



**West
Yorkshire
Policing
& Crime**

**Tracy
Brabin
Mayor of
West Yorkshire**

Police and Crime Plan 2021-24

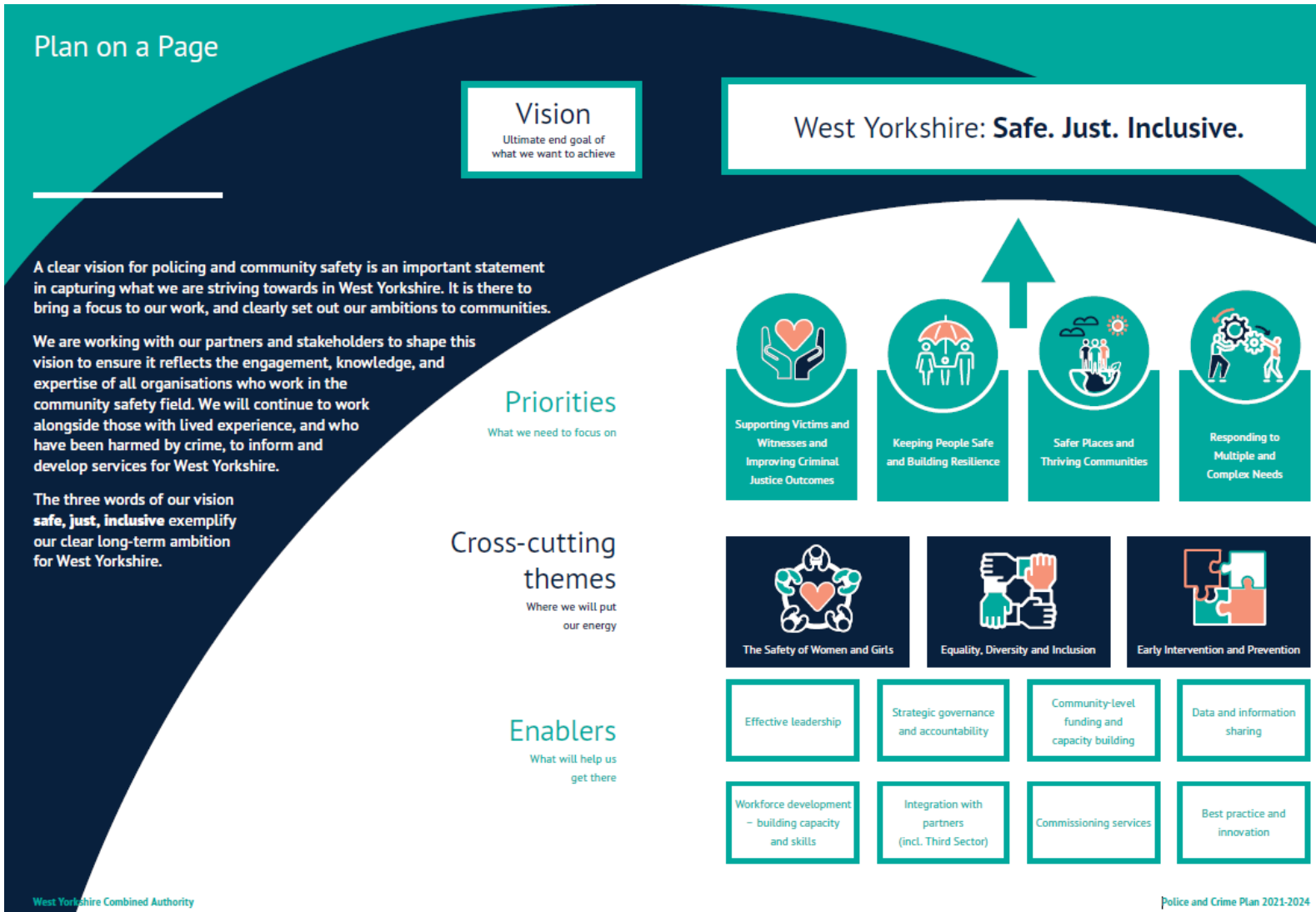
Overview for Police and Crime Panel

December 2023

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Police and Crime plan on a page



Police and Crime Plan Priority 1 – Supporting Victims and Witnesses and Improving Criminal Justice Outcomes

Our Objective is to:	Anticipated Outcomes
Deliver services that meet the victims’ needs, and work with partners including the Local Criminal Justice Board to advance the response to victims and improve criminal justice outcomes for all.	Victims are made aware of their rights and are supported by a range of well used, high quality services and perpetrators are supported to reduce reoffending. Working alongside partners this will improve prosecution rates for all with a victim centred approach.
The following are the key milestones for this priority:	

1. Produce a Victim and Witness Strategy

The Policy Manager for Victims, Witnesses and Criminal Justice was appointed in June 2022. A Victim and Witnesses strategy was produced and taken through a period of consultation with partners during the last quarter of 2022 and the first quarter of 2023 in anticipation of the then Victims Bill receiving Royal Assent shortly thereafter.

