

Working together  
**West Yorkshire's  
Police and Crime Plan 2016 - 2021**  
*Refreshed 2021*



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



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## What we are going to deliver

### Our vision

Keep West Yorkshire safe and feeling safe

### Our outcomes

- Tackling crime and anti-social behaviour
- Safeguarding vulnerable people
- Working to improve criminal justice
- Supporting victims and witnesses

### Our priorities

- Burglary
- Child sexual abuse and exploitation
- Community cohesion
- Countering terrorism
- Cyber crime
- Domestic abuse
- Drug and alcohol misuse
- Hate crime
- "Honour" based abuse
- Human trafficking and modern slavery
- Major threats
- Mental health
- Missing people
- Road safety
- Serious violence
- Sexual abuse

## How we are going to deliver

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

## My pledges

Protecting the frontline as far as possible  
 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

## How we will know we have delivered

- People feel safe in West Yorkshire
- Volume of crimes committed reduces
- Anti-social behaviour reduces and public perception improves
- Reoffending rate for cohort reduces
- Serious Violence and Knife Crime reduces
- Frontline policing is strengthened
- People will think the police and partners are doing a Good or Excellent job
- Vulnerable people are safeguarded from harm
- Victims and witnesses receive a continually improving level of service
- Victims are satisfied with the outcome of their case
- Criminal justice is developed into an efficient and effective system
- Our police service is more representative of the people it serves



At the heart of this refreshed Police and Crime Plan is our ambition to work together with the police and partners, in and with our communities, to achieve our shared vision of keeping West Yorkshire safe and feeling safe. Community safety is everyone's business and this Police and Crime Plan cannot be delivered by the OPCC or the police alone. I will hold the Chief Constable to account for the delivery of this plan, but also work to bring partners together to prevent crime and anti-social behaviour, protect those who are vulnerable, divert people away from the criminal justice system, and provide the support victims and witnesses need and deserve.

I was re-elected as your Police and Crime Commissioner (PCC) in May 2016 and this document confirms my commitment to deliver on my election pledges and to tackle our priorities. In developing the Police and Crime Plan 2016-21 one of the earliest activities I undertook was an extensive consultation survey "Your Priorities, Your Plan", and for this refresh I have continued to take into account your views, including those I hear meeting people out in our communities. Understanding the needs of our diverse county can be complex but following consultation, and informed by our annual Needs Assessment, we have made Serious Violence a standalone priority, and reframed the fight against extremism under the title 'Countering Terrorism'. My sixteen Police and Crime Plan priorities are set out on the 'Plan at a Glance' page.

Providing the resources the police and partners need to deliver the outcomes of this Plan has been challenging following many years of government cuts across the public sector. This led to our policing budget in West Yorkshire being cut by over a third, at the cost of over 2,000 police jobs. The onset of the Covid pandemic brings new pressures; amongst them disruption in the delivery of services, the challenges faced by communities living under lockdown restrictions, and uncertainty in the level of government funding available following the economic turmoil of 2020. I will continue to fight for a fairer funding deal for West Yorkshire, but in the wake of Covid, this will be a time when working together in partnership will become ever more important. More than ever, close collaboration and innovation will be called for to improve and adapt services to meet new these circumstances, and maintain our commitment to improve the lives of individuals and their families here in our communities.

Through our collective commitment we can make a real difference. I look forward to working with you to deliver on this refreshed Police and Crime Plan; making sure we are delivering; that we are making the difference; and that together we are keeping West Yorkshire safe and feeling safe into the future.

A handwritten signature in black ink, appearing to read "M. B. Williamson".

Mark Burns-Williamson OBE  
Police and Crime Commissioner



### Message from the Chief Constable - John Robins QPM

The police officers, police staff and volunteers of West Yorkshire Police are proud to serve the communities of West Yorkshire.

We are committed to preventing people from being harmed by crime. When crime does occur, we will be victim focused at every stage of the victim's journey and achieve the best possible outcome for them.

As the fourth largest police force in England and Wales, the demands placed upon us are at unprecedented levels and are continuously evolving. Against a backdrop of enduring financial pressure across both policing and our partners, the challenges we face are also increasingly complex in nature.

This refreshed Police and Crime Plan reaffirms that our Neighbourhood Policing model is at the heart of what we do. Neighbourhood Policing is supported by local response, safeguarding and crime investigation functions in each of the five local authority areas. This local delivery is supported centrally by specialist crime and operational capabilities, as well as headquarters functions.

Policing would be impossible though without the continuing support of the public and partners. It is the support and confidence of the communities of West Yorkshire which enable us to work effectively. I am dedicated to further improving public confidence in policing and key to achieving this is by continuing to develop an organisation which is increasingly reflective of the richly diverse communities which we are so proud to serve.

Our core values of fairness, integrity and respect underpin the delivery of all our policing services and functions and are critical to ensuring that trust and confidence in West Yorkshire Police remains high, so that we can achieve our joint vision of Keeping West Yorkshire Safe and Feeling Safe.



John Robins QPM  
Chief Constable



This Police and Crime Plan 2016-21 sets the strategic direction for the Office of the Police and Crime Commissioner (OPCC), West Yorkshire Police, and our wider partners. It will be used to hold West Yorkshire Police to account for their delivery in keeping our communities safe, and to direct our use of resources, scrutinising the use of public monies, to ensure we are all working towards our vision.

It sets out what we are going to deliver, how we are going to deliver, and how we - and most importantly you - will know we have delivered, as we all work together to keep West Yorkshire safe and feeling safe.

Working to achieve community safety is not the sole responsibility of our police service, and this plan provides a framework for the OPCC's activities, and how we can empower local people and local partners to work with us to help deliver on our outcomes and tackle our priorities together.

Through these outcomes and priorities, this plan also reflects how I will have **due regard for the Strategic Policing Requirement**, and work with the police and partners to collectively keep our region and country safe.

This plan is reviewed annually and has been refreshed to make sure that we continue to meet the needs of our communities as we work to keep people safe. It is evidence based and has been produced after extensive consultation with our partners and communities across West Yorkshire.

Together we can make a real difference.



## Our Vision

Keeping West Yorkshire safe and feeling safe is a vision shared by all of us. We want this great county to be a safe place to live, work, and visit. Safer communities are stronger communities, and by working together to achieve our vision, we will be able to create more opportunities and build the potential for people and places to prosper.

