

West Yorkshire's Police and Crime Plan 2016 - 2021

Refreshed 2018



Working together with the police and partners



Mark Burns-Williamson your
Police & Crime Commissioner
for West Yorkshire



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What we are going to deliver

Our vision

Keeping West Yorkshire safe and feeling safe

Our outcomes

- Tackle crime and anti-social behaviour
- Safeguard vulnerable people
- Make sure criminal justice works for communities
- Support victims and witnesses

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 and serious violence
- Mental health
- Missing people
- Radicalisation
- Road safety
- Sexual abuse
- Strategic Policing Requirement

How we are going to deliver

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

My pledges

- Protecting frontline policing
- Protecting Police and 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

How we will know we have delivered

- People feel safe in West Yorkshire
- Volume of crimes committed reduces
- Reoffending rate reduces
- Inspections grade West Yorkshire Police as GOOD or OUTSTANDING
- 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
- Faster, more effective criminal justice
- Our police service is more representative of the people it serves



At the heart of this refreshed Police and Crime Plan is working 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 continue to hold the Chief Constable to account but also 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 continue to work 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 the extensive survey "Your Priorities, Your Plan" and for this refresh I have continued to take into account your views, including out and about in our communities. Understanding the needs of our diverse county can be complex but through significant consultation the outcomes and the priorities, alongside my pledges, remain the same in this refreshed plan and can be seen set out on the page 'Plan at a Glance'.

However providing the resources the police and partners need in these increasingly challenging times is a challenge in itself. Severe government cuts across the public sector continue to take their toll. Since 2010 our policing budget has been cut by over a third at the cost of over 2000 police jobs. I continue to fight for a fairer funding deal for West Yorkshire, an area of some of the greatest need, but also by making sure we are working better together, we can reduce demand on all our services, improve the services we provide and improve the lives of individuals and their families here in our communities.

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

Mark Burns-Williamson OBE
Police and Crime Commissioner



Message from the Chief Constable

This refreshed Police and Crime Plan reaffirms our commitment to provide the public with the best service we can, focusing on the issues that are important to communities and individuals, to fulfil our joint vision with the Police and Crime Commissioner to keep West Yorkshire safe and feeling safe.

Public support and confidence in policing enable us to do our job effectively. I am determined to maintain and strengthen that confidence, through the Neighbourhood Policing model that is central to what we do. I want to bolster that by encouraging people from all communities to see what West Yorkshire Police has to offer, to join us and help build a police service that is truly reflective of the richly diverse communities it serves.

Our crime recording procedures are better than they have ever been, but there is still work to do. Victims of crime must feel confident in coming forward, particularly in those areas where we know under-reporting is still an issue, such as hate crime, sexual and domestic abuse.

We and our partner agencies face many challenges. Financial cutbacks across the public sector have had a significant impact and we have worked hard to restructure the way we do business. Whatever we do and however we do it, we and our partner agencies will always strive to be there for the most vulnerable, working both for and with communities.

We will continue to work with fairness, integrity and respect, driving creative and innovative solutions, as we work towards our “target operating model” which sets out how policing services and capabilities will be delivered at either a local, Force, Regional or National level.

My officers, staff and I have a common purpose, to serve you, the public of West Yorkshire and that will always be at the heart of what we do.



Dee Collins
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 partnership working and will be used to hold West Yorkshire Police to account and to direct our resources.

It sets out what we are going to deliver, how we are going to deliver it 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.

Community safety is everybody’s responsibility and this plan provides a framework for the OPCC’s activities, empowering local people and local partners to deliver on our outcomes and tackle our priorities together.

This plan is reviewed annually 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 with people from across West Yorkshire.

Together we can make a real difference.



Over 5,500 people from across West Yorkshire responded to the “Your Priorities, Your Plan” survey and their views are set out here in this Plan.



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 and work in and to visit. Safer communities are stronger communities and by working together to achieve our vision we will be able to create more opportunities and provide the potential for people and places to prosper.

Our outcomes

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, that criminal justice works for our communities and we 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 level of focus on priorities over time will be flexible to respond to changing policing, partnership and public need but none can be tackled by the police alone, they are collective priorities that can only be tackled by working better together.

