



Inspecting policing  
in the public interest

## Responding to austerity

West Yorkshire Police

July 2014

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# How well does the force provide value for money?

## Overall judgment

HMIC is encouraged that West Yorkshire Police has made impressive progress since last year in developing and carrying out a programme of change that is enabling it to provide good value for money.

**Good**

## Summary

West Yorkshire Police has faced one of the largest cuts to its spending of all forces in England and Wales. After a faltering start in the early years of this spending review period, it has made rapid progress this year. It is now on track to meet its financial challenges over the spending review period and beyond, to 2016. Importantly, the force has started to develop its outline plans for achieving savings beyond 2016 and has sufficient reserves to enable change, achieve the ambitions of the police and crime commissioner (PCC) and support transformation and innovation.

The pace and scale of improvement in the force since last year has been impressive. It has introduced a new way of providing policing and significantly improved its approach to managing change to tackle the challenges it faces. Despite major change and significant reductions in staffing, the force has continued to provide effective policing; crime has continued to fall in West Yorkshire throughout this period at a greater rate than elsewhere and victims' satisfaction with the police is high.

The challenge now is to fully implement the changes.

**To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?**

**Good**

West Yorkshire Police has a strong track record for achieving savings and is expecting to achieve more savings than it needs over the spending review. Given the scale of the savings needed at 20 percent of its total spending this is a real achievement.

The force has already developed outline savings plans that extend beyond 2016, based on prudent assumptions. Its financial performance over the next two years will determine the level of reserves available to provide a degree of financial security.

**To what extent has the force an affordable way of providing policing?**

**Good**

The force has changed the way it provides policing in the last year to enable it to operate effectively with fewer resources. There is an emphasis on ensuring the long-term sustainability of local policing that will be affordable and work towards the force's ambition of providing world class policing.

West Yorkshire Police has made impressive progress since last year in developing and implementing the change programme needed to make the savings.

The force continues to pursue collaboration within the framework of the Yorkshire and Humberside forces. Potential opportunities continue to be assessed.

**To what extent is the force efficient?**

**Good**

The force has a detailed understanding of the demands it faces. The level of detail, analysis and understanding of need in local neighbourhood teams is particularly impressive and enables the force to make the most effective use of its resources and serve local communities better.

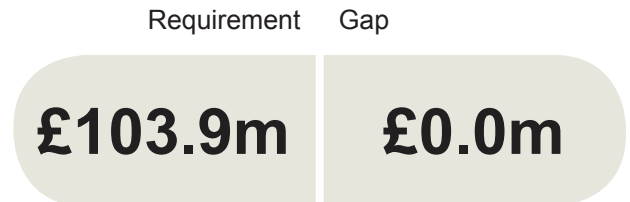
Through clear leadership the force has made rapid progress in finding IT solutions that improve productivity and effectiveness.

Crime in West Yorkshire has continued to fall throughout the spending review period and victim satisfaction with the police is high.

# The force in numbers

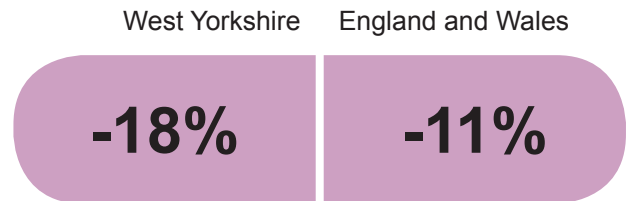
## Financial position

The force's savings requirement

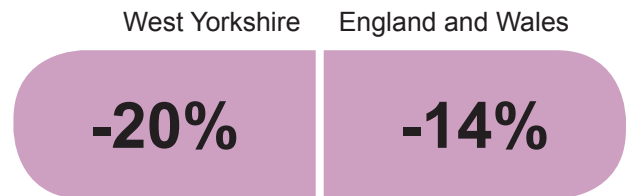


## Providing policing

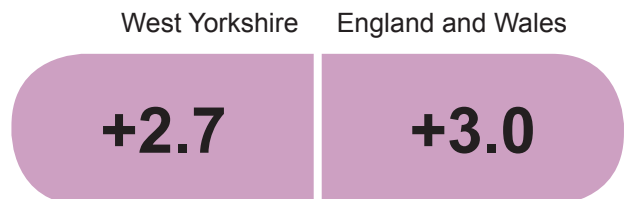
Planned change in police officer numbers 2010/11 – 2014/15



