



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

WEST YORKSHIRE POLICE AND CRIME COMMISSIONER DELIVERY PLAN 2018/21



Introduction

May I welcome you to this Delivery Plan which outlines how I, supported by my Office and working together with our many partners, will bring the refreshed Police and Crime Plan alive. This plan details how we will deliver against my outcomes, priorities and pledges for the next three years.

In August 2018 I refreshed my Police and Crime Plan to ensure it continues to meet the needs of West Yorkshire communities. Changes have been small, although required, as I am sure you will recognise, challenges and opportunities do not remain static.

Providing resources to West Yorkshire Police continues to be a challenge as further reductions to police budgets hit hard, particularly where demand increases. Nevertheless, in West Yorkshire I have been able to increase the workforce and in recent months have worked closely with the Chief Constable to reinvigorate Neighbourhood Policing which places police officers on the frontline in our communities.

This plan is wide reaching and it is essential that both my Office and West Yorkshire Police, together with partners, are focussed on delivery across our outcomes and priorities, with particular attention on how early intervention and prevention can reduce the high demand placed on policing, community safety and criminal justice. No one agency can deliver alone. We are working in local, regional and national partnerships to achieve our overall outcomes.

Ensuring efficiency and effectiveness is at the heart of delivery, and I am pleased to report that HMICFRS rate West Yorkshire Police as good in all areas of policing. All five local authority districts have well established Community Safety Partnerships who work closely together to deliver both locally and across all areas of West Yorkshire. I am now the Chair of the Local Criminal Justice Board and together with partners from policing, courts, Crown Prosecution Service, prison service, probation services, youth offending teams and victim services, brings a much wider focus into the delivery of the Police and Crime Plan.

From this plan I hope you gain an insight into how together we will deliver against my priorities. I will be reporting against the Police and Crime Plan through my annual reports.

Yours

Mark

Outcomes we are going to deliver



We will deliver by:

Listening to people
Understanding our communities
Working together
Preventing and intervening earlier
Improving our services
Providing resources

Our priorities

Burglary
Child sexual abuse
Community cohesion
Cyber crime
Domestic abuse
Drug and alcohol misuse
Hate crime
'Honour' based abuse
Human trafficking and modern slavery
Major threats
Mental health
Missing people
Radicalisation
Road Safety
Sexual abuse
Strategic Policing Requirement

and by supporting our PCC to fulfil his pledges:

Protecting frontline policing
Protecting Police & Community Support Officers
Putting more proceeds of crime back into our communities
Putting victims, in particular the most vulnerable, first
Fighting for a fairer funding deal for West Yorkshire

TACKLE CRIME AND ANTI-SOCIAL BEHAVIOUR

Key delivery links of PCC pledges: protecting frontline policing, protecting police and community support officers; fighting for a fairer funding deal for West Yorkshire
Key priority links: Burglary; Child sexual abuse; Cybercrime; Domestic abuse; Hate crime; ‘Honour’ based abuse; Human trafficking and modern slavery; Major threats; Missing people; Radicalisation; Road Safety; Sexual Abuse; Strategic Policing Requirement.
Other key delivery themes: reducing reoffending, crime prevention and reduction, neighbourhood policing