Due to significant political events, the passage of the bill was delayed, and new provisions added in. We now expect the Victims and Prisoners Bill (as it now is) to receive Royal Assent in the summer of 2024.

The Victims and Prisoners Bill contains within it a significant role for Police and Crime Commissioners and Mayors with Police and Crime responsibilities. They will be responsible, as the chair of the Local Criminal Justice Board, for ensuring that that the compliance framework, currently under development nationally, collects data from three sources across 21 measures drawn from the 12 Victims Rights enshrined into law by the bill.

This is a significant project and one which will shape the Victims and Witnesses strategy. Given that any published strategy will be out of date almost immediately, we will instead publish a form of the strategy online, linking relevant documents to the strategy over time, by the end of 2023.

2. Work with the Local Criminal Justice Board

The Local Criminal Justice Board (LCJB) is chaired by the Deputy Mayor for Policing and Crime. The Board has a number of subgroups, chiefly the Victim and Witnesses Group and the Efficiency and Effectiveness Group. The Board executive, who are senior leaders from West Yorkshire Police, the Crown Prosecution Service, Prisons, Probation, Youth Justice, and agencies supporting victims, met in March 2023, and examined recommendations made following a partnership review of the structure and its priorities.

As a result, it was agreed that an Equality, Diversity and Inclusion working subgroup of the LCJB would be set up that will work towards understanding protective characteristics, and in particular racial disparities, in Criminal Justice across the whole journey of a victim from incident and report to the conclusion

of the process. The Police Race Action Plan means that more data will be available with which to work and follow cases through the stages of the criminal justice process. A link has been provided to the current structure and priorities below:



LCJB Structure and
Priorities 2023-24.ppt

3. Ensure commissioned services meet victims needs and are high quality

The Mayor's Commissioning Strategy supports the commissioning of safe, just, and inclusive community-based services and activities for West Yorkshire. A section relating to commissioned services can be found later in this document as cross-cutting work.

4. Work with all partners to improve response for victims

The new LCJB priorities provide a laser focus on the policing and criminal justice response to crimes perpetrated on vulnerable people. By definition, this includes victims of rape and sexual offences, victims of domestic abuse and those who may suffer from fear or distress due to giving evidence, those with a mental disorder or learning difficulties, or who are children. Widening the use of special measures that allow victims to give evidence in a manner less likely to be traumatising is a priority agreed by the LCJB partners. There is some way to go to ensure that special measures are offered by investigators in every case where they are appropriate, applied for by the CPS, and allowed at trial by the judiciary. However good progress is being made:

West Yorkshire Police have introduced a new MG2 Special Measures Form together with an app that assists officers in their communication with victims and appropriate measures. In addition, during this year, WYP Witness Care have employed two Special Measures Advisors who proactively review investigations to catch missed opportunities and/or provide advice to investigators. The MG2 provides the basis for the application that CPS make to the court. A new special measures partnership protocol is due for sign off across the sector. It makes clear responsibilities and refines processes in this space.

The Mayor funds over 40 FTE Independent Sexual and Independent Domestic Violence Advocates (ISVA and IDVA) including specialist roles for children, male victims, and victims with protected characteristics and additional vulnerabilities who work across West Yorkshire.

The Appropriate Adult Service in West Yorkshire is experiencing a significant increase in referrals. Both the Policy Manager and the Lead Manager for Commissioning and Partnerships are working closely with local authorities and West Yorkshire Police to review the contract and service requirements.

Performance Headlines

- Victim Satisfaction was previously on a decreasing trend but has recently turned around – the numbers appear to be directly influenced by national factors.
- The answering of 999 calls continues to be a priority and has improved during the life of the plan.
- Outcomes for Rape and Serious Sexual offences are on an improving trend.
- Domestic Abuse outcomes had been on a downward trajectory but are starting to improve.
- LCJB performance measures to change in line with change of national data.

Police and Crime Plan Priority 2 – Keeping People Safe and Building Resilience

Our Objective is to:	Anticipated Outcomes
<p>Work in partnership to protect the most vulnerable in our society including understanding exploitation.</p> <p>Raise awareness of hate crime and modern-day slavery.</p> <p>Prioritise the safety of women and girls.</p>	<p>Partners work across boundaries to support vulnerable people with innovative approaches that give access to support service.</p> <p>Improve workforce awareness of exploitation particularly of young people.</p>
<p>The following are the key milestones for this priority:</p>	

1. **Work in partnership to reduce Violence against Women and Girls (VAWG) offences.**

As a Mayoral pledge, this workstream has seen an intensive programme of activity over the past two years. Much of this work is breaking new ground in raising awareness and building safer places for all. Recent collaborative work with Baroness Casey represents West Yorkshire taking a national lead on this topic. Notable outcomes include:

Safe Spaces: The Mayor has adapted the learning from the Safety in Parks Research (funded by the West Yorkshire Combined Authority), and shared best practice to parks managers, landscape architects, and other public realm design professionals across the UK to help aid the safety of women and girls in public.