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 continually listen to people from across West Yorkshire and my pledges, pledges to you, continue to be at the heart of my work and the wider work of the OPCC with a democratic mandate to deliver.



We cannot 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 people who responded to my '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 achieving this outcome but this is within the context that since 2010 the government has cut our policing budget by over a third at the cost of over 2000 police jobs. I have pledged to protect the frontline, including to rebuild the numbers of police officers, to protect our police and community support officers (PCSOs) and strengthen neighbourhood policing in West Yorkshire. Criminality however is constantly changing, becoming more complex and resulting in greater demand on our police service. Government cuts to other services also impact on the police's ability to effectively tackle crime and ASB but we can do more to achieve this outcome in partnership working in our communities. The root causes of crime and ASB are also complex and we need a greater collective endeavour, including through the sharing of resources, to intervene earlier and to divert people away from crime and ASB in the first place.

I will tackle crime in our communities by ensuring the police and partners are focusing on preventing crime and reducing reoffending. By taking this two strand approach we will not only reduce the opportunity for crime to occur but also be looking to reduce reoffending by diverting people away from the criminal justice system where it is appropriate, providing support to people to lead a life away from crime, and by targeting those offenders who cause the most harm. In both of these areas there is great potential for better partnership working particularly around managing offending behaviour and problem solving approaches to ASB. There is also the potential for greater empowerment of communities and I will continue to promote, coordinate and support this work across the police, partners and communities keeping West Yorkshire safe and feeling safe.

How we will deliver

- **Listening to people.** Listen to our communities to focus attention on the crimes which have the greatest impact on them.
- **Understanding our communities.** Monitor levels of crimes being committed and reported in our communities and ensure the police and partners are tackling them.
- **Working together.** Work with key partners such as the National Probation Service, Community Rehabilitation Company and National Offender Management Service to promote changes which are known to reduce reoffending such as opportunities around employment, training, and education.
- **Preventing and intervening earlier.** Develop and implement a strategy on reducing reoffending which understands and addresses factors which can lead to criminal behaviour including mental health and substance misuse.
- **Improving our services.** Evaluate policies, practices, and performance to ensure that we are constantly improving the way we work to provide a service that the public have confidence in.
- **Providing resources.** Support and resource community initiatives which divert people away from criminal behaviour particularly with young people, supporting the development of the economy and our local communities.
- **Providing resources.** Protect frontline policing and provide 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. As our collective resources continue to be cut I have made sure we remain focused on protecting those most at risk and I will continue to fulfil my pledge to put victims, in particular those who are most vulnerable, first. However we all have a responsibility to put those who are most at risk at the heart of the services we provide. 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.

People are vulnerable if as a result of their situation or circumstances they are unable to protect themselves, or others, from harm or 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, with the need to safeguard both children and adults. As such people who are vulnerable can all too often be hard to reach and we need to raise awareness of safeguarding issues but also encourage people to report them with improved confidence in the system and more opportunities for reporting created. Each vulnerable individual must be supported in a way that recognises their personal circumstances with more and improved pathways and the right level of support when we are seeking to help those at risk.

We also need to do more together to prevent people from risk and to intervene earlier including more activities to reduce vulnerability. We need to empower individuals, communities and organisations through knowledge of what abuse is, how to protect themselves and others, and how to access guidance and support. This requires different agencies to collaborate with wider partners to work better together to safeguard people in different ways and requires a great deal of cooperation and communication. We will only be able to identify and safeguard those who are vulnerable by taking a truly joined up, whole system approach, sharing information and delivering improved services in a coordinated, consistent and cohesive way across communities in West Yorkshire.

How we will deliver

- **Listening to people.** Listen to victims and vulnerable people to inform and encourage support networks and pathways for vulnerable victims to ensure they are safeguarded through recovery and empowerment.
- **Understanding our communities.** Carry out research to improve our understanding of factors that increase risk and vulnerability to individuals and communities.
- **Working together.** Encourage statutory and non-statutory partners to work together to develop and strengthen our collective safeguarding efforts.
- **Preventing and intervening earlier.** Look to evidence-based initiatives and opportunities to safeguard vulnerable people at the earliest opportunity
- **Improving our services.** Identify and share 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.** 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.
- **Providing resources.** Empower and support vulnerable people to better protect themselves, create pathways and signpost them to agencies who can help.