	Key partners	Together with our partners we aim to
Write a delivery strategy on reducing reoffending which understand and addresses factors which can lead to criminal behaviour including mental health and substance misuse	Local Criminal Justice Board West Yorkshire Community Safety Partnerships Criminal Justice and Mental Health Board	Significantly reduce the volume of crime committed in West Yorkshire
Work with key partners to promote changes which are known to reduce reoffending	Local Criminal Justice Board	Significantly reduce ASB in West Yorkshire through prevention and early intervention.
Ensure Integrated Offender Management is effective and is focused on offenders who cause the most harm	West Yorkshire Police Local Criminal Justice Board	Significantly reduce the reoffending rate in West Yorkshire
Listen to our communities to focus community initiatives which divert people away from criminal behaviour particularly young people.	West Yorkshire Police Youth Offending Teams Local Criminal Justice Board	HMIC PEEL inspections will grade West Yorkshire as ‘good’ or ‘outstanding’ at effectively reducing crime
Write a Crime Prevention Strategy which directs police and partners on the most effective practice	West Yorkshire Police	More people will feel safe in West Yorkshire
Support and resource community initiatives which divert people away from criminal behaviour particularly young people	Local Criminal Justice Board Youth Offending Teams Probations services Community Safety Partnerships	Frontline policing will be protected and resourced to deter, detect and deal with criminals. More people will think the police are doing a good or excellent job in their local area
Write a delivery plan for Anti-social Behaviour which takes into account the impact it has on the victim and the wider community	Community Safety Partnerships	More people will be confident that the police and partners will prevent crime and anti-social behaviour.
Work together with other PCCs and police services to tackle serious and organised crime in our region	Strategic Policing Requirement Regional Collaboration Board West Yorkshire Police	
Make sure the public are confident in reporting crimes and ASB to police and partners	West Yorkshire Police Community Safety Partnerships	
Protect frontline policing and provide resources for the police to support communities	West Yorkshire Police Local Authorities	

SAFEGUARD VULNERABLE PEOPLE

Key delivery links of PCC pledges: protecting frontline policing; protecting police and community support officers; putting victims, in particular the most vulnerable, first
Key links to priorities: Child sexual abuse; Community cohesion; Domestic abuse; Hate crime; ‘Honour’ based abuse; Human trafficking and modern slavery; Mental health; Missing people; Radicalisation; Sexual abuse; Strategic Policing Requirement

Other key delivery themes: understanding our communities; listening to people preventing and intervening earlier; supporting victims and witnesses

	Key Partners	Together with our partners we aim to
Encourage statutory and non-statutory partners to work together to develop and strengthen our collective safeguarding efforts	WY CSE Strategy Group	<p>HMICFRS PEEL inspections will grade West Yorkshire as ‘good’ or ‘outstanding’ at protecting the vulnerable.</p> <p>The most vulnerable people will be identified and supported</p> <p>The police and partners will work better together to safeguard vulnerable people</p> <p>West Yorkshire Police will make effective use of civil orders and legislation as a positive action to disrupt offenders, protecting the vulnerable and reducing threats.</p>
Improve our understanding of factors that increase risk and vulnerability to individuals and communities.	Community Safety Partnerships WY CSE Strategy Group	
Support the training of those on the frontline in identifying vulnerability at the earliest opportunity and responding accordingly	West Yorkshire Police Local Safeguarding Boards	
Provide additional support for those with vulnerabilities during their journey through the criminal justice system and listen to the experiences of vulnerable people to improve the support that we offer.	Victims and Witness Group Local Criminal Justice Board Criminal Justice and Mental Health Forum	
Ensure adult and child safeguarding is a key consideration across all partners and frontline departments.	Local Safeguarding Boards Partnership Executive Group Tri Service Collaboration West Yorkshire Police	
Identify and share good practice across different organisations in West Yorkshire and nationally to improve our overall response.	Partnership Executive Group Community Safety Partnerships APCC	
Work with academic and research institutions to find evidence-based safeguarding initiatives	N8 and other academic institutions Local Authorities	
Empower and support vulnerable people to better protect themselves, create pathways and signpost them to agencies who can help.	Local Authority Safeguarding Community Safety Partnerships Crime Prevention	
Encourage support networks and pathways for victims to ensure they are safeguarded through recovery and empowerment	Local Authority Safeguarding Community Safety Partnerships LCJB Victims & Witnesses Group	

MAKE SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES

Key delivery links of PCC pledges: putting victims, in particular the most vulnerable, first; protect frontline policing; providing resources

Key links to priorities: All priorities relating to crime

Other key delivery themes: preventing and intervening earlier; supporting victims and witnesses

