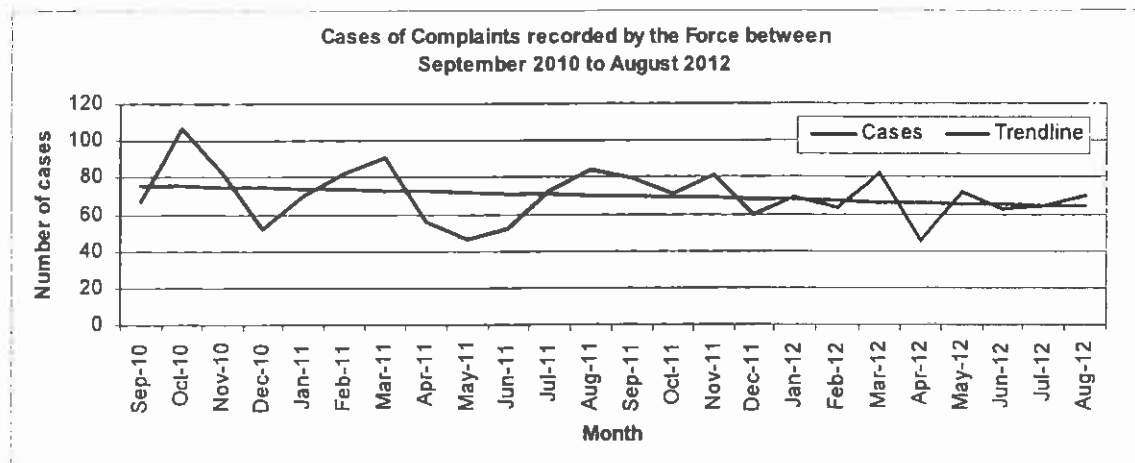
It can be seen that the overall trend for cases of complaints during this period is showing that the trend is downwards.

The monthly mean average for the number of cases of complaints recorded within the force during this two year period is 70 cases per month.

The Force saw a reduction in the number of cases of complaint being recorded during the three months of April, May and June 2011; this matches the transitional period of complaints starting to being processed by Divisions as opposed to being dealt with by PSD.

Since September 2011, there has been a degree of fluctuation in the number of cases being recorded per month from a high of 82 cases recorded during March 2012 to a low of 45 cases recorded during April 2012 (this is due to the introduction of minor dissatisfaction cases). The mean average for the past 12 months is 68 cases per month.

During the 4 months of this reporting period the mean average has fallen to 67 cases per month.



During this reporting period for the four months of May, June, July and August 2012 there was a total of 268 cases of complaints recorded against the force, by direct comparison to the same period during 2011 there were 318 cases of complaints recorded, this is a reduction of 16%.

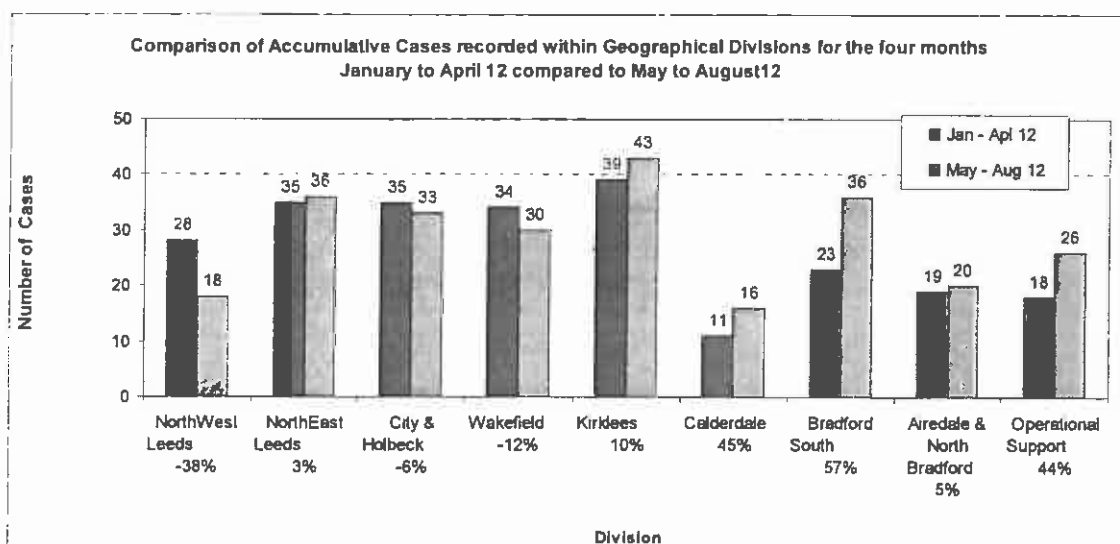
By comparison to the previous four month period (January to April 2012) when there was a total of 259 cases recorded, this reporting period has seen a 3% increase. This is attributed to the two year low of 45 cases recorded during April 2012 when a new recording method began of passing minor dissatisfaction issues directly to Division. Divisions are responsible for contacting the complainants in an attempt to clarify the nature of their concerns and resolve issues swiftly and to the complainant's satisfaction.

Whilst it will require several more months of data to confirm whether this new method is producing a long term effect / benefit to the force, the indications are looking positive. The table below shows a comparison of complaint cases recorded by each geographical division (plus the Operational Support division) during this recording period of May to August 2012, compared to the previous reporting period of January to April 2012 with their percentage changes.

Of the eight geographical areas plus the Op Support division, three divisions have seen a reduction in the number of complaint cases that were recorded during May to August 2012 compared to the previous reporting period, with the range of reductions in percentage terms from -38% in the North West Leeds to -6% in the City & Holbeck division.

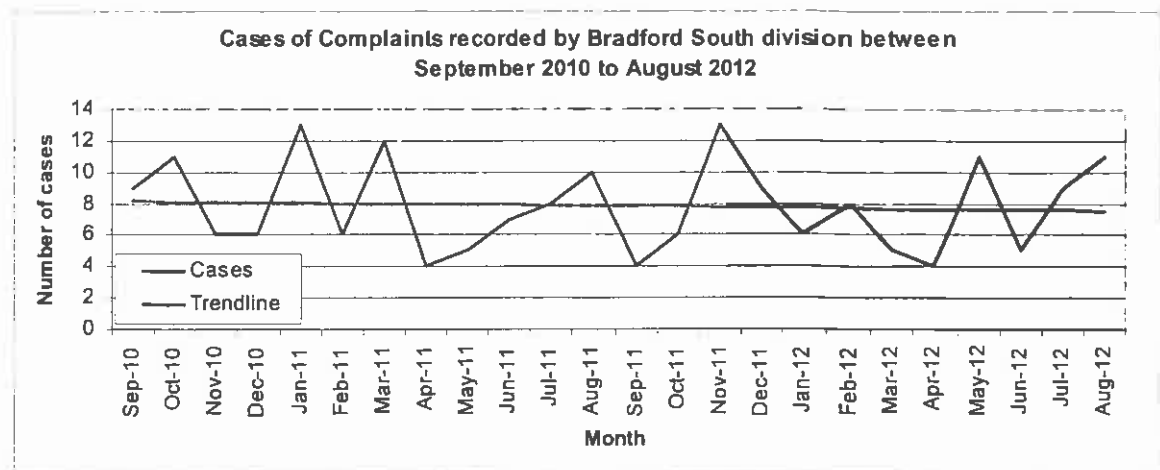
The remaining six divisions have seen increases during May to August 2012 when compared to the previous reporting period, these range from a 3% increase within North East Leeds to a 57% increase recorded at Bradford South division.

Operational Support has seen a 44% increase in complaint cases being recorded during this period (from 18 cases to 26), but this can be attributed to the expansion of Op. Support which now includes training and communications.



The graph below shows the number of cases recorded by the Bradford South division during the two year period September 2010 to August 2012, it is clear that the recording of cases tends to fluctuate on a monthly basis with peaks of 13 cases recorded during January and November 2011 to a low of 4 cases recorded during April and September 2011 and April 2012.

The previous four month period of January to April 2012 since May 2011 saw a below average number of cases being recorded, however the pattern of cases being recorded at Bradford South is normal for this division and the trendline is showing a very slight downward trend.

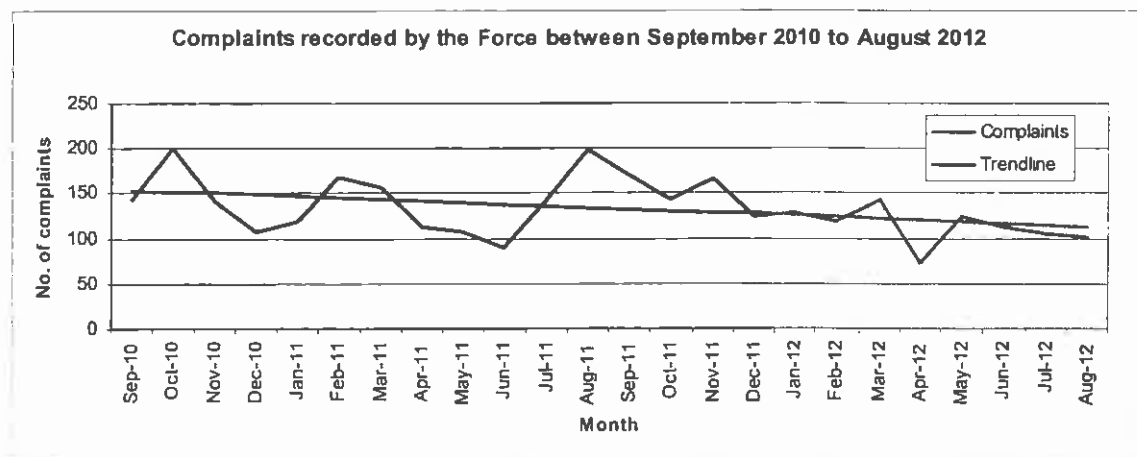


Complaint Allegations

The graph below shows the number of complaint allegations recorded during the two year period of September 2010 to August 2012, which shows that during this period the overall trend for the recording of complaints within the force is downwards.

It also shows that with 73 complaints recorded, there was a significant reduction shown during April 2012 following the changes to the recording process, this was followed during May 2012 with an increase of 124 complaints being recorded which is below the two year monthly mean average for complaints.

The remaining three months (June, July & August) of this four month reporting period have seen progressively lower numbers of complaints being recorded with 112, 105 and 101 respectively.



The monthly mean average for the past two years is 133 complaints per month, reducing to 125 complaints per month during the 12 months. The previous four months (January to May 2012) recorded a mean average of 115 complaints per month with this current reporting period recording a monthly mean of 110 complaints.

The table below shows the types and number of allegations recorded during May to August 2012 in direct comparison to the previous reporting period of January - April 2012, also showing the numerical change and the results as a percentage of the total number of complaints.

CODE	DESCRIPTION	Jan - Apr 12	May - Aug 12	Plus/ Minus	% of Total
A	SERIOUS NON-SEXUAL ASSAULT	2	5	3	1.1%
B	SEXUAL ASSAULT	1	0	-1	0.0%
C	OTHER ASSAULT	77	73	-4	16.5%
D	OPPRESSIVE CONDUCT/HARASSMENT	51	51	0	11.5%
E	UNLAWFUL / UNNECESSARY ARREST OR DETENTION	34	27	-7	6.1%
F	DISCRIMINATORY BEHAVIOUR	9	8	-1	1.8%
G	IRREGULARITY IN EVIDENCE/PERJURY	13	5	-8	1.1%
H	CORRUPT PRACTICE	3	2	-1	0.5%
J	MISHANDLING OF PROPERTY	23	19	-4	4.3%
K	BREACH, CODE A STOP AND SEARCH	2	1	-1	0.2%
L	BREACH, CODE B SEARCH OF PREMISES	21	15	-6	3.4%
M	BREACH, CODE C TREATMENT IN CUSTODY	18	21	3	4.8%
N	BREACH, CODE D IDENTIFICATION PROCEDURE	0	0	0	0.0%
P	BREACH, CODE E TAPE RECORDING	0	0	0	0.0%
Q	LACK OF FAIRNESS AND IMPARTIALITY	20	17	-3	3.8%
R	MULTIPLE OF UNSPECIFIED BREACHES OF PACE	0	0	0	0.0%
S	OTHER NEGLIGENCE OR FAILURE IN DUTY	85	102	17	23.1%
T	OTHER IRREG IN PROCEDURE	7	10	3	2.3%
U	INCIVILITY , IMPOLITENESS AND INTOLERANCE	68	66	-2	14.9%
V	TRAFFIC IRREGULARITY	4	1	-3	0.2%
W	OTHER	8	4	-4	0.9%
X	IMPROPER DISCLOSURE OF INFORMATION	13	14	1	3.2%
Y	OTHER SEXUAL CONDUCT	3	1	-2	0.2%
	TOTAL COMPLAINTS	462	442	-20	100.0%

There has been a reduction of 20 complaints or 4% in the number of complaints recorded during May to August 2012 when compared to the previous four month period.

Whilst this may appear to be a small reduction in the actual number of complaints being recorded, it should be measured against a 3% increase in the number of cases of complaints that were recorded during the same period.