The Mayor also launched a safer travel campaign in 2022 featuring a Bus Safety Feedback Tool to help identify which factors influenced people’s sense of safety. The data collected through the tool will inform the work of the Mayor’s Safer Travel Team, who are recruiting PCSOs to be based across West Yorkshire transport hubs.

Behaviour Change: ‘#JustDon’t’ The Mayor commissioned *Storycatchers* to create a series of videos to address male behaviour change in line with the Safety of Women and Girls Strategy. The content has been designed with an aim to tackle damaging behaviours displayed by some young men and boys, with the target age range between 14 and 30 years.

Launch of the Stalking Advocacy service: The Independent Stalking Advocacy service was established in 2022 with over £450,000 of funding from the Mayor. It aims to support stalking victims through the criminal justice system and has received a significant number of referrals since its inception.

Safety of Women and Girls Taskforce: Proposals are currently being formulated for a Safety of Women and Girls ‘taskforce’, a collaboration between the Mayor’s Policing and Crime Team, the Violence Reduction Partnership, and West Yorkshire Police.

2. Work with partners to disrupt drugs supply and help those vulnerable to exploitation.

Addiction to drugs results in hundreds of needless deaths every year, whilst the criminal activity which fuels the drug trade brings violence and anti-social behaviour (ASB) to communities. Through our West Yorkshire Combating Drugs Network, we are working with partners to input to district level work to break supply chains, reduce demand, and enhance treatment pathways.

Examples of the board's work includes efforts to establish the use of the anti-overdose treatment 'Naloxone' in West Yorkshire; a West Yorkshire approach to Nitrous Oxide; enhancing coronial data; and signposting support for those receiving alcohol and drug-treatment orders at local courts. The Mayor will also contribute to the funding for a WYP Drug Training and Partnership Officer over the next two years. We also support the West Yorkshire Police Drug Intervention Programme with funding to ensure focus in this area.

3. Work with the WY Anti-Slavery Partnership to safeguard those at risk

Work across West Yorkshire over the recent past has done much to raise awareness of the terrible abuse of vulnerable people through modern slavery and human trafficking. Exploitation results from international, national, and local criminal activity, from the actions of people who trick others into the UK on the promise of legitimate work, through to the exploitation of people through 'cuckooing' or the criminal exploitation of minors as a component of local drug dealing.

We have continued to host the WY Anti-Slavery Partnership. This popular forum is bringing together a wide range of partners from law enforcement, the voluntary and community sector, and academia to work on projects which help identify victims sooner and develop the awareness of the public and professionals of the signs of exploitation. Other notable work under the Police and Crime Plan includes:

- Supporting the development of a video to raise awareness of domestic servitude exploitation.
- Working with partners across the Yorkshire and Humber region to establish a ground-breaking Modern Slavery Transparency in Supply Chains Statement.
- An upcoming meeting between the DMPC and the new Independent Anti-Slavery Commissioner, following on from presentations to WYASP from the then Commissioner, Dame Sara Thornton DBE QPM in 2020.

Performance Headlines

- Numbers of young people flagged as at risk of exploitation have continued to rise.

- Cyber-crime (and fraud) has increased but at lower rates than the rest of the MSG.
- The number of repeat victims of domestic abuse has been stable for much of the plan but has seen a drop recently.
- Repeat victims for hate crime reacts to hate crime levels; the national comparison is also shown.
- DVPN and DVPO orders are on a reducing trend but are still above the baseline.
- Numbers of stalking orders are climbing, and this continues as a high priority.

