

Chair of the Police Authority
Cllr Mark Burns-Williamson



2003/04 was another eventful year for both the [Police Authority](#) and the [Force](#). I was honoured to be appointed Chair of the Authority in June 2003 to work alongside experienced colleagues as well as the five new Independent members, two new magistrates and two new councillor members who took up appointment during the year.

This significant change in membership was accompanied by a complete restructure and modernisation of the Authority's business arrangements. A best value review of the Authority recommended wholesale changes to the Committee structure to bring it into line with the new Police Reform agenda. This involved the creation of four new Committees; Performance Review, Finance and Audit, Human Resources and Community Engagement. These new arrangements, and others introduced to create more opportunities for strategic planning, have enabled police authority members to build their expertise in these key areas and exercise much more effective scrutiny of Force performance.

Performance monitoring, ensuring that West Yorkshire is policed efficiently and effectively, is the Police Authority's prime responsibility. At the start of last year, the performance picture was bleak. Although robbery levels were falling (as a result of action taken through the street crime initiative), total crime was rising, and this included the priority crimes of burglary and vehicle theft.

As the year ends, the picture is much brighter. The Authority has worked closely with, and supported, the Chief Constable and his Command Team as they introduced a far more rigorous performance management framework. Police Authority members routinely attend the monthly and quarterly reviews of every police division to learn at first hand what the problems are and how they are being tackled. I have also been actively engaged with the Police Standards Unit, which has been supporting the Force since September 2003, helping to make sure that West Yorkshire Police obtain the maximum possible benefit from its advice and the resources it has available.

The results have been remarkable. Whilst still higher than we would wish, levels of priority crime - burglary, robbery and vehicle crime - have been slashed, falling by 17%, 24% and 13% respectively over the year. On an even more positive note, the trend is still downwards, with the likelihood of similar falls being registered in the year ahead. The Chief Constable, Colin Cramphorn, is to be congratulated on achieving such a dramatic improvement.

I would like to pay tribute to all those individual police officers and police staff who have worked so hard to achieve this turn-around and to the Deputy Chief Constable, Phillip Brear, who was the architect of the new performance management system. However, there is no doubt that some of this improved performance can be attributed to the additional resources that the Authority has raised for policing through the council tax.

I am acutely aware of the impact that council tax rises have on households. Police Authorities have a responsibility to set a police budget that provides the Chief Constable with the resources needed to provide a high quality policing service, and that means supplementing central funding with money raised locally through the council tax. Whilst levying a high precept deprives people of disposable income, levying too low a precept runs the risk of starving the Force of essential funds.

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This was the position that had developed. The gap between the amount spent on policing, and therefore the number of police officers, in West Yorkshire compared with other Metropolitan areas had widened to an unacceptable degree. If we wanted the public of West Yorkshire to enjoy policing of as high a standard as elsewhere in the country, we had to act to make sure sufficient money was going in.

So, during 2003/04 we did three things. Firstly, we undertook to find out how much more people would be prepared to pay for an improved policing service. This included a campaign supported by local newspapers. We learned that the majority would be prepared to pay more, provided that this resulted in an increased front-line police presence.

In February, we set a budget that continued the significant growth in police capacity begun the previous year. The precept rise funded the continued employment of the 267 police officers and 200 Police Community Support Officers (PCSOs) recruited during 2003/04 and provided funding for a further 250 police officers, extra communications staff and significant investment in scientific support (forensics) in 2004/05.

As a result, by 31 March 2004 West Yorkshire Police strength matched the record level (of 5290) reached in 1991, with the equivalent of 5,291 full time officers. Unlike then, however, today's officers are supported by over 3,000 paid police staff many of whom, like PCSOs, perform operational roles. Collectively, then, the Force now has access to more resources than ever before, and the numbers are set to grow to record levels over the coming year.

Having tested the willingness of the public to pay more for policing, and overseen the growth in policing resources, the third strand for the Authority has been to ensure that these additional resources deliver the improvements expected. How money is used is as important as the size of the overall budget and the Authority has a key role in ensuring the Force delivers value for money. I am confident that the close scrutiny of how the money is spent and the impact of the increased budget on results have been major factors in the improved performance we are now witnessing.

Understanding what the public wants from policing and making sure this is properly reflected in local policing is another vital element of our work. We have energetically contributed to the national debate aimed at stimulating greater community involvement in policing - linked with the Home Office consultation document 'Policing-Building Safer Communities Together'. This work, and the development of new Consultation and Communication strategies, will ensure the Authority continues to increase the number and range of people with whom it comes into contact.

There has been much to celebrate this year but one event, the fatal shooting of PC Broadhurst on Boxing Day, overshadowed all others. This was a shocking reminder of the risks police officers and police staff face every day as they work to uphold the law. In paying tribute to Ian, I also want to express my gratitude and thanks to all those who work, day in and day out, to make West Yorkshire safe.



Mark Burns-Williamson
Chair Police Authority

Membership as at 31 March 2004

Chair

Councillor Mark Burns-Williamson

Vice Chair

Councillor Clive Richardson

Councillors

Mark Burns-Williamson (Wakefield - Labour)

Les Carter (Leeds - Conservative)

John Erskine (Leeds - Labour)

David Morton (Leeds - Liberal Democrat)

Martin Peel (Calderdale - Conservative)

Clive Richardson (Bradford - Conservative)

John Ruding (Bradford - Labour)

Ian Rutter (Kirklees - Liberal Democrat)

Kenneth Smith (Kirklees - Labour)