Whilst most complaints types have seen reductions during this reporting period compared to the previous four months, there is however one complaint type that has seen a significant increase during this reporting period.

There were 85 allegations of 'other neglect or failure in duty' during the four months period January to April 2012, this reporting period has seen an increase of 17 allegations which equates to a 20% increase to 102 allegations which in turn means that 'other neglect or failure in duty' now accounts for 23% of all complaints recorded during this period and is 6.5% higher than the second highest complaint type (other assaults) which has recorded 16.5% of total complaints.

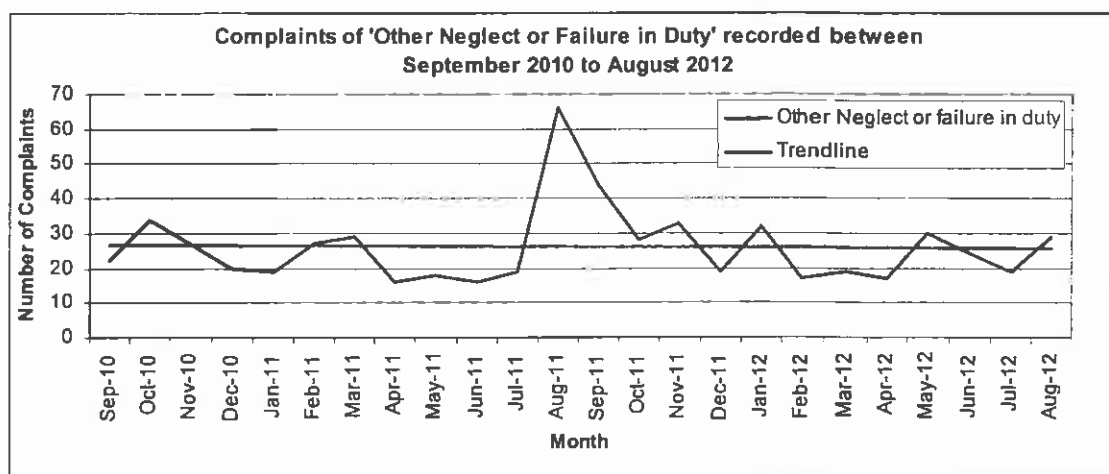
This is mainly down to the fact that most of these allegations would previously have been recorded as quality of service and passed to Division to rectify. Since April 12 the number of quality of service cases has reduced significantly, in the lead up to the new complaints legislation in November 12.

An emerging issue in previous reports has been the concern over the increasing number of complaints relating to 'mishandling of property'. During this reporting period, there has been a 17% reduction in allegations of the 'mishandling of property' which now accounts for 19 complaints or 4.3% of total complaints.

There has been an increase in the number of allegations of 'serious non sexual assaults' during the four months of this reporting period with 5 complaints compared to 2 complaints recorded during the previous four months of January to April 2012. Whilst these 5 allegations only account for 1% of total allegations, the nature of these complaints makes them noteworthy.

Other Neglect or Failure in Duty.

The graph below shows the level of complaints of 'other neglect or failure in duty' recorded by the force over the past two years.



The monthly mean average for complaints of 'other neglect or failure in duty' is 26 complaints, during the four months January to April 2012 there were 85 complaints recorded which gives a monthly average of 21, during the four months of this reporting period the total of 102 complaints equates to a monthly mean average of 25 complaints per month.

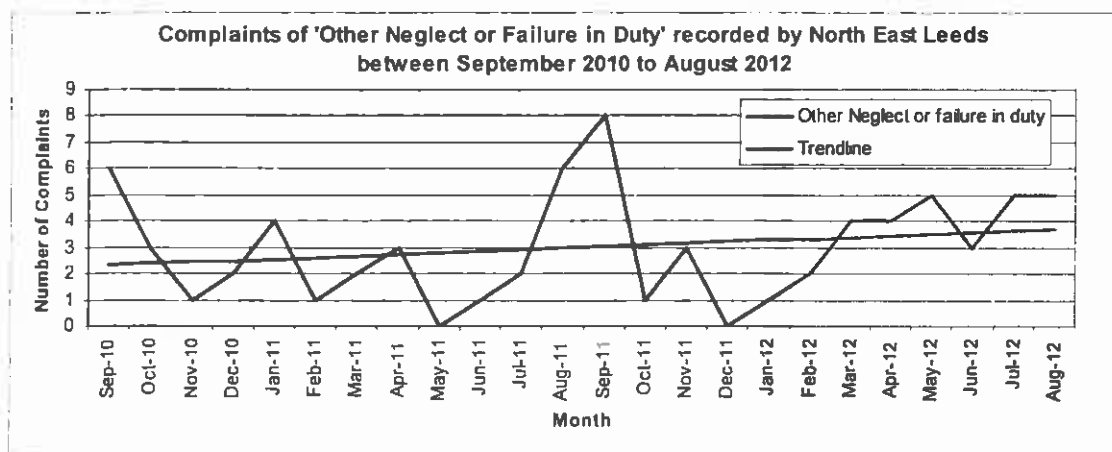
This would suggest that 'other neglect or failure in duty' is not an emerging issue, but that this reporting period is normal, and this is confirmed by the trendline which is showing a very slight downward trend.

Other neglect or failure in duty	Total
AA North West Leeds	6
BA North East Leeds	18
CA City & Holbeck	12
DA Wakefield Dist	9
EA Kirklees	15
FA Calderdale	6
GA Bradford South	16
HA Airedale & N Brad	11
XA Ops Support	5
Total	98

Table showing the number of complaints of 'other neglect or failure in duty' recorded by geographical division and Op. Support between May to August 2012.

The table above shows a breakdown of complaints of other neglect or failure in duty recorded by the eight geographical divisions plus Ops Support division between May to August 2012.

The division with the highest number of complaints of other neglect or failure in duty during the period is North East Leeds division with 18 allegations which equates to 17.6% of the force total for this complaint type.



The above graph shows the level of complaints of other neglect or failure in duty recorded by North East Leeds division over the past two years.

Like the force data, North East Leeds saw an increase in these type of complaints during August / September 2011 and then went on to have no complaints of other neglect or failure in duty during December 2011. Other than a slight dip during June 2012 it appears to be increasing month on month.

During the four months of May to August 2012, North East Leeds have recorded a total of 57 complaints and with 18 allegations of other neglect or failure in duty, this complaint type accounts for 32% of total complaints.

The overwhelming concern by the complainants is that officers are failing to investigate offences to their satisfaction. Whilst some people may have unrealistic expectations, a concern is those complainants are not being fully appraised of what is happening. Details of these cases are passed to the Divisions via SPOC officer meetings so that this can be looked at and action taken to avoid future incidents.

Whilst there is increasing pressure of the limited resources available, officers should be prepared to explain why a decision or a course of action was taken in relation to a crime.

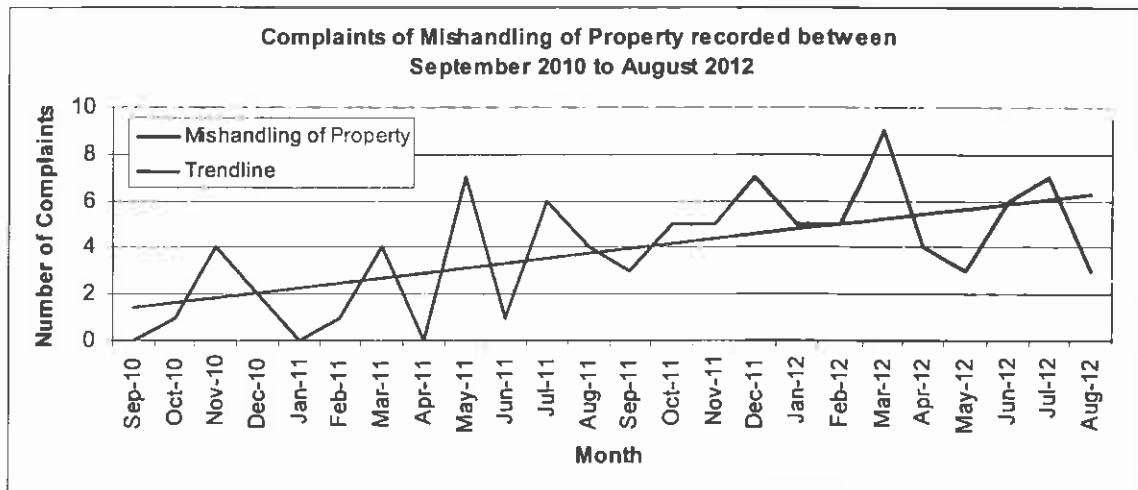
A breakdown of the ethnicity of those people who have made complaints of 'other neglect or failure in duty' shows that 10 complainants are white (7 males and 3 females), 4 are Asian males and there is an unknown male.

Mishandling of Property.

As previously reported, the actual numbers for this complaint type may appear to be relatively small, it has bucked the trend in that over the past year 'mishandling of property' has seen an increase in complaints.

As the graph below shows since September 2010 the trend line has been moving increasingly upward each month, for the 12 months from September 2010 to August 2011 there was a total of 30 complaints relating to the mishandling of property recorded.

During the past 12 months there has been a total of 62 complaints of mishandling of property recorded. 19 complaints were made during this four month reporting period compared to the previous four months which saw 23 complaints and although a reduction of 4 or 17% it is a matter for PSD to monitor.



During this reporting period, the 19 allegations of mishandling of property were recorded in the eight geographical divisional areas which would suggest that the issue is not confined to 1 or 2 Divisions, but is spread on a low level across the Force.

Mishandling of Property	Total
AA North West Leeds	4
BA North East Leeds	2
CA City & Holbeck	3
DA Wakefield Dist	2
EA Kirklees	2
FA Calderdale	2
GA Bradford South	3
HA Airedale & N Brad	1
Total	19

Table showing the Division and the number of complaints of Mishandling of Property recorded against them during the period May to August 2012

North West Leeds recorded the highest number of complaints for mishandling of property during this four month reporting period with four allegations.

These four allegations accounted for 13% of North West Leeds total complaints for this period, which is equal to the four allegations that North West Leeds recorded during the previous four months (January to April 2012).

However, compared to the same eight month period last year (May to December 2011) when there were only two allegations of mishandling of property recorded by North West Leeds, this is again an issue which PSD will continue to monitor.

A review of these complaints show that two of the allegations allege that property which was seized did not form part of the investigation or was returned to a person who did not own the property.

There is an allegation which alleges that a mobile phone went missing from a vehicle, after it was seized by officers.

The fourth allegation relates to the complainant alleging that his phone could not be found at Pudsey and that he had to travel to a significant distance to recover the phone.

Serious Non Sexual Assaults

There has been an increase in the number of allegations of serious non sexual assaults during this reporting period of May to August 2012 to five complaints compared to the two complaints recorded during the previous four months (January –April 2012). Out of the five complaints, 3 remain under investigation and 2 have been finalised as not upheld.

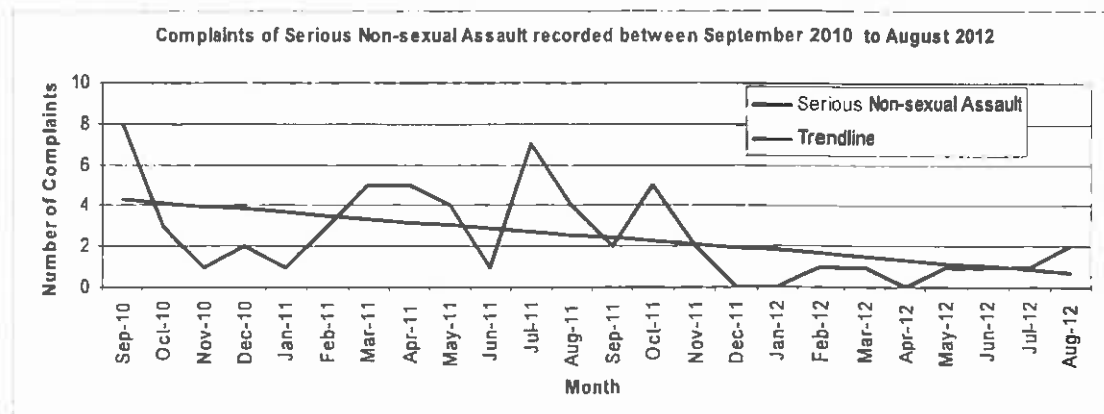
Whilst this may appear to be a small increase, it corresponds to a reduction of 4 of in the number of allegations of 'other assaults' which has seen 73 allegations recorded during the four months May to August 2012 compared to 77 allegations recorded during the first four months of this year (January – April 2012).

This raised a concern as to whether or not this was reflective of an increase in the level / seriousness of injuries received by members of the public by the actions of members of the Force.

However, as the graph below show there has been a significant reduction in the number of complaints of serious non sexual assaults during 2012.

The mean average for the corresponding periods last year was 3.75 complaints per month between January –August 2011 compared to 0.8 complaints per month between January – August 2012.

The four months period May – August 2011 had a mean average of 4 complaints per month compared to 1.25 complaints during this reporting period.



