

West Yorkshire's Police and Crime Plan 2016 - 2021



Working together with the police and partners



Plan at a glance	1
Welcome	2
About this Plan	4
What we are going to deliver	5
How we are going to deliver	6
How we will know we have delivered	12
Our priorities	21
Delivery framework	25
Find out more	26
Appendix	27



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
- 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

My pledges

- Protect frontline policing
- Protect Police and Community Support Officers
- Put more proceeds of crime back into our communities
- Put victims, in particular the most vulnerable, first
- Fight for a fairer funding deal for West Yorkshire

How we will know we have delivered

- More people will feel safe in West Yorkshire
- The volume of crimes committed will reduce
- The reoffending rate will reduce
- Inspections will grade West Yorkshire Police as GOOD or OUTSTANDING
- Frontline policing will be protected and resourced
- More people will think the police and partners are doing a GOOD or EXCELLENT job
- The understanding and identification of vulnerability will improve
- Safeguarding boards in West Yorkshire will comply with their statutory roles and responsibilities
- More victims will be satisfied with the level of service they receive from the police
- More victims will be satisfied with the outcome of their case
- More people will be confident in the police and other agencies
- The ineffective trial rate will reduce as the criminal justice system becomes more effective
- The average time for a case to reach resolution will reduce as the criminal justice system becomes more efficient



I was re-elected as your Police and Crime Commissioner (PCC) in May 2016 to keep West Yorkshire safe and feeling safe. I will deliver on my election pledges and will continue to work with West Yorkshire Police and in partnership with others to improve the lives of people and their families across our diverse county.

One of the earliest activities I undertook as we started to develop this new Police and Crime Plan was to listen to you first. Through the extensive consultation “Your Priorities, Your Plan” I have been able to understand what matters to you most and to better understand the needs and aspirations of our communities. This plan also reflects the views of partner organisations as we work together to deliver on our shared outcomes and priorities that cannot be delivered by the police alone and I will continue to bring partners together and to work in ever closer collaboration to improve the services we provide across West Yorkshire.

Working together has made a real difference, with my Partnership Executive Group (PEG) focusing on tackling child sexual exploitation (CSE) and reducing reoffending, my Community Safety Partnership Forum delivering best practice, and a county-wide domestic abuse perpetrator prevention programme to tackle domestic abuse.

The West Yorkshire Mental Health Forum that I set up has been very successful in achieving a vanguard bid to improve mental health services locally and I have set up and led a National Anti-Trafficking and Modern Slavery Network to better tackle together this borderless awful crime that blights lives on our doorsteps.

Government cuts have, and are, taking their toll across the public sector generally. Since 2010 over 2000 police jobs have been cut over a time when demands on our core policing service have never been greater. With less and less resources available the cuts to policing and partners are hitting harder.

I have continued the fight for a fairer funding deal for West Yorkshire and I have also pledged to protect frontline policing. This year with your help, I have set a budget to recruit 600 new police officers and have protected Police and Community Support Officer (PCSO) numbers.

Working with the Chief Constable I will target ongoing sustained recruitment so that West Yorkshire Police better reflects the diversity and society it serves, and ensure neighbourhood policing is strengthened as we crucially start to rebuild numbers and visibility in our communities.

The fight for more Proceeds of Crime to be put back into our communities through the creation of my Safer Communities Fund will also carry on helping to prevent crime and anti-social behaviour, reduce reoffending and provide greater support to victims.



I continue to put victims, in particular the most vulnerable, first, and commission the most appropriate services that victims and witnesses need.

There is a great deal more that we all want to do to tackle our priorities together and I will continue to listen to people locally, campaign for change nationally and work hard on your behalf, as only through our collective commitment will we make a real and lasting difference to peoples' lives.



Mark Burns-Williamson OBE
Police and Crime Commissioner

Message from the Chief Constable

I am delighted to lead West Yorkshire Police in supporting the delivery of the Police and Crime Plan and our joint vision with the Police and Crime Commissioner to keep West Yorkshire safe and feeling safe. The West Yorkshire Police emblem incorporates the words "In the Public Service" and I am determined to ensure that service is provided to all of our diverse communities who live, work and visit West Yorkshire, with fairness, integrity and respect.

We serve a diverse population of 2.3 million people and together we face complex policing and community safety challenges. We must continue to protect vulnerable children and adults, to attack serious and organised criminality and to work with partners to prevent crime and anti-social behaviour. The bedrock of our service will continue to be through Neighbourhood Policing.