Independents

Naheed Dockrat

Paul Hackwood

Ann Liston

Satwant Pande

Janet Spencer

Magistrates

Roger Grasby

Steven Rollinson

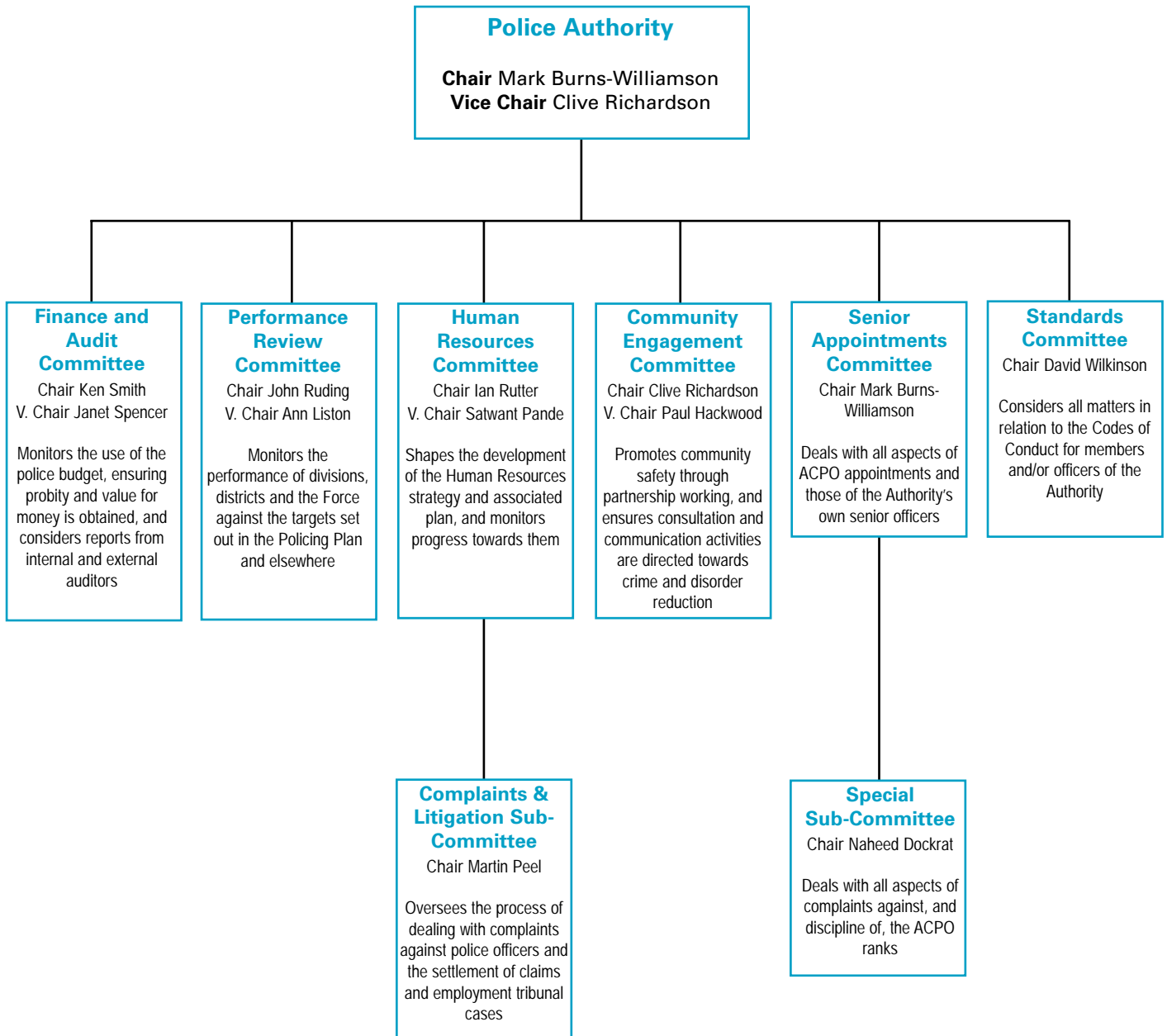
Melvyn Smith

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Committee Structure



Section One: Members & Structure



Councillor
Mark Burns-Williamson
Chair

Committees
Finance & Audit
Human Resources
Senior Appointments (C)
Complaints and Litigation
9 Possible / 8 Attended

Other Bodies
Policing Plan Working Party
Best Value Steering Group
CDRP (Wakefield)
APA (Health & Safety)
Partnership Liaison Group

Forums
Pontefract, Castleford & Knottingley
South Kirby, South Emsall & Hemsworth,
Horbury & Ossett, Normanton



Councillor
Clive Richardson
Vice Chair

Committees
Performance Review
Community Engagement (C)
9 Possible / 9 Attended

Other Bodies
Consultation Working Party (C)
Partnership Liaison Group (C)
Fairness in Action Steering Group
Policing Plan Working Party
Independent Advisory Group (Lead)
APA (Community Leadership)
CDRP (Bradford)

Forums
Bradford North



Naheed Dockrat

Committees
Human Resources
Community Engagement
Complaints and Litigation
Special Sub Committee (C)
6 Possible / 5 Attended

Other Bodies
Fairness in Action

Forums
Dewsbury



John Erskine

Committees
Finance & Audit
Community Engagement
5 Possible / 4 Attended

Other Bodies
Consultation Working Party
Policing Plan
CDRP (Leeds)
Partnership Liaison Group

Forums
Chapeltown Urban



Roger Grasby

Committees
Human Resources
Community Engagement
Senior Appointments
Complaints and Litigation
7 Possible / 6 Attended

Other Bodies
Partnership Liaison Group
Fairness in Action
APA (Personnel & HR)
CDRP (Wakefield)



Paul Hackwood

Committees
Performance Review
Community Engagement (VC)
Standards Committee
7 Possible / 6 Attended

Other Bodies
Consultation Working Party
Fairness in Action
Independent Advisory Group
APA (Diversity)

Forums
Wakefield, Keighley



Satwant Pande

Committees
Finance & Audit
Human Resources (VC)
Senior Appointments
Complaints and Litigation
6 Possible / 3 Attended

Other Bodies
Fairness in Action (C)
APA (National Training)

Forums
Garforth



Les Carter

Committees
Finance & Audit
Performance Review
Standards Committee
4 Possible / 4 Attended

Forums
Pudsey & West Leeds

Key to Information on Members Responsibilities

Red relates to membership of the Authority's main committees and sub-committees. The two numbers show the maximum possible and the actual number of these meetings attended between January and March 2004. (C) indicates Committee Chair and (VC) Vice Chair.