Police and Crime Plan Priority 3 – Safer Places and Thriving Communities

Our Objective is to:	Anticipated Outcomes
<p>Work to reduce serious violence, particularly amongst young people.</p> <p>Tackle the causes of ASB through a targeted approach.</p> <p>Eliminate traffic fatalities through the new Vision Zero Board and increase safe transport for all.</p> <p>Ensure communities are safe by targeting organised criminals.</p>	<p>Lessening of serious violence especially in young people through the Violence Reduction Partnership taking a public health approach to this arena.</p> <p>Focus on Neighbourhood Policing to drive out organised criminals from areas.</p> <p>Through the Vision Zero Board provide scrutiny and oversight of safer roads.</p> <p>Reduction in ASB calls to the police and communities feeling safer.</p>
<p>The following are the key milestones for this priority:</p>	

1. Work with the Violence Reduction Partnership (VRP) to reduce serious violence in West Yorkshire

Within this area, there are a number of key requirements:

- Coordinate a system wide, evidence led, public health approach across West Yorkshire to reduce serious violence (and violence against women and girls).
- Build strong effective relationships, collaboration, and shared outcomes with key stakeholders, with early intervention and prevention through understanding the root causes of violence at the heart of what we do.
- Increase understanding of the factors influencing serious violence and violence against women and girls in West Yorkshire through a programme of research and completion of yearly Strategic Needs Assessments and Response Strategies, capturing the experience of the West Yorkshire population and guiding a countywide response.
- Deliver meaningful evidence led interventions and engagement ensuring our approach is co-produced with communities, including children, to ensure community voice is at the heart of everything we do.

The VRP uses a public health approach which requires all partners to work together to reduce serious violence, with the change in name from Violence Reduction Unit to Partnership reflecting this way of working.

All the work of the Violence Reduction Partnership can be found on the VRP hub on the West Yorkshire Combined Authority website, but some key work over the life of the plan has been in the following areas:

- Tackling Knife Crime – working with the Police under Operation Jemlock the VRP have helped fund a campaign called ‘Project Spotlight’ coupling the police presence of Operation Jemlock with targeted social media messaging to confront knife crime. The VRP has developed a social media video to help change attitudes and behaviours around carrying and using knives.
- Education Inclusion – creating a series of behaviour change videos which have been posted across social media to influence young people to stay in school and away from potential harm. The research has identified key recommendations including improved systems mentoring and/or peer mentoring, as well as early intervention support. We are reviewing the recommendations to understand what more can be done in partnership, especially to support those who are neurodiverse or have additional needs.
- Social Media Harms – paving the way in research around online harms, the VRP has recently published research focusing on social media and its impacts. The research demonstrated clearly that we need to overcome the binary distinction of online and offline – children’s lives move across the online and offline world and there’s potential for harm across both. The findings are supporting the development of a new school-based project in West Yorkshire to prevent and reduce online harm.
- Child Sexual Exploitation – partnering with West Yorkshire Police and other local partners in delivering a new campaign aimed at parents/carers to tackle child sexual exploitation. It aims to equip parents, carers and professionals with the knowledge and confidence to talk to young people about their online activity and the potential dangers.
- Child First – the core principles of this approach are around collaboration, doing with, not doing to, focusing on positive outcomes and relationship building within the community. It aims to create a society where children are completely removed from the justice system.
- Youth Commission – the VRP has partnered with Leaders Unlocked to drive youth-led initiatives, sharing firsthand experiences and perspectives to inform strategies and actions for our partnership. Priority aims for 2023 include rehabilitation and prevention, community relationships and life, attitudes and violence towards women, gangs, drugs, and knife crime.
- Community Advisory Group – this is a group of volunteers who work with the VRP to share feedback, advice, and insights on how to make our communities safe. The group is formed from a diverse group of representatives across West Yorkshire who are contributing to make a difference on violent crime.
- A&E Navigators – the A&E Navigator Programme is a flagship of the VRP, which has funded the service since it began in 2021. By placing trained and dedicated youth workers within the emergency departments of hospitals, it reaches those in crisis at the right time and at that ‘teachable’ moment. Its success has led to the UK’s first ‘Accident & Emergency Navigators’ conference, which took place in Leeds in May 2023, uniting more than 140

representatives of services and organisations which support victims of serious youth violence.

The first navigator service launched in Leeds and has seen more than 800 referrals. Bradford Royal Infirmary has directly supported over 2,200 young people and had over 1,000 interactions. The 'BLOSM' Navigator pilot for the Calderdale and Huddersfield NHS Foundation Trust went live in January 2023 and has supported just under 400 young people in the first five months.

2. Tackle ASB at the earliest opportunity through targeted interventions

The Mayor has secured over £1m for 2023/24 to support reparative ASB activity in West Yorkshire under the Immediate Justice Pilot. The funding is provided by the Department for Levelling Up, Housing and Communities, to support the Government's recently published ASB Action Plan.

West Yorkshire is one of ten ASB Immediate Justice Pilot sites to deliver reparative and restorative services and activity.

Across West Yorkshire the ASB pilot will embed the principles of trauma informed practice and culture to improve outcomes for all.

A newly established partnership steering group is supporting the service design, modelling, and approaches for both adults and young people.

3. Instigate a Vision Zero Strategic Board and work with partners

Two new colleagues joined the team as the Policy Manager (Vision Zero) and Policy Assistant (Vision Zero) in February 2023.