I want to work with the police and all our partners, to prevent crime, safeguard those who are vulnerable and to best support victims and witnesses. By intervening 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 for offending to reduce the cost of the criminal justice system. This cost is not only a significant financial cost, but also a real and lasting cost to peoples' lives and to that of their families, in our communities. The criminal justice system needs to be fit for purpose and work for our communities.

The criminal justice system includes a number of different organisations with different delivery arrangements but who do work together through the Local Criminal Justice Board (LCJB). As Chair of the LCJB in West Yorkshire, I want to see a more efficient and effective criminal justice system and I will work with the leads of all West Yorkshire criminal justice agencies to take a whole system approach that allows us to target resources for optimum benefit. I will ensure that we work better together and pool resources in the most suitable way for the people of West Yorkshire. I will also focus on achieving the outcomes that are best for those who find themselves in the criminal justice system making sure victims and witnesses are at the heart of the services we provide.

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 support the individuals who make up the police service in their development 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 that the police service becomes more representative of the communities it serves.

How we will deliver

- **Listening to people.** Listen to vulnerable people and victims of crime to ensure that they will be able to give evidence to court from a safe and secure victims focused place which suits their needs.
- **Understanding our communities.** Support the Chief Constable in creating a police force which represents the communities it serves so people can have confidence in their police.
- **Working together.** Work with national bodies such as the National Criminal Justice Board, Ministry of Justice, Home Office and Sentencing Council exploiting opportunities to ensure the criminal justice system in West Yorkshire meets and exceeds their requirements.
- **Working together.** Work with partners to improve information sharing processes across all criminal justice agencies within West Yorkshire.
- **Preventing and intervening earlier.** Identify and implement best practice to improve the effectiveness and efficiency of the criminal justice system in West Yorkshire starting with a focus on prevention, intervention and desistance at the earliest opportunity.
- **Improving our services.** 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.
- **Improving our services.** Work with the Chief Constable to make employee development and wellbeing a priority for the workforce.
- **Providing resources.** Work together with criminal justice partners to collaborate more closely and pool resources where it is appropriate and provide resources where they are needed.



Victims and witnesses of crime are at the heart of the services we provide. Being a victim of crime can have a significant impact on a person's life, on the lives of their families and in our communities. I pledged to put victims, in particular those who are most vulnerable, first, and I will continue to make sure that all victims whatever their age, wherever they live, or indeed whether they have reported the crime to the police, have access to the information, advice and support they need here in West Yorkshire.

I will also continue to develop more specialist support services to ensure focused support is provided for those who are most vulnerable, persistently targeted or intimidated. Vulnerability however is not necessarily captured in a crime type and if a person feels vulnerable as a victim of any crime or indeed ASB, they and their families need the right support to help them cope and recover.

As chair of the Local Criminal Justice Board (LCJB), I will put victims and witnesses at the forefront of delivery and will work with criminal justice partners and those partners providing support to victims and witnesses to ensure a system that delivers the positive outcomes communities need. I will also work nationally to strengthen the Victims' Code and locally to ensure compliance and appropriate entitlements for victims.

How we will deliver

- **Listening to people.** Listen to victims, learning from their experiences and using their feedback to improve services for all victims of all crimes.
- **Understanding our communities.** Ensure that victims and witnesses are prepared for the justice process, are supported emotionally and practically, and their voices are heard.
- **Working together.** The requirements in the Victims Code (2015) will be delivered by West Yorkshire criminal justice agencies and through commissioned services.
- **Working together.** Engage with wider partners through the PCC's partnership structures; the Local Criminal Justice Board (LCJB), Community Safety Partnerships (CSPs) and other forums to provide wraparound support to victims and witnesses
- **Preventing and intervening earlier.** Encourage and support all organisations across public, private and third sector to develop innovative ways to identify and support victims of crime to come forward sooner.
- **Improving our services.** All recipients of victims funding, whether this is through grants or commissioning, will be expected to provide progress reports against agreed performance measures which identify good practice and areas for additional focus.
- **Providing resources.** Commission services for victims and survivors with a focus on the most vulnerable victims of domestic abuse, sexual violence, hate crimes and young victims.
- **Providing resources.** Raise awareness of, and improve access to, the different forms of support available to victims and survivors, ensuring that victim focused restorative justice is available to all victims at different points in their journey.