Blue shows membership of Working Parties, Steering Groups and representation on Crime and Disorder Reduction Partnerships (CDRPs) and national bodies such as the Association of Police Authorities (APA).

Black shows the Community Forums chaired by each member.

This list is not exhaustive. Members represent the Authority on a range of other bodies and all serve on one or more Best Value Review project boards, Force internal working groups and act as 'link' members to contribute toward the performance management of divisions and departments.

Section One: Members & Structure



David Morton

Committees
 Performance Review
 Human Resources
 Community Engagement
 Special Sub Committee
 Standards Committee
 6 Possible / 4 Attended

Other Bodies
 APA (Operational Policing,
 Finance and IT)
 Best Value Steering Group (C)

Forums
 Aireborough, Horsforth & Otley,
 Morley & Rothwell



Martin Peel

Committees
 Finance & Audit
 Human Resources
 Community Engagement
 Senior Appointments
 Complaints & Litigation (C)
 9 Possible / 8 Attended

Other Bodies
 Partnership Liaison Group
 Policing Plan
 CDRP (Calderdale)

Forums
 Brighouse, Halifax
 Sowerby Bridge



Ian Rutter

Committees
 Finance & Audit
 Human Resources (C)
 Complaints and Litigation
 Special Sub Committee
 8 Possible / 6 Attended

Other Bodies
 Fairness in Action
 CDRP (Kirklees)
 Partnership Liaison Group



John Ruding

Committees
 Performance Review (C)
 Human Resources
 Special Sub Committee
 5 Possible / 4 Attended

Other Bodies
 Partnership Liaison Group
 Best Value Steering Group
 CDRP (Bradford)

Forums
 Bradford South



Ann Liston

Committees
 Finance & Audit
 Performance Review (VC)
 5 Possible / 4 Attended

Other Bodies
 Policing Plan (C)

Forums
 Weetwood



Ken Smith

Committees
 Finance & Audit (C)
 Performance Review
 Senior Appointments
 6 Possible / 6 Attended

Other Bodies
 Policing Plan
 CDRP (Kirklees)
 Partnership Liaison Group

Forums
 Huddersfield



Melvyn Smith

Committees
 Performance Review
 Complaints & Litigation
 Human Resources
 Special Sub Committee
 6 Possible / 3 Attended

Other Bodies
 Partnership Liaison Group
 APA (Performance
 Management)
 APA (Information Management)
 CDRP (Calderdale)



Steven Rollinson

Committees
 Performance Review
 Community Engagement
 Standards Committee
 5 Possible / 5 Attended

Other Bodies
 Consultation Working Party
 Policing Plan
 Independent Advisory Group
 APA (Stop & Search Sub Group)

Forums
 Chapelton Rural



Janet Spencer

Committees
 Finance & Audit (VC)
 Community Engagement
 7 Possible / 7 Attended

Other Bodies
 Partnership Liaison Group
 CDRP (Leeds)

Forums
 Killingbeck
 South Leeds

1. Tackling Crime

Objective	Target	Achievement
To investigate, detect and prevent priority crime	1.1 To reduce robbery by 1,380	Robbery down by 1,209. Target not met but performance improved.
	1.2 To reduce house burglary by 7,500	Burglary down by 6,280. Target not met but performance improved.
	1.3 To reduce thefts of and from vehicles by 12,200	Theft of and from vehicles down by 8,447. Target not met but performance improved.
	1.4 To contribute towards bringing an additional 2,346 offenders to justice	Target met. (Based upon Home Office data to 31 December 2003).
<p>Difficulties during the first quarter of 2003/04 prevented the crime targets being achieved. Following the full introduction of the new Performance Management model in June, performance increased markedly and drove down crime rates for the remainder of the year to levels compatible with the annual targets.</p> <p>The Government-led Street Crime Initiative, established in April 2002, had prompted the Authority and Force to prioritise policing efforts towards tackling robbery and associated offences. Following a 13% reduction in the first year, robbery decreased by further 24.4% to 3,738 in 2003/04.</p> <p>The level of house burglary fell by 17.2% when compared to last year, resulting in 6,280 fewer victims.</p> <p>Last year's upward trend in vehicle crime has also been reversed, most notably in the more serious category of 'Theft of Vehicle'. Overall vehicle crime decreased to 55,760, representing a 13.2% decrease on last year.</p>		

Objective	Target	Achievement
To combat drugs misuse	1.5 To maintain a high level of arrests for supply and possession with intent to supply class A drugs	Arrests exceeded target by 48. Target met.
	1.6 To increase to 10% the percentage of arrests for supply of Class A drugs that involve Crack Cocaine	26.2% of all arrests for supplying 'Class A' drugs involved Crack Cocaine. Target met.
<p>In comparison with 2002/03, the number of arrests for supply and possession of 'Class A' drugs increased by 7.2% to 729 during 2003/04.</p> <p>The Drug Strategy Steering Group established within the Force has focused attention on high level street dealers. Successful tactics have included intelligence gathering activity and evidence building.</p> <p>Of the 729 arrests for supplying 'Class A' drugs during 2003/04, 191 (26.2%) related to the supply of Crack Cocaine.</p> <p>This provides evidence of significant disruption both to this market and associated drug-relating offending.</p>		