Of the five complaints of serious non sexual assault that were recorded during this reporting period, two were related to officers from Ops Support division, one incident in which a male arrested for drink driving was bitten by a police dog, and a motorist stopped for defective lights was force to the ground resulting in a broken collar bone.

During disturbances within Bradford South and City & Holbeck divisions 2 complainants allege that officers used excessive force resulting in broken bones.

A suspect of robbery had his jaw broken during his arrest in the North East Leeds division.

A diversity breakdown of those complainants shows there were 1 x White female, 1 x Asian male and 3 x White males.

Conduct Matters

During the four months of this reporting period (May to August 2012) there have been a total of 71 alleged breaches of conduct recorded within the Force which is slightly less than the 75 alleged breaches of conduct recorded during the previous four month period.

The table below shows the breach types recorded during this reporting period of May to August 2012 in direct comparison the previous four month period of January to April 2012.

Breach Type	Jan-12	Feb-12	Mar-12	Apr-12	Total	May-12	Jun-12	Jul-12	Aug-12	Total
01 Honesty and Integrity		1	2	1	4	3		1	2	6
02 Authority, Respect and Courtesy	1	2			3					0
03 Equality and Diversity					0					0
04 Use of Force	1	1	1	2	5		2	1	1	4
05 Orders and Instructions	1			5	6	4	3		5	12
06 Duties and Responsibilities	3	3	2	7	15	6	5	2	2	15
07 Confidentiality	1	5	6	2	14	5	3	2	4	14
08 Fitness for Duty	1				1				2	2
09 Discreditable Conduct	9	1	9	8	27	6	3	5	4	18
10 Challenging and Reporting Improper Conduct					0					0
Total	17	14	20	24	75	24	16	11	20	71

During this reporting period the conduct type of 'Orders and Instructions' has seen a large increase when compared to the previous reporting period with an increase of 100% from 6 allegations recorded during January to April 2012 to 12 allegations during this period.

There has been a wide range of issues captured under this conduct type ranging from:

- Officers took firearms in to their room in order to get an early start back to Yorkshire following the Olympics rather than booking them in to the armoury.
- Officers have taken unauthorised leave.
- Officer made offensive comments on a statement read out in court.
- Officers view a computer log against orders.

There does not appear to be a pattern or emerging issues within these conduct matters.

There has been a 33% reduction in the number of Discreditable Conducts during this period which has seen 18 allegations recorded compared to the 27 allegations recorded during the previous four months.

Two divisions have accounted for over a third of the conduct matters recorded during this reporting period of May to August 2012.

Breach Type	AA North West Leeds	BA North East Leeds	CA City & Holbeck	DA Wakefield Dist	EA Kirklees	FA Calderdale	GA Bradford South	HA Alredale & N Brad	XA Ops Support	XC Crime Division	XM HMET	ZB Bradford PSD	Total
01 Honesty and Integrity				1	1	3						1	6
02 Authority, Respect and Courtesy													0
03 Equality and Diversity													0
04 Use of Force				1	1			1	1				4
05 Orders and Instructions	1	3	1	1	1		2		2	1			12
06 Duties and Responsibilities	1	4		1	3	1	4				1		15
07 Confidentiality	1			2	5	5	1						14
08 Fitness for Duty									1	1			2
09 Discreditable Conduct	3	1	2	2	2	3	2	1	1	1			18
10 Challenging and Reporting Improper Conduct													0
Total	6	8	3	8	13	12	9	2	5	3	1	1	71

Kirklees division has recorded 13 conduct matters which is 18% of the force total for this reporting period and relates to ten individual cases.

The vast majority of the conduct matters recorded by Kirklees relate to the inappropriate use of the force computers systems. In most of these cases the officers attend a misconduct meeting and are issued with either a written warning or a final written warning. This shows that the Force takes these issues relating to personal and operational data on its computer systems extremely seriously.

The remaining cases relate to:

- An Officer being summonsed for speeding.
- An Officer allegedly denied his partners ex husband his passport causing him to miss a flight.
- An Officer allegedly assaulted his partner.

Calderdale division has recorded 12 conduct matters which is 17% of the force total during this month.

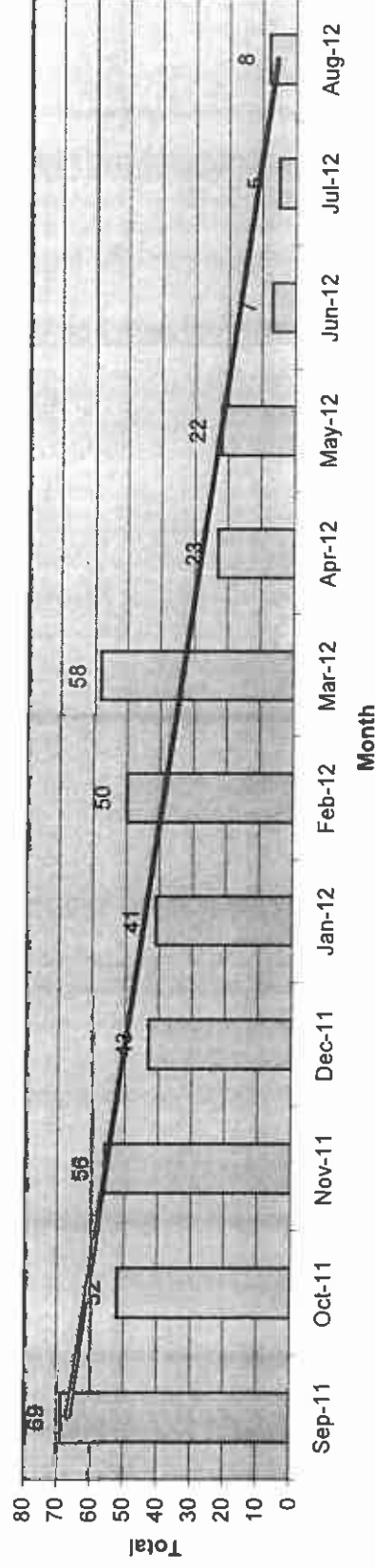
Two of these cases are related in that one member of staff completed reports in the name of another officer, and a second officer approved the actions.

6 cases relate to the inappropriate use of the force computers systems.

There is also one case in which an officer is alleged to have sent inappropriate text messages to members of the public.

CODE	DESCRIPTION	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	TOTAL
1	Ease of Contact	0	0	4	0	1	0	0	0	0	0	0	0	5
2	Initial Response/enquiry	13	11	7	3	6	7	5	0	0	0	0	0	52
3	Keeping Parties Informed	7	4	5	3	4	2	7	1	0	0	0	0	33
4	Customer Focus	19	13	24	23	15	13	18	0	0	0	0	0	125
5	Policy, Procedure, Lawful Authority	30	24	16	14	15	28	28	22	22	7	5	8	219
		69	52	56	43	41	50	58	23	22	7	5	8	392

Quality of Service Matters Recorded September 11 - August 12



IPCC APPEALS 010911 – 310812

	TOTAL	UPHELD	NOT UPHELD	NO RESULT	
APPEAL AGAINST NON RECORDING	61	41	15	6	67% upheld
APPEAL AGAINST LOCAL RESOLUTION	4	0	4	0	0% upheld
APPEAL AGAINST INVESTIGATION	162	25	78	59	15% upheld

This data shows that the percentage of appeals upheld against investigations has decreased slightly over the past 12 months with 15% being upheld. In the case of appeals against the non recording of a complaint, 67% of these appeals are being upheld by the IPCC. It should be noted that this appears to be down to the more robust recording approach of the IPCC, and the number of cases now recorded as quality of service matters is vastly reduced.

Cases which have no result are still being looked at by the IPCC – it is currently taking 20 weeks to decide on an appeal against investigation. This backlog can have a negative effect on officers as they are kept waiting for a considerable time after an investigation has been completed to discover if the outcome will be overturned.

IPCC Referrals 1st Sept 11 – 31st Aug 2012

Reason Referred	Independent	Managed	Supervised	Local (inc force deal)	Total
Mandatory	5	1	5	71	82
Voluntary	2	0	6	7	15
TOTAL	7	1	11	78	97

There have been 97 referrals to the IPCC between 1st Sept 2011 and 31st Aug 2012. These referrals are referred in accordance with the IPCC guidelines. The department regularly liaises with the IPCC and will seek advice as to whether a case is of interest to them or not.

The fact that 78 out of 97 referrals have been reviewed and then classified as local investigations by the IPCC is a clear indication of the measure of trust that they put in the force to properly investigate these serious cases.

ENGAGEMENT

Awareness of the Complaints System

Engaging with members of the public

Dissatisfaction and complaint forms are available on the West Yorkshire Police website which are be sent directly to PSD. Since the forms were introduced and available to use in June 2010 there has been an average of about 50 per month. This is a more cost effective and efficient way of receiving and dealing with complaints and dissatisfaction.

In the past complainants have been advised to either write in, or attend at their local police station in order to make a formal complaint. This resulted in unnecessary delays and was not good practice.

In order to promote confidence and satisfaction in the complaints system a new process has been implemented across the force where complaint details are taken immediately over the telephone and actioned in a more timely manner.

Engaging with members of the organisation

Staff are made aware of the complaints procedure and the standards expected of them at the earliest opportunities and this is further reinforced throughout their service by several training inputs aimed at all ranks.

The PSD internal website is continually updated to ensure staff are aware of changes to legislation and internal processes. Discipline outcomes are published across the force to ensure staff are aware of the type of behaviour that is not acceptable to a professional organisation.

A question and answer section in relation to dealing with complaint and conduct matters has also been created on the Intranet which is available to all members of the force. The PSD website also has a facility where members of staff can pass information anonymously regarding any concerns they have within the organisation.

PROPORTIONALITY

Timeliness, Quality and Cost of Complaint Resolution

As most complaint cases are now being investigated locally, the training given to officers reinforces the point that early contact should be made with the complainant to establish the exact details of their complaint.

A courtesy call will already have been made by staff at PSD on receipt of the correspondence to acknowledge their complaint, apologise for the fact they have had to make a complaint and explain how the process will work – the aim is to improve customer confidence and satisfaction in the complaints process and also to manage the complainant's expectations.

This early intervention provides an opportunity for the complainant to provide an accurate account of their complaint. Often an explanation is sufficient to satisfy the complainant and many of these cases are finalised as withdrawn.

60% of complaint cases were fully investigated, however all complaint cases investigated in the last 12 months (September 11 – August 12) were dealt with in an average time of 48 days which confirms a much more proportionate approach. This figure relates to the length of the investigation, from the date of allocation to the date the finalisation letter was sent to the complainant.

As lower level cases are now being dealt with by Divisions and Departments to encourage local accountability, performance measures have been introduced as part of their Operational Performance Reviews (OPR's) in respect of their handling of complaint cases. The latest set of data was published on EMIS in October 12.

Public Complaints Completed

	Sept 10 - Aug 11	Sept 10 - Aug 11 % of all complaints	Sept 11 - Aug 12	Sept 11 - Aug 12 % of all complaints
UPHELD	142	8%	70	5%
NOT UPHELD	972	53%	768	55%
WITHDRAWN	182	10%	187	13%
DISPENSATION	232	12%	181	13%
TOTAL COMPLAINTS RESULTED, MINUS LR'S	1528	83%	1206	86%
LOCAL RESOLUTION	315	17%	196	14%

The results of all complaints regardless of when they were recorded

Finalisation Methods for Public Complaints

There has been a slight decrease in the number of cases investigated by way of proportionate investigation (60% compared to 61% the previous year). More cases have been finalised by way of dispensation and withdrawn, thus alleviating the burden on both investigators and complainants (26% compared to 22% the previous year).

Cases which are finalised by way of dispensation are due to the fact that the complainant has failed to cooperate with the investigation, the complaint is more than 12 months old or the complaint is repetitious or vexacious. Cases which are withdrawn are usually because the complainant has had the matter explained to them and they are satisfied with the explanation provided or they are happy for the officer to be spoken to without a formal investigation.

The number of upheld complaint cases has decreased significantly from 8% to 5% which is good news for the Force and shows that the quality of the investigations at Divisions is of a good standard. This is also confirmed by the decrease in the number of upheld appeals by the IPCC against the outcome of an investigation.

Between September 2011 and August 2012 there has been a decrease in the number of complaints that have been dealt with by Local Resolution. 14% of complaint allegations were completed in this manner compared to 17% in the previous year.