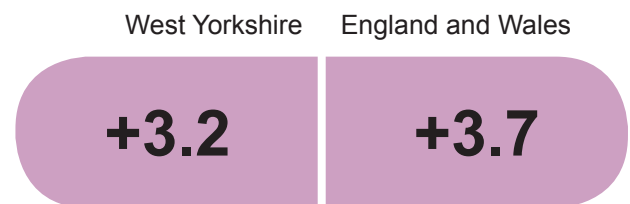
Planned change in total workforce numbers 2010/11 – 2014/15



Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)



Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)





## Efficiency

Police officer cost per head of population  
2013/14

West Yorkshire

England and Wales

**£109.8**

**£117.7**

Workforce cost per head of population  
2013/14

West Yorkshire

England and Wales

**£158.5**

**£168.1**

Change in recorded crime  
2010/11 – 2013/14

West Yorkshire

England and Wales

**-15%**

**-14%**

Victim satisfaction 2013/14\*

West Yorkshire

England and Wales

**88.5%**

**85.2%**

\*Confidence intervals:  $\pm 0.8\%$  for West Yorkshire;  $\pm 0.2\%$  for England and Wales.

# Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the force is providing value for money. To answer this question we looked at three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for West Yorkshire Police.



# To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

## Financial challenge

West Yorkshire Police has identified that it needs to save £103.9m over the four years of the spending review (i.e., between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 20 percent is higher than the figure for England and Wales of 18 percent. After the first three years of the spending review, the force has achieved 72 percent (£75.0m) of the savings required. The force has clear plans in place to achieve the balance in 2014/15.

## The scale of the challenge

HMIC considers that West Yorkshire Police faces a difficult challenge as it needs to cut a larger proportion of its spending than other forces, however, there are opportunities to reduce its costs in line with other forces as:

- it spends more per head of population on policing than most other forces in England and Wales;
- it has a higher number of police officers per head of population than most other forces in England and Wales; and
- the cost of police officers and police staff per head of population is higher than most other forces in England and Wales.

## Savings plans for 2014/15 and 2015/16

HMIC found that the force has well-developed and realistic savings plans to balance the budget for the final year of the spending review, 2014/15. In the last two years, the force has achieved more savings than it planned, making savings of £20.8m in 2013/14. This was achieved through reduced officer and staff numbers against budget, by holding open vacancies. Last year, the force restructured the way it operates last year, and the staffing budget has been built on the reduced workforce requirements of the new structure.

The force is therefore well placed to achieve more savings against its plan for the spending review period. The force brought forward some savings planned for 2014/15 thereby gaining additional benefit from early provision. This has increased confidence in the organisation's ability to achieve 2014/15 and 2015/16 savings plans with no use of reserves required to bridge the funding gap in either year.

The force has detailed plans in place already to support the majority of £29.3m savings required in 2015/16. The budgets are underpinned by sound assumptions based on a robust and cautious assessment of national and peer benchmarking.

The force continues to consider and exploit financial opportunities and has put forward a number of bids to support joint working and generate income. The force recognises that it faces risks beyond 2014/15 relating to its collaboration arrangements, which have financial implications, and it is continuing to review and manage these risks.

## Outlook for 2016 and beyond

The force's future savings plans extend to 2019/20 and although these are less advanced, the force is continuing to develop these.

Looking to 2016/17 and 2017/18, planned savings are expected of £26.5m and £24.8m, leaving a gap of around £8m still to be found in each of these two years. Although the force is showing a funding gap, it has developed a range of options which, once properly scoped and assessed, are likely to close this gap.