## Our Outcomes

Outcomes are about people, and the lives they lead in our communities. This plan is outcome based as we want to make sure that here in West Yorkshire we tackle crime and anti-social behaviour, safeguard vulnerable people, work to improve criminal justice, and provide the support victims and witnesses need and deserve.

## Our Priorities

The priorities in this plan have been determined by extensive consultation with local people and partners. The degree of focus on each of these priorities will be flexible over time, to respond to changing policing, partnership and public need, but none can be tackled by the police alone. These are priorities that can only be addressed by working better, together, and by working collectively, we can tackle these priorities through this Police & Crime Plan.

## My Pledges

As West Yorkshire's Police and Crime Commissioner I will be a strong voice for all the communities I was elected to serve. I have published five pledges which are at the heart of my work and the wider work of the OPCC. I am committed to meeting and listening to people from across West Yorkshire's communities through my annual programme of engagement and consultation, and my pledges to you reflect your concerns, and what you feel is needed to keep our communities safe.

We cannot hope to achieve our vision of keeping West Yorkshire safe and feeling safe without a strong focus on tackling crime and anti-social behaviour (ASB). Around 60% of those who responded to the 'Your Priorities, Your Plan' survey said that reducing crime and ASB was important to them. 70% of respondents also stated that increased police visibility would make them feel safer. Clearly the police have a key role to play in delivering this outcome and I have pledged to protect frontline policing by working to rebuild the number of police officers lost during the past decade, and so strengthen neighbourhood policing in West Yorkshire as far as possible.

Criminality, however, is constantly changing and becoming more complex, resulting in greater demands being placed on our police service. Government cuts to other public services also impact on the police's ability to effectively tackle crime and ASB. Joint-working between the police and health services has led to improved responses for those suffering mental health crisis, whilst the recently established West Yorkshire Violence Reduction Unit also illustrates the benefits of taking a holistic view of serious violence and how the expertise of different partners can be brought together to seek out new solutions. We can do more to achieve this outcome by such partnership working, and I will do all I can to support collaborative work to tackle the root causes of crime, and divert people away from ASB.

I will seek to reduce crime in our communities by ensuring the police and partners are focused on preventing crime and reoffending. By taking this two strand approach we will not only reduce the opportunity for crime to occur but divert people away from offending. In early intervention and diversion strategies, there is great potential for strong partnership working, particularly around managing offending behaviour and problem solving approaches to ASB. Restorative options, deferred prosecution projects, and perpetrator rehabilitation programmes are all strategies which have been developed since the first edition of this plan. I will continue to support the close working relationships with our partners which can foster this work, and ultimately help empower communities to seek solutions to keep West Yorkshire safe and feeling safe.

## How we will deliver

- *Listening to people.* Listening to our communities to focus attention on the crimes which have the greatest impact on them.
- *Understanding our communities.* Monitoring levels of crimes being committed and reported in communities and ensuring that the police and partners are tackling them.
- *Working together.* Working with key partners in prison, probation, health and housing services to reduce reoffending, and build the partnership response to crime and ASB in our communities.
- *Preventing and intervening earlier.* Implementing the West Yorkshire Reducing Reoffending Strategy and addressing the factors which can lead to criminal behaviour, including mental health and substance misuse.
- *Improving our services.* Evaluating policies, practices, and performance to ensure that we are constantly improving the way we work to provide a police service that the public have confidence in.
- *Providing resources.* Supporting and resourcing community initiatives which divert people away from criminal behaviour, particularly supporting young people, and helping to build safer and stronger local communities.
- *Providing resources.* Protecting frontline policing and providing resources for the police to deter, detect and deal with criminals.



Safeguarding vulnerable people is central to the work of the OPCC, the police and our community safety partners. Safeguarding people was considered the biggest priority by respondents to the “Your Priorities, Your Plan” consultation with 70% of people saying it was of importance to them. It is said that ‘safeguarding is everyone’s business’ and we all have a responsibility to put those who are most at risk at the heart of the services we provide. I will continue to put all victims of crime at the centre of my work, especially those who are vulnerable. As we have stated in our new Victims and Witnesses Strategy, I believe services need to start with the needs of the individual, either by taking a child-centered approach, or tailoring safeguarding to the personal circumstances of adults at risk.

People are vulnerable if as a result of their situation or circumstances they are unable to protect themselves, or others, from harm, exploitation or other adverse impacts on their quality of life. Vulnerability can take many forms and can be linked to factors such as mental health, substance misuse and age. We need to protect those children and adults who find themselves in a vulnerable situation and who may not be able to protect themselves from harm.

I am particularly concerned about the sexual abuse and criminal exploitation of children and vulnerable adults, and will work with the Chief Constable to provide the resources to respond to these abuses. Whilst safeguarding and protecting the vulnerable is a priority, perpetrators will also be rigorously pursued and brought to justice.

I recognise the importance of raising awareness of safeguarding issues and have contributed to this work through the Domestic and Sexual Abuse Board, and the West Yorkshire Risk and Vulnerability Strategy Group, and locally and nationally through my commitment to fighting human trafficking and modern-day slavery. I will encourage people to report abuses and concerns and work with partners to improve victim confidence to come forward and seek support. Each vulnerable individual must be supported in a way that recognises their personal circumstances, and with more and improved pathways, we will continue to work to deliver the right level of support when people at risk seek help.

We also need to continue to promote early intervention strategies to identify and support individuals at risk, and help to increase their resilience, and that of families and wider communities. We will continue our work to empower individuals, communities and organisations to access guidance and support through building understanding of what abuse is, how people can recognise the signs of abuse, and how individuals can protect themselves and others. This requires different agencies to work better together to safeguard people in different ways. We will only be able to identify and safeguard those who are vulnerable by taking a whole system approach; sharing information and delivering improved services in a coordinated, consistent and cohesive way across communities in West Yorkshire. We will continue to support this improved joint-working, including through the collaborative forums the OPCC supports.

We know these are complex matters and the actions of offenders can have devastating effects for individuals, their families and communities. I will hold the Chief Constable to account for the delivery of robust investigation and enforcement against perpetrators, and work with criminal justice and other partners to ensure that victims are safeguarded and supported during, and outside, of the criminal justice process.