Burglary

Being burgled can have a significant impact on your feelings of safety by leaving you feeling vulnerable in your own home. 50% of respondents to our “Your Priorities, Your Plan” consultation felt 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.

Cyber crime

As technology develops, so too does criminality and more and more crime is being carried out online. Crime carried out in “cyber space” is borderless and often comes with a level of anonymity for the offender which would not be seen with many conventional crime types, posing challenges for those who are trying to prevent, detect and prosecute such criminals. We need to do more to understand the threat of cyber crimes such as online fraud, grooming, and cyber bullying, educate the public about these risks, and work with private industry to develop the right tools and skill sets to properly investigate and prevent these crimes.

These priorities have been identified following extensive consultation with the police, public and partners.

More information about this and why these priorities are important can be found in the Needs Assessment on my website www.westyorkshire-pcc.gov.uk

Child sexual abuse and exploitation

Child sexual abuse and exploitation (CSA/E) remains a key priority. There has been an increased focus on safeguarding the vulnerable which has led to significant increases in the number of investigations, successful convictions, and confidence in victims coming forward. I will continue to work with the police and other partners to ensure that awareness and prevention are key areas of focus, that victims are protected, supported and safeguarded and that offenders are dealt with through an efficient criminal justice system. I will encourage timely information sharing, and a consistent, collaborative and cohesive response to safeguarding the vulnerable across West Yorkshire.

Community cohesion

Working with communities is at the heart of what we do, by strengthening our own relations with communities we will be able to better understand issues with cohesion and support people to overcome them. It is crucial that people get on well together, respect differences and work towards achieving shared goals. 40% of respondents to the “Your Priorities, Your Plan” survey felt that a greater sense of community would make them feel safer. We all have a responsibility to encourage inclusivity and build relations between communities which strengthen our resilience to threats such as crime, terrorism and discontent.



Domestic abuse

Domestic abuse can happen to anyone, it can be financial, emotional, physical or involve coercion and control. A quarter of respondents to our “Your Priorities, Your Plan” survey said that domestic abuse was a priority for them. These crimes should not be tolerated and work will continue across all partner agencies including the Domestic and Sexual Abuse Board to target offenders, challenge dangerous perceptions, raise awareness, encourage victims to come forward and support them when they do.

Hate crime

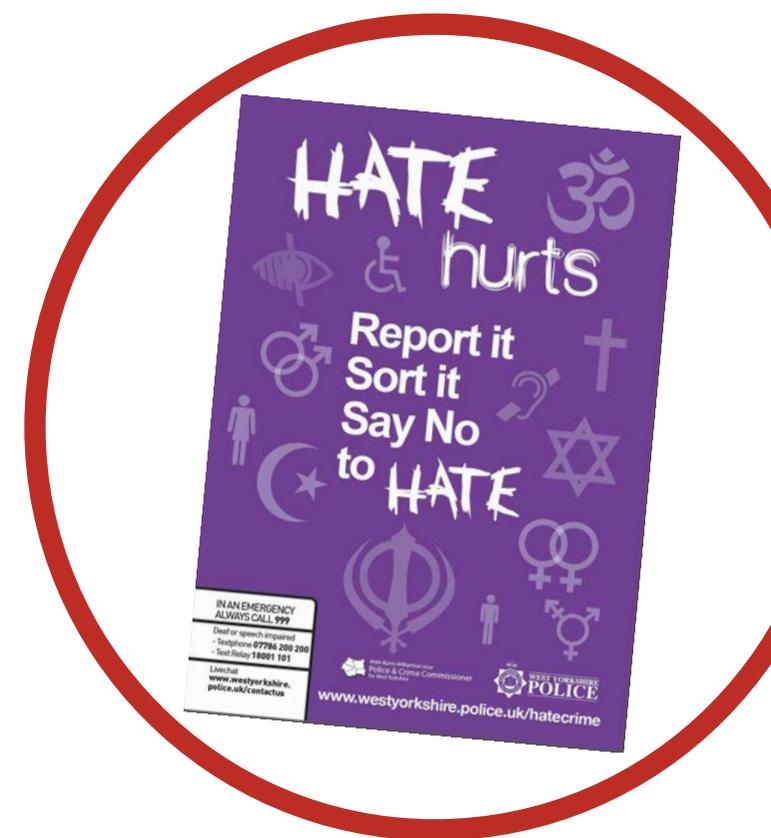
Hate crime is any incident which is perceived to be motivated by prejudice based on a person’s disability, race, religion, gender identity or sexual orientation. Anyone can be a victim of hate, it can include things like physical assault, damage to property, offensive graffiti, arson and inciting online hatred. No-one should have to live with the fear, anxiety and consequences of hate crime and I will keep working with organisations to raise its profile across all strands. People need to be aware of what hate crimes are, the impact they have, how to report them, and where to get the support that they need should they become a victim.