The force has set out a convincing assessment of the future financial challenges. The work it is progressing will provide the means to respond to these, building on the firm foundations of the new operating model, which is scalable and capable of operating with reduced resources if necessary. The force has considered a range of contingencies and is clearly working closely with the police and crime commissioner (PCC) to ensure a common understanding of the issues and risks.

At the end of 2013/14 the force held total reserves of £51.2m, with over a third of the reserves held in funds to be spent on achieving the changes needed, achieving the ambitions of the PCC, and supporting transformation and innovation. It is important that the force does achieve sufficient savings in 2014/15 and 2015/16, so that it does not need to use these reserves to bridge any funding gap, as this will provide it with additional resilience in 2016 and beyond.

Summary



Good

- West Yorkshire Police has a strong track record for achieving savings and is expecting to achieve more savings than it needs over the spending review. Given the scale of the savings needed at 20 percent of its total spending, this is a real achievement.
- The force also expects to exceed the £29.3m savings required in 2015/16.
- The force has already developed outline savings plans that extend beyond 2016, based on prudent assumptions. Its financial performance over the next two years will determine the level of reserves available to provide a degree of financial security.

# To what extent has the force an affordable way of providing policing?

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to their financial challenge. We look at what the force is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

## How the force provides policing

In July 2013 HMIC concluded that the force had not grasped the same opportunities to transform and achieves savings as other forces and had left large elements of its business untouched. We identified that strong and effective leadership was required to achieve further funding reductions alongside achieving improved performance.

As a consequence, the force was re-inspected in November 2013 by which time it was able to demonstrate clear plans to close the savings gap, a coherent vision of a new, affordable model for providing policing and a comprehensive plan to implement it. The report concluded that progress in the following areas was required by the next Valuing the Police inspection:

- implementing the new operating model;
- furthering collaborative opportunities; and
- continued performance improvement based on embedded effective practice.

A new structure through which the force will provide local policing was introduced in September 2013. This restructure has been based on an assessment of demand, resource and crime modelling with a strong emphasis on frontline policing and reducing layers of management. More staff have been moved into local ward bases to improve neighbourhood policing response and problem solving. Priorities are agreed with the community and the appropriate partnership response is identified and monitored through PACT (police and communities together) meetings. There is also a plan to increase the number of specials working in the neighbourhood teams.

This structure will mean that the force will eventually move from eight divisions to five policing districts; the chief officer team will reduce from eight to six; there will be fewer managers from the rank of sergeant upwards; and four protective services business areas under two chief officers will reduce to two business areas under one chief officer.

The district restructure has seen a review of all posts. Distinct roles have been established to manage current excess capacity in the structure with these roles being reinvested in the areas of highest threat, harm and risk within the force area, including into areas of emerging risk such as people trafficking.

The force has invested in mobile technology, providing laptops to allow all staff on patrol to be able to remain in their communities while they access police databases and complete reports, rather than having to return to police buildings.

The force is finalising the 2014/15 estates budget and expects the rationalisation of its buildings to be complete by 2016/17 to support service provision, the new force structures and realise savings. Although decisions to dispose of some parts of the police estate are strong from an operational basis, because these are decisions for the PCC, the force has not currently included any savings from the disposal of buildings in its financial plans, due to the risks of achieving these.

## Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and help achieve savings.

Collaborative working for the force centres very much on working with the other forces in the Yorkshire and Humber region (South, West and North Yorkshire and Humberside). Within the region there has been a review and assessment of the effectiveness of collaborative working practices. Governance has been revised and a new lead force model of working has been implemented. The force is leading on two of these regional collaborations. The scientific support collaboration which came into effect in April 2014, and the regional organised crime collaboration.

Other regional collaborations which include West Yorkshire are also being pursued including firearms training, contingency planning and public order. Collaborative working is still at an early stage within the Yorkshire and Humber region and work is needed to embed the lead force model and increase productivity.