## How we will deliver

- *Listening to people.* Listening to victims, vulnerable people, their families and those who support them, to inform and encourage support networks and pathways for vulnerable victims, and ensuring they are safeguarded and empowered through their recovery.
- *Understanding our communities.* Collaborating with partners from community and voluntary groups through to researchers and commissioned specialists to deepen our understanding of the factors that increase the risk and vulnerability of individuals and communities.
- *Working together.* Encouraging statutory and non-statutory partners to work together to develop and strengthen our collective safeguarding efforts.
- *Preventing and intervening earlier.* Exploring evidence-based initiatives and opportunities to safeguard vulnerable people at the earliest opportunity.
- *Improving our services.* Identifying and sharing good practice across different organisations in West Yorkshire, and nationally, to improve our overall response and to create a system where vulnerable people are able and confident to report crimes.
- *Improving our services.* Providing additional support for those with vulnerabilities during their journey through the criminal justice system, and listening to the experiences of vulnerable people to improve the support that we offer.
- *Providing resources.* Empowering and supporting vulnerable people to protect themselves, and create, commission, or promote pathways of support to agencies who can help.

Partners in the courts, CPS, and probation services have been engaged in an intensive programme of reform in recent times to help modernise practice, improve court hearing timeliness, and deliver better support and outcomes for victims of crime. However the onset of Covid-19 has meant that we and our partners on the West Yorkshire Local Criminal Justice Board have faced new challenges to providing an effective criminal justice service. Backlogs at court have resulted in a greater number of suspects being held on remand for longer, which has increased pressure on the prison service. As the throughput of cases at court has stalled, many cases have had to be postponed. This has also meant a longer process for victims and witnesses, and although progress has been made to address this, it will be well into 2021 before cases are being moved through the system as swiftly as they should be. We continue to work to improve outcomes, and reduce the impact on victims and all those involved in the criminal justice system, but added delays can damage victims' confidence in the system, and in some cases, lead to the loss of support for a prosecution.

In response to Covid-19, partners have acted to fast-track reform programmes to meet these substantial challenges head on. The rapid implementation of new working practices has been a great reflection of the strength of partnership working in West Yorkshire. Criminal justice partners have adapted to implement Covid-safe practices in court and custody spaces, and video-links have been established between prisons and courts for victim and witness use in appropriate cases. In the medium term, we will work to develop and implement a strategic criminal justice recovery plan; use new and existing data to understand the magnitude of the issues we face locally around cases; use these results to prioritise work appropriately; and enhance our services to victims and all criminal justice clients, keeping them informed and supported in appropriate and effective ways.

Beyond our response to Covid-19, we want to continue to work with the police and all our partners in West Yorkshire communities to prevent crime, safeguard those who are vulnerable, and to best support victims and witnesses. The criminal justice system includes a number of different organisations with different delivery arrangements who work together through the Local Criminal Justice Board (LCJB). As Chair of the LCJB in West Yorkshire, I will work with the leads of these agencies to promote a whole system approach that allows us to target our resources to achieve the greatest benefit for all those in the system. By taking action earlier, we can prevent crime and stop people becoming victims in the first place. Where appropriate, I want to see more intervention to divert people away from entering the criminal justice system and address the drivers of offending to reduce the cost of crime in the long-term. This cost is not only a significant financial cost, but also a real and lasting cost to peoples' lives and to those of their families.

I will ensure that we work better together by learning from our Covid-19 experience, and so develop our business models and pool resources in the most effective way for the people of West Yorkshire. I will also focus on achieving the best outcomes for those who find themselves in the criminal justice system, including young people, making sure victims and witnesses are at the heart of the services we provide. Transparency in equality, diversity and inclusion needs to underpin these processes, and I will continue to work to embed these values in our work across the criminal justice system.

As your PCC, I will also work closely with the Chief Constable to make sure that West Yorkshire Police is providing the level of service that communities deserve. I will encourage diversity to ensure that West Yorkshire Police 's workforce reflects our communities, which will help to promote confidence in the police service's legitimacy. I will support the development of those individuals who make up the police service and will make sure that their wellbeing is protected. I will also promote openness and transparency within West Yorkshire Police, ensuring that concerns and complaints raised by the public are heard and, where appropriate, reviewed by my office.

## How we will deliver

- *Listening to people.* Listening to the needs of vulnerable people and victims of crime to support their journey in the criminal justice system. For example, delivering new facilities like West Yorkshire's video-link hubs, which provide safe, victim-focused places for people to be interviewed or present evidence.
- *Understanding our communities.* Supporting the Chief Constable in building a police force which represents the communities it serves so people can have confidence in their police.
- *Working together.* Working with partners to develop and progress a strategic criminal justice recovery plan, learning from adapted business models to ensure new working practices are more efficient and effective than before, using the response to Covid-19 as a catalyst for change.
- *Working together.* Utilise and share new and existing data to understand the demands faced by the criminal justice system locally post-Covid. We will use the results to prioritise work appropriately and deliver a criminal justice service which supports and provides outcomes for victims, and helps rehabilitate offenders.
- *Preventing and intervening earlier.* Identifying and implementing best practice to reduce the real cost of crime in West Yorkshire, starting with a focus on prevention, intervention and desistance at the earliest opportunity, especially for young people.
- *Improving our services.* Regularly reviewing complaints against West Yorkshire Police and make sure that they are operating to national standards in all areas of police practice, and working with the Chief Constable to ensure police employee development and wellbeing continues to be a key priority.
- *Improving our services.* Through partnership efforts, continue to engage those involved in the criminal justice system, keeping them informed and supported in appropriate and effective ways, helping to maximise the chances of justice being achieved for victims, witnesses, offenders, and communities.
- *Providing resources.* Working together with criminal justice partners to collaborate more closely and pool resources where it is appropriate to target resources where they are most needed.



One of my most important tasks as PCC is to provide a platform for the interests of victims and witnesses of crime. From my first Police and Crime Plan, it has been my pledge to put victims first, regardless of where they live, their age, gender/identity, ethnicity, sexual orientation, disability or their offending history. Becoming a victim of crime can have a huge impact on an individual. The effects can be mental as well as physical, and can be felt by a victim's family, friends, and their wider communities.