Initial work established the governance structures surrounding Vision Zero and the Safe Roads Partnership. This work ensured the right scrutiny and oversight of the Safe Roads Executive was present at the Vision Zero Board with the correct levels of partner representation and reporting mechanisms. This work involved the creation of revised terms of reference for each of the levels of operation within the Safe Roads arena, which have now been confirmed.

The two new members of the team engaged with partners to ensure positive relationships enabling stronger collaboration with partners involved. This engagement involved setting the foundations for further work and encouraging partners to adopt Vision Zero principles further within their own organisations.

Prior to the arrival of the new team members, an outstanding action to create a baseline assessment of the capability of partners had been awaiting action by the Safe Roads Partnership. The baseline assessment was completed by the team and has subsequently been signed off at executive level. The baseline assessment focused on the operational readiness of partners to adopt Vision Zero and each of the five safe system pillars were reviewed. From a performance perspective, the published DfT data for 2022 will be used as the baseline to assess the impacts of Vision Zero activity moving forward.

The Vision Zero team continue to work towards the delivery of a West Yorkshire Vision Zero Strategy and have undertaken a public survey and consultation event recently to inform its development.

4. Work with West Yorkshire Police to reduce Neighbourhood Crimes and High Street Crime

Neighbourhood crime is a National Crime and Policing Measure and is also a measure in the Police and Crime Plan. The baseline period currently used to track performance against this measure both nationally and in the Police and Crime Plan is the 12 months to Dec 2019.

As expected, the further easing of COVID restrictions resulted in an increase in neighbourhood crime; however, nearly all neighbourhood crime types are still reporting large reductions in comparison to the 12 months to Dec 2019.

Tackling neighbourhood crime requires WYP to focus on:

- **Place** Analysing data and understanding when and where crime takes place so that WYP can target resources more accurately.
- **People** Providing early intervention with targeted support for those identified as being at risk of involvement in criminality, and targeted interventions for those who have started to offend. This includes using Integrated Offender Management (IOM) schemes with clear pathways to support services, such as access to mental health and women specific services, to help address the root causes of criminal behaviour.
- **Business** Aside from the acquisitive nature of these type of crimes there is also a business element motivated and driven by profit margins. This aspect is often driven by a complex web of global, organised crime groups; focus on the business element involves activity to remove and disrupt opportunities to profit from stolen goods.

WYP ensure that each district remains focused on neighbourhood crime through regular accountability meetings and scrutiny. Of note, WYP has mapped organised crime groups and street gangs which are managed by Precision Teams in each district supported by Neighbourhood Teams.

In relation to Neighbourhood Policing the DMPC ensured that WYP activity was heavily scrutinised during the recent Community Outcome Meeting focusing on this area.

Performance Headlines

- Homicides are on a reducing trend, and we have less than comparable areas when compared to population.
- Hospital admissions are also at a lower rate than many areas.
- Knife crime is still below the baseline but is on an increasing trend.
- The measure for ASB is no longer applicable due to the change in recording.
- Neighbourhood crime stays below the baseline and is on a flat trend

currently.

- Proportions of officers (and staff) from ethnic minorities continues to rise as does the proportion of female officers.
- The baseline data for Vision Zero is included and shows the scale of the task.
- The officer numbers for the Mayor's Pledge are shown alongside comparisons with other areas.

Police and Crime Plan Priority 4 - Responding to Multiple and Complex Needs

Our Objective is to:	Anticipated Outcomes
<p>Protect vulnerable young people to ensure they are not drawn into a life of criminality.</p> <p>Embed a trauma informed approach across all services.</p> <p>Ensure that services are available for all vulnerable people and criminal justice works for all.</p> <p>Work to reduce the effects of drugs and alcohol in our communities.</p>	<p>Delivering innovative approaches to help those who are vulnerable in our communities due to addiction or mental health challenges.</p> <p>Greater engagement with lesser heard communities.</p> <p>Ensuring services for all, especially young people, are trauma informed and provide access to services and opportunities.</p>
<p>The following are the key milestones for this priority:</p>	

1. Re-instate the Reducing Re-offending Board

The new iteration of the West Yorkshire Reducing Re-offending and Rehabilitation Partnership Board started on the 20th September 2023. Monthly meetings are planned into the New Year as the aims, structure and performance indicators are finalised. It is envisaged that this board will meet five times a year thereafter.

Each local Reducing Re-offending Partnership is being mapped, to include community, voluntary, and social enterprise (CVSE) and commissioned services to better understand what reducing re-offending structures looks like in each district across the following areas of focus. These are drawn from the HMPPS Yorkshire and the Humber Reducing Re-offending Plan 2022-2025. At the Yorkshire and the Humber Rehabilitation Partnership Board in October 2023, the Deputy Mayor, in common with the regional PCC areas, agreed to adopt the HMPPS plan as the guiding strategic document.