To achieve our Police and Crime Plan priorities West Yorkshire Police will continue to work together with our communities, statutory partners and the voluntary sector to be creative and innovative to deliver high quality policing services to all our communities.

Our aim is to deliver the best policing services we can with the money and resources we have. Over the next five years, we will progress to our "Target Operating Model" which sets out how policing services and capabilities will be delivered at either a local, Force, Regional or National level. Ensuring all that we do is in your best interests, to the best of our ability, in the Public Service.



Dee Collins
Chief Constable





The Police and Crime Plan 2016-21 sets out the outcomes, priorities and pledges that will drive the work of the Office of the Police and Crime Commissioner (OPCC), the police and our partnership working and sets the strategic direction for policing and community safety over the next five years. The plan has been produced after extensive consultation and has been informed by listening to people and partners from across the county. It is informed by wider information gathering, is evidence based and sets out what we want to deliver, how we are going to deliver, and how we - and importantly you - are going to know we have delivered.

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 create opportunities and aspirations and provide the potential for people and places to prosper.

Our outcomes

This Plan is outcome based. It is built around four outcomes which are, to tackle crime and anti-social behaviour, safeguard vulnerable people, make sure criminal justice works for communities and support victims and witnesses. I have aligned measures to each outcome through the delivery framework so that we can clearly chart progress towards delivering collectively on these shared outcomes. These outcomes are all interconnected, including with our priorities. They cannot be delivered by any organisation alone and will be delivered by organisations working better together to improve peoples' lives across West Yorkshire.

Our priorities

The priorities in this plan have also been determined by extensive consultation with local people and partners but will be dynamic to respond to changing policing, partnership and public need over the next five years. These priorities will require greater involvement from some partners than from others but they are collective priorities. Supporting documents "Priority Plans" will be developed and delivered in consultation with the public and partners to set a clear direction on how we are going to collectively tackle these important issues.





Listening to people

This Police and Crime Plan represents the views of thousands of people who responded to the survey “Your Priorities, Your Plan” and the many thousands more I have engaged with in communities across West Yorkshire. Continuing to listen to people to understand their needs and aspirations keeps this plan relevant and by engaging in our communities as we deliver on our outcomes and priorities we can empower and enable local people and local partners to make this plan a reality. I will continue to listen to groups of people who need to be heard, improve communication with all our communities, represent your views and be a strong voice for West Yorkshire, campaigning for the change we need here.

Talking to local people about what matters to them is a key part of what I do. I use these views to inform all of the work that I do as your Police and Crime Commissioner.





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 work, study and live. However with a population of over 2.3m across urban and also rural areas, understanding our diverse communities can be complex. I will continue to gather the information we need, including through census data, community safety surveys and crucially by listening to people, to get a real understanding of what matters. I will continue to make sure our partners are connected across the county so that we can better understand the challenges of our changing communities and how we can best respond to different needs but also to common concerns.

My office regularly consults with people across West Yorkshire to understand what the issues are. These consultations include the Public Perception Survey, Your Views survey, Community Conversations, Feelings of Safety survey and the most recent "Your Priorities, Your Plan".





Working together

Partnership working is at the heart of everything I do, as no single organisation can tackle the all too complex problems in our society or meet the significant community safety challenges we all face. I will continue to bring partners together to take a more joined up, whole system approach to better understand what the problems are, to identify what we need to do to solve these problems together and to deliver the change needed to make a difference in our communities. Everyone in West Yorkshire has a responsibility to keep our communities safe and I will enable and empower communities to work with the police and partners to tackle all issues and promote community responsibility. Organisations working together can be a powerful agent for change and by working better together in our communities we can put the people we serve at the heart of the services we provide and change lives.

There are lots of partnership organisations working together to keep West Yorkshire safe and feeling safe. Information and links to these partners can be found on my website at www.westyorkshire-pcc.gov.uk



Preventing and intervening earlier

Providing help and support to people at the earliest stage is quite simply the right thing to do. Whether our aim is to reduce reoffending, stop vulnerable people going missing, or steer an individual away from radicalisation or drug and alcohol abuse. By promoting this culture of prevention and early intervention across our organisations we will protect people from harm and keep people safe. When times get tough we can lose our focus on prevention and providing help earlier and yet by addressing issues at the earliest opportunity we will reduce the demand placed on our services further down the line. We all know that prevention is better than the cure and by getting upstream to solve problems we will not only better achieve our outcomes and tackle our priorities but we will make the best use of our diminishing resources.