We support victims and witnesses in a number of ways; through commissioned services; through the strategic work of the OPCC's Victims Advisor; through important partnership forums such as the LCJB Victims and Witnesses Group and the Domestic and Sexual Abuse Board; and through our grants to valuable district and community projects delivered through the Safer Communities Fund. It has been particularly important to recognise the increased demand for services (and the stresses placed on providers) during the Covid-19 pandemic, and I have pledged to support our commissioned services through this challenging time.

I am proud of the progress that has been made in improving support services for victims and survivors since I was elected as PCC; most notably through my commissioning of the West Yorkshire-wide Victim Support service, our joint-work with other key partners to deliver the new Sexual Assault Referral Centre facility for adults and children, and in 2020, we achieved an important milestone by publishing 'Supporting People Harmed by Crime', the first ever victims and witnesses strategy for West Yorkshire.

We continue to raise awareness of the victim services that are available, and emphasise that people do not need to report a crime to the police to be able to access them. The third/voluntary sector plays a vital role in delivering many of these services. My Third Sector Advisory Group and networking events allow me to consult with its local representatives, and listen to the sector's concerns. As our new strategy outlines, I want to see victim services which are tailored to individuals' needs, which consider any additional vulnerabilities a person may have, and which are particularly aware of the needs of children and young people. I want to see victims and survivors have more input into the design and delivery of the services that support them, be they provided by local authorities, charities, or our own commissioned services.

In my oversight of West Yorkshire Police, I recognise the crucial role they play as the first point of contact for many victims, and I monitor victim satisfaction with the police's service through my usual accountability structures. I also assess the police and partner agencies' compliance with the MoJ's Victim's Code and Witness Charter through the LCJB Victims and Witnesses Group, and I will support the application of the Victims Code, and the work to build its 12 rights into a 'Victims Law'.

### How we will deliver

- *Listening to people.* Hearing the voices of victims and survivors, learning from their experiences, and using their feedback to improve services for all victims of all crimes.
- *Understanding our communities.* Undertaking continuous needs assessment and putting people at the heart of the delivery of our victims strategy, especially those communities who in the past have not accessed support.
- *Working together.* Engaging with wider partners on these issues through the PCC's partnership structures; the Local Criminal Justice Board (LCJB), Community Safety Partnerships (CSPs) and other forums. This will include delivering the requirements of the revised Victims Code.
- *Preventing and intervening earlier.* Supporting all organisations across public, private and third sectors to develop innovative ways to identify and encourage victims and survivors to come forward sooner. A good example of this has been the development of restorative justice services.
- *Improving our services.* Monitoring the performance of all recipients of OPCC funding, whether this is through grants or direct commissioning. All will be expected to provide progress reports against agreed performance measures which identify good practice and areas for additional focus.
- *Providing resources.* Commissioning services for victims, witnesses and survivors with a focus on meeting the needs of the most vulnerable at different points in their journey.



Mark and the Victims' Commissioner, Dame Vera Baird, at the launch of the Victims and Witnesses Strategy for West Yorkshire.

## Burglary

Being burgled can have a significant impact on your sense of safety by leaving you feeling vulnerable in your own home. 50% of respondents to the “Your Priorities, Your Plan” consultation felt that burglary should be a priority. Tackling burglary can have a wider impact because individuals who commit burglaries are often responsible for other crimes in our neighbourhoods. We can lessen the likelihood of becoming a victim by taking simple crime prevention measures at home. I will continue to promote these actions with the police and local partners, and support the strategy to reduce offending through targeted patrols and enhanced offender management.

## Community Cohesion

Working with communities is at the heart of the work of the OPCC and partners. By strengthening relationships with communities across West Yorkshire, we are better able to understand the issues which really matter to people, and understand the factors which leave communities anxious or feeling unsafe. It is crucial that people get on well together, respect differences, and work towards achieving shared goals; as our recent experiences during the Covid lockdown have shown us. We all have a responsibility to encourage inclusivity and build relationships between communities, which can in turn strengthen our resilience to threats such as crime, terrorism and community discontent.

## Child Sexual Abuse and Exploitation

The increased focus on safeguarding the vulnerable has led to greater public awareness of this form of abuse, and growing confidence amongst its victims and survivors to come forward to seek support and report crimes. The opening of the new Sexual Assault Referral Centre (SARC), offers a comprehensive service for anyone who has experienced sexual violence or abuse, and has enhanced the support available for all victims. I will work with the police and other partners to ensure that increasing awareness and prevention of CSA/E are key areas of focus; that CSA/E victims remain protected; and that offenders are dealt with through an efficient criminal justice system.

## Countering Terrorism

The grave consequences of terrorist acts means we have to be vigilant and work together to intervene early to combat terrorism, and safeguard vulnerable people from extreme racist, political or religious ideologies. A number of complex factors can combine to draw someone into extremism, so it is crucial that we work together across communities and partner agencies to quickly identify those at risk. I will continue to support our work at the local, regional and national scale to prevent terrorism in all its forms, strengthen our communities' protective resilience, and support those people in West Yorkshire who may have been affected by a terrorist incident.



## Cyber Crime

Cyber-crime is an umbrella term for different types of offending which take place online, or where technology is used as a means and/or target for the attack. Crime carried out using internet-based technologies differs from 'conventional' offending in that it is often initiated remotely (perhaps from another country). It can impact many people simultaneously, and provides a level of anonymity for the offender. We need to do more to understand cyber-crimes such as online fraud, grooming, and cyber bullying, and help to educate the public about these risks. Work with private industry will be needed to develop the right tools to properly investigate and prevent these crimes.

## Domestic Abuse

Domestic abuse and violence can happen to any individual of any age or gender. It can include financial, emotional, or physical abuse, or involve extreme coercion and control. Through bodies like my Domestic and Sexual Abuse Board, we will raise awareness of domestic abuse offences and the pathways of support available for its victims. We will also build victims' confidence in the use of civil orders to prevent domestic abuse, and support the prosecution of perpetrators through the use of court 'live link' facilities based in venues across West Yorkshire. We will be especially vigilant to the threat of domestic abuse during Covid lockdowns.