Section Two: Assessment of Policing Plan Performance

Objective	Target	Achievement
To tackle crime against vulnerable victims	1.7 To reduce the percentage of people who are repeat victims of domestic violence, racist incidents and house burglary	Domestic violence up by 0.8% to 37.3%. Target not met. Racist incidents up by 0.5% to 17.4%. Target not met. House burglary down by 0.3% to 12.3%. Target met.
	1.8 To maintain or improve the reporting rate for racist and homophobic incidents	Racist incidents up by 10.6% to 2,879. Target met. Homophobic incidents up 1.7% to 233. Target met.
<p>These results were affected by the introduction of VIVID (Vulnerable and Intimidated Victims Database).</p> <p>A highly praised new system aimed at improving case management, VIVID ensures complete and accurate recording of incidents and a consistent level of service to victims by both the police and partner agencies. VIVID has encouraged the reporting of incidents, leading to the increase in both first time and repeat events coming to the notice of the police.</p>		

2. Responding to Calls for Assistance

Objective	Target	Achievement
To improve access to policing services	2.1 To answer 85% of 999 calls within 15 seconds	82.2% ¹ of calls answered in 15 seconds. Target not met.
	2.2 To arrive at 90% of all incidents graded 'immediate' within 15 minutes of the receipt of the call	90.3% of immediate incidents attended within 15 minutes. Target met.
<p>The declining trend in call handling performance prompted the Authority to direct additional investment into call management, leading to additional resources and systems redesign work during 2003/04.</p> <p>Some progress has been evident, with a gradual improvement in performance as the year progressed.</p> <p>The new investment included the opening of a new, purpose-built despatch centre at Dudley Hill to serve the western side of the Force. Disruption to monitoring equipment caused during this move means that precise results for the year are not available. The Authority still regards this as an area for improvement and work continues to ensure the delivery of sustained target achievement.</p> <p>Despite a 7.5% increase in the number of calls requiring immediate police response, West Yorkshire Police achieved the target to arrive at 90% of these immediate incidents within 15 minutes, and improved performance compared with last year.</p>		

¹Based upon data from the April-December 2003. Monitoring equipment that produces 999 call handling statistics was temporarily unavailable from January- March 2004

Section Two: Assessment of Policing Plan Performance

Objective	Target	Achievement		
To deliver a quality service	2.3 To maintain or improve satisfaction levels for victims of house burglary, assault, domestic violence, racist incidents and injury road accidents, as well as for 999 callers, other telephone callers and visitors to police stations	Survey	2003/04	2002/03
		Burglary	88.9%	89.0%
		Assault	60.2%	67.1%
		Domestic violence	85.1%	88.9%
		Racist incidents	64.2%	72.1%
		Injury RTAs	88.8%	91.0%
		999 callers (police action in response to call)	72.6%	79.9%
		Other telephone callers	64.0%	74.1%
		Visitors to police stations	77.9%	87.3%
			Target not met.	
<p>Quality of service measures are obtained from surveys of service recipients. All survey measures are subject to a degree of uncertainty, because the views of those responding may not be entirely representative. This means that relatively small variations in the percentages are more likely to reflect this 'sampling variation' rather than any real shift in satisfaction.</p> <p>However, there has been a significant fall in satisfaction across several surveys, compared to last year. Although the level of satisfaction of victims of burglary, domestic violence road traffic collisions and those in an emergency situation is relatively high, with over 8 out of every 10 victims satisfied with police service, the survey findings will be subject to scrutiny at the Police Authority Performance Review Committee.</p> <p>The Home Office has now established a new, national, methodology for obtaining feedback from service users. This will allow for comparison across similar Forces and BCUs, providing benchmarking information and the opportunity for sharing good practice.</p>				

Objective	Target	Achievement
To keep people informed	2.4 By 31 March 2004, to have introduced a reliable and efficient means of ensuring callers are updated about progress in relation to their incident	Target not met.
	2.5 By 31 March 2004, to have improved the support provided to witnesses	Target met.
<p>Evaluation of a pilot aimed at improving response to victims of crime conducted at Bradford North and Keighley Police Divisions failed to demonstrate the required levels of efficiency and effectiveness. Further work will be carried out as part of the development of the new crime recording system.</p> <p>Findings from a multi-agency questionnaire piloted during 2003/04 found overall witness satisfaction with the Criminal Justice system for the year was 64.8%, which was somewhat lower than the National satisfaction rate of 78%. There were significant differences between the satisfaction for the different agencies involved. The level of satisfaction was higher for the Police, at 84.8%.</p>		

Section Two: Assessment of Policing Plan Performance

2. Providing Protection and Reassurance

Objective	Target	Achievement
To maintain order and keep the peace	3.1 To equip, train and maintain a policing reserve capable of responding to any outbreak of serious disorder within 15 minutes	Target met.
<p>This target is achieved through the use of the Chief Constable's Reserve (one of which operates in the west of the Force, the other in the east) which provides a rapid, decisive response to any incident with the potential to develop into an outbreak of serious disorder.</p>		