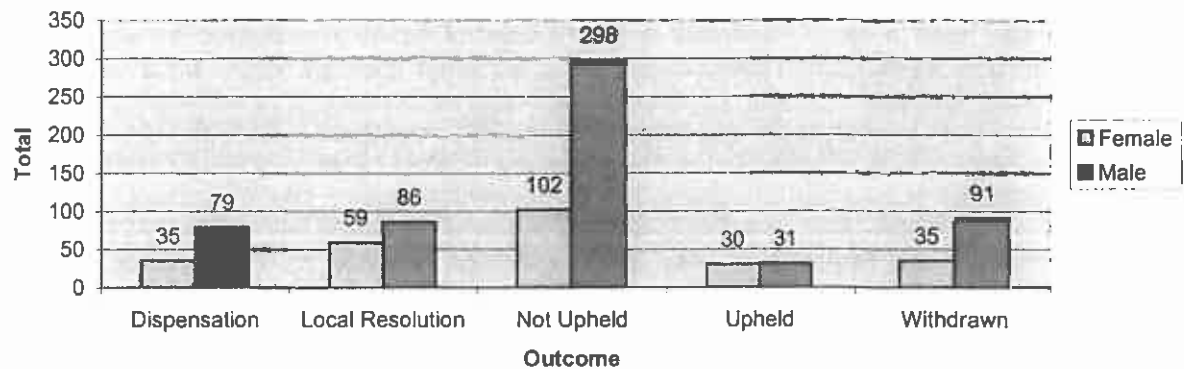
Looking at the outcome of complaints in the prescribed period in relation to the complainant's gender it shows that females account for a third of all complaints. However they are more likely to have their complaints dealt with way of local resolution (23% compared to 15% of males) and more of their investigated complaints are upheld (11% compared to 5% of males).

Looking at the age of the complainant, the data shows that over two thirds of all complainants are aged between 21 – 50 years and 55% of all age groups choose to have their cases investigated.

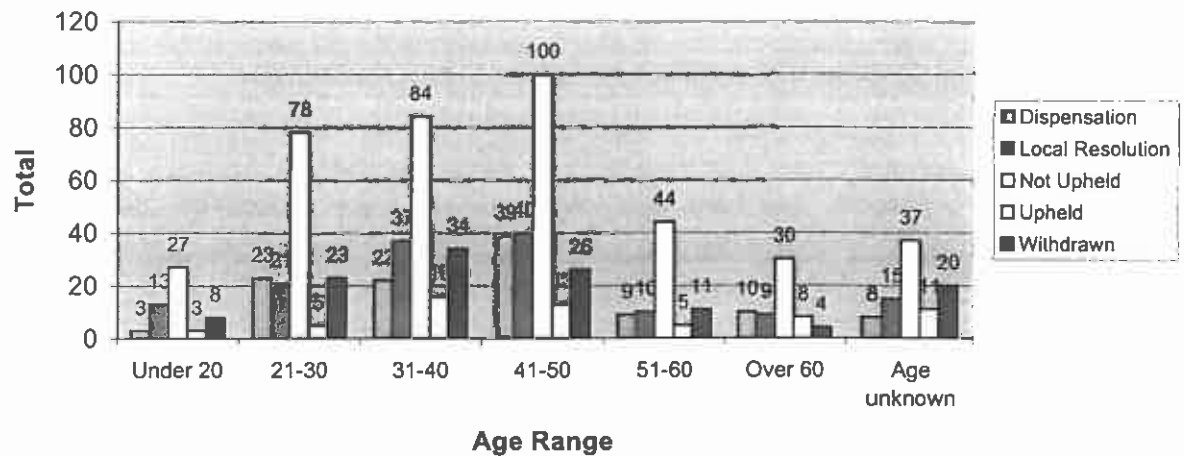
Looking at the ethnicity of the complainant, the data shows that 59% of all complainants are white, 17% are asian, 6% are black and the remainder are either classed as 'other' or their ethnicity is unknown.

The data shows that although the percentage of asian and black complainants (around 21%) is higher compared to the national population (around 10%), the methods of resolving their complaints are very similar to those who are white (white complainants equal 58%). 18% of white complainants choose to have their cases locally resolved compared to 19% of asian complainants. 54% of white complainants have their cases investigated, compared to 58% of asian complainants.

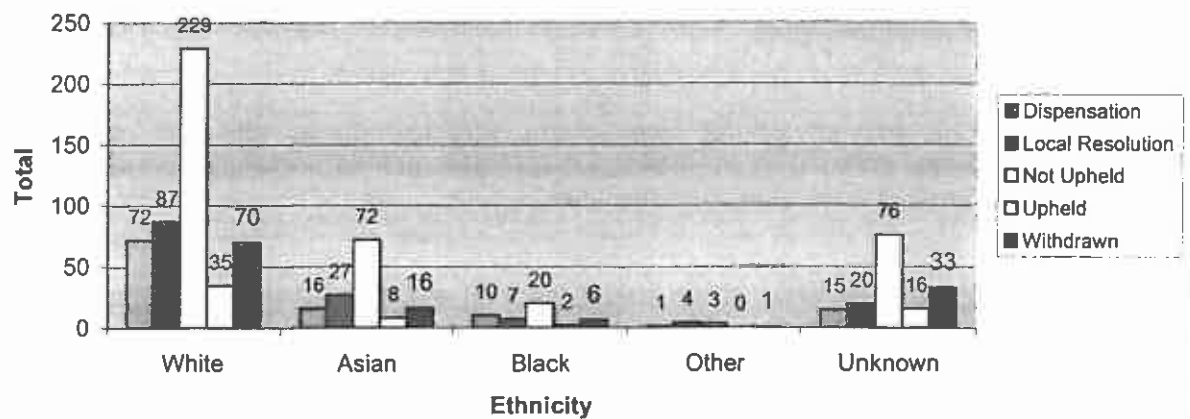
Complaint Cases Finalised by Gender of Complainant - Sept 11 - Aug 12



Complaint Cases Finalised by Age of Complainant - Sept 11 - Aug 12



Complaint Cases finalised by Ethnicity of Complainant Sept 11 - Aug 12



ACCOUNTABILITY

Finalisation of Conduct Matters

Of all conduct investigations finalised between September 2011 to August 2012, 21% (56 allegations) have been dealt with by a formal misconduct meeting or hearing, whilst 24% (63 allegations) have been dealt with locally at the division or department by way of management action or UPP. This indicates the requirement for more ownership and responsibility to be taken by managers at a local level.

9% of all conduct allegations (24 in total) have been assessed at the most serious level and have resulted in either a formal misconduct hearing or the officer resigning before discipline proceedings could take place.

There were no actual misconduct hearings heard under the new Regulations in the last year. 5 officers faced serious allegations and have subsequently resigned before disciplinary proceedings could take place. This highlights the good working relationship between PSD and the Police Federation and prevents the expense and time required for a misconduct hearing.

To encourage local accountability PSD are involved in various actions. Regular meetings are held with Complaint Managers and the SPOC officers who manage the complaints process at Divisions to offer support and guidance and provide performance statistics and analysis in relation to conduct issues.

Lower level conduct matters have been forwarded to Divisions and Departments since April 11 to deal with and where appropriate give the necessary management action or arrange their own misconduct meetings.

By adopting this approach, conduct matters are resolved in a more efficient and timely manner. This is favoured by all interested parties including the Federation, the officer concerned and their supervisors, all of which will have a positive effect on Confidence and Satisfaction.

Conduct Allegations finalised Sept 11 - Aug 12		Case to answer · Case to answer · Case to answer · Case to answer · Case to answer · Case to answer · Case to answer ·						TOTAL
	misconduct hearing	misconduct meeting	management action	no further action	Case to answer · UPP	No Case to answer		
Honesty & Integrity	4	0	1	0	2	7	14	
Authority, Respect & Courtesy	0	2	2	0	0	3	7	
Equality & Diversity	0	0	0	0	0	0	0	
Use of Force	0	1	1	0	0	18	20	
Orders and Instructions	3	3	5	0	1	8	20	
Duties and Responsibilities	1	0	13	0	6	42	62	
Confidentiality	1	10	11	1	0	13	36	
Fitness for duty	1	1	1	0	0	1	4	
Discreditable Conduct	14	15	18	1	2	45	95	
Challenging and Reporting Improper Conduct	0	0	0	0	0	3	3	
TOTALS	24	32	52	2	11	140	261	

9% 12% 20% 1% 4% 54%

*Regardless of when they were recorded

Hearings includes officers who resigned before discipline

West Yorkshire Police position in relation to police staff discipline.

1 Introduction

This update paper is presented to inform members of the Police Authority Risk and Audit Committee as to the position in relation to West Yorkshire Police staff discipline between 1st May 2012 and 31st August 2012. The appendix should be read in conjunction with the paper submitted by the Professional Standards Department in relation to Police Officer discipline and complaints.

2 Methodology

In developing this paper, the HR Department have reviewed police staff discipline cases in two specific areas. A review of all recorded cases known as 'live' has been undertaken along with a review of discipline cases that are known as 'finalised' Cases known as 'live' are those that are ongoing and have not yet been finalised regardless of when they were recorded. Finalised cases are those that have been dealt with and concluded within this period.

3 Findings

3.1 Live Police Staff Discipline Cases.

West Yorkshire Police currently has 22 live police staff discipline cases. Of these 13 are new cases that have been opened between the 1st May 2012 and 31st August 2012. This represents a significant reduction in comparison to the number of live cases reported between Feb - Apr which was 49.

The graph below (*diagram1*) provides a breakdown of which divisions or departments began these disciplinary proceedings; Kirklees Division has the highest number of live cases, although the total number of cases has not increased since the previous period. However, Airedale and North Bradford Division have halved their number of new cases.

Diagram 1

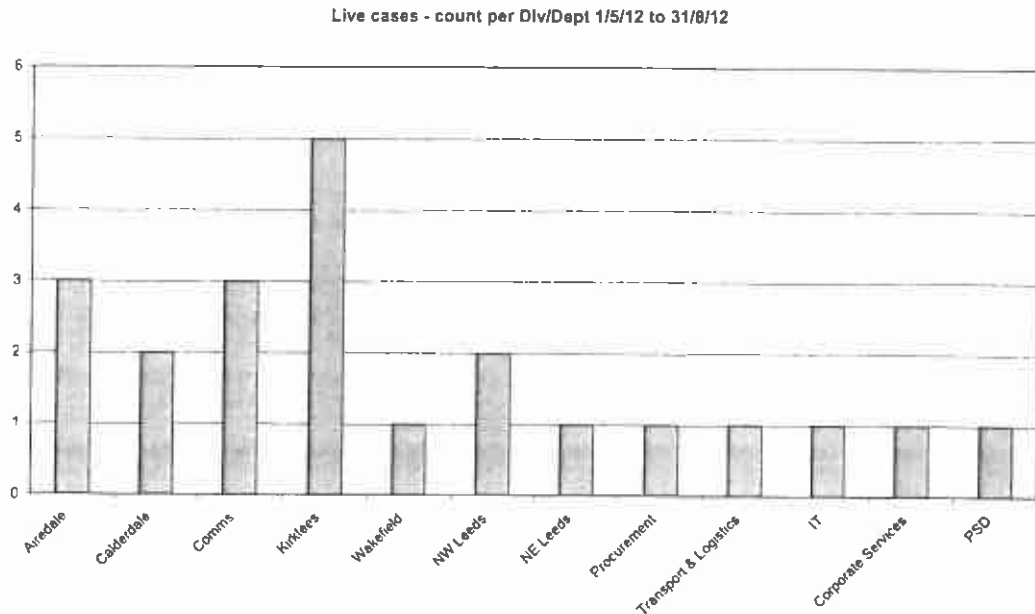
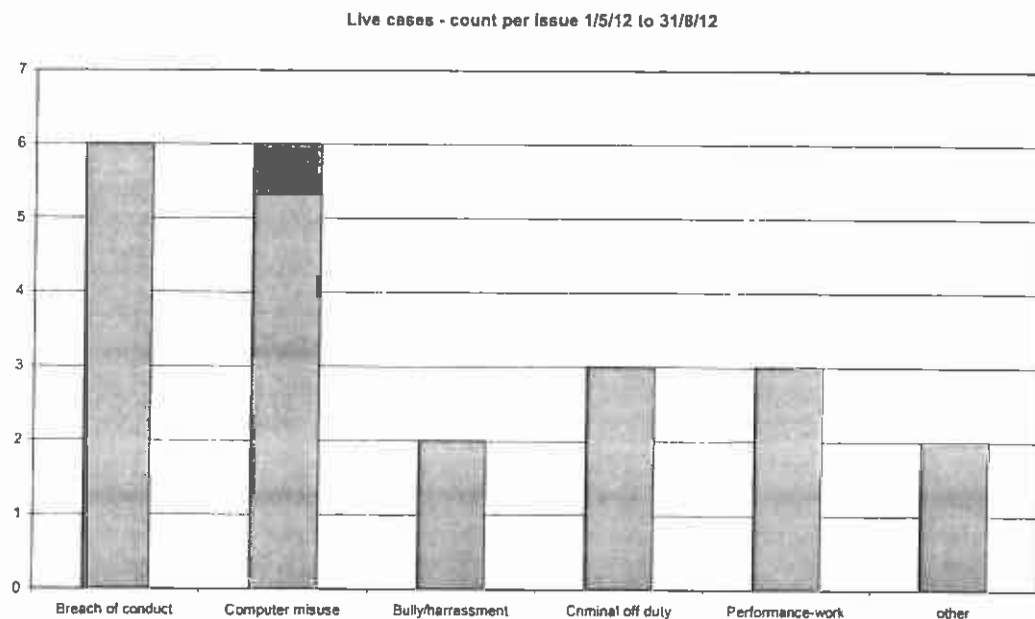


Diagram 2 provides a summary of the circumstances which resulted in these police staff discipline cases. Computer misuse remains one of the main issues although the volume of cases has reduced by a third since the last reporting period. Breach of conduct is also a one of the main reasons for cases being opened but again the number of new cases has declined during this period.