	Key Partners	Together with our partners we aim to
Work together with criminal justice partners to collaborate more closely and pool resources where it is appropriate.	Local Criminal Justice Board Partnership Executive	<p>Increase confidence of communities in their community safety partners</p> <p>Ensure all relevant partners are working together to achieve effective results</p> <p>Ensure all relevant partners are working together to achieve efficient results</p> <p>Have a police service which is more representative of the people it serves.</p>
Identify and implement best practice across West Yorkshire to improve the effectiveness and efficiency of the criminal justice system in West Yorkshire	Local Criminal Justice Board	
Work with national bodies such as the National Criminal Justice Board, Ministry of Justice, Home Office and Sentencing Council to ensure the criminal justice system in West Yorkshire meets and exceeds their requirements.	Local Criminal Justice Board APCC	
Ensure vulnerable victims will be able to give evidence to court from a safe and secure victims' focused place.	Local Criminal Justice Board and its Victims & Witness Group Efficiency & Effectiveness Group	
Improve information sharing processes across all criminal justice agencies within West Yorkshire.	Partnership Executive Group Community Safety Partnership Forum	
Regularly review complaints against West Yorkshire Police and make sure that they are operating to national standards in all areas of police practice and crime recording.	Joint Internal Audit and Ethics Committee	
Work with the Chief Constable to make wellbeing a priority for the workforce.	West Yorkshire Police Trade Unions	
Work towards a police service which is more representative of the communities it serves.	West Yorkshire Police	

SUPPORT VICTIMS AND WITNESSES

Key delivery links of PCC pledges: putting victims, in particular the most vulnerable, first; protect frontline policing; providing resources

Key links to priorities: All priorities relating to crime

Other key delivery themes: preventing and intervening earlier; supporting victims and witnesses

Key Partners		Together with our partners we aim to
Raise awareness of and improve access to the different forms of support available to victims and survivors.	LCJB Victim and Witness Group	<p>More victims will be satisfied with the level of service they receive from the police</p> <p>More victims who choose to access victims services will be satisfied with the service they receive</p> <p>Improve the outcomes for victims of crime.</p>
Engage with wider partners through the PCC's partnership structures; the Local Criminal Justice Board, Community Safety Partnerships and other forums to provide wrap around support to victims and witnesses.	Local Criminal Justice Board Partnership Executive Group Community Safety Partnerships Criminal Justice and Mental Health Forum	
Listen to victims, learning from their experiences and using their feedback to improve services.	Local Criminal Justice Board Victim services providers	
Commission services for victims and survivors with a focus on the most vulnerable victims of domestic abuse, sexual violence, hate crimes and young victims.	Commissioning Group Regional Procurement	
Encourage and support all organisations across public, private and third sector to identify innovative ways to supporting victims of crime.	Local Criminal Justice Board Victim and Witness Group Third Sector Advisory Group	
Ensure that victim focused restorative justice is available to all victims at different points in the victim journey and that information is provided by the police and other partners.	Local Criminal Justice Board Victim and Witness Group West Yorkshire Police	
The requirements in the Victims Code (2015) will be delivered by West Yorkshire criminal justice agencies and through commissioned services.	Local Criminal Justice Board Victim and Witness Group	
Ensure that victims and witnesses are prepared for the justice process, are supported emotionally and practically, and their voices are heard.	Local Criminal Justice Board Victim and Witness Group	
All recipients of victims funding whether this is through grants or commissioning will be expected to provide progress reports against agreed performance measures.	Commissioning Group	

WORKING TOGETHER: THE PARTNERSHIP LANDSCAPE

Partnership Executive Group

Local Criminal Justice Board

- **Victims & Witnesses Group**
- **Effectiveness and Efficient Group**

West Yorkshire Police and Crime Panel

Community Safety Partnership Forum

Domestic and Sexual Abuse Board

CSE/A Strategy Group

Third Sector Advisory Group

Criminal Justice and Mental Health Forum

West Yorkshire Police Chief Officer Team

Reducing Reoffending Strategy Group

Independent Advisory Group

Health and Wellbeing Boards

Five West Yorkshire Local Authorities

Health organisations

Tri Service Collaboration Board

Internal Joint Audit and Ethics Committee

Regional Collaboration Board

Academic Institutions including the N8

Regional Procurement

Good Governance Group

Association of Police and Crime Commissioner

Witness Service

Trade Unions

National Police Chiefs' Council

Safer Communities Board

Scrutiny Panels

Local Safeguarding Children's Boards

Safeguarding Adults Boards

Serious Organised Crime Partnerships