The force is also exploring potential collaborations with other public sector organisations within West Yorkshire. These include collaborations with the West Yorkshire Fire and Rescue Service and other centred on how local policing can be provided better by integrating policing with other local partners' services.

HMIC identifies the force needs to develop stronger project management practices for new and existing collaborations and ensure that it measures and understands the benefits, both financial and to services. There is clearly an appetite in the force for pursuing future potential collaborative opportunities. These include future collaborations in specialist operational support functions, such as roads policing; firearms; dogs; crime; and public protection, as well as collaboration with the fire and rescue service to get better joint use of estates, training and fleet.

In 2014/15, the force expects to spend 6 percent of its net revenue expenditure on collaboration, which is lower than the 11 percent figure for England and Wales. Collaboration is expected to contribute to 19 percent of the forces savings requirement, which is higher than the 10 percent figure for England and Wales.

## Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation which can help maintain or improve the service they offer to the public and prepare for future funding reductions.

There is strong evidence that the force's change plans, financial plans and workforce plans are aligned and that the force has robust arrangements in place, with the force leadership having an overview and actively managing these plans to ensure that they continue to achieve the priorities in the PCC's police and crime plan.

The force has made rapid and encouraging progress. It has moved from a culture of 'salami-slicing' budgets, through individual service reviews, to a more transformational change programme that will be sustainable in the future. This is evident through the approach it has taken in the last year and the number of business improvement methodologies being introduced across the force. The force has had to undergo a high level of change within a short period of time to 'catch up' on its savings programme and the pace of this change has been impressive. However, more work is needed to embed the change programme and align capacity in the short term around business improvement with a consistent, more rigorous approach to programme management.

The force has undertaken a comprehensive review of what has worked well in other forces in relation to change. It has also worked with a number of universities as well as subjecting itself to an external review, in an attempt to ensure that, as it introduces improvements across all of its functions, services to the public improve as well as making its required savings.

West Yorkshire Police's current savings plans do prioritise expenditure for the objectives set out in the police and crime plan. Although the size of the total workforce will continue to shrink, the force plans to maintain the number of police officers in local policing for the next three years, complemented by an increase in special constables to meet policing demands and provide the visible policing so valued by the public.

The force identified that the main elements of its change programme during the current spending review are:

- better alignment of resources to demand;
- reviewing the way that local policing is provided;
- priority based budgeting;
- collaboration with other forces; and
- use of predictive technology.

The force identifies that the main elements of its change programme as it responds to future financial pressures will include:

- changing the way business support such as human resources and finance are provided;
- improving the way operational support is undertaken;
- estate rationalisation;
- using IT to streamline processes and reducing bureaucracy; and
- making better provision of on-line services.

## How is the force supporting its workforce to manage change and effective service provision?

The force recognises that without supporting its workforce it will struggle to provide a world-class policing service. The force has devised seven priorities to achieve the chief constable's vision and the PCC's police and crime plan. These priorities are still in the early phases of implementation.

The force has introduced an improved approach to managing the performance of the force as a whole, which includes a focus on ensuring that every individual member of staff understands their role and is measured by how they contribute to achieving the force's priorities. The force has also made changes to the way training is being provided. There is a greater focus on softer skills such as victim interaction, local problem solving and effective partnership working. A new talent model has been put in place, centred on developing individuals, whether for professional (specialist) roles, promotion or an individual continuous development.

The force understands that to support effective service provision for the public it needs to have a workforce made up of effective leaders; frontline problem solvers who are able to use their professional judgment; and an organisation that cares for victims.

The scale and pace of change taking place within the organisation inevitably creates a challenge for communication and engagement with the workforce. Despite a variety of communications methods and approaches used to keep staff informed, the feedback that HMIC received, found that more needs to be done to ensure that the staff understand the rationale for change and are more involved in the process.