Diagram 2



Of the 8 existing cases reported previously, the average age of the cases is Approx. 8 months. The Oldest case (24 months) is as a result of criminal investigations and is reported in the Police staff suspensions section. One other live case was reported outside these parameters in September.

3.2 Finalised Police Staff Discipline Cases.

During the reporting period, 52 police staff discipline cases have been finalised, this is significantly higher than the 19 finalised cases recorded in the previous period. The graph below (*diagram 3*) provides a breakdown of the total number of cases on a division by division basis; both Airedale and North Bradford and Operational Support have been effective in dealing with their cases.

Diagram 3

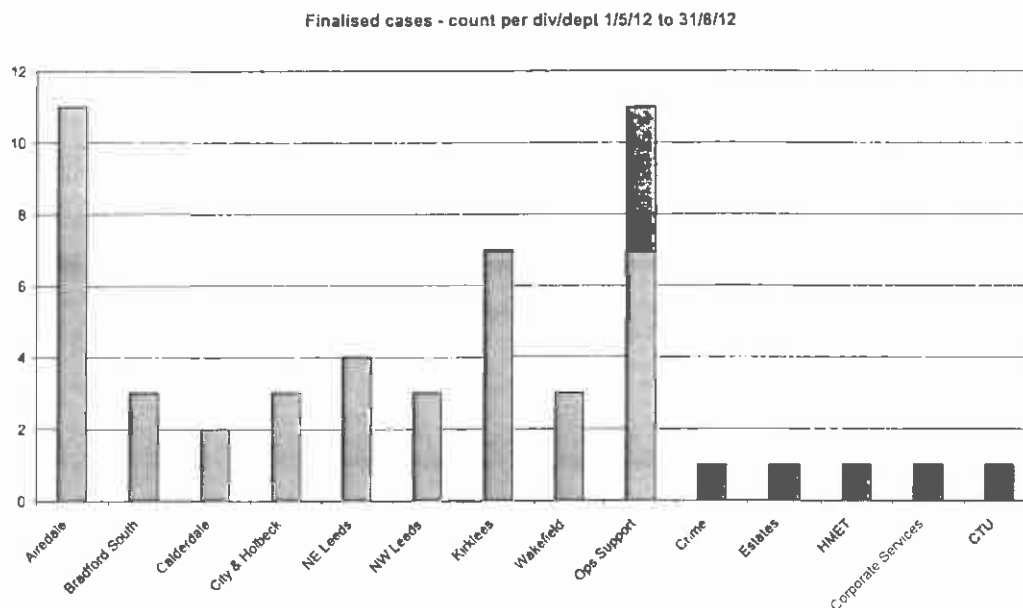
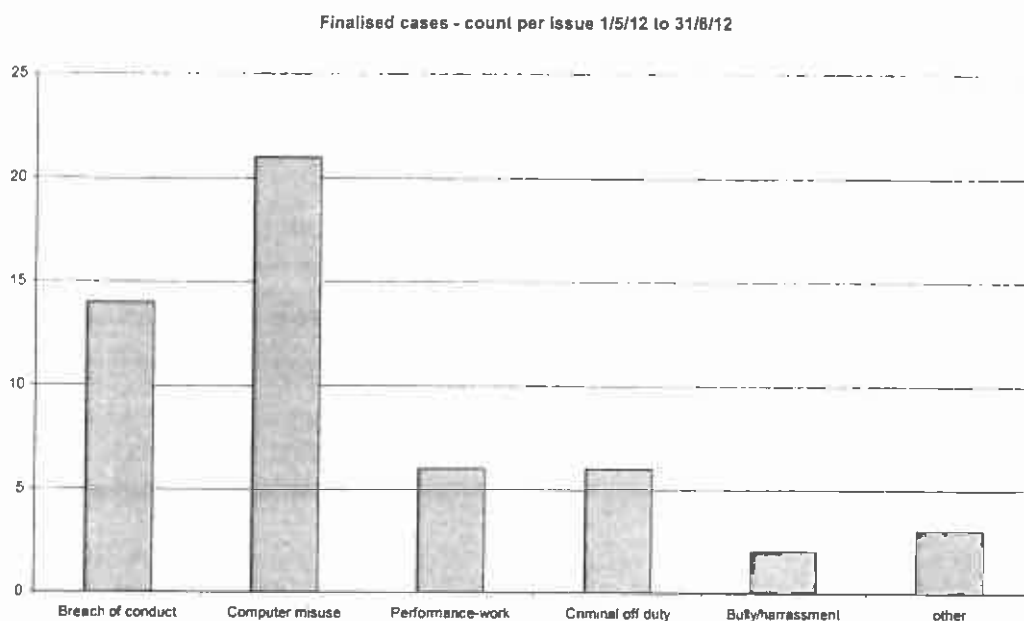


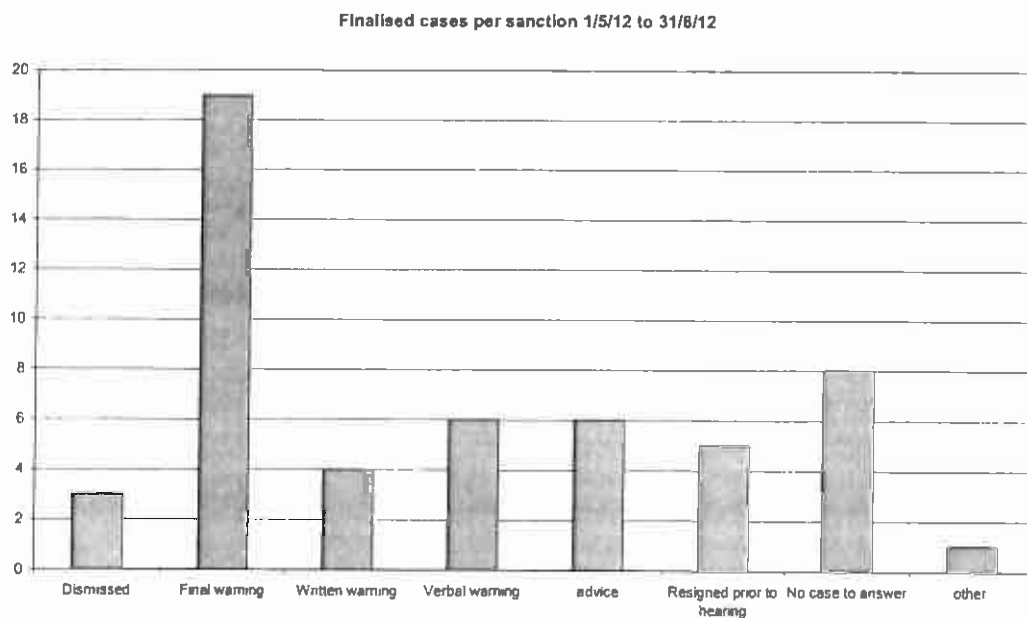
Diagram 4 provides some detail in relation to the circumstances of these finalised police staff discipline cases and shows an increase in the number of cases that have been finalised during this reporting period.

Diagram 4



The graph below (diagram 5) shows the number of finalised police staff disciplinary cases resulting in a specific sanction; with the majority of the computer misuse cases resulting in Final Written Warnings.

Diagram 5



- 7 The number of locally resolved matters remains static at 14% with investigations in to a matter standing at 86%. With a change in the Local Resolution process planned for November 2012, it is forecasted that Local Resolutions will increase as the process is being simplified and does not require the consent of the complainant, however this will be a great driver of the process. This will enable greater Police influence in commencing the process with a safeguard for the complainant, who will be given a right of appeal against the outcome rather than the process.
- 8 Unsatisfactory Performance Procedures (UPP) is still a widely recommended course of action for conduct matters, with approximately 50% of cases now being assessed as suitable to be dealt with by this sanction. UPP allows a more intrusive level of supervision, not to mention a quicker resolution of the matter and a more cost effective way of dealing with an individual. PSD are working closely with the Human Resources Department and the Federation to ensure the process benefits any complainant, the individual and the Force in rectifying poor performance of an officer.
- 9 Between May and August 2012 there has been a 3% increase in complaint cases from 259 to 268 from the preceding four months. The highest complaint categories remain 'other neglect or failure in duty,' 'other assault' and then 'incivility, impoliteness and intolerance.'
- 10 There have also been slight increases in the past year in complaint cases surrounding 'mishandling of property,' 'lack of fairness or impartiality' and 'other sexual conduct,' however in comparing this period to the preceding period, there has been a reduction in complaint cases for all three categories, with a mishandling of property showing a 17% decrease. There is no common denominator as to any widespread issues for property complaints, however these will continue to be monitored by PSD to identify concerns.
- 11 The number of conduct matters this period compared to the preceding period shows a reduction of 4 cases from 75 down to 71. The main breaches of the Standards of Professional Behaviour remain 'Discreditable Conduct,' followed by 'Duties and Responsibilities,' 'Confidentiality' and then 'Orders and Instructions.' Cases of discreditable conduct have shown a reduction of 9, down from 27 to 18 in this period. Orders and instructions have shown an increase of 6 cases, yet the other two categories remain static at 14 for confidentiality and 15 for duties and responsibility.
- 12 Breaches of confidentiality remains an area of interest for the Force with cases being listed for misconduct proceedings for anyone dropping below the standard expected. In response to this increase and to safeguard the Force's reputation and in complying with data protection and other legislation, an e-learning package has been developed to assist officers and staff to understand their roles and responsibilities on such matters.

- 13 PSD is in the process of delivering 'health checks' to divisional and departmental Commanders to make them aware of complaint and conduct matters within their areas of command. They are to prepare an action plan to address such issues to maximise the satisfaction of the complaint and for the public to have confidence in their local police division. Action plans will be held centrally by PSD and provide a corporate memory and assist the force with organisation learning and best practice.
- 14 In the last year West Yorkshire Police has undertaken 82 mandatory and 15 voluntary referrals to the IPCC. Out of 97 referrals, 78 have been deemed to be local investigations, with 7 Independent, 1 Managed and 11 Supervised investigations making up the remainder. This continued dialogue with the IPCC shows the transparency in which West Yorkshire Police operates and the confidence of the IPCC has in West Yorkshire Police undertaking an effective investigation.
- 15 In the last 12 months, up to August 2012, 21% of all conduct investigations have been dealt through misconduct proceedings, whilst 24% have been dealt with through local advice/ UPP. The remainder have had no case to answer as the allegation was not proven. There have been 9% of cases that have resulted in a hearing or the officer resigning prior to the hearing taking place.
- 16 The HR department currently has 22 live police staff discipline cases, which is a reduction of 27 cases from the preceding period. Thirteen of the live cases have been opened during this period under review which shows a quick turnaround in staff discipline cases. The process involved in staff discipline is not as cumbersome as police officer discipline which explains the faster turnaround. The division with the highest number of staff discipline cases is currently Kirklees, but this increase can be attributed to a recent case of computer misuse within the division.
- 17 The Force currently has two police staff that are suspended, one who has been suspended for 24 month but is awaiting the trial verdict and the other commenced in June 2012 and disciplinary action is sub judiced.

STRATEGIC RISK IMPLICATIONS

- 18 None

RESOURCE IMPLICATIONS

- 19 None.

EQUALITY AND DIVERSITY CONSIDERATIONS

- 20 A Disproportionality Action Plan has been developed and implemented. This plan will ensure transparency and equality in the complaints and conduct systems and processes

HUMAN RIGHTS CONSIDERATIONS

21 No human rights issues are apparent.

CONTRIBUTION TO THE POLICING PLAN

22 Improved Confidence and Satisfaction

IMPLICATIONS FOR REGIONAL/COLLABORATIVE WORKING

23 None

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SUPPORTING DOCUMENTATION

Appendix A –Complaint Statistics to
August 2012

BACKGROUND PAPERS

None

**THIS REPORT AND RELEVANT
BACKGROUND PAPERS ARE
OPEN TO INSPECTION BY
MEMBERS OF THE PUBLIC**

AGENDA ITEM NO: 10

**STRATEGIC PLANNING AND
PERFORMANCE
COMMITTEE**

14 SEPTEMBER 2012

SUBJECT: FORCE PERFORMANCE REPORT 2012/13

Report of the Chief Constable

PURPOSE OF THE REPORT

1. To update members on Force performance against the range of targets, diagnostics and actions in the Policing Plan 2012/15 and, if appropriate, activity underway to address adverse performance.

RECOMMENDATIONS

2. To use Appendix A to assess Force Performance against the range of key performance targets and diagnostics in order to discuss performance trends and achievement against the 2012/13 year-end targets where relevant, including Divisional/District level assessment.