18% of respondents to the “Your Priorities, Your Plan” survey felt that work around prevention, intervention and education is important, particularly with young people who may be drawn into crime or anti-social behaviour.





Improving our services

It is important to continually improve our services to make sure the needs of our communities are at the heart of our delivery. We all need to be smarter about the way we work whether it be investing in technology, reducing demand, increasing visibility, or investing in our greatest asset, our police officers, PCSOs, Special Constables, staff, and our volunteers. I will support increases in efficiency by continually reviewing performance and policies to direct positive change. I will make sure West Yorkshire Police is open and transparent, review complaints, and ensure that they are operating to national standards in all areas of police practice and crime recording. We all need to overcome significant organisational challenges in these increasingly difficult times and by sharing information, intelligence and resources, we can all work better together to understand and respond to the needs of our communities and design and deliver improved services to the benefit of the communities we serve.



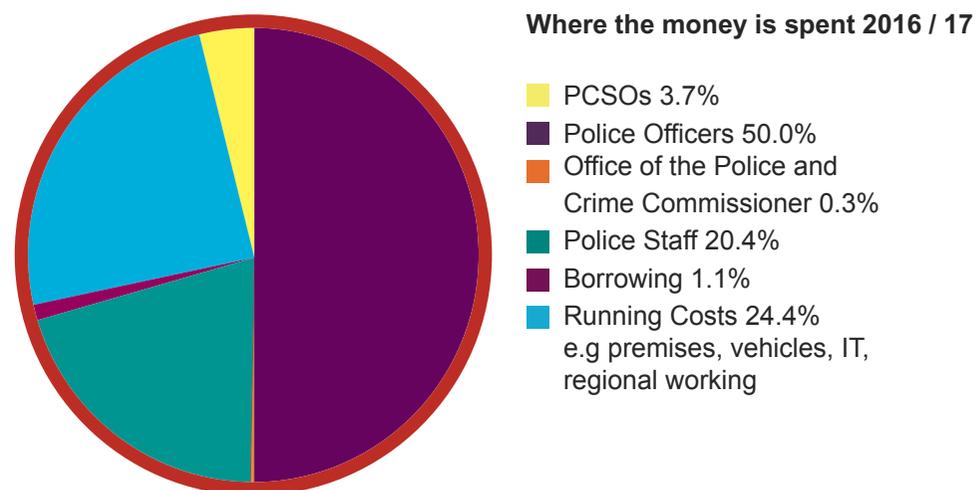
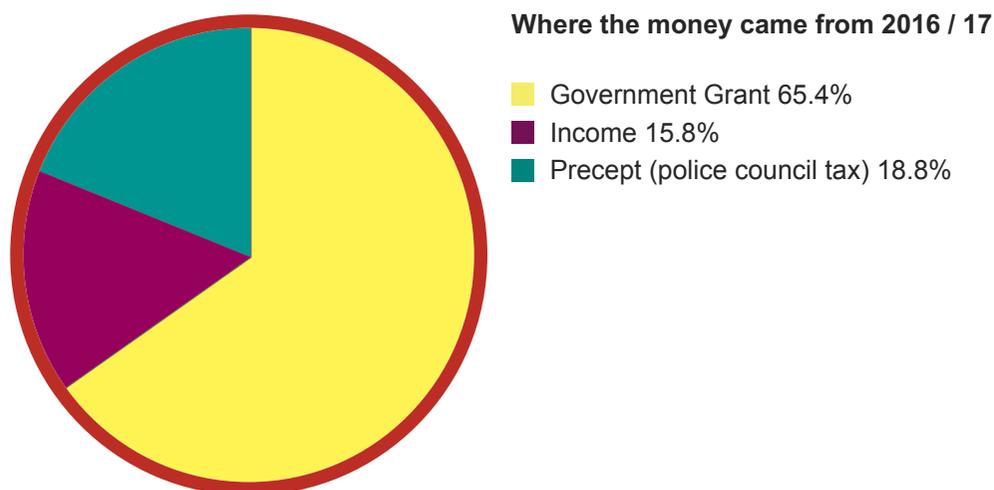
With significant government cuts to budgets we need to work better together to deliver improved services to the communities we all serve.