## Drugs and Alcohol Misuse

Substance abuse can be linked to crime and ASB, and therefore causes harm not only to the individual but also to the wider community. I will review our progress in reducing the number of people struggling with substance abuse, and will work to educate around the risks of drugs and alcohol through local level funding, for example that provided through Safer Communities Fund projects, and other district-wide initiatives we support.

We will work with our partners to identify how we can best tackle drug and alcohol misuse; reviewing and learning from our experience of support and intervention programmes, so we can work effectively to lessen the effects of substance abuse in our communities.

## Hate Crime

Hate crime is any incident which is, or is perceived to be, motivated by prejudice based on a person's disability, race, religion, gender identity or sexual orientation, as well as other elements of an individual's identity. No-one should have to live with the fear, anxiety and consequences of hate crime, and we will keep working with partner organisations to raise awareness of its impact and address under-reporting. People need to recognise what hate crimes are, how to report them, and who they can contact to get the support that they need if they become a victim. I will work to support these objectives, through channels such as the Safer Communities Fund, which supports work at grassroots level.



## “Honour” Based Abuse

So called “Honour” Based Abuse, including Forced Marriage and Female Genital Mutilation (FGM) are serious abuses of an individuals’ rights. Those affected are often some of the most vulnerable in our community, and can find themselves in conflict with the people they care about the most. Isolated from family and friends, they can feel like they have no one to turn to. It is crucial that these harmful practices are challenged and that those affected can be confident that the police and criminal justice system will support them and bring perpetrators to justice. I will work with victims, survivors, partners and all communities to raise awareness of these crimes, support those affected, and fight to eradicate HBA.

## Human Trafficking and Modern Slavery

Modern slavery and human trafficking is a significant threat within West Yorkshire and the UK. It has a traumatic impact on its victims, whilst those involved often have links to other serious organised crime. West Yorkshire has already led the way nationally in tackling modern slavery and human trafficking, and I have set up a West Yorkshire Anti-Slavery Partnership and the National Anti-Trafficking and Modern Slavery Network to help partners and fellow PCCs combat this problem. I will continue to coordinate efforts against this crime by making sure we understand the scale and nature of the threat, and resourcing the police and partners appropriately.

## Major Threats

West Yorkshire hosts the Regional Organised Crime Unit, the NE Counter Terrorism Unit, and the National Police Air Service. Consequently, we play an important role in the response to major threats to public safety. PCCs and Chief Constables have a responsibility to make sure that their police service can respond to national and international threats by having due regard for the **Strategic Policing Requirement**. These threats include terrorism, major cyber incidents, civil emergencies, organised crime, CSE/A and other emerging threats. I will work with West Yorkshire Police and other organisations to ensure that we collectively keep our region and country safe by making sure strategic threat assessments are kept under review.

## Mental Health

We have seen some great successes in how people with mental health issues are treated and supported within West Yorkshire, whether they are victims or suspected perpetrators of a crime. Liaison and diversion services, and mental health triage support for police officers called to incidents are two examples. We need to support such work to reduce the risk of people with mental health issues committing or becoming victims of crime. Through the West Yorkshire Criminal Justice and Mental Health Forum I will make sure that partners are working together and look for opportunities to divert people from offending at the earliest stage.



## Missing People

West Yorkshire Police deals with nearly 5,000 missing person calls every year, 20% of which are considered to be 'high-risk'. The reasons why people go missing are complex and can be linked to their mental health, emotional or physical abuse, or exploitation. Our aim will be to reduce the number of missing incidents and support those who go missing repeatedly. We need to continue to work together to identify why people go missing and address the root causes. This will not only reduce the risk of harm for the individual, and the impact on their family and friends, but also reduce the demand on our police service and partners.

## Road Safety

Road safety is a significant issue for our communities and is frequently raised as a concern by members of the public. Road safety covers a spectrum of issues from inconsiderate parking to dangerous driving, but the number of people killed or seriously injured on our roads is a major concern. Nationally, almost 900 people lost their lives on our roads in 2019, with many thousands more seriously injured. I will work to improve the level of support provided to victims of road traffic collisions, and continue to work with local partners in the Road Safety Executive and Safer Roads Partnership to achieve a Vision Zero approach through education, enforcement and prevention.

## Serious Violence

Serious violent crime can have a devastating impact on the lives of individuals, their families, and the communities where they live. Organised crime, serious violence, and the use of weapons are often interlinked, and in combination they can destroy lives. Tackling serious violence calls for a long-term commitment to address its underlying causes, and as APCC lead for Serious Violence, I will promote a joined-up approach which embraces prevention, early intervention, and education. Locally, we will support the West Yorkshire Violence Reduction Unit, and its local partners, and also support West Yorkshire Police's enforcement work to reduce the use of knives and weapons on our streets.

## Sexual Abuse

Sexual abuse and violence is any harmful sexual behaviour which takes place without consent or understanding. This type of crime can have a devastating effect on the person's health and wellbeing. We will continue to work with the police and partners to give victims the confidence to come forward and report these crimes, target offenders, and raise awareness of what can be a 'hidden' crime. We will continue to make sure that services for all victims of sexual abuse and violence are available in West Yorkshire to support victims to cope and recover. The recently opened Sexual Assault Referral Centre (SARC) is a great example of our partnership's support for victims and survivors of sexual abuse.



### Listening to people

As your PCC, I am your voice for policing and community safety matters. I have been elected to represent the communities of West Yorkshire and so it is fundamental to my work that I listen to the communities I serve. We have a shared vision of keeping West Yorkshire safe and feeling safe, but it is only by listening to you that I can truly understand how to deliver this vision and what is needed to improve the lives of people in our communities.

This Police and Crime Plan reflects the views of the thousands of people who responded to the survey “Your Priorities, Your Plan” and the many thousands more who were engaged with as this Plan was developed. However, our dialogue with communities has not stopped there; your views are sought when I am out and about in our communities, through my monthly ‘Your Views’ survey, and during the period of lockdown ‘Community Conversations’ and through the numerous visits I have made including to Safer Communities Fund projects and out and about with our neighbourhood policing teams.

Continuing to listen to people to understand their needs and aspirations keeps this plan relevant. By engaging with our communities, we can better understand your needs and concerns, but we can also enable and empower people to work with the police and partners to deliver the outcomes of this Police and Crime Plan, build community resilience, and make a real difference to people’s lives and the lives of their families, even during unusual times.