Drugs and alcohol misuse

Substance abuse is often linked to crime and ASB, therefore causing harm not only to the individual but also to the wider community. We cannot hope to reduce crime and reoffending without tackling the underlying problems such as substance abuse, and we can only do this by working together with partners and communities. I will continually review our progress in reducing the number of people struggling with substance abuse, and will work to educate people around the risks of drugs and alcohol misuse.

“Honour” based abuse

“Honour” based abuse, including Forced Marriage and Female Genital Mutilation, are all abuses of individuals’ rights. Those affected are often some of the most vulnerable in our community and can find themselves in conflict with people they care about the most. Isolated from family and friends, they can feel like they have no one to turn to. For this reason it is crucial that these harmful practices are challenged and that those affected can have the confidence in the police and criminal justice system that perpetrators will be brought to justice. Awareness of these crimes continues to increase but I will carry on working with victims, survivors, partners and all communities to raise awareness, support those affected and to totally eradicate Honour Based Abuse.



Human trafficking & modern slavery

Human trafficking and modern day slavery is a significant threat both within West Yorkshire and nationally. Not only can it have a traumatic impact on its victims, but those involved in human trafficking often have links to other serious organised crime. West Yorkshire has already led the way nationally in tackling human trafficking and modern day slavery and I have set up a West Yorkshire Anti-Trafficking Network and the National Anti-Trafficking and Modern Slavery Network for all PCCs to combat this problem. I will continue to coordinate efforts against this crime by making sure we understand the extent and nature of the threat and resourcing the police and partners sufficiently.

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. However more needs to be done to reduce the risk of those with mental health issues both committing and becoming victims of crime. Through the Mental Health Forum I will make sure that partners are working together to collectively support people with mental health issues who find themselves in the criminal justice system and look for opportunities to intervene at the earliest stage.

A Delivery Plan will be developed with the police and partners for each of these areas. These will provide greater detail to direct our collective efforts around these shared priorities.

They will be made available on my website at www.westyorkshire-pcc.gov.uk

Major threats & serious violence

West Yorkshire hosts the Regional Organised Crime Unit, the North East Counter Terrorism Unit, and the National Police Air Service. Consequently, we play an important role in the response to major threats to public safety, including organised crime, terrorism, serious violence and the use of weapons such as knives and guns. Organised crime, serious violence and the use of weapons, are often linked and we must all work to protect, educate and divert people away from these crime types. I will continue to oversee and support the response to major threats and serious violence provided by our regional teams, local partners and neighbourhood police teams in identifying and preventing major threats and serious violence within our communities.

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. Every time a person goes missing, the police are put under great pressure to find them and work with partners to keep them safe. We need to work better together to tackle the root causes and prevent people from going missing in the first place, this will not only reduce the risk of harm for the individual but will also reduce the demand on our police service.



Radicalisation

In addition to making sure we can effectively respond in event of a terrorist attack, we must all work together to prevent people from being radicalised in the first place. There are often a number of complex factors which can make somebody vulnerable to radicalisation so it is crucial that we work together across the community to identify those at risk as early as we can and safeguard them from extremism. The Prevent Duty gives direction for the police and partners around our shared responsibility to combat the threat of radicalisation within our communities and we will work together to ensure that we are all playing our part in this.