The force is investing in cultural change and as part of this it has commissioned a cultural audit which will examine how the workforce is being supported to contribute to future policing in West Yorkshire. Undoubtedly, the findings and recommendations from this audit will be important in embedding the changes the force are making, supporting new ways of working and preparing the staff for the future.

## How is the force achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales, plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we do expect forces to also bear down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use, and the contracts they enter for services such as cleaning. The force plans to make 40 percent of its savings over the spending review from non-pay. This is higher than other forces.

Since 2010/11 to 2016/17 the force has identified over £46m savings from non-pay costs. Examples include: reducing interest paid on debts by £0.3m each year; and making use of £10m of reserves to reduce the level of borrowing. The force has also rationalised IT licenses saving £0.8m and its proactive management of buildings and land has resulted in rates rebates of £1m in 2014/15. In some areas, cuts planned for later years have been brought forward, such as cuts to medical costs planned for 2014/15 and provided a year early. A more strategic approach to reducing non-pay costs is being undertaken through the benchmarking work the force undertakes.

As with other forces most of the savings comes from reducing the workforce. The force plans to make 60 percent of its spending review savings requirement from its pay budget. This is a lower proportion than other forces.

The following table shows the force's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.



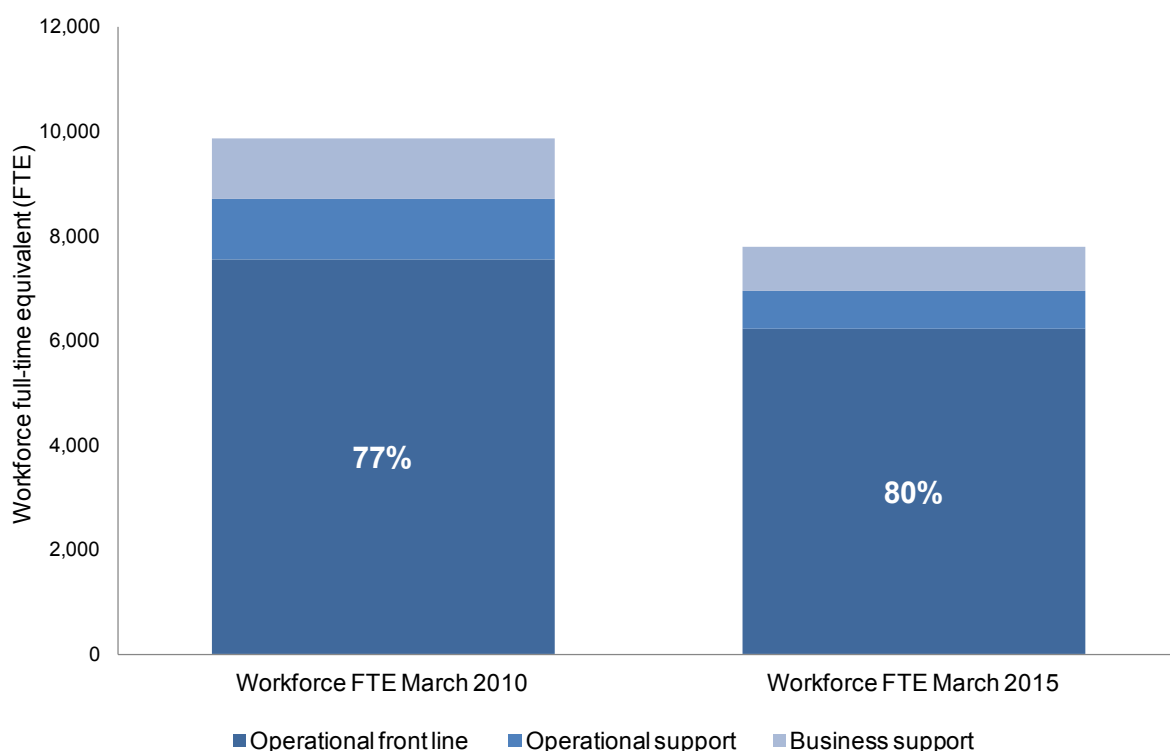
Please note, these figures are rounded.