Objective	Target	Achievement
To reduce vandalism and anti-social behaviour and improve the quality of life	3.2 By 31 March 2004, to have improved the co-ordination and management of measures to reduce anti-social behaviour	Target met.
	3.3 By 31 March 2004, to have improved the effectiveness of CCTV and ANPR in preventing and detecting crime and anti-social behaviour	Target met.
	3.4 To work with the Highways Authorities to reduce the number of road collisions resulting in death or serious injury in line with the national target	Target met.
<p>The Force has restructured its Community Safety department to include a Plural Policing Unit that co-ordinates the deployment of uniformed police staff, such as Police Community Support Officers and Neighbourhood Wardens, who provide a reassuring presence and deter anti-social behaviour. The Force has also been recognised for its success in pioneering the use of multiple ASBOs.</p> <p>West Yorkshire Police continued to contribute to the West Yorkshire CCTV User Group during 2003/04, although gaps were identified in the Force's ability to evaluate and implement CCTV across West Yorkshire. Further growth bids in an attempt to address this will follow the Best Value Review of Community Safety.</p> <p>The Force is part of the national Home Office pilot to introduce ANPR to apprehend those committing crime. ANPR usage across the Force increased during the year.</p> <p>During 2003/04 the number of collisions resulting in death or serious injury decreased by 5.8% or 69 victims in comparison to last year.</p> <p>The Force continued in its support of West Yorkshire Road Safety Partnership, using technology to modify driver behaviour.</p>		

Section Two: Assessment of Policing Plan Performance

Objective	Target	Achievement
To build public confidence and reduce the fear of crime	3.5 To increase the number of police officers, particularly those on patrol duties	Target met.
	3.6 To increase the representation of visible minority ethnic communities in the workforce	Target met.
	3.7 To increase the presence of PCSOs in every district	Target met.
	3.8 To increase officer availability by reducing by 0.5 the number of working days lost through sickness per police officer and member of support staff	Target met.
<p>The operational constable total is 224 higher than last year. The majority, 2176, of the police constables, are posted to uniform patrol duties, a further 258 are in community policing posts with 259 in road policing roles.</p> <p>The number of police officers from minority ethnic backgrounds totalled 162 at the end of 2002/03, an increase of 11 over the previous year. By the end of 2003/2004, this figure had increased to 185.</p> <p>Positive action work continues to be undertaken to increase the number of officers from a minority ethnic background. A number of development/training sessions to prepare candidates for the recruit assessment centre have been held and early indications are that they are proving successful. Recruitment to the PCSO strength has led to a significant proportion of those officers having minority ethnic backgrounds (7.7% of total PCSO strength).</p> <p>PCSO strength increased from 70 at the start of 2003/04 to a total of 256 by the year-end. Those recruited during last year have been posted across all Divisions, to build on the previous strength.</p> <p>The reduction in sickness rates, which ended the year at 8.26 working days per police officer and 9.26 for each member of police staff, significantly contributed to capacity during the year. The reductions during 2003/04 mean that average sickness levels have reduced by 5.17 and 3.11 days per officer for police officers and police staff respectively since 2001/02.</p>		

Consultation

The Police Authority consulted on a wide variety of topics during 2003/04 in addition to shaping its new consultation strategy.

Police Community Forums

The Authority hosted regular Police Community Forums in 19 locations across Leeds, Wakefield, Kirklees and Calderdale districts. In addition to the important local issues raised particular to each forum, the three overarching issues of concern were anti-social behaviour, visible police presence and Force communications. Police Authority Members have also used the forums to engage with communities about topics such as the council tax and the new policing plan.

Policing Plan consultation

During the autumn, the Authority again embarked on a series of events aimed at gathering the local priorities for the 2004/05 policing plan. Unfortunately, these events, aimed at businesses, voluntary/community organisations and individuals, did not prove as popular as in previous years and only those in Calderdale and Leeds (targeted at forum attendees) took place. However, the Police Authority supplemented this consultation by distributing a questionnaire to those people on the invitation lists for the cancelled events.

In addition to discussions around policing priorities, consultees were able to debate high profile topics such as anti-social behaviour, the use of Police Community Support Officers and Force performance in terms of communications and response times. This information has helped inform debate during various Authority meetings and assisted Members to focus on major areas of public concern.

Budget consultation

More people were consulted about the proposed Police Authority budget and the resultant council tax precept than ever before. The two policing plan events included a session on the budget, as did the questionnaire that replaced the other events. The West Yorkshire Chamber of Trade and Commerce invited the Authority to one of its meetings to talk specifically about the budget. In addition, the Yorkshire Evening Post ran a poll asking if people were prepared to pay extra money for policing in their council tax.

Consultation on Police Reform

In November 2003, the Home Office issued a consultation document entitled 'Policing - Building Safer Communities Together' about the next stage of police reform. All police authorities, police forces and crime and disorder reduction partnerships were asked to consult with people in their areas about the contents of the document and feed back results to the Government. The Police Authority took the lead in West Yorkshire and ran six open meetings, with the assistance of other partners in areas of publicity and recruitment. Two further events with young people ensured the views obtained reflected all ages. A comprehensive response was submitted to both the Home Office and the Association of Police Authorities.

Use of New Technology

During the year the Police Authority bought handheld voting equipment and associated software to enable all consultees to respond immediately and anonymously to questions posed during consultation events. It also allows their responses to be combined and fed back immediately. This has proved popular and continues to be used when appropriate.

Section Three: Other Responsibilities

New Consultation Strategy

The best value review of the Police Authority highlighted a number of problems with the previous consultation strategy:-

- It was patchy in terms of its success;
- There were obvious gaps in terms of representation and groups of people consulted; and
- Police Community Forum attendees were less interested in consultation.

The review concluded there was a need to rationalise existing arrangements, integrate better with partner consultation and produce a cost-effective and inclusive strategy. There was a high level of support for themed, targeted consultation, but also recognition of the importance of retaining some means of direct public accountability for local policing.

During 2003/04 a new strategy was written, refined and subsequently approved in April 2004. The strategy focuses on the need for the Police Authority to engage with a greater number of individuals and groups so that views obtained reflect the diverse population of West Yorkshire. It emphasises a partnership approach to consultation and acknowledges the need to go to where people are, rather than holding open meetings.