2.3m people choose West Yorkshire as a place to live, work and study. Ours is a vibrant and diverse county, and I will continue to harness different communication channels to reach out to as many people and communities as possible. However, this plan is not just about local delivery, as our concerns cannot always be addressed at a local level. As your PCC, I will continue to be your voice across West Yorkshire and nationally, raising on your behalf the issues that need addressing. I will champion the need for more resources, for the numbers of police officers and staff we need and campaign for the changes needed that will keep West Yorkshire safe and feeling safe into the future.



### Understanding our communities

The richness of the different people and places of West Yorkshire is the greatest strength of our area, with more people coming to the county to live, work and study. However, with a diverse population distributed across urban and rural areas, understanding the needs of our communities can be complex. It is crucial that we, the police and our partners are engaged with all our communities to understand their needs so we can serve them well.

By listening to people and engaging across West Yorkshire we can deepen our understanding of the communities we serve, but we continually need to renew and enhance our understanding. I will assimilate information from a variety of sources; from published data sources, the expertise of our partners (such as those engaged with our Third Sector Advisory Group), and through our own consultation surveys and public meetings. We will also identify where we have knowledge gaps which can be addressed by proactive engagement and communication. Our annual Needs Assessment document will help refresh our understanding by reviewing the key trends described in national and local data sources.

I will continue to make sure the police and our partners are connected across the county so that we can better understand the challenges of our changing communities together, respecting that there may be differing needs but also common concerns, and help to build consistent services across West Yorkshire so that everybody, no matter where they live, have access to the services they need and deserve.

We need to review our understanding of 'what works' locally, regionally and nationally, and so we will continue to reach out to others (including OPCCs, regional and national collaboration partnerships, and academic specialists), so that we continue to build on the good work we are all already doing in West Yorkshire. By creating a better understanding of what we can achieve together, we can overcome some of the more complex challenges faced in keeping West Yorkshire safe and feeling safe.



### Working together

Partnership working is at the heart of everything I do as no single organisation can tackle the often complex problems in our society, or meet the significant community safety challenges we can face. Although I continue to hold the Chief Constable to account for the delivery of the Police and Crime Plan, it is only by working together with a wider network of partners that we will be able to achieve our shared vision, and deliver on our outcomes and tackle our priorities.

This Plan has been produced in consultation with our partners. It has regard for local community safety plans and has involved partners covering wider geographical footprints across the region. It is important that where we can collaborate to the benefit of all our communities that we continue to do so. Since the first iteration of this plan, we have built strong partnership bodies to tackle the challenges posed in the wider community safety sphere in West Yorkshire. Directly, and through my office, I continue to bring partners together through; the Partnership Executive Group, the Local Criminal Justice Board, the Violence Reduction Unit, the Community Safety Partnership Forum, the Criminal Justice and Mental Health Forum, the Tri-Services Collaboration Board, the West Yorkshire Anti-Trafficking Network, the Third Sector Advisory Group, the Domestic and Sexual Abuse Board, the West Yorkshire Risk and Vulnerability Strategy Group; and the West Yorkshire Reducing Reoffending Board. Together, we can identify the opportunities for more joined up working, remove some of the barriers to effectiveness, share ideas and best practice, and bid for funding.

Organisations working together can be powerful agents for change. Through our collective endeavours we can put the people we serve at the heart of the services we provide, and positively change people's lives. We are stronger together, and by working in close partnership (and including our communities in those partnerships), we can continue to make a real difference here in West Yorkshire.



### Preventing and intervening earlier

There is no better way to foster safer communities in West Yorkshire than to work together to intervene at the earliest stage to prevent crime and anti-social behaviour. Early intervention projects keep people safe by tackling the grassroots issues which can lead to social disadvantage and criminality. Such work can boost community resilience, prevent people from entering the criminal justice system where it works for our communities, and prevent people from becoming victims or witnesses in the first place. Successful early intervention (such as the mentoring and educational projects we have supported through the West Yorkshire Violence Reduction Unit) can engage with people at pivotal moments in their lives, help divert them from choices which could mark the rest of their lives and potentially save lives.

Whether it be to reduce reoffending, stop vulnerable people going missing, or to steer an individual away from radicalisation, gangs, or from drug and alcohol abuse, the police and other organisations providing help at the earliest stage can better protect people from harm and reduce demand on police and partners' services further down the line. When financial times get tough the work we are doing upstream to keep people safe can often be lost as we focus our resources on what we need to do, and not what we want to do. However, there is no doubt that preventing and intervening earlier is not only the right thing to do for individuals and for our communities, but by addressing issues at the earliest opportunity we can make the best use of diminishing resources in the longer term. This is particularly pertinent during our exposure to the Covid pandemic, when we cannot be certain how public finances will be impacted in the months ahead.

Working with the Chief Constable we have strengthened our Neighbourhood Policing Teams to focus more on early intervention and problem solving with our partners in communities, because we know that prevention is far better than the cure. To support this, I will continue to allocate monies from my Safer Communities Fund (SCF) to prevent crime and anti-social behaviour, reduce reoffending, and provide support to victims at a local level. SCF funded groups, in conjunction with the police and partners, can help to prevent crime and intervene earlier in our communities, and so ultimately help to keep people safe and feeling safe.



### Improving our services

During the years of the Government's austerity budgets, maintaining community safety services (let alone improving those services) has been extremely challenging. The police, and most of our West Yorkshire partners, have had to face diminishing resources with the pressure of continually looking to improve services across the communities we all serve. Many efficiencies have had to be found and we have needed to bring innovative thinking to the way we work. We will continue to look at new ways of operating both within West Yorkshire Police but also in our communities and across our partnerships.

Satisfaction with West Yorkshire Police will only increase in our communities if we are focused on continually improving our service. We know we need a police service that truly reflects the communities it serves and I will continue to promote recruitment which encourages more people from the diverse communities of West Yorkshire to see the police as a valuable and rewarding choice for their career. I will review West Yorkshire Police's policies and performance to direct positive change where it is needed and to grow trust and confidence in our police service. Through our scrutiny meetings (Community Outcomes Meetings and Delivery Quarterly), I will hold the Chief Constable to account for West Yorkshire Police's performance, and seek to drive improvements where changes should be made.