KEY INFORMATION

3. Performance to date (April to July 2012) identifies that the Force is on track to achieve 8 out of the 10 Key Performance Indicators (KPIs) in the Policing Plan. The other 2 KPIs are subject to data quality issues, included in separate papers to this committee. Both confidence in local policing and customer satisfaction have improved since the start of this year whilst public perceptions of ASB are at their lowest to date at 13.7%. The level of serious acquisitive crime has reduced by 24.8% in the first four months of this year (compared to the same period last year). This has been supported by a large reduction in burglary dwelling, down 34.9% during April to July 2012 compared to the same period last year.
4. The KPIs in the Policing Plan are supplemented by 21 diagnostic indicators (DIs), designed to provide further detail in relation to the KPI and/or strategic priority. Appendix A identifies that the Force has seen an improvement in 15 of the indicators, has stable performance in relation to 3 and a reduction in performance in relation to 1. There is no trend assessment in relation to the diagnostic indicators for the domestic violence re-offending rate (see paper submitted to this committee) or the staff perception survey (as this has not yet been completed for 2012/13).
5. Where appropriate, Appendix A provides a comparison of performance with the Forces Most Similar Group (MSG) and highlights the latest Force ranking. In most cases recent performance has ensured that the Force has maintained a stable position within the MSG or has an improved position. Despite reductions in serious acquisitive crime, burglary dwelling and total crime the Force remains 8th in the MSG.

6. Delivery of the policing plan targets and diagnostic indicators is supported by a set of actions that are included in the Policing Plan. Appendix B provides an update against these actions and the associated performance indicators.

STRATEGIC RISK IMPLICATIONS

7. There is a robust risk management process in place for the force to identify, manage and review strategic, operational, programme and project Risks. Risk Management has been fully integrated into the Force's business planning processes. The Force Control Strategy is refreshed quarterly following the Command Team Planning Days to monitor implementation of work programmes and respond to new issues and threats. Strategic and operational risks are reviewed at Operational Performance Reviews and by the Risk Management Group. In addition Strategic and Operation Transform Risks are scrutinised at the quarterly Audit and Risk Committee Meetings.

RESOURCE IMPLICATIONS

8. One of the Priorities in the Policing Plan is 'Transforming the Organisation', which includes a diagnostic indicator relating to the proportion of resources allocated to public facing functions and a Strategy around efficiency and productivity. In addition, the key theme of governance arrangements has been around budget savings and work to deliver Operation Transform.

EQUALITY AND DIVERSITY CONSIDERATIONS

9. The report contains performance assessment relating to the user satisfaction of Black and minority ethnic (BME) victims and a number of diagnostic indicators relating to the workforce composition.

HUMAN RIGHTS CONSIDERATIONS

10. There are no human rights implications in respect of the information provided. The focus on local policing and protection from serious harm, which are key to the Plan, protects certain Human Rights such as Article 8 – 'Right to respect for private and family life' and Article 1, Protocol 1 – 'Right to peaceful enjoyment of possessions'.

CONTRIBUTION TO THE POLICING PLAN

11. The report provides progress on implementation of the Policing Plan and performance against the KPIs, diagnostics and actions within it.

IMPLICATIONS FOR REGIONAL/COLLABORATIVE WORKING

12. Progressing opportunities for collaboration and shared services across the Force and Region is included in the Plan. The Plan also has a section on regional working which is consistent with the other three Policing Plans in the Region.

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SUPPORTING DOCUMENTATION

Appendix A – Force Performance
Report: 2012/13

Appendix B – Policing Plan Actions

BACKGROUND PAPERS

None

Performance Summary

Appendix A provides a summary of performance, for 2012/13, in relation to all the key performance indicators and diagnostic indicators included in the Policing Plan.

This summary is organised into two sections. The first provides an overall assessment of each indicator organised to reflect the Policing Plan strategic aim and activities, as follows:

- **Column 1** identifies the source of the indicator, whether it is a KPI or a diagnostic indicator within the Policing Plan.
- **Column 2** describes the indicator and any specific target.
- **Columns 3, 4 and 5** provide the performance results for the previous three years
- **Column 6** provides the performance result for the **latest twelve months to date**.
- **Column 7** provides a 'direction of travel' arrow ('↑ - up arrow' indicating improving performance and '↓ - down arrow' indicating declining performance). This is not necessarily a direct comparison of latest performance with the previous year, but an assessment of the trend over time.
- **Column 8** provides a 'traffic light' colour indicating whether performance since the start of the year is on-track to achieve the Policing Plan target or in the case of year-end figures has achieved the target and also provides information relating to variation from year to date Policing Plan targets, where applicable.
- **Column 9** provides an indication of our position within the most similar group (MSG)¹, where possible, and the **final column** captures any cross reference to a further report or relevant note. The position within the most similar group is based on 1st being the 'best' performer and 8th being the 'worst' performer.

The purpose of this first section is to provide members with an overview of all the KPIs and diagnostic indicators included in the Policing Plan and in the PRC.

The second section of this summary provides further information relating to any indicator that is significantly off track against target or where performance has deteriorated significantly. The purpose of this second section is to provide members with an 'exception' report that identifies our approach to addressing performance issues.

Also attached at the end of Appendix A is an overview of divisional and district level performance in relation to the 2012/13 Policing Plan KPIs.

¹ The most similar family of forces for West Yorkshire includes GMP, Lancashire, Leicestershire, Northumbria, South Yorkshire, South Wales, West Midlands and West Yorkshire



WEST YORKSHIRE
POLICE

Performance Report 2012/13

Prepared by Performance Review
Corporate Support Department

1	2	3	4	5	6	7	8	9	10
Source	Indicator	09/10	10/11	11/12	12/13	Latest Trend	On target	MSG Comparison	Misc
Vision – Increase public confidence and satisfaction									
KPI	Improve the proportion of residents who believe the police do an excellent or good job in their local area to 55.2%	49.9%	52.3%	54.6%	54.9%	↑		6 th in the MSG ¹ which ranges 68.1% - 54.8% (58.0% WY)	
KPI	Increase the overall satisfaction of service users (victims of burglary, vehicle and violent crime) to 86.2%	81.1%	83.0%	85.6%	86.1%	↑		4 th in the MSG with satisfaction ranging 93.5% - 83.5% ² (85.6% WY)	
KPI	Improve the overall satisfaction for BME service users (victims of burglary, vehicle and violent crime and racist incidents) to 82.3%	76.0%	78.4%	80.9%	81.6%	↑		4 th in the MSG which ranges 92.8% - 72.6% ² (80.9% WY)	
KPI	Improve the overall satisfaction for white service users (victims of burglary, vehicle and violent crime and racist incidents) to 86.7%	83.1%	84.0%	86.1%	86.7%	↑		5 th in the MSG which ranges 93.1% - 83.2% ² (86.1% WY)	
Diagnostic Indicator	Percentage of 999 calls answered within 10 seconds	90.5%	94.3%	94.8% ³	96.0% ⁴	↑	NA	NA	
Diagnostic Indicator	Percentage of emergency response incidents arrived at within 15 minutes	87.6%	90.5%	92.7%	93.5%	↑	NA	NA	
Diagnostic Indicator	User satisfaction with 'being kept informed'	70.1%	68.8%	75.1%	76.7%	↑	NA	6 th in the MSG with satisfaction ranging 91.3% - 73.0% ² (75.1% WY)	
Diagnostic Indicator	Public confidence for BME residents	43.2%	42.3%	45.5%	46.0%	↑	NA	NA	

¹ Based on an equivalent question in the BCS and data for 12 months to March 2012

² Comparisons of user satisfaction across the MSG is based on 12 months data to March 2012

³ Based on data for 2011/12, but with missing data for August and September (due to system failure)

⁴ Based on data from October 2011 to July 2012 due to missing data for August to September 2011 (due to system failure)

Source	Indicator	09/10	10/11	11/12	12/13	Latest Trend	On target	MSG Comparison	Misc
Diagnostic Indicator	Public confidence for white residents	50.6%	53.6%	55.9%	56.0%	↑	NA	NA	
Diagnostic Indicator	Average number of days taken to locally resolve complaints	NA	NA	28	28	↔	NA	NA	
Priority – Local policing									
KPI	Reduce the level of acquisitive crime (house burglary, robbery and vehicle crime) to 41,604	47,990	46,391	42,051	38,444	↑		8 th in the MSG ⁵ which ranges 6.7 – 17.5 per 1000 popn (17.5 WY)	
KPI	Continue to tackle ASB to impact on the proportion of residents who believe that ASB has increased in their local area, target = 14.3%	15.8%	14.6%	14.3%	13.7%	↑		NA	
KPI	Reduce the level of house burglary to 17,359	21,573	20,508	17,806	15,634	↑			
Diagnostic Indicator	Assault with injury offences recorded	15,053	14,008	12,187	11,804	↑	NA	NA	
Diagnostic Indicator	Metal theft recorded	NA	NA	NA	1,798 ⁶	↑	NA	Not yet available in iQuanta	
Diagnostic Indicator	Total crime recorded	197,553	189,818	184,085	175,817	↑	NA	8 th in the MSG ⁵ which ranges 50.5 – 79.2 (79.2 WY)	
Diagnostic Indicator	ASB Recorded	NA	NA	88,286	78,170	↑	NA	NA	
Priority – Protection of the public from serious harm									
KPI	Continue to tackle the level of serious violent crime, target = 787	904	849	787	758	↑		3 rd in the MSG ⁵ which ranges 0.1 – 0.7 per 1000 popn (0.3 West Yorks)	

⁵ Recorded crime and detection comparisons in iQuanta reports are based on 12 months data to June 2012
⁶ New crime category – data available from April 2012 onwards

Source	Indicator	09/10	10/11	11/12	12/13	Latest Trend	On target	MSG Comparison	Misc
KPI	Improve the repeat victimisation rate for domestic violence	NA	NA	NA	NA	NA			Subject to data quality issues – see separate report
KPI	Maintain the sanction detection rate for serious sexual offences at 29.5%	23.9%	28.0%	29.5%	28.4%	↔		7 th in the MSG ⁵ which ranges 40.8% - 26.6% (28.0% WY)	
Diagnostic Indicator	Domestic violence repeat offending rate	NA	NA	NA	NA	NA			Subject to data quality issues – see separate report
Diagnostic Indicator	Domestic violence attrition	NA	32.1%	29.6%	28.3% ⁷	↑	NA	NA	
Diagnostic Indicator	Proportion of organised crime groups that have been disrupted	NA	NA	49.1%	50.5%	↑	NA	NA	
Priority – Transforming the organisation									
Diagnostic Indicator	Proportion of working hours lost to sickness	3.53%	2.76%	2.59%	2.60%	↔	NA	Below national averages ⁸ for police officers and police staff	
Diagnostic Indicator	Proportion of resources allocated to public facing functions at 77%	NA	77.1%	77.5%	77.9%	↑	NA	NA	
Diagnostic Indicator	Proportion of resources allocated to visible policing functions	NA	48.3%	49.2%	49.2%	↔	NA	NA	
Diagnostic Indicator	BME representation in the workforce	4.18%	4.32%	4.47%	4.46%	↔	NA	NA	





⁷ Based on data for April to July 2012

⁸ Based on data for 12 months to March 2012

Source	Indicator	09/10	10/11	11/12	12/13	Latest Trend	On target	MSG Comparison	Misc
Diagnostic Indicator	Percentage of police officers at the rank of Inspector or above that are from a BME background	3.66%	3.89%	3.95%	3.34%	↓	NA	NA	
Diagnostic Indicator	Percentage of police staff at the grade of SO1 or above that are from a BME background	NA	3.79%	3.90%	4.00%	↑	NA	NA	
Diagnostic Indicator	% of police officers at the rank of Inspector and above that are female	15.9%	16.3%	17.8%	18.0%	↑	NA	NA	
Diagnostic Indicator	Percentage of police staff at the grade of SO1 or above that are female	NA	43.5%	46.0%	45.1%	↓	NA	NA	
Diagnostic Indicator	Proportion of employees identified as 'engaged' with the organisation	NA	NA	80% C ⁹ 74% S ⁷	NA	NA	NA	NA	

⁹ The 2011 Employee survey identified that 80% of the workforce were committed to the organisation and 74% were satisfied with their role

Divisional/District Level Assessment Against Target

Key:	
	Better than the year-end target trajectory
	On or very close to target trajectory
	Below the year-end target trajectory
	Data currently unavailable

Objective/Target	North West Leeds	North East Leeds	City & Holbeck	Leeds	Wakefield	Kirklees	Calderdale	Bradford South	Airedale & North Bradford	Bradford District	West Yorkshire
Improve the proportion of residents who believe the police do an excellent or good job to 55.2%											
Improve the overall satisfaction rate of service users to 86.2%											
Improve the overall satisfaction rate for BME Service Users to 82.3%											
Improve the overall satisfaction rate for White Service Users to 86.7%											
Reduce the level of acquisitive crime (41604 or less)											
Reduce to 14.3% or less the proportion of residents who believe that ASB has increased in their local area											
Reduce the level of house burglary (17359 or less)											
Continue to tackle the level of serious violent crime (787 or less)											
Improve the repeat victimisation rate for domestic violence											
Maintain the sanction detection rate for serious sexual offences (29.5%)											

This Divisional and District level assessment distinguishes between performance that is better than the year-end target, that which is within a small margin and that which falls short of the year-end target. This style of presentation allows the reader to distinguish between performance that is close to target and that which is some distance from target, providing focus on those divisions/districts furthest away from the target.