Accompanying this document is the consultation plan for 2004/05 which shows how the strategy is going to be implemented. Following is a summary of this plan:

Topic	Purpose	Question Areas	Audience	Methodology
Consultation Strategy	To check the strategy for completeness.	Is the approach right, including so-called "hard-to-reach" groups? Is anything missing?	Stakeholders, people working with "hard-to-reach" groups, parish councils, community organisations, other bodies representing communities.	Questionnaire. Face-to-face. Electronic.
Freedom of Information	To find out what people might ask for when the second part of the act comes into force.	Awareness of the Act, the rights of individuals and the requirements on public bodies to comply with the Act. Identification of information that people might request. Discussion about what people would expect to be able to get electronically.	Voluntary and community organisations, ethnic groups, young people, disabled groups. To include a selection of people who communicate regularly with the Police Authority.	Focus groups.
Race Equality Scheme	Review of new version.	Adherence to the general and specific duties. Assessment of functions and policies against the duties. Publication of the results of assessments, consultation and monitoring. Access to information and services. Training for Members and staff. Monitoring employment. Action plan and timetable.	Partners, Commission for Racial Equality, Racial Equality Councils. Minority ethnic groups and communities	Questionnaire. Face-to-face. Electronic.

Cont. overleaf

Section Three: Other Responsibilities

Topic	Purpose	Question Areas	Audience	Methodology
Consultation in Bradford	To provide an alternative to Forums.	For 2004/05 this may be covered by other work in this plan.	To cover the three divisions. Identification of key groups in Bradford.	As specified for other projects.
Strategies & Plans. (Crime & Disorder, Policing, Policing Plan	To assist Crime and Disorder Reduction Partnerships (CDRPs) as well as informing the West Yorkshire Police Authority 3-year strategy.	Crime and Disorder strategy consultation aimed at confirming the findings of the audit and checking policing priorities. Identification of other crime concerns.	Selection of audiences in agreement with the CDRPs.	Face-to-face.
Best Value Review of Calderdale	To complement the work of the Best Value Team.	Satisfaction with policing. How safe people feel. Views on policing in Calderdale their area. Suggestions for improvement.	People living, working and studying in Calderdale.	Face-to-face. Questionnaire.
Macpherson Report Recommendation 61	To work with the Force on the rollout of recording police stops.	Dialogue with communities about the police use of stops. The impact of recording stops on relationships with the police. The impact of recording stops on trust and confidence in the police, particularly amongst minority ethnic communities and younger people.	Cross-section of people in West Yorkshire. Emphasis on younger people and those from minority ethnic communities.	Focus groups. Face-to-face.
Budget/council tax	To determine support for the medium-term Police Authority financial strategy.		Representative cross-section of population. Businesses of all sizes.	Face-to-face.
Police Community Forums	To boost attendance and representation. To determine the best day and time to hold them and how best to publicise them.	Awareness of Forums. Likelihood of attending. Reasons for non-attendance. Agenda. Day and time preferences. Length of meeting. How far they are prepared to travel. Best method for publicity.	Aged between 16 and 60. Mix of male and female. Mix of ethnic backgrounds. Mix of working/non-working people. Mix of those with and without children at home.	Face-to-face.

Communication

Research quoted in the Home Office consultation paper, 'Policing - Building Safer Communities Together', draws attention to the difficulties police authorities face in carrying out their functions if those they need to engage with are unaware of their existence. In common with most other Authorities, West Yorkshire Police Authority has concentrated on overseeing and supporting operational policing, devoting little energy and resources into raising the image and profile of the Authority itself.

The research suggests this may be a false economy - that the Authority needs to communicate more effectively if it is to achieve its aims. Our best value review proposed a range of actions designed to improve communication with specific stakeholders and the public in general. As a result, we have redesigned our web-site (also ensuring it satisfies Freedom of Information Act requirements), collaborated with the West Yorkshire Fire Service and Passenger Transport Executive in the production and distribution of our joint newspaper 'Working Together' and promoted the work of the Authority through the press and other media. The web-site alone now attracts around 50,000 hits each month.

We believe these actions have begun to make the Authority and its work more accessible. Our programme for the future includes some exciting and innovative projects - such as on-line access to crime statistics for every police beat - that will bring the Authority into contact with many more people and enlist their help in improving the policing of West Yorkshire.

Partnership Working

Under Section 97 of the Police Reform Act 2002, police authorities became one of the "responsible authorities" on Crime and Disorder Reduction Partnerships (CDRPs). The duties of responsible authorities as specified in the Crime and Disorder Act (updated by the Police Reform Act) are:

- To undertake an audit to review the levels and patterns of crime and disorder and the misuse of drugs.
- To prepare an analysis of the audit and publish locally a report of that analysis.
- Consult with the public to establish whether the priorities identified in the audit match public perception.
- Develop and implement a strategy for tackling crime, disorder and the misuse of drugs, based on the audit and consultation findings. This involves agreeing objectives and setting targets.

West Yorkshire has five district-based CDRPs. The Police Authority nominates two members per partnership to carry out the duties of a responsible authority on its behalf, supported by the full-time External Relations Manager, who maintains links with the key officers from the other responsible authorities. Members representing the Police Authority on the CDRPs meet quarterly to feedback progress and share best practice.

During 2003/04 Police Authority involvement on CDRPs has become more consistent. This follows the increased profile and support devoted to this area following the Authority's best value review. It is also due in part to the recognition by partners that joint working, particularly in the area of consultation, is beneficial to all concerned.

As outlined in the section on consultation, West Yorkshire Police Authority ran public meetings on behalf of all partners for the Home Office 'Policing - Building Safer Communities Together' consultation, with partner agencies assisting with publicity. The joint chairs of the Calderdale CDRP used the event held in Calderdale to gather policing plan priorities to launch their Annual Report.