Greater openness and transparency will improve confidence in policing, and from 2020 my office has new responsibilities to review complaints against the police to ensure a high standard of service. I will continue to understand (through casework into the OPCC and while engaging with our communities) where West Yorkshire Police may have got things wrong, and how we can help to put things right. I will also ensure West Yorkshire Police are operating to national standards in all areas of practice, in particular in its response to recommendations made by HM Inspectorate of Constabulary and Fire and Rescue Services.

Investing in our people is investing in our service and I will work with the Chief Constable to improve the support for the wellbeing of staff and volunteers. We will also be Investors in People, a Living Wage Employer, and through our procurement, ensure that all our workers' rights are being protected now and into the future. We will keep commissioned services wherever possible within the public sector and within West Yorkshire, providing local jobs for local people, and helping to strengthen our communities. In the aftermath of Covid, community safety partners and service providers will need to overcome new challenges, but we are stronger together and I will continue to collaborate locally, regionally and nationally to improve services for communities.



### Providing resources

Throughout my tenure as Police and Crime Commissioner, I have continued to fight for a fairer funding deal for West Yorkshire. This has been especially relevant during a decade of government cuts to our policing budget and to the budgets of our partner agencies. Faced with diminished government funding, the OPCC and its partners have needed to work closer together, seeking out new collaborations and ways to pool our resources to ensure community safety for the people we all serve. With responsibility for the policing budget, I will continue to ensure budgets that as far as possible deliver a police service fit to achieve the vision set out in this plan, and able to meet the challenges of the future. Demand placed on West Yorkshire's police service continue to increase in volume and complexity. As society changes, so does offending, and during the duration of this Police and Crime Plan we have invested to build the capacity to tackle online offending and fraud, organised crime, extremism, and human trafficking. Previously under-reported crimes have also become more prominent, as we have worked to raise awareness of domestic abuse, child sexual abuse and exploitation, and "honour" based abuse. Sadly, none of these issues will be resolved in the years ahead and not knowing the full effects of the coronavirus and lockdowns, I will continue to lobby for the investment we need to develop the people, technology, and infrastructure, to ensure that West Yorkshire Police are in the best position to meet the challenges ahead.

I continue to prioritise my pledge to you to protect frontline policing, and those officers and police staff who do a vital job keeping our communities safe and feeling safe. Whenever possible, I have backed the rebuilding of frontline policing through new recruitment. As the Government has continued to cut West Yorkshire's policing budget in real terms, more of the burden of the funding of our police services has been pushed onto residents through our Council Tax payments. I am indebted to your support (over 79% were prepared to support my investment in neighbourhood policing in 2020), to help me raise extra funding locally to invest in neighbourhood policing.

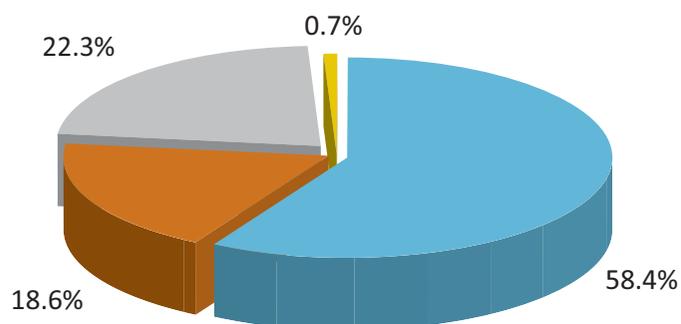
Community safety cannot be delivered by the police alone, and I will continue to provide resources for partners to invest to tackle crime and anti-social behaviour, safeguard the vulnerable, support victims and witnesses, and improve the effectiveness of criminal justice across West Yorkshire's districts. By working better together we can achieve improved outcomes for all communities, and through my office I will support opportunities for increased collaboration and co-commissioning. I will continue to lead on the commissioning of the West Yorkshire-wide services that victims need and deserve, and in addition, my website lists some of the major investments I have made to West Yorkshire partners through Crime Reduction Grants and through the Partnership Executive Group Fund.

Through my Safer Communities Fund (SCF), I will commit further resources to the hundreds of smaller scale and charitable or voluntary groups who make a real difference to the communities of West Yorkshire. The SCF has had a tremendous impact on grassroots projects to support victims and prevent crime and anti-social behaviour. Over £3.4 million has now been provided to over 700 local groups using Proceeds of Crime Act funding (POCA). As I have pledged, I continue to campaign for a greater share of West Yorkshire's POCA funding to be returned to us so we can make an even greater difference to community safety.

We can expect 2020 to leave a damaging legacy to our local economy, and so West Yorkshire Police – as an employer of over 9,000 FTE posts – will have a role to play to support the economic development of our local communities. In addition, through the delivery of the Police and Crime Plan, outcomes for communities will be enhanced by building economic, community and environmental assessments into how we work, including operating as a responsible local employer and procurer of services. As PCC I will explore opportunities for ‘buying local’ wherever possible, and ensure our procurement takes social value into account, as well as support for local employment.

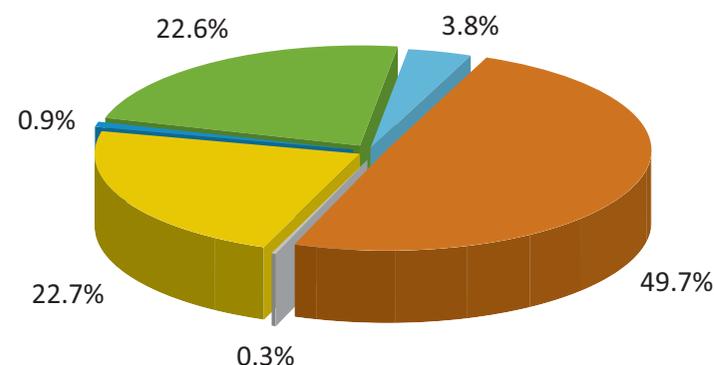
Budget	2018 - 2019 £m	2019 - 2020 £m
Gross Expenditure	517.781	547.333
Council Tax Requirement	104.815	122.018

2019/20: Where the money came from ...