	<b>31 March 2010 (baseline)</b>	<b>31 March 2015</b>	<b>Change</b>	<b>Force change %</b>	<b>Change for England and Wales %</b>
Police officers	5,758	4,732	-1,026	-18%	-11%
Police staff	3,539	2,599	-940	-27%	-17%
PCSOs	763	723	-40	-5%	-22%
Total	10,060	8,054	-2,006	-20%	-14%
Specials	421	1,019	598	142%	44%

It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

The following chart shows the planned change in the workforce frontline profile in West Yorkshire Police.



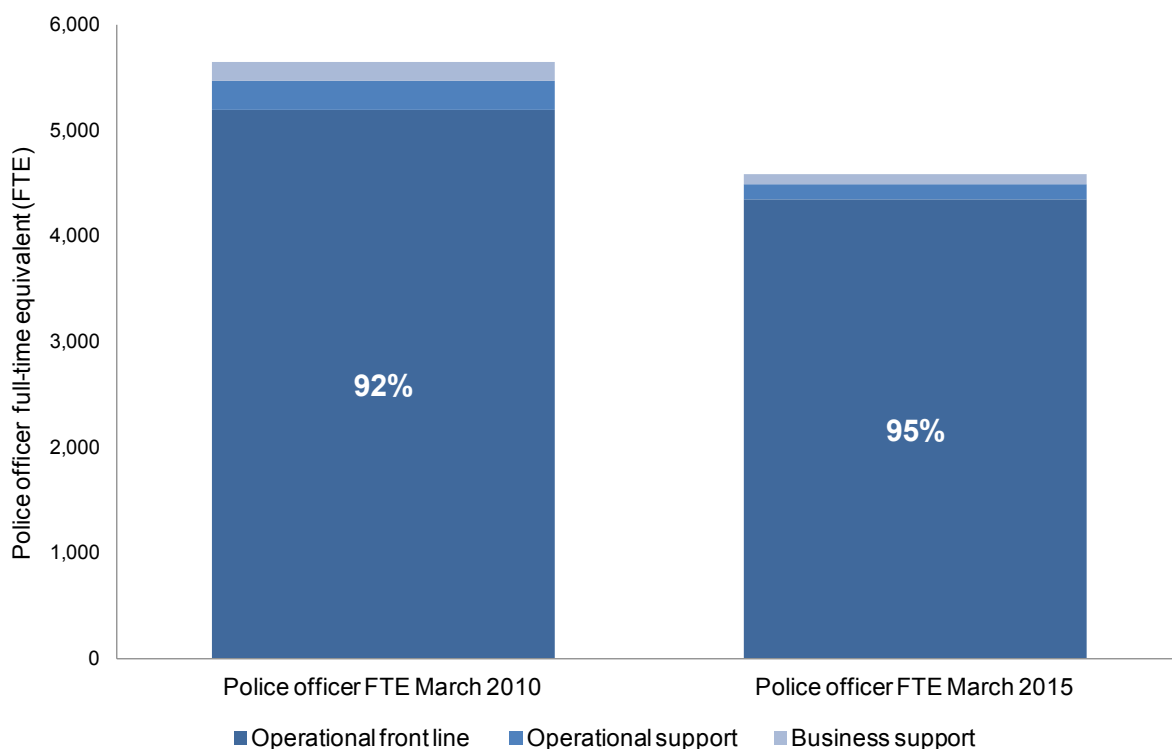
**Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.**

The number of officers, PCSOs and staff (i.e. of the force’s total workforce) working on West Yorkshire’s front line is projected to reduce by 1,335 between March 2010 and March 2015 (from 7,552 to 6,217).