In April 2005 all CDRPs will be required to publish a new 3-year crime, disorder and drugs strategy, first having gone through the audit and consultation process outlined above. West Yorkshire Police Authority will also be publishing a 3-year policing strategy to the same timescales. All partners have recognised the opportunity to align plans and targets as well as the advantages of undertaking joint consultation to inform both strategies.

The Police Authority also takes a keen interest in the work of the West Yorkshire Local Criminal Justice Board (LCJB). During 2004/05 it is intended to establish more formal links and to investigate the opportunities for joint consultation.

Best Value

The Local Government Act 1999 places a duty on the Police Authority to achieve Best Value in the delivery of policing. This means securing continuous improvement in the way in which policing functions are exercised having regard to a combination of economy, efficiency and effectiveness.

Meetings of the Best Value Steering Group were held regularly throughout the year, to enable the Authority to co-ordinate the review programme and monitor the progress of ongoing best value reviews. In 2003/04 these included the Force Solicitor's Department, Finance Department, Community Safety, Kirklees District Policing and the Police Authority's own best value review. The Steering Group also received regular reports about the implementation of recommendations from completed reviews, including Leeds District, Facilities Department, Training, IT and Communications.

A small working party reviewed the Authority's overall approach to best value in the light of revised guidance from the Home Office, which emphasised the need for reviews to:

- Encourage innovation and excellence in local policing;
- Ensure services are responsive to the needs of users;
- Focus on outcomes and not process;
- Aim to enhance national and local accountability.

The revised approach, which creates more opportunities for member involvement throughout the process, will be piloted on the review of the Management Support Department during 2004.

The Authority's own review identified four broad areas for improvement.

16 different strands of work were taken forward in order to deliver these improvements, and six strategic recommendations were agreed.

These changed the committee structure to enable the Authority to carry on its business in a more focused and effective way, and provided for more professional support to members through the recruitment of specialist staff to provide research and external relations expertise.

Strategies for consultation, communication and partnership working were developed and are currently being implemented, with a code of corporate governance being adopted in February 2004.

Formal performance management arrangements for both staff and members were introduced, aligned with personal and Authority objectives.

Proposals were also put forward to improve the resilience and effectiveness of the Internal Audit function of the Authority.

Race and Diversity

West Yorkshire Police Authority published its Race Equality Scheme in May 2002 in accordance with statutory guidelines. The Authority then began to consult with various groups about the suitability of the scheme, beginning with the Independent Advisory Group set up by the Police Authority to comment on race and diversity issues.

It soon became apparent that the Race Equality Scheme was not totally fit for the purpose. Due to various staffing changes, revisions to the scheme did not start until late 2003. Since then a new scheme has been written which contains more detail about how the Authority intends to fulfil its objectives under the general and specific duties of the Race Relations (Amendment) Act 2000. The scheme has been reviewed by the Authority's Fairness In Action Steering Group and will be submitted for approval to the Police Authority Annual Meeting in July 2004.

It is intended to publish the scheme on the Police Authority web site after that date, at which point further consultation will be undertaken with partners, stakeholders and a range of minority ethnic groups. Regular progress reports will be tabled at meetings of the Fairness In Action Steering Group and they too, will be published on the web site.

It is intended to make summaries of the scheme available in a range of other languages on request.

Section Three: Other Responsibilities

During the year, a number of appointments have been made to various paid and volunteer positions with the Police Authority. The table below summarises the results of ethnicity monitoring of applicants.

Ethnicity	Applications	Interviews	Appointments
White British	171	35	17
Asian Pakistani	15	7	2
Asian Indian	14	4	3
Black British	6	2	0
Mixed Other	5	0	0
Not Specified	13	4	1
	224	52	23

Police Complaints

The Police Authority has two distinct roles in relation to complaints made against police officers. In the first place it is the 'appropriate authority' under the provisions of the Police Act for handling misconduct complaints made against the most senior police officers - of the rank of Assistant Chief Constable and above. Any complaints received are initially considered by the Special Sub Committee and in appropriate cases an investigating officer from another police force may be appointed to undertake a full investigation of the complaint. No such investigation was necessary in 2003/04.

The Chief Constable, rather than the Police Authority, is the 'appropriate authority' for handling complaints against all other ranks of police officer. However, the Police Authority has a general responsibility to keep itself informed about the workings and procedures for handling these complaints locally and it does this through regular meetings of the Authority's Complaints and Litigation Sub Committee. The Sub Committee has received reports giving information about all complaints received both as to the type of complaint, the outcome and the relevant police division affected.

More detailed information is provided about the most serious complaints or where the complaint is particularly sensitive, for example, where it involves allegations of sexual assault or there are issues of race involved. The Sub Committee has also given very careful consideration to circumstances which have led to the suspension of police officers.

This oversight enables the Police Authority to examine the workings of the local police complaints system, to analyse trends and advise appropriately.

Throughout the year, the Authority has been preparing for introduction of a new national police complaints body, the Independent Police Complaints Commission (IPCC), on 1 April 2004. This new system seeks to ensure a greater degree of independence in the complaints system and to provide for greater rights to the complainants themselves. New measures include requiring an independent person to sit on the Misconduct Panels which consider disciplinary action against police officers subject of a public complaint. Following a selection process, in March 2004 the Police Authority appointed Mr Alan Mills, Mr David Dowse and Mr Michael Fox as the independent members to sit on Misconduct Panels in West Yorkshire.

The new complaints system will involve close liaison between the Police Authority and the IPCC. Mr Nicholas Long, the IPCC Commissioner for this area, has already attended a Complaints and Litigation Sub Committee meeting and discussed relevant issues with Members of the Police Authority. Continuing liaison with the IPCC will take place over the year ahead as the Police Authority deals with the challenges which the new system will bring.