Appendix B – Policing Plan Actions: September 2012

Key	
Performance Against Workstream	Red (Behind schedule)
	Amber (On schedule)
	Green (Ahead of Schedule/Completed)

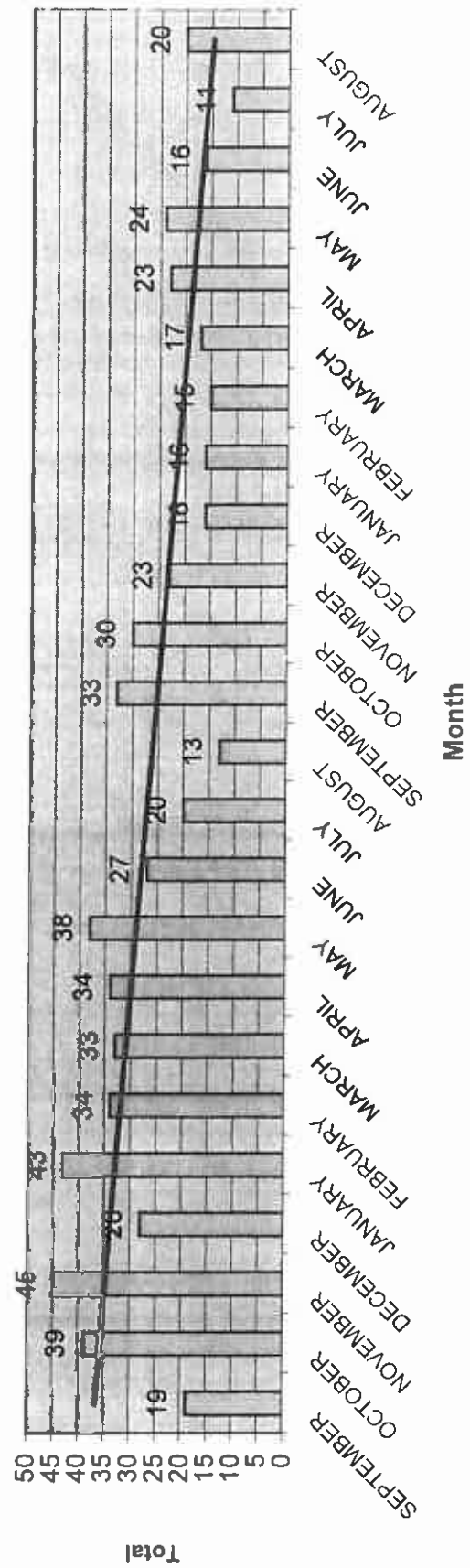
Priority	Action	Performance against action	Performance against target	Commentary
Local Policing	Develop bespoke confidence and satisfaction plans where performance improvement is required and develop an overall plan to manage public expectations around service delivery			Confidence Improvement Plans are in place for all Neighbourhood Policing Teams (NPTs). During the August round of Operational Performance Reviews (OPRs), a number of plans were revisited. This has led to best practice being identified which is being shared across Divisions. The Force Action Plan for Keeping People Informed has been implemented. During August a quality assurance exercise has been undertaken by Local Policing Support (LPS) Department which has focused on the quality of initial call taking. This has identified further areas for improvement and training within the Central Call Centre (CCC).
	Improve service delivery processes to BME victims of crime and anti-social behaviour			BME Satisfaction Improvement Plan continues to be delivered. Work has included a comprehensive review of all Independent Advisory Groups (IAGs) and the development of bespoke victim satisfaction letters translated into seven foreign languages. In addition Confidence and Satisfaction Units have been sent guidance from LPS on enhancing BME victim satisfaction.
	Improve employee awareness and engagement with local BME communities and other protected communities including those related to disability and sexual orientation through better use of training days, established and emerging networks and better use of volunteers			Principle Community Engagement Officer has now been appointed and this work will form part of her portfolio. The development of an Engagement Database is ongoing and an action plan regarding the Mencap Promise is currently being managed by this Officer. Equality Strategy, underpinned by the Equality Standards for the Police has been developed.
	Ensure an holistic and			Thematic Inspection of Burglary has taken place and bespoke Divisional

	focused approach to burglary reduction to tackle both local offenders as well as elements of organised crime			<p>Action Plans have been implemented across the Force, which now form the basis of the Burglary Reduction Strategy. The recommendations have identified further opportunities where operational delivery can be improved.</p>
	Implement the metal theft action plan to address the problems of metal and cable theft from a policing, local authority, business and safety perspective			<p>A number of initiatives are being delivered in relation to metal theft including:</p> <ul style="list-style-type: none"> • Enhanced analysis of problem and reporting requirements. • Operation Tornado focusing on all major Scrap Metal Dealers. • Information sharing Agreements with all main stakeholders and industry partners. • Development of a Reduced Opportunity Network with key industry partners focussing on intelligence sharing and best practice enabling problem solving around metal theft crime. • Training of all front line staff, in particular NPT Officers in scrap metal legislation, partnership working and crime prevention. • Liaison with surrounding forces to encourage the participation in similar police/partner activity to address the issues of displacement. • Regular contact with surrounding forces sharing information and good practice at regional metal theft meetings. • Development of a joint strategy with the Crown Prosecution Service (CPS) to reduce attrition in Metal Theft cases and to ensure charging decisions commensurate with impact of such crimes on victims and communities.
	Integrate Integrated Offender Management (IOM) into District based Community Safety Partnerships (CSPs) and District Intelligence Hubs and ensure effective linkages with Divisions.			<p>Drugs and Offender Management Unit (DOMU) has been reviewed and is now fully embedded into LPS Department which continues to strengthen the Force's approach to IOM. A forcewide review has been undertaken of Divisional and District IOM teams during the recent Burglary Thematic. Recommendations have been identified and incorporated into Divisional Action Plans aimed at improving operational delivery. A new performance structure has been agreed and is being implemented, which accurately captures reoffending behaviour across a broader spectrum of measures. This work is now considered fully embedded into mainstream business.</p>
	Ensure the appropriate quality and accuracy of crime recording to support intelligence and			<p>Her Majesty's Inspector of Constabulary (HMIC) has published a follow up inspection 'The Crime Scene Revisited'. Areas for Improvement have been identified and added to relevant Departmental Plans. 'No Crime' performance has improved since last inspection. Force Working Group in</p>

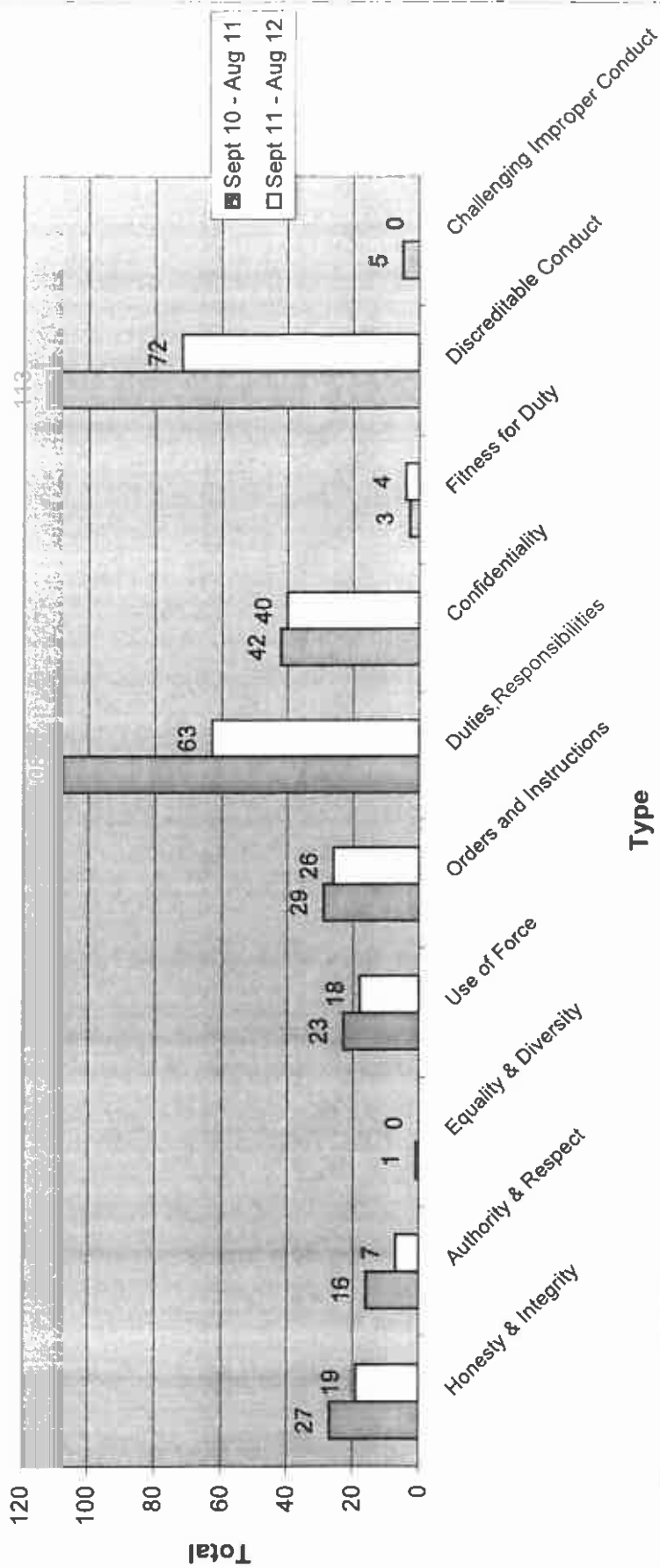
	performance analysis whilst minimising bureaucracy				place to address these and previous HMIC Findings.
	Embed out of court disposals and other community resolutions to deliver effective justice for victims and offenders				Penalty Notices for Disorder (PNDs) are now being used for Drink and Disorderly/Section 5 Public Order act offences. Opportunities for more effective use of Community Resolutions are being tested with a pilot in Bradford that provides training and processes to link restorative practices through Partnership interventions. In support of Out of Court Disposals, voluntary attendance at police stations is being addressed, with a pilot in place at City and Holbeck. Forcewide training is planned to commence in October 2012 and will be complete by February 2013.
	Implement the Criminal Justice Service (CJS) efficiency programme focussing on streamlined case administration, digital working, exploitation of video technology and integrated Prosecution Teams				<p>There are various strands to the CJS efficiency programme:</p> <ul style="list-style-type: none"> • Attrition – LPS have conducted a force wide review of the skill and knowledge in respect of file quality and build standards. A bespoke action plan for each Basic Command Unit (BCU) has been developed. LPS are currently undertaking a review of files to establish the underlying causes of attrition and opportunities for efficiency and effectiveness. Working in partnership with CPS and the third sector, a first ever joint review of domestic abuse file standard and decision making will be undertaken and completed in September. • Digital file submission is now the norm in respect of Magistrates Court cases. Remand cases are digital in 5 of 8 BCUs for initial submission and electronic in 8 of 8 for interface submission, which joins West Yorkshire Police (WYP) systems to CPS systems. • Integrated Prosecution Teams are a virtual concept, with the rationalisation of CPS reducing the potential for true integration within one site. However, work continues to build working relationships, evident through the commissioning of the Early Guilty Plea scheme for Crown Courts which is now operational. • Video technology – the only current technology being utilised is the Prison to Court Room process, but this is delivering efficiency savings for WYP staff in reducing the need for production orders and transport to and from police detention for those offenders interviewed for other matters whilst on remand. • Digital Interview Recording – pilots are now operational in both Bradford Divisions, Kirklees, and Leeds.