- Accommodation
- Education/Training and Skills
- Employability
- Treatment/health options
- Women in Criminal Justice
- Youth Justice

The West Yorkshire board will add value to current local arrangements and join up that work strategically with the regional YatH Rehabilitation Partnership Board and the West Yorkshire Combined Authority, Employment and Skills and Housing directorates. Results of the mapping exercise will be shared with CSPs.

2. Work with partners to ensure vulnerable young people are signposted to the right services

The Liaison and Diversion service is working with young people to understand the need and divert to the right services.

Focus has been shifted from the Education, Training and Employment pathway to Peer Support and Co- Production. There is more emphasis on lived experience input throughout everything they do, including the development of a service user scrutiny panel to support service development.

The pathway continues to grow, with plans to take on more volunteers and create new paid roles supporting peer worker progression.

Working in partnership with Invictus Wellbeing, they have developed a pathway to support young people with their emotional health and wellbeing providing therapeutic counselling sessions. Therapeutic Practitioners are seconded into our Calderdale and Kirklees Liaison and Diversion Teams to create a fast track pathway into support for young people.

The Deputy Mayor attends the Liaison and Diversion Strategic Board on a regular basis and at the last meeting it was reported that views had been canvassed from courts in West Yorkshire and the feedback was very positive with such comments as 'don't let it stop'. It is appreciated in all courts in West Yorkshire.

3. Influence changes in commissioning

A full section of this document is dedicated to commissioning, contracts and grants which provides a full overview of this priority area.

4. Establishment of the Criminal Justice and Mental Health Forum

The launch of the West Yorkshire Criminal Justice Mental Health forum has been successful with membership from all the NHS trusts active in West Yorkshire, ICB Place, policing and Liaison and Diversion services.

The initial meetings have dealt with the impact of the Right Care/Right Person (RCRP) initiative, adopted by all forces in England and Wales. In West Yorkshire, processes and understanding around the majority of these principles have been in place for some time.

In line with Right Care Right Person national guidelines, Senior Responsible Officers have been identified and are in the process of being briefed. A joint communications plan and comms grid is being delivered and CPD events are being planned across strategic, operational and support levels of all involved organisations, with a particular focus on commissioned CVSE services, operating in the mental health space.

Terms of Reference (TOR) have been established to include suicide prevention, trauma informed practice and to perform an advisory function for mental health for other boards, groups, and forums.

Having worked together to develop the West Yorkshire response to RCRP, the forum is now in a position to look at other areas of business where criminal justice and mental health intersect, such as Police Custody Detention, missing people, specific neurodiverse criminal justice pathways to divert people on first contact with criminal justice.

The Forum is working with the West Yorkshire Adversity, Trauma and Resilience (ATR) network and the VRP to embed a trauma informed criminal justice system across all agencies by 2030.

We have also instigated a Child Custody Detention Scrutiny Panel to ensure that what West Yorkshire Police, local authority and other partners operating in the child custody space do, is in accordance with child first principles, the Concordat for Children in Custody, Crown Prosecution Directors guidance and primary legislation regarding the detention and treatment of detained people (PACE).

This panel is made up of professionals operating within children's social services, the police and youth justice teams in each local authority area focused on child remand and strip searches. Results of each panel are fed back to the Deputy Mayor and local authority children's services for wider learning and understanding. Where there are specific issues identified that require remedial action these will be reported confidentially within West Yorkshire Police and if necessary, WYP Professional Standards.

Performance Headlines

- The number of young people impacted by interventions continues to rise.
- Missing persons is on a stable trend and second lowest rate in the MSG.
- There has been a reduction in the rate of re-offending for drugs related crime and the numbers of juvenile first-time entrants to the Criminal Justice System is reducing.
- Numbers being supported by Liaison and Diversion is shown and the longer term trends are up for this service.

Cross Cutting Theme – Equality Diversity and Inclusion

Our Objective is to:	Anticipated Outcomes
<p>Celebrate the diversity of West Yorkshire and ensure that the principles of equality and inclusion underpin all the work we do.</p> <p>We will continue to tackle inequalities across policing and ensure the services and support we commission protects those who are most vulnerable.</p>	<p>Working with the Association of Police and Crime Commissioners as joint lead for Race Disparity, Equality and Human Rights.</p> <p>Work with the LCJB to understand and tackle inequalities</p> <p>Work with the new Inclusivity Champion to embed principles of equality and inclusion.</p> <p>Work with West Yorkshire Police Professional Standards department to understand and address inequalities across policing</p>

It should be noted that all the work detailed throughout the priority areas above is underpinned by equality, diversity, and inclusion.