Sexual abuse

Sexual violence and abuse is any harmful sexual behaviour which is unwanted and takes place without consent or understanding. This type of crime can have a devastating effect on the person's health and wellbeing. I will continue to work with the police and partners to target offenders, give victims the confidence to come forward and report these crimes, and make all forms of sexual abuse and violence unacceptable. I will continue to make sure that services for all victims of sexual abuse are available in West Yorkshire to support them to cope and recover.

Road safety

Road safety is clearly a significant issue for people and is frequently raised as a concern by members of the public across West Yorkshire, with approximately 40% of respondents naming it as a key priority in our Police and Crime Plan consultation. It covers a range of issues from inconsiderate parking to dangerous driving all of which can have a major impact on people's lives. This is another area that requires activity from more than just the police, and I will continue to work with all partners including councils, highways agencies, and charities to improve safety on our roads through education, enforcement and prevention.

Strategic Policing Requirement

PCCs and Chief Constables have a responsibility to make sure that their police service can respond to national and international threats under the Strategic Policing Requirement. These threats include terrorism, serious public disorder, organised crime, major cyber incidents, civil emergencies and CSEA. I will continue to work with West Yorkshire Police and other organisations across the North East Region to ensure that we can support each other in times of need, and collectively keep our region and country safe.



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 there is nothing more important to me than listening to the people I serve. We have a shared vision of keeping West Yorkshire safe and feeling safe, but it is only by listening to people that I can truly understand how to deliver on our vision and what is needed to improve the lives of people in our communities.

This Police and Crime Plan represents the views of the thousands of people who responded to the survey 'Your Priorities, Your Plan' and the many thousands more I engaged with as this Plan was developed. Consultation however continues, and your views are sought when I am out and about in our communities, through the monthly 'Your Views' and annual surveys, raising awareness through the media and by direct contact with me or my office.

Continuing to listen to people to understand their needs and aspirations keeps this plan relevant. By engaging in 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 this Police and Crime Plan, encourage community responsibility, and make a real difference collectively to people's lives and the lives of their families.

West Yorkshire is a vibrant and diverse county, which I see as one of its many strengths. I will continue to use different communication channels to reach out to as many people as possible. I recognise our neighbourhoods are constantly changing, and it is important that I listen to the views of all our communities.

This plan however is not just about local delivery as people's concerns cannot always be addressed at a local level. As your PCC I will continue to be your voice across West Yorkshire, but also nationally. Raising on your behalf the issues that need addressing, including the need for more resources here, campaigning for the change needed that will keep West Yorkshire safe and feeling safe into the future.



Understanding our communities

The richness of the differing 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 of over 2.3m across urban and rural areas, understanding our communities can be complex. It is crucial that we, the police and our partners are engaged with all our communities to understand all their needs, so we can serve them well.

By listening to people and engaging across West Yorkshire we go a long way towards understanding more about the communities we serve but we continually need to enhance our understanding. I will continue to review information from a variety of sources, from the census to our own consultations, but also to identify where we have knowledge gaps and proactively engage and communicate better to fill them.

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 provide the services needed locally. I will also ensure consistency across West Yorkshire so that everybody, no matter where they live, has access to the services they need and deserve.

We need a better understanding of 'what works' locally, regionally and nationally and to continue to reach out to others, including OPCCs and academics, so that we are not reinventing the wheel but also adding value to the good work we are all already doing and better understand what we can do together to overcome some of the more complex challenges 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 all too often complex problems in our society or meet the significant community safety challenges we all 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 others that we will be able to achieve our shared vision, deliver on our outcomes and tackle our priorities.

This Plan has been produced by working closely with 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 we continue to do so, and I will continue to provide the opportunities for greater collaboration and more improved partnership working.

I continue to bring partners together through the Partnership Executive Group, the Local Criminal Justice Board, 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 CSE Strategy Group and the Reducing Reoffending Board so that we can identify the opportunities for more joined up working, remove some of the barriers, share ideas and best practice, and together bid for funding.

Organisations working together can be a powerful agent 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 improved partnership, including with our communities, we can continue to make a real difference here in West Yorkshire.