Internal Audit

The Finance and Audit Committee scrutinises the work of the Authority's own Internal Audit Team into the internal control systems established by the Force.

In 2003/04, Internal Audit reviewed and promoted internal control and value for money within the organisation by:

- Producing 58 reports containing recommendations designed to improve the management and operation of the area under consideration;
- Disseminating significant and recurring findings via seminars and forums in order to spread the benefit of audit work;
- Undertaking a value for money study on Transport arrangements;
- Assisting the Authority in introducing a Code of Corporate Governance to formalise the way it controls its functions;
- Proactively advising the Force on controls in developing and changing systems;
- Carrying out irregularity investigations;
- Conducting follow-up audits to monitor implementation of agreed recommendations.

Widespread consultation was undertaken with Internal Audit's internal stakeholders, as part of the Authority's best value review, which has contributed towards the identification of areas to improve the service provided.

Independent Custody Visiting Scheme

The Independent Custody Visiting Scheme enables local people, unconnected with the police or the Criminal Justice System, to inspect and report upon the way in which people detained at police stations are dealt with by the police and also the conditions in which they are held. The Scheme is intended to increase public confidence in policing and is an important part of the relationship between the police and the community.

The Scheme has a long and successful history in West Yorkshire. The Authority operated a pilot Scheme during 1984 prior to the Home Office recommendation, in 1986, that extended such Schemes to all police authorities in England and Wales.

Following the enactment of the Police Reform Act 2002, police authorities are now statutorily required to operate Independent Custody Visiting Schemes. A review of the Scheme in 2002/2003 resulted in Custody Visitors being required to undertake their custody visits in pairs.

The Authority is a member of the Independent Custody Visiting Association (ICVA), a voluntary organisation that promotes the custody visiting process nationally through advocacy, training, publicity and ongoing support to all involved in the process. Five Custody Visitors, two members of the Authority's Independent Custody Visiting Steering Group and two members of the Authority's staff attended the ICVA Annual Conference in Manchester in November 2003. A member of the Authority's staff also attended ICVA's Scheme Administrator's Conference held in Birmingham in July 2003.

The Authority undertook two recruitment campaigns during 2003/2004. As a result, five new Custody Visitors who took up their appointments on 1 January 2004 and a further 11 were appointed from 1 April 2004. This brought the total number of Custody Visitors operating in the County to 41.

As part of the continuous training programme for Custody Visitors, a review of training was undertaken in January 2004 and a number of recommendations were made which were implemented for the Custody Visitors appointed with effect from 1 April 2004.

District meetings have been held for Independent Custody Visitors throughout the year at which local issues relating to Custody Visiting were discussed with a member of the Independent Custody Visiting Steering Group. Custody Visitors have also attended two Seminars arranged to discuss specific topics relevant to custody visiting.

A schedule showing the number of Custody Visits undertaken to police stations/bridewells in the county from 1 April 2003 to 31 March 2004, compared with the same period in the previous year, is set out in the table overleaf.

Section Three: Other Responsibilities

Custody Visits to Police Stations/Bridewells

Station/Bridewell	2002/2003	2003/2004
Bradford Bridewell	35	45
Javelin House	9	1
Lawcroft House	24	37
Keighley	34	19
Shipley (Introduced Feb 2003)	1	0
Ilkley (Withdrawn Oct 2002)	3	N/A
Halifax Bridewell	36	45
Brighouse	0	0
Todmorden	1	1
Huddersfield	41	53
Dewsbury	55	64
Leeds Bridewell	50	40
Weetwood	72	63
Chapelton	62	54
Killingbeck	45	58
Garforth (Withdrawn April 2002)	0	N/A
Wetherby (Withdrawn Dec 2002)	4	N/A
Holbeck	46	12
Pudsey	44	62
Morley	3	1
BTP, Leeds	12	6
Wakefield	86	62
Normanton	0	N/A
Pontefract	65	60
South Kirkby	3	3
Ossett	1	5
Total	732	691

Finance

Revenue Expenditure

The Authority budgeted for net expenditure of £346m in 2003/04, which allowed for the recruitment of 267 additional Police Officers, 200 Police Community Support Officers and additional investment in key priority areas such as forensic testing and call handling.

Of this total, around £289m was funded by the Government while the remainder was raised locally through the Police Council Tax, set at £88.81 a year for a Band D household.

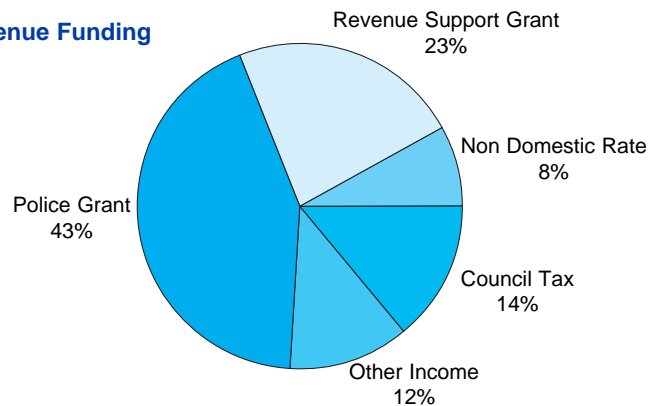
The majority of the budget is spent on people, including around 5,300 serving police officers, police staff and the pensions of retired police officers.

Capital Expenditure

The Authority also spent £15.4m in the year on capital schemes, including building works, vehicles and information technology.

The new national radio system 'Airwave' began roll out across the Force in 2003/04 and during the year the new purpose built Despatch Centre opened at Dudley Hill, providing state of the art communications and IT equipment. Work is also due to commence on a new Divisional Headquarters for Bradford South.

Revenue Funding



Revenue Expenditure