	Work with partners to ensure appropriate service provision to repeat and vulnerable victims of crime and anti-social behaviour			<p>The Force has a management of vulnerability action plan in place. The plan addresses recommendations from three significant sources:</p> <ul style="list-style-type: none"> • 2012 HMIC Anti Social Behaviour (ASB) Inspection – “A step in the right direction”. • Disability Hate Crime enquiry – “Hidden in plain sight” • ASB White Paper – May 2012 “Putting victims first” <p>The action plan is designed to improve the way in which the Force can better identify, respond to and manage the vulnerability of victims. It comprises seven main sections and covers a wide range of delivery from initial contact, incident assessment, definition of vulnerability, victim updates and positive publicity. A specific performance framework will also be developed that looks to improve the understanding of how to manage vulnerability effectively. The action plan is currently progressing with a target date for completion of December 2012.</p>
	Work with partners to improve mental health diversion from custody and availability of appropriate adults for juveniles and vulnerable adults			<p>In terms of Mental Health Trusts, further research has been undertaken in respect of force performance and this has now been incorporated into the OPR process to encourage compliance with local protocol and operational efficiency and effectiveness. The NHS Commissioning project of which WYP are an ‘Early Adopter’ has seen the development of a service tender that requires a more robust pathway from the custody healthcare link to Mental Health support/assessment than is currently in place. The tender will be advertised in September. In regard to Appropriate Adults, LPS have now met with District representatives to discuss Appropriate Adult provision across the Force. A scoping exercise is to be undertaken in regard to the increased use of volunteers who may be able to bolster the services currently provided. Though in its infancy, the appetite amongst those who attended the inaugural meeting was clear and further discussions are to follow.</p>
Protecting the Public from Serious Harm	Continue to disrupt and dismantle OCGs with a particular focus on asset recovery, financial investigation and intelligence-led operations			<p>Work around the National Police Improvement Agency (NPIA) Capability Delivery Plan has been completed and has led to the development of an Organised Crime Development Plan. This has identified a number of actions to be developed in relation to Organised Crime Group (OCG) Management. Any gaps identified through the Strategic Policing Requirement (SPR) will also be addressed through the development plan.</p>

Conduct allegations recorded September 10 - August 12



Types of Conduct Allegations



	Enhance investigative and technical capability to tackle cyber enabled crime where the internet is used to facilitate acquisitive cyber crime or crimes which cause harm to the public			<p>A draft NPIA 'Capability Delivery Plan' for cyber crime has been circulated to Forces and work is ongoing, in collaboration with HMET and the Police Central E Crime Unit (PCEU) to develop appropriate action plans. Force Strategy to tackling cyber crime is currently being developed. A meeting for all internal stakeholders was held in June to ensure that all aspects of cyber crime will have an identified response relevant to the threat posed. The recent Hi Tech Crime Unit (HTCU) Police Authority Audit and the ongoing development work within the Unit is aimed at preparing the HTCU to better manage volume and prioritise workload. A working group has been established to develop practical guidance for officers/staff.</p> <p>The Operations Co-ordination and Tasking Officer (CATO) for the Critical Incident Cadre is now fully operational. Progress has been made in the co-ordination of resources with weekly firearm threat/risk meetings identifying all intelligence/ incidents/individuals posing potential criminal use of firearms threats. On a BCU basis, identified threats are managed locally in partnership with Force assets through the developing Risk Assessment Meeting (RAM) process. A media strategy is currently under review by the Corporate Communications Department to raise public awareness.</p>
	Contain the threat posed by the criminal use of firearms through effective join up of resources to tackle firearms related crime			<p>SPR launched at the end of July. The first Professional Practice Board met on 10 August to agree terms of reference and the approach for Authorised Professional Practice and SPR compliance. NPIA Capability Plan for Organised Crime has now been completed and in Force Capability Plans have been produced for:</p> <ul style="list-style-type: none"> • Armed Policing • Chemical Biological Radiological and Nuclear • Critical Incidents • Civil Contingencies • Major Crime • Mobilisation • Public Order <p>The Plans will also contain metrics around staff and equipment in order to evidence capacity. Taken together these plans represent a full suite of plans to meet SPR requirements.</p>
	Develop and implement a new Strategic Policing Requirement (SPR) delivery plan for West Yorkshire based on national standards			

	Through Local Safeguarding Boards, ensure the protection of children and vulnerable adults, including implementation of Local Safeguarding Children Boards (LSCB) strategies to tackle Child Sexual Exploitation (CSE) based on an understanding of the nature and extent of the problem in each District and in line with the National Action Plan			<p>New Safeguarding arrangements and structures are now in place across the Force. A Forcewide strategy to tackle CSE has been developed and covers the five key areas of identification, investigation, prosecution, partnership and collaborative working. The strategy has been implemented through District Safeguarding Units, which work closely with LSCBs and the Local Authority. A Forcewide action plan is in place to measure progress by each district in the key output areas. A multi-agency CSE workshop took place on 28 June to share best practice and develop objectives for the next six months. A CSE County Group is now in place which is chaired by the Bradford LSCB independent chair. This group comprises of all five LSCB chairs and senior managers, and relevant police leads. A Crimestoppers campaign is being launched over the summer regarding CSE, involving a number of strands with particular focus on schools.</p>
	Develop and implement a strategy and assessment framework for effectively tackling domestic violence (DV)			<p>LPS have commissioned a joint review of DV attrition through a combined Police, CPS and third sector review of DV files. Utilising LPS, four CPS lawyers and members of Independent Domestic Violence Agency (IDVA), the review will complete a 100+ point review of each failed case to establish the key factors of attrition, and opportunities for all agencies to improve the effectiveness of the process.</p>
	In partnership, continue to manage the threat posed by dangerous and sexual offenders			<p>Successful applications by the Force for Sexual Offender Prevention Orders have led to an increase in the numbers of offenders being added to and remaining on the Sex Offenders Register. Management processes are currently being reviewed to ensure effective processes are in place. Work is currently ongoing to notify all Registered Sex Offenders within West Yorkshire regarding the recent legislative changes to the notification requirements. This is being co-ordinated centrally utilising Divisional Public Protection Units and other resources. Awareness training has been delivered on a central basis to all Public Protection resources (also offered to Helpdesk staff) and is supported by practical guidance documentation. Proactive policy to manage Serious Offender Review Team (SORT) nominals has also been developed. A new SORT operational guidance document has been approved, which will give accountability and responsibility for SORT nominal management at a divisional level.</p>

	Provide policing resources for the Olympics and ensure Force resilience, during the run up to, throughout and after the games				Policing support for the Olympics has now been completed.
	Ensure there is resilience to prevent as well as respond to outbreaks of public protest or public disorder and implement appropriate recommendations from the HMIC's report				The Force is working towards compliance with the HMIC recommendations from the Rules of Engagement report and has been involved in the publication of the National Framework for Resolving Public Disorder. The national Mobilisation Plan which has been written by WYP has been accepted now and is currently being tested through a series of Regional/National simulated and actual mobilisations. WYP is the lead force within the No2 Association of Chief Police Officers (ACPO) region and work is ongoing to ensure the region has the ability to mobilise in accordance with the plan. Under the new Authorised Professional Practice document from NPIA the Force has a duty to ensure its public order assets are correctly trained, equipped and accredited. The Force is working towards being fully compliant with all the requirements.
	Continue to work closely with North East Counter Terrorism Unit (NECTU) to deliver the CONTEST strategy ensuring PREVENT is embedded into local policing delivery				Force Prevent/Cohesion board now well established under chair of ACC Dodd which includes appropriate NECTU and force representation. Joint Cohesion/Prevent Board also operates at a Force level chaired by Chief Executive of Bradford (Cohesion) and ACC Local Policing (Prevent). This is now fully embedded into mainstream business.
Partnerships and Collaboration	Position West Yorkshire as a 'strategic force' in leading regional and national programmes of work and consider alternative ways of collaborating with Forces and the wider public sector to improve capacity and capability and maximise savings and benefits				Regional Milestone Plan continues to be delivered to progress areas of collaboration which have been agreed or pending approval. Regionally, agreement has been reached for the formation of Regional Procurement Unit, Scientific Support and Underwater Search (3 Force). Chief Firearms Instructor has also been appointed for the Region. In positioning West Yorkshire as a strategic Force, WYP are to be the lead force for the National Police Air Service with collaboration agreements currently being signed. Ambition of the Force is to deliver more strategic business at a regional/national level.
	Ensure partnership working remains focused on priority				This is now mainstream business for Divisions and NPTs. There is a high level of consistency between Force and CSP priorities with all 5 CSPs

	areas such as neighbourhood policing, anti-social behaviour, burglary, metal theft and safeguarding as well as IOM and criminal justice processes			<p>focussing on acquisitive crime (in particular burglary), IOM, ASB and Safeguarding. In addition a range of partners are involved in the implementation of the Metal Theft Action Plan. Troubled Families Board has now been set up to provide governance and oversight for the response of each District Team to the Troubled Families Initiative. Two key issues being worked upon are information-sharing protocols and tracking of offending behaviour. Meetings continue with Chief Executives on a quarterly basis.</p>
	Through the Local Resilience Forum, ensure all emergency services have effective plans in place to manage service delivery in the event of strikes or other major abstractions, so that the Force does not disproportionately cover for other agencies			<p>Resilience Forum is regularly attended by all key partners and new issues/ risks are considered. The Forum is developing key work around environmental scanning identifying issues of concern not just in the immediate future but also longer term. Work continues to improve interoperability and particularly blue light interoperability across the region.</p>
	Develop a profile of external funding streams, identifying which are at risk to inform negotiation with partners, plan contingencies should funding be withdrawn and maximise opportunities for income generation			<p>A profile of external funding has been developed to feed into the new Force Strategic Risk. Community Safety Partnerships are finalising funding information and their assessment of risk taking into account the new responsibilities of the Police and Crime commissioner (PCC) as well as Government spending cuts. Work is ongoing to look at maximising opportunities for income generation, these include proposed EU funding team and business and third sector partnerships.</p>
Transforming the Organisation	Reshape the organisation to achieve the required efficiency savings, drawing upon a prioritised programme of Priority Based Budgeting (PBB) that will slim down the organisation proportionately on the basis of threat, harm and risk and protect frontline service provision as far as			<p>The Force is on track to deliver its required savings. Operation Transform, working closely with Organisational Development has developed a 'Roadmap', which is a schedule of reviews to undertake for the remainder of the Comprehensive Spending Review (CSR) period. This Roadmap will be refined as part of the review of the Force Control Strategy, which will be informed by performance in priority areas, critical business issues from the Strategic Assessment and an assessment of potential for further savings across all functions of the organisation.</p>

	possible to maintain high levels of public confidence and satisfaction				DCC portfolio has been reviewed and Corporate Support Department now sits with the DCC. Operation Transform has now become part of Corporate Support Department and is working closely with the Organisational Development Pillar. New Chief Officer portfolio of 'Workforce Development and Standards' replaces Corporate Services and manages the HR and Quality and Standards (previously Professional Standards Department (PSD) and Information Management) functions.
	Review policing structures to ensure they are effective in delivering organisational priorities and that there is appropriate resourcing and supervision at different levels of the Organisation				A Project Initiation Document (PID) has been developed in respect of a review of Investigation, Neighbourhoods and Response (INR) functions in Divisions. Senior Officers were engaged in the development of the PID and Terms of Reference have been developed with priority areas developed. The Investigation, Neighbourhoods and Response (INR) review has been a standing item on the Divisional Commanders agenda. A number of Divisions are developing ideas and bringing about structural changes. This discussion is also linked to the Divisional Resourcing Model and decisions about how resourcing is managed in the future.
	Review Divisional and District structures to ensure the efficient use of resources across NPTs, Response and Criminal Investigation Departments (CID), and effective/joined up service delivery to the public				A Strategic Workforce Planning Board has been established to consider officers and staffing issues that arise through workforce reductions, leaver trends, Organisational/ Departmental change projects and Divisional resourcing requirements. A monthly workforce statistics matrix is produced to monitor Force strength and workforce mix. The Force has a proactive postings policy which allows flexible and dynamic deployment and is informed by the people forecast. Talent Management Strategy for Force is currently being developed.
	Develop a capable and flexible workforce that is equipped to take the Force forward following the transformational change that is underway				A Force Action Plan has been developed to address the recommendations and self check questions from the Report. HMIC revisited the Force on 7 August and their report is awaited. Integrity issues have been reinforced through briefings and relevant policies and procedures have been amended where appropriate. All Areas for Improvement (AFIs) from the report have been embedded into relevant Departmental Plans and policies. An Integrity Board, chaired by ACC Workforce Development and Standards is to be established to succeed the current HMIC working Group
	Reinforce professional standards through the integrity of information and intelligence and implementation of the recommendations from the HMIC's integrity inspection (Without Fear or Favour)			Awaiting HMIC inspection findings	

	Deliver the estate rationalisation and PFI programmes to ensure a fit for purpose and efficient estate			<p>Private Finance Initiative (PFI) contract has now been signed. In terms of estate rationalisation, contractors have been on site within Admin 3 and Admin 4 since June 2012. The lease on Enterprise House will be broken in September 2012 and Fell House vacated in September 2012 with a view to not renewing the lease in November 2012. Sales have been agreed, subject to contract, on Brotherton House and Millgarth. The NPT from Belle Vue were relocated to new premises at Woodhouse Lane on the 6 August 2012 and the Response Team from Horsforth relocated to Weetwood Police Station. Horsforth and Belle Vue are now on the market to dispose of.</p>
	Keep under review the availability of computers, vehicles and other equipment to maintain efficiency as well as effectiveness of Officers and Staff			<p>Completed: 10% vehicle reduction target has been met. Workstation reduction programme has been completed and Blackberry allocation also rationalised. Monitoring of usage demonstrates sufficient allocation in all areas.</p>
	Implement a structured programme of work to position the Force to make the effective transition to new accountability and governance arrangements			<p>The Force transition work is progressing alongside the projects that have been set up by the Police Authority. There is Force representation on all the Authority projects boards and progress is fed back through the Force PCC Transition Board and the Authority Transition Board. A further briefing item has been produced in August and this will be followed up by further items in the remaining months leading up to the election. The topic remains a standing item on the Command Team Planning Days and Senior Managers' Forum agenda. Guidance on interaction with PCC candidates has been produced and published. Work is progressing on a publication scheme which will see more information put into the public domain. The PCC Transfer Checklist is 90% completed and will be passed to the Authority shortly. Because of the condensed timescales for production of the Police and Crime Plan and budget for 2013/14, early work has started to prepare a draft budget and complete the Force Strategic Assessment.</p>