In addition to the work in the priority areas above, we also focus on equality, diversity, and inclusion by:

- Working with the Association of Police and Crime Commissioners as joint lead for Race Disparity, Equality and Human Rights.
- Work with the LCJB to understand and tackle inequalities.
- Work with the new Inclusivity Champion to embed principles of equality and inclusion.
- Work with West Yorkshire Police Professional Standards department to understand and address inequalities across policing.

A full report on this topic was taken to Police and Crime Panel in July 2023.

Cross Cutting Theme – Safety of Women and Girls

Our Objective is to:	Anticipated Outcomes
Deliver the mayoral pledge of putting women’s safety at the heart of this Police and Crime Plan – keeping women and girls safe in the public and private sphere, free from harm, and strengthening emotional resilience.	Producing a strategy on the Safety of Women and Girls Creating safer spaces in our parks. Delivery of a media West Yorkshire wide male behaviour change campaign.
The following are the key milestones for this theme:	

It should be noted that all the work detailed throughout the priority areas above considers the safety of women and girls.

The Safety of Women and Girls Strategy is central to our commitment in this area and the production of the strategy has been a key focal point of activity.

This also appears in the Keeping people safe and Building resilience priority. Under this strategy we highlighted a number of interventions which includes:

- Creating safer spaces in our parks.
- Delivery of a West Yorkshire wide male behaviour change media campaign.
- Launch of the Stalking Advocacy service
- Safety of Women and Girls Taskforce

Further detail was provided in the Police and Crime panel paper in April 2023 and updated in the Keeping People Safe and Building Resilience Paper in September 2023.

Cross Cutting Theme – Early Intervention and Prevention

Our Objective is to:	Anticipated Outcomes
<p>Champion and support the use of effective early intervention to improve the lives of children, young people, and families at risk of experiencing poor outcomes.</p>	<p>Working to embed the principles of a public health approach into all areas of work. Ensuring that all work looks to improve the lives of children and young people. Looking at processes that affect young people to ensure they are not further traumatised by the criminal justice system.</p>
<p>The following are the key milestones for this theme:</p>	

It should be noted that all the work detailed throughout the priority areas above involves championing and supporting the use of effective early intervention to improve the lives of children, young people, and families at risk of experiencing poor outcomes.

We do this by:

- Working to embed the principles of a public health approach into all areas of work.
- Ensuring that all work looks to improve the lives of children and young people.
- Looking at processes that affect young people to ensure they are not further traumatised by the criminal justice system.

A report on this topic was taken to Police and Crime Panel April 2023.

Cross Cutting work - The Engagement & Consultation Team

Public facing events including PRIDE, Beeston Festival, Pudsey Carnival and Armed forces day

Anti-Social Behaviour Immediate Justice pilot

Support around Vision Zero survey/events

Opened and closed grant round 4 of the Mayor's Safer Communities Fund
49 projects £332k

Events	ASB Pilot	Vision Zero
<p>Concerns with drug related crime including gangs and exploitation.</p> <p>ASB – repeat and vulnerable victims</p> <p>Police resources/visibility</p> <p>Hate Crime</p> <p>Major take aways from 2023 – the positivity around Safety of Women and Girls.</p> <p>Lack of youth support</p> <p>Looking at new events in 2024</p>	<p>48.5% of those who responded to the survey stated they had been a victim of ASB in the last 12 months.</p> <p>Across all the ASB categories – victims said they had experienced repeat ASB.</p> <p>32% of victims chose not to report ASB to any of the agencies listed.</p> <p>Nuisance ASB had impacted on slightly more people than Environmental ASB but in both categories over 94% had experienced multiple incidents.</p> <p>Most people were concerned with the principle of immediate justice, they were supportive of a learning rather than punitive arrangements.</p> <p>Survey is still open /Focus groups</p> <p>ASB Survey</p>	<p>Survey conducted alongside the Mayor's Your Voice arena.</p> <p>Top three Road Safety priorities:</p> <ol style="list-style-type: none"> 1. Reduce Anti-Social driving 2. Suitable punishment to address dangerous driving 3. Road maintenance <p>Nearly 66% said they had been affected by a road traffic collision (as a witness, victim, or as the friend/family member of a victim)?</p> <p>Survey is closed, next step Vision Zero Partnership Event</p>

Coming up in 2023/24

September/October

Freshers Engagement
Consultation & engagement

Away Day Event Planning Team
Building, Forward Planning Staff engagement

Vision Zero WY Partnership Event - Co-production to inform the strategy

November

Precept Focus Groups
Engagement on priorities and precept

WYP Race Action Plan to support Black communities Launch Events Leeds & Kirklees

20th - Annual VCSE Conference
Theme - EDI
Engagement across the sector

December/January/February

Mayor's Question Time Events
Briefings and events.