Over the same period, the proportion of West Yorkshire’s total workforce allocated to frontline roles is projected to increase from 77 percent to 80 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of West Yorkshire’s police officers in frontline roles is planned to reduce by 852 from 5,193 in March 2010 to 4,341 by March 2015, as the following chart shows. The proportion of those remaining on the front line is projected to increase from 92 percent to 95 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows West Yorkshire force is successfully protecting frontline crime-fighting roles as it makes these cuts.

The following chart shows the planned change in police officers' frontline profile.



**Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.**

## Summary

**Good**

- The force has changed the way it provides policing in the last year to enable it to operate effectively with fewer resources. There is an emphasis on ensuring the long term sustainability of local policing that will be both affordable and work towards the force’s ambition of providing world class policing.
- West Yorkshire Police has made impressive progress since last year in developing and implementing the change programme needed to make the savings.
- The force continues to pursue collaboration within the framework of the Yorkshire and Humberside forces. Potential opportunities continue to be assessed within this model and the force is also looking to collaborate with other forces and public sector partners.
- The force must embed a more rigorous approach to its change programme management to achieve the full benefits of its efforts in terms of performance and savings.

# To what extent is the force efficient?

HMIC looks at how the force understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

## How well does the force understand and manage demand?

The force is using a variety of methods to understand its demand. At an operational level, it conducts a comprehensive assessment each year, which assesses threat, harm and risk from a crime, operational and organisational perspective. This takes into account all police data and intelligence. It also includes an assessment of future risk and information from others that can affect the demand on the police. To assist with the identification of threat, a scoring process has been developed with the College of Policing. The force have also identified and introduced good practice from another force to further improve its own demand and needs assessments.

This assessment, which is reviewed on a quarterly basis, not only assists in identifying priorities for the force but also feeds into the planning process for the PCCs police and crime plan. There are also clear links in the assessment to the threats posed by its financial challenge.

The force has carried out a systematic analysis of calls for help coming into the control room. This has enabled it to identify how much of this demand is either wasteful or unnecessary. Using this information, the force is taking steps to manage demand so that police time is not wasted, for example working with local authorities to find better ways of dealing with social care cases. It has also led to the introduction of two full-time nurses working with the police to carry out mental health assessments at times of high demand (usually evenings) to provide the most appropriate intervention while reducing demand on policing resources.

## How efficiently does the force allocate its resources?

The force's demand analysis is being used to inform the way resources are used across the force at a local ward level. A 'ward-based needs assessment' (developed with academic assistance) ensures that staff are allocated to wards in a more scientific way, based on need and demand, with a heavy focus on the principles of neighbourhood policing. This model complements existing response and crime investigation resource allocations to ensure that all frontline policing at a district level across West Yorkshire is appropriately resourced, based on threat and need.

To improve this further, the force carries out resource simulation modelling regularly, to inform districts as to their operational team based requirements. The force has also reviewed its vehicle personnel policy so that its officers can be more productive, recognising that it is not always necessary for two officers to patrol in the same vehicle, and that these decisions should be based on a proper assessment of risk at individual incidents.

The force has introduced 'operation viper' as its way of managing performance better by assessing risk, using the right resource (quickly enough), increasing visibility, being more proactive with criminals, and getting it right first time. This approach has been crucial to the success of the force's improved performance. The force has successfully bid for funding, which it plans to use to manage resource deployment better, while managing the expectations of its communities.

The force and PCC also have an ambitious target to increase its number of special constables to 1,500 and volunteers to 1,000 by May 2016. Their role is clearly set at neighbourhood level, supporting local communities along with working on locally based operation viper activities since November 2013.

The force can identify the nearest and most appropriate resource to deploy to an incident. This gives the control room effective control of resources available to deploy to incidents, particularly of an urgent nature.

Through its £20m transformational fund programme, the force is assisting the operational front line to become more efficient and effective. It has invested in new laptops for vehicles, and is currently in the process of procuring mobile devices for all frontline staff.