Providing resources

The police need the resources to keep West Yorkshire safe and feeling safe now and into the future and I will continue to fight for a fairer funding deal. In these difficult financial times I need to make the best use of our existing resources and will continually review the levels of demand being placed on our organisations and how we are equipped to meet this. In 2015 I asked people across West Yorkshire about what they wanted to see to keep their communities safer. 76% of people told me that they would support an increase of £5 or more to protect frontline policing. With this increase, along with other ongoing efficiencies and savings, we can now recruit 600 more police officers and protect PCSO numbers.

The gross budget for West Yorkshire Police for 2016/17 is £485,664,000. These charts show where that money came from and where it is spent in 2016/17.



In the recent HMIC Efficiency inspections West Yorkshire Police received GOOD ratings for protecting the public and effective use of resources. I will continue to maximise resources, to collaborate, integrate where it is appropriate and will not be afraid to innovate. Frontline policing will be protected and neighbourhood policing strengthened but this Plan cannot be delivered by the police alone. I will work with partners to access further funding and continue to make funding available to partners to deliver services to people across West Yorkshire.

Detailed information about all crime reduction and disorder grants allocated to partners will be made available on my website at www.westyorkshire-pcc.gov.uk

This Plan sets out the outcomes and the priorities we want to deliver and how we will work to deliver them. However, it is vital that I can measure the progress we are making and demonstrate to you the difference that has been made over the lifetime of this Plan. Strategies will be developed in partnership to deliver on the outcomes but the delivery framework in this Plan provides clear objectives to focus our efforts and specific indicators to help us measure our collective progress.

Our priorities are clear and by working together to tackle these issues we will work to achieve our outcomes and deliver on the vision of keeping West Yorkshire safe and feeling safe. More detail about how we are going to tackle our priorities together and how we are going to measure the positive change we will work to deliver will be set out in supporting documents “Priority Plans”.

The Chief Constable will be held to account for West Yorkshire Police’s role in delivering on this Police and Crime Plan. Where resources have been provided for partnership working, partners will also be expected to evidence their contribution to the outcomes and the priorities and be required to report back on their progress including on the delivery framework.

Performance and progress with regards the delivery framework will be assessed through the Delivery Quarterly and work towards meeting our outcomes and tackling our priorities, including through “Priority Plans”, will be reported on in “Community Outcome Meetings”. These public facing meetings are linked and will feed into each other so that we can understand what has been delivered and can measure progress across our overarching outcomes as well as on specific issues relating to our shared priorities in a joined up way.



The activities and achievements of the OPCC working towards the delivery of this Plan will also be captured in the Delivery Quarterly and covered in the Annual Report. The Police and Crime Panel will scrutinise and support the work of me and my office but it is the public who will 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 difference here in West Yorkshire.



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 the “Your Priorities, Your Plan” survey said that reducing crime and ASB was of importance to them. 70% stated that increased police visibility would make them feel safer so I will continue to protect frontline policing and strengthen neighbourhood policing. The root causes of criminality are complex and can only be addressed by working together. I will tackle crime in our communities by ensuring the police and partners are focusing on preventing crime and reducing reoffending, reducing the opportunity for crime to occur and targeting those offenders that cause the most harm. In both of these areas there is great potential for stronger partnership working, particularly around managing offender behaviour and problem solving approaches to ASB and I will continue to coordinate and support this work across the police, partners and communities in West Yorkshire.



I will continue to protect frontline policing and support partners and communities to make sure that we tackle crime and ASB together.



How we will deliver together

- Develop a delivery strategy on reducing reoffending which understands and addresses factors which can lead to criminal behaviour including mental health and substance misuse
- 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
- Ensure that Integrated Offender Management is effective and is focused on the offenders who cause the most harm
- Listen to our communities to focus attention on the crimes which have the greatest impact on them
- Develop a delivery strategy for crime prevention which directs the police and partners on the most effective practice
- Support and resource community initiatives which divert people away from criminal behaviour particularly with young people
- Protect frontline policing and provide resources for the police to deter, detect and deal with criminals
- Develop a delivery strategy for ASB which takes into account the impact it has on the victim and the wider community
- Work together with other PCCs and police services to tackle serious and organised crime in our region
- Make sure that the public are confident in reporting crime and ASB to the police and partners
- Encourage and support all organisations including public, private and third sector to identify innovative ways to prevent crime and ASB
- Ensure the police and partners understand the threat of serious organised crime and are equipped to tackle it effectively