Preventing and intervening earlier

There is no better way to improve people's lives than to work together to prevent crime and anti-social behaviour, to intervene at the earliest stage to keep people safe, to prevent people from entering the criminal justice system, where it works for our communities, and to prevent people from becoming victims or witnesses in the first place.

Whether it be to reduce reoffending, stop vulnerable people going missing, or to steer an individual away from radicalisation or from drug and alcohol abuse, the police and other organisations providing help at the earliest stage can better protect people from harm but will also reduce demand on all of our 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, 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 longer term.

Working with the Chief Constable we have strengthened our Neighbourhood Policing Teams to focus more on problem solving with our partners in our communities. We know that if people who are in need of help receive it at an earlier stage they are less likely to become more vulnerable and it is right that we embed the principles of early intervention and prevention across West Yorkshire Police to support people and protect them from harm.

We know that prevention is far better than the cure and I will continue to allocate monies from my Safer Communities Fund to prevent crime and anti-social behaviour, reduce reoffending and provide support to victims at a local level so that community groups can work, including with the police and partners, to prevent and intervene earlier to help safeguard those who could be vulnerable.



Improving our services

In these difficult financial times maintaining our services, let alone improving them, can be extremely challenging. Despite diminishing resources we need to continually look to improve our services across the communities we all serve. So many efficiencies have had to be found but we can be smarter about the way we work and continue to look at better ways of operating both within West Yorkshire Police but also in our communities and across our partnership working.

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 ensure more targeted recruitment but also to review West Yorkshire Police's policies and performance to direct positive change where it is needed and to build trust and confidence in the police service here.

Greater openness and transparency will improve confidence in policing and I will regularly review complaints against the police to ensure a high standard of service and to understand, through casework into the OPCC and while out and about engaging within 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.

Investing in our people is investing in our service. I will work with the Chief Constable to improve the support for, and wellbeing of, staff and volunteers but also be Investors in People, a Living Wage Employer and including through procurement, ensure that all our worker's rights are being protected now and into the future as we keep services, wherever possible, within the public sector and within West Yorkshire, providing employment for local people and strengthening communities.

We all need to overcome significant challenges but we are stronger together and I will continue to collaborate locally, regionally and nationally to improve outcomes, to integrate services where it is appropriate and not be afraid to innovate. Through partnership working we can access resources from elsewhere and design and deliver improved services, but most importantly, through more collective working we can put the people we all serve at the heart of the services we provide.



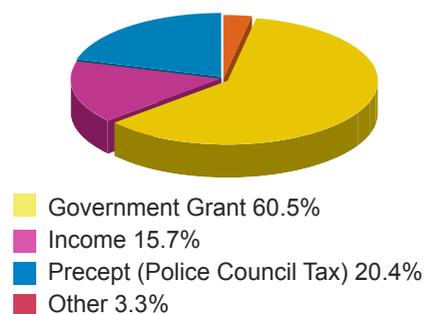
Providing resources

To keep West Yorkshire safe and feeling safe we need more resources here not less. I continue to fight for a fairer funding deal for West Yorkshire in the face of continuing government cuts, not just to the policing budget but to the budgets of our partners. With the diminishing government resources we have however, we all need to work better together, including to pool our resources and to take collective financial decisions, to ensure community safety for the people we all serve. With responsibility for the policing budget, I will ensure we have a police service fit to deliver our vision now and into the future. As demand on the service continues to increase and criminality changes, I continue to take resource decisions to meet the needs of West Yorkshire Police. Investment will continue in people, in technology and in infrastructure, to ensure the best possible service can be provided and continue to improve even in these increasingly difficult times.