The force has further IT improvement planned, including full implementation of body-worn video with a cloud-based storage system, and mobile fingerprint devices in custody to provide a direct link with custody records to speed up the process of booking in detainees, and to get officers back out on the streets.

## How does the force respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the force's decision.

## Calls for service

HMIC examined whether West Yorkshire was taking longer to respond to calls for help, as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, West Yorkshire had maintained the same target response times of 15 minutes for calls classed as ‘emergency’ (also known as Grade 1). Over the same period, calls classed as a ‘priority’ (also known as Grade 2) had a target response time of within 60 minutes.

The following table compares the force’s performance in 2010/11 to 2013/14.

<b>Calls for service</b>	<b>2010/11</b>	<b>2013/14</b>
Percentage of emergency calls on target	93.0	90.9
Percentage of priority calls on target	77.0	90.0

Over the spending review, there has been a small reduction in the number of emergency calls attended within target, while it has improved for priority calls.

## Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter-terrorism, serious and organised crime, and child protection (to name just three).

That being said, research shows that the public values visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police in the West Yorkshire area.

In 2014, West Yorkshire’s force allocated 65 percent of its police officers to visible roles. This is 2.0 percentage points lower than the number allocated in 2010, but still higher than the figure of 56 percent across England and Wales.

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, West Yorkshire Police allocated 69 percent of these staff to visible roles. This is 1.7 percentage points lower than it allocated in

2010, but still higher than the 60 percent figure for England and Wales.

HMIC conducted a survey<sup>1</sup> of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in West Yorkshire, 18 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 83 percent of respondents in West Yorkshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 12 percent of respondents in West Yorkshire said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

## Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), West Yorkshire Police reduced recorded crime (excluding fraud) by 15 percent, compared with 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 15 percent, compared with 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) fell by 2 percent, compared with a 1 percent reduction for England and Wales.

By looking at how many crimes occur per head of population, we can get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in West Yorkshire (per head of population) compared with the rest of England and Wales.

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<sup>1</sup> Sample sizes for each force were chosen to produce a confidence interval of no more than  $\pm 6$  percent and for England and Wales, no more than  $\pm 1$  percent. Forces' differences to the England and Wales value may not be statistically significant.



12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	71.2	61.1
Victim-based crime	65.1	54.3
Sexual offences	1.2	1.1
Burglary	11.2	7.8
Violence against the person	10.1	11.1
ASB incidents	31.7	37.2

It is important that crimes are investigated effectively and the perpetrator identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. West Yorkshire Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 25 percent. This is broadly in line with the England and Wales's detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the West Yorkshire force area. For information on the frequency of other kinds of crimes in your area, go to [www.hmic.gov.uk/crime-and-policing-comparator](http://www.hmic.gov.uk/crime-and-policing-comparator).

### Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 88.5 percent ( $\pm$  0.8 percent) of victims were satisfied with the overall service provided by the West Yorkshire force. This is higher than the England and Wales figure of 85.2 percent ( $\pm$  0.2 percent).

### Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services.

The force intends to increase the number of police stations from 17 to 21 and reduce the number of front counters from 26 to 17, which are in addition to 143 shared access points.

One alternative way the public will be able to access West Yorkshire police is 'Track my crime'. It is being developed currently and will allow victims of crime to access the progress of the investigation of their crime online as well as contact the officer leading the investigation.

## Summary

**Good**

- The force has a detailed understanding of the demands it faces, and uses this understanding intelligently to reduce unnecessary demand, so that police time is not wasted.
- The level of detail, analysis and understanding of need in local neighbourhood teams is particularly impressive and enables the force to make the most effective use of its resources and serve local communities better.
- Through clear leadership, the force has made rapid progress in finding IT solutions that improve police productivity and effectiveness.
- Crime in West Yorkshire has continued to fall throughout the spending review period at a slightly greater rate than England and Wales and victim satisfaction with the police is high.

# Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the force is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the force's provision of value for money is inadequate because it is considerably lower than is expected.