How we will know we have delivered

- The volume of crimes committed in West Yorkshire will reduce
- The reoffending rate in West Yorkshire will reduce
- HMIC PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at effectively reducing crime
- More people will feel safe in West Yorkshire
- Proportion of police officers in operational functions will remain the same or improve
- More people will think the police are doing a good or excellent job in their local area
- More people will be confident that the police and partners will prevent crime and ASB



Safeguarding vulnerable people is central to the work of police and partners. As our collective resources have been cut, we will continue to protect those most at risk and I will fulfil my pledge to put victims, in particular those who are most vulnerable, first. A person is vulnerable if as a result of their situation or circumstances they are unable to take care or protect themselves, or others, from harm or exploitation or other adverse impact on their quality of life. Vulnerability can take many forms and can be linked to, for example, mental health, substance misuse, or age. This means that each individual must be supported in a way that recognises their personal circumstances and requires different agencies to work effectively together to provide for their differing safeguarding needs. Safeguarding people was considered the greatest priority by respondents to the “Your Priorities, Your Plan” consultation with 70% of people saying it was important to them. I will continue to work with others to protect those most at risk, ensure that safeguarding the vulnerable is at the forefront of our partnership working and aim to deliver safeguarding in a more coordinated, consistent and cohesive way across West Yorkshire



Safeguarding vulnerable people was the top priority for respondents to the “Your Priority, Your Plan” survey and it will remain a key focus for my office, the police and partners.



How we will deliver

- Encourage statutory and non-statutory partners to work together to develop and strengthen our collective safeguarding efforts
- Improve our understanding of the factors which can lead to individuals being at risk of becoming a victim of crime, and the types of crime that vulnerable people are often victims of
- Educate and train those on the frontline in how to identify vulnerability at the earliest opportunity and respond accordingly
- 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
- Embed adult and child safeguarding arrangements across all partners and frontline departments
- Identify and share good practice across different organisations in West Yorkshire and nationally to improve our overall response
- Work with academic and research institutions to find evidence-based safeguarding initiatives
- Empower and support vulnerable people to better protect themselves and signpost them to agencies who can help

How we will know we have delivered

- West Yorkshire Police will be graded as GOOD or OUTSTANDING by HMIC in its effectiveness inspection for how it supports the vulnerable
- The most vulnerable people will be identified and supported
- Safeguarding boards in West Yorkshire will comply with their statutory roles and responsibilities



Criminal justice is delivered by a number of organisations including the police, the Crown Prosecution Service, the courts, probation, prisons and Youth Offending Teams. These organisations work together through the Local Criminal Justice Board to improve efficiency and effectiveness here in West Yorkshire and a real difference has been made including through Transforming Summary Justice and Better Case Management. There is, however, more that can be done to improve criminal justice for our communities and I will continue to work with all these organisations and other partners to make sure we are working better together to improve the criminal justice system, focused on achieving the right outcomes for those who find themselves in the criminal justice system and to make sure that victims and witnesses are at the heart of the services we provide. It is important that people have confidence in the organisations that deliver criminal justice regardless of whether they have direct contact and I will make sure there is greater openness and transparency in policing and work with the Chief Constable towards a police service that better represents the communities it serves.



I will continue to work with criminal justice partners to make sure we protect those who are vulnerable and put victims at the heart of the services we all provide.



How we will deliver

- Work together with criminal justice partners to collaborate more closely and pool resources where it is appropriate
- Identify and implement best practice across West Yorkshire to improve the effectiveness and efficiency of the criminal justice system
- Engage with wider partners through the Partnership Executive Group and other forums to provide wrap around support to victims and witnesses
- Work with national bodies such as the National Criminal Justice Board, Ministry of Justice, Home Office and Sentencing Council to ensure the criminal justice system in West Yorkshire meets and exceeds their requirements
- Work with partners and the National Reform Programme to find alternative ways to access local justice to mitigate court closures in West Yorkshire
- Ensure vulnerable victims will be able to give evidence to court from a safe and secure victims' focused place
- Improve information sharing processes across all criminal justice agencies within West Yorkshire
- 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
- Work towards a police service which is more representative of the people it serves