Fraud Partnership Event
Engagement with partners on fraud prevention

ASB Immediate Justice Pilot – Focus Groups
To explore detailed findings from survey.

2024 Youth Conference – Annual Youth Engagement

Cross Cutting Work – Commissioning, Contracts and Grants

One of the Mayor's responsibilities is to commission quality, inclusive services that meet the needs of our diverse communities.

In order to achieve the Mayor's Police and Crime Plan priorities, we commission a number of different providers to help with the delivery of services and activities. These will benefit the communities of West Yorkshire, reduce crime, and help victims and survivors to cope and recover from the harm they have suffered.

The Policing and Crime Commissioning Team oversees and support the way we plan, buy, deliver and evaluate services for the communities of West Yorkshire including:

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

The Team comprises of

- Lead Manager Commissioning and Partnerships
- Commissioning and Contracts Manager
- 2 x Commissioning and Contracts Officers
- Commissioning and Contracts Assistant

The commissioning budget is split into the following strategic funding streams and the overall budget includes a combination of Central Government grants, the precept (police proportion of the council tax), Proceeds of Crime Act funding and Shared Prosperity Fund.

The current budgets cover the following areas and additional budget areas can be added if they are required during the life of this strategy:

- Victims of Crime
- Community Safety
- Criminal Justice
- Violence Reduction Partnership
- Partnership Contributions

Some funding related activity is required to meet the Mayor's responsibility to provide services for victims of crime. Other funding relates to activity carried out in partnership with or through grants to a combination of local authorities, local providers and/or community groups all of which work with the Mayor to achieve Police and Crime Plan priorities.

Funding awarded or allocated at the time of this report

2023 / 24 £17m Awarded and £14.2m Allocated			2024 / 25 £16m* Awarded and £13.7m* Allocated		
Funding Stream	Total awarded to the Mayor	Total allocated to providers	Funding Stream	Total awarded to the Mayor	Total allocated to providers
Ministry of Justice - Victims	£4,818,532	£4,621,942	Ministry of Justice - Victims	£4,742,659	£4,621,942
Home Office - VRP	£4,388,080	£1,976,471	Home Office - VRP	£4,341,877	£1,976,471*
Home Office Safer Streets 4 (Apr – Sept)	£518,137	£405,273			
Home Office Safer Street 5 (Oct-Mar)	£465,000	£416,672	Home Office Safer Street 5 (Apr-Sept)	£535,000	£438,344
Home Office – ASB Immediate Justice	£1,000,000	£946,856	Home Office – ASB Immediate Justice	£1,000,000	£946,856*
Home Office – Serious Violence Duty	£230,179	£230,179	Home Office – Serious Violence Duty	£161,738	£161,738
Community Safety Fund	£5,181,706*	£5,181,706	Community Safety Fund	£5,181,706**	£5,181,706*
Community Safety Reserve	£364,380**	£364,380	Community Safety Reserve	£361,380**	£361,380*
Total	£16,996,014	£14,143,479	Total	£16,324,360*	£13,688,437*
* Estimated figures (Sept 2023)			** total awarded for commissioned community-based activity only		

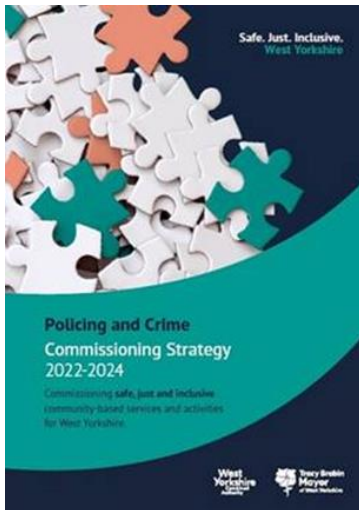
Planned Commissioning

Planned commissions throughout 2023-2025 include:

- Restorative Justice service.
- Victim Support service for victims of all crime.
- Independent Sexual Violence Adviser service.
- Violence Reduction Partnership delivery, evaluation and research.

Any organisations interested in these upcoming opportunities should ensure they are registered on the e-tendering system, YORTender <https://yortender.eu-supply.com/login.asp?B=YORTENDER>

The Mayor's Commissioning Strategy 2022-2024



Commissioning safe, just and inclusive community-based services and activities for West Yorkshire. Co-designed with over 77 organisations.

The Mayor's commissioning strategy sets out intentions and clear commitment to a strong, sustainable West Yorkshire, value for money and the highest quality service for the people of our region. The strategy supports the delivery of the Mayor's Police and Crime Plan 2021-2024 by setting the framework and approach for commissioning of services to support the delivery of outcomes for communities in West Yorkshire. It has been developed with partners and stakeholders and will be reviewed and refreshed each year.