- Government Grant 58.4%
- Income 18.6%
- Precept (Police Council Tax) 22.3%
- Other 0.7%

and how it was spent



- PCSOs 3.8%
- OPCC 0.3%
- Police Officers 49.7%
- Police Staff 22.7%
- Borrowing 0.9%
- Running Costs 22.6%

In order for me to achieve our outcomes to reduce crime and help victims to cope and recover from the harm they have suffered, I commission a range of different providers to help deliver services which benefit the communities of West Yorkshire. I am accountable for the investments we make to commission services, and in order to be fair, transparent and consistent, all commissioning and grant funding activity from my office follows an agreed commissioning process based on ten principles set out in my Commissioning Strategy. These principles set out how my office will manage the whole commissioning process both as a single commissioner of goods and services and in any collaborative or joint arrangements with partners. Over the course of a year, our commissioning work will include:

- Commissioning new services.
- Re-commissioning a successful service.
- Varying a commissioned service to respond to changing need or resources or legislation.
- Decommissioning a service that is no longer required or where the provider has failed to comply with requirements.

All our commissioning decisions are published on our website at [www.westyorkshire-pcc.gov.uk/our-business/making-decisions](http://www.westyorkshire-pcc.gov.uk/our-business/making-decisions)



### Evaluating delivery of the Police and Crime Plan

It is crucial that we can measure our collective progress in delivering against the outcomes and priorities in this Police and Crime Plan. The delivery framework we have set out below provides clear objectives to focus our efforts on, and specific measures which will help us assess our performance. The police, partners and my office, will be required to provide details of their progress against these measures on a regular basis. We will use this information to ensure that we are delivering the services needed to keep West Yorkshire safe and feeling safe. My office will collate and review this information on a quarterly basis, advise on any issues for concern or evidence of good practice, and will produce our Delivery Quarterly report for members of the public to review. The 'delivery baseline' for these measures is published on my website ([www.westyorkshire-pcc.gov.uk](http://www.westyorkshire-pcc.gov.uk)), as are my Priority Plans, which describe OPCC, police, and partner objectives related to Police and Crime Plan priorities.

As PCC I have a responsibility to hold the Chief Constable to account for West Yorkshire Police's role in delivering the Police and Crime Plan. I will assess police performance against the delivery framework through quarterly meetings with the Chief Constable. The Delivery Quarterly meetings will be complemented by my Community Outcomes Meetings (COM). This forum will also require the Chief Constable and senior police officers to answer questions about policing and community safety issues which are particularly important to the communities of West Yorkshire. Topics such as neighbourhood policing, road safety, safeguarding, and use of stop and search are regularly discussed at COM meetings, and video footage of the discussions are available at my website. The West Yorkshire Police and Crime Panel will in turn scrutinise and support the work of my office through our Delivery Quarterly reports, and specific topic papers presented at Panel meetings. Yet it is the public who will ultimately hold me to account for the delivery of this Police and Crime Plan. Our communities are the best placed to know whether we are achieving our vision of 'Keeping West Yorkshire safe and feeling safe', and by listening to local people and local partners, I will know whether we have made a real difference.



OUTCOMES	OBJECTIVES	MEASURES
Tackle crime and anti-social behaviour	Reduce the volume of crimes committed in West Yorkshire	Total recorded crime - quarter on quarter comparison
		Experience of household crime (CSEW)
		Experience of personal crime (CSEW)
	Reduce ASB in West Yorkshire through prevention and early intervention	Volume of ASB incidents reported and public perception of ASB in the area
	Reduce the reoffending rate in West Yorkshire	Reoffending rates of the managed cohort (WYP Integrated Offender Management programme)
	More people will feel safe in West Yorkshire	OPCC Your Views Survey – Feeling of safety
	Frontline policing will be protected and resourced to deter, detect and deal with criminals	Proportion of police officers in operational roles
	More people will think the police are doing a good or excellent job in their local area	OPCC Your Views survey - Police doing a 'Good or Excellent' job
Safeguard vulnerable people	The most vulnerable people will be identified and supported	Volume of Repeat Adult and Children Missing Persons
	The police and partners will work better together to safeguard vulnerable people	Monitor volume of positive outcomes for Domestic Abuse and Rape cases Monitor volume of Child Sexual Abuse and Exploitation offences
Work to improve criminal justice	Increase the confidence of communities in their community safety partners	Your Views survey - Increase confidence in Community Safety Partners
	Develop and improve the Criminal Justice System	Progress on actions from LCJB recovery plan
	Changes to backlog at courts and understanding of case throughput	Use of new LCJB datasets to focus on specific problems
	Enhance our service to victims and all criminal justice clients	Exception reporting on a basket of measures including Victim Satisfaction by Witness Care, numbers accessing support through DA perpetrator programme or WY-FI.
	Have a police service which is more representative of the people it serves.	Recruitment programmes which promote the employment opportunities at West Yorkshire Police for members of under-represented groups
Support victims and witnesses	More victims will be satisfied with the level of service they receive from the police	West Yorkshire Police Victim Satisfaction Survey
	More people who choose to access victims services will be satisfied with the support they receive	Proportion of clients reporting an improvement through access to support services
	Improve understanding of victims of crime	Monitor the number of self-referrals to victim services
	Reduction in number of repeat victims	Number of repeat victims for various crime types including Domestic Abuse and Hate Crime

### About West Yorkshire

Five local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield  
The fourth largest police service area in England and Wales  
A total population of 2.3m with 922,000 households  
18% of the population from a minority ethnic background  
An economy worth £55 billion.  
Over one third of our neighbourhoods are within the top 20% of the most deprived in England.  
Home to over 90,000 students based at seven higher education establishments.  
80% of West Yorkshire residents feel their neighbourhood is a safe place to live.

### Role of the PCC

Set the community safety objectives through a Police and Crime Plan  
Make sure the police service is effective and efficient  
Hold the Chief Constable to account for policing  
Set the police budget and the police council tax  
Bring together community safety and criminal justice partners  
Make sure local priorities are joined up  
Be your voice on policing and community safety matters

### Get in touch

To find out more about who we are and the way we work to keep West Yorkshire safe and feeling safe visit <https://www.westyorkshire-pcc.gov.uk/> but you can also follow us on Twitter **@WestYorksOPCC** and Facebook **WestYorksOPCC**

You can write to us at the Office of the Police and Crime Commissioner, Ploughland House, 62 George Street, Wakefield, WF1 1DL or leave a message on 01924 294000 and one of the team will get in touch.





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