How we will know we have delivered

- The ineffective trial rate will reduce
- The average time taken for cases to be brought to resolution will reduce
- More people will be confident in their community safety partners
- We will have a police service which is more representative of the people it serves



Being a victim of crime can have a significant impact on a person's life, on their family, and their community. I have pledged to put victims, in particular those who are most vulnerable, first and around 37% of respondents to "Your Priorities, Your Plan" agreed that we should keep a focus on supporting victims and witnesses. The needs of victims and witnesses should be at the heart of the criminal justice system and will be at the forefront of our delivery with services designed and delivered so that everyone can have access to information and support services wherever they live in West Yorkshire. The revised Victims Code (2015) sets out victim entitlements and services which will be provided for within West Yorkshire. These services will continue to be developed to ensure specialist help is provided to support victims and their families to cope and recover from the impacts of crime, particularly the vulnerable, persistently targeted and intimidated victims.



Around 37% of respondents to the "Your Priorities, Your Plan" survey, felt that we should keep a focus on supporting victims and witnesses.



How we will deliver

- Work together with criminal justice partners to improve the victim journey recognising and respecting the differing needs of victims and how far along the journey they wish to travel
- Listen to victims and direct partners to provide the emotional and practical support victims need to cope and recover from the impact of crime
- Commission services for victims with a focus on the most vulnerable victims
- Encourage and support all organisations across public, private and third sector to identify innovative ways of supporting victims of crime
- Work with community safety partners to ensure restorative justice is available to all victims
- The requirements in the Victims Code (2015) will be delivered by West Yorkshire criminal justice agencies and through commissioned services
- Work together with criminal justice agencies to provide greater choice for victims and witnesses in courts
- Ensure that victims and witnesses are prepared for the justice process, are supported, and their voices are heard
- Partners will ensure that victims have the information they need to make informed decisions
- All recipients of victims funding, whether this is through grants or commissioning, will be expected to provide progress reports against agreed performance measures

How we will know we have delivered

- More victims will be satisfied with the level of service they receive from the police
- More victims who choose to access additional services will be satisfied with the level of service they receive from victim services
- More victims of crime will be satisfied with the outcome of their case



Burglary

Being burgled can have a significant impact on your feelings of safety and can leave you feeling vulnerable in your own home. Burglary is often quoted as a key concern by members of the public with 50% of respondents from the “Your Priorities, Your Plan” consultation saying it should be a key priority. We know that those who commit burglaries are often committing other crimes too and therefore have a much bigger effect on our communities. I will continue to improve crime prevention through education, look for innovative solutions to burglary, and will support the police to catch those responsible.

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 others including 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

Child sexual abuse including child sexual exploitation (CSE) 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 raise awareness of this devastating crime, ensure that the police and partners are sufficiently resourced to catch and convict those who sexually abuse and exploit children, and provide support for those who have been affected.

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 promotes wellbeing and strengthens our resilience to threats such as crime, terrorism and discontent.



Domestic abuse

Domestic abuse can happen to anyone, it can be financial, emotional, or physical. 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 Abuse Board to target offenders, challenge dangerous perceptions, raise awareness, encourage victims to come forward and provide the right support to them when they do.

Hate crime

Hate crime is any incident which is perceived to be motivated by prejudice based on the victim’s disability, race, religion, gender identity or sexual orientation. Nobody 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 of diversity. 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 of hate crime.

Drugs and alcohol misuse

Substance abuse is often linked to crime and ASB and therefore causes 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. 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.

“Honour” based abuse

“Honour” based abuse can include forced marriage and female genital mutilation. Victims of “honour” based abuse can find themselves in conflict with people they care about the most. Isolated from family and friends, victims can feel like they have no one to turn to. For this reason it is crucial that victims can have the confidence in the police and criminal justice system that the perpetrators will be brought to justice. Awareness of these crimes is increasing but I will continue to work with all relevant organisations including community groups and charities to raise awareness and provide support.



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 a national network 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 resource 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.

Priority Plans 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

There are a number of major threats that we must face together as a region such as serious organised crime, terrorism which can include firearms and drugs offences. West Yorkshire hosts the Regional Organised Crime Unit, the North East Counter Terrorism Unit and the National Police Air Service and is therefore responsible for coordinating the regional response. Even when not “organised” certain crimes have a dramatic effect on people’s feelings of safety such as violent crime and bringing the perpetrators to justice often requires support from regional assets too. I will make sure that all organisations involved understand these threats and can respond effectively.