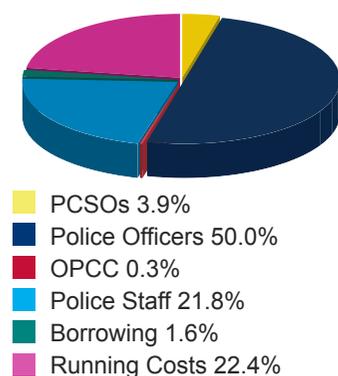
I continue to fulfil my pledges to you, protecting the frontline and PCSOs, who do a vital job keeping our communities safe and feeling safe. However since 2010 the government has cut West Yorkshire's policing budget by more than a third at the cost of over 2000 police jobs. With your support (over 79% were prepared to pay more for policing) I have been able to raise extra monies locally but there is a long way to go to rebuild the numbers. Community safety however cannot be delivered by the police alone and I also continue to provide resources for partnership working. For example, listed on my website are some of the major investments I have made to West Yorkshire partners through Crime Reduction Grants. I continue to commission across West Yorkshire the services victims need and deserve, and through my Safer Communities Fund, more resources will be provided at a local level to support victims and witnesses and prevent crime and anti-social behaviour. Over £2m has now been provided to over 500 groups working locally and I continue to campaign for more proceeds of crime to be returned to West Yorkshire to make an even greater difference.

West Yorkshire Police will support the development of the economy and our local communities as a local employer 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 all opportunities for 'buying local' wherever possible and ensuring our procurements take social value into account as well as local employment.

Where the money came from 2018/19



Where the money is spent 2018/19



Budget	2017 - 2018 £m	2018 - 2019 £m
Gross Expenditure	496.956	517.781
Council Tax Requirement	94.945	104.815

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 set out in this plan provides clear objectives to focus our efforts and specific indicators to help us measure our collective progress.

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 service 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 or evidence of good practice, and will produce a report for members of the public. The 'delivery baseline' for these measures is published on my website (www.westyorkshire-pcc.gov.uk), as is my Delivery Plan, which describes OPCC, police, and partner activity 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 on this Police and Crime Plan. Their performance and progress against the delivery framework will also be assessed through the Delivery Quarterly process. As part of this process, I will hold quarterly meetings with the Chief Constable to discuss their contribution to the collective delivery of the Plan, and support and scrutinise their delivery where necessary. In addition, my Community Outcomes Meetings will also require the Chief Constable and senior police officers to answer questions about policing and community safety issues which are important to the communities of West Yorkshire. The Police and Crime Panel will in turn scrutinise and support the work of me and my office but 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 here.



OUTCOMES	OBJECTIVES	MEASURES
Tackle crime and anti-social behaviour	Significantly reduce the volume of crimes committed in West Yorkshire	Total recorded crime and risk of crime
	Significantly reduce ASB in West Yorkshire through prevention and early intervention	Volume of ASB incidents reported
	Significantly reduce the level of reoffending in West Yorkshire	Reoffending rates
	HMICFRS PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at effectively reducing crime	HMICFRS PEEL Effectiveness inspection
	More people will feel safe in West Yorkshire	Your Views survey
	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	Your Views survey
	More people will be confident that the police and partners will prevent crime and anti-social behaviour	Your Views survey
Safeguard vulnerable people	HMICFRS PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at protecting the vulnerable	HMICFRS PEEL vulnerability inspection
	The most vulnerable people will be identified and supported	The volume of looked after children who go missing repeatedly
	The police and partners will work better together to safeguard vulnerable people	Reporting of 'hidden crimes'
	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	Appropriate use of DVPOs, Sexual Risk Orders and Child Abduction Warning Notices
Make sure criminal justice works	Increase the confidence of communities in their community safety partners	Your Views survey
	Ensure all relevant partners are working together to achieve effective results	Ineffective trial rate Volume of early guilty pleas
	Ensure all relevant partners are working together to achieve efficient results	Average time taken for cases to be brought to resolution
	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	Victim satisfaction survey
	More victims who choose to access victims services will be satisfied with the service they receive	Victim services data
	Improve the outcomes for victims of crime	Victim satisfaction survey

About West Yorkshire

- Five local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield
- Fourth largest police service area in England and Wales
- 2.3m people with 922,000 households
- 18% of the population from a minority ethnic background
- An economy worth £50 billion with the lowest unemployment claimant rate of any metropolitan region in England, outside of London
- Over one third of our neighbourhoods are within the top 20% of the most deprived in England
- Home to 90,000 students based at six higher education establishments
- 82% of respondents to our Feelings of Safety survey feel that their local area is a safe place to live

Role of the PCC

- Set the police and crime 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 the PCC and the OPCC, visit www.westyorkshire-pcc.gov.uk and you can also follow us on Social Media -

 @WestYorksOPCC and

 www.facebook.com/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.





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