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 divert them away 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 delivering it.

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 also make sure that the services that victims of sexual abuse need to cope and recover are provided in West Yorkshire.

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 more than just the police, and I will continue to work with all partners including councils, highways agency, and charities to improve safety on our roads.

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 CSE. 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.



Our delivery framework includes the objectives and measures set against the outcomes in this Plan. I will monitor these through the delivery quarterly so we can understand the progress we are making. It is important that this framework helps to improve performance and not just monitor it, for this reason I have identified and developed some new measures such as the Your Views survey which will be sent out to residents across West Yorkshire on a monthly basis. The “baseline” data against these measures will be available on my website along with the delivery quarterly reports.

OUTCOMES	OBJECTIVES	MEASURES
Tackle crime and anti-social behaviour	Significantly reduce the volume of crimes committed in West Yorkshire	Total recorded crime Risk of household crime Risk of personal crime
	Significantly reduce the reoffending rate in West Yorkshire	Reoffending rates of the managed cohort
	HMIC PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at effectively reducing crime	HMIC PEEL Effectiveness inspection
	More people will feel safe in West Yorkshire	Feelings of safety survey / Your Views survey
	Frontline policing will be protected and resourced to deter, detect and deal with criminals	Proportion of police officers in operational functions will remain the same or improve
	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	HMIC PEEL inspections will grade West Yorkshire Police as GOOD or OUTSTANDING at protecting the vulnerable	HMIC PEEL vulnerability inspection
	The most vulnerable people will be identified and supported	The volume of people who go missing repeatedly will reduce
	Safeguarding boards in West Yorkshire will comply with their statutory roles and responsibilities	Safeguarding board annual reports
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 achieve effective results	Ineffective trial rate
	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	Demographic breakdown of those recruited into West Yorkshire Police
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 £47 billion with the lowest unemployment claimant rate of any metropolitan region in England
- 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.



SUMMARY OF THE PCC'S INTENTIONS FOR VICTIM SERVICES AND RESPONSES FOR 2016 - 17

Core Referral and Local Support Services	Contract with Victim Support until 31 March 2018
Supporting victims of domestic abuse	Ensure provision of Independent Violence Advisers is in place in all five districts of West Yorkshire. The PCC will ask the newly formed Domestic Abuse Board, supported by a consultant to identify a domestic abuse strategy which will also include sexual violence to identify an action plan of responses. This is to be completed by May 2017 to allow procurement exercise(s) to commence during late spring/early summer.
Supporting victims of sexual violence	During the period 2016/17, the PCC with NHS England will jointly commission a Child Sexual Abuse Assessment Service or (CSAAS) service for West Yorkshire. The PCC will continue to support the Sexual Assault Referral Centre (SARC) Fund the West Yorkshire Independent Sexual Violence Advocates (ISVA) Service.
Supporting victims of hate crime	Taking the learning from the programme of successful projects delivered in 2016 and develop a sustainable response. Continue to learn and work in partnership with people and organisations in West Yorkshire.
Supporting victims of forced marriage	The PCC is keen to explore in further detail the many faceted issues around forced marriage and how victims can be supported here in West Yorkshire. The PCC will ask the Victims Champion (BAME), Saima Afzal MBE, to work with him and wider partners to identify and then recommend implementation of a county wide response for victims of forced marriage.
Supporting young victims of crime	The PCC is committed to providing services for young victims. He will look to the findings of the current research, listen to young people and work with partners to identify gaps where his commissioning activity will achieve the outcomes young people identify and need.
Supporting victims through restorative justice services	For the 2016-17 the PCC will review how his commissioned restorative justice activity has worked for victims and will then work with partners to redesign services to best meet the needs of victims and comply with the conditions of his grant from the Ministry of Justice. The PCC will commission an organisation to continue to provide a coordination role, training and developing and ensure referrals are directed to appropriate services.
Supporting victims of cyber crime	The PCC intends to work with partners to identify gaps in support services to and to explore with victims the many differing needs they have and what type of service, or services, will help them cope and recover from the effects of cyber crime.
Improving access to support services and information for all victims	The Help for Victims site is being developed to provide additional support to victims and witnesses as they journey through the criminal justice services. The Leeds and Wakefield Victim Hubs are now established, the PCC will work with partners in the other districts in West Yorkshire to jointly develop facilities to widen access to information and services for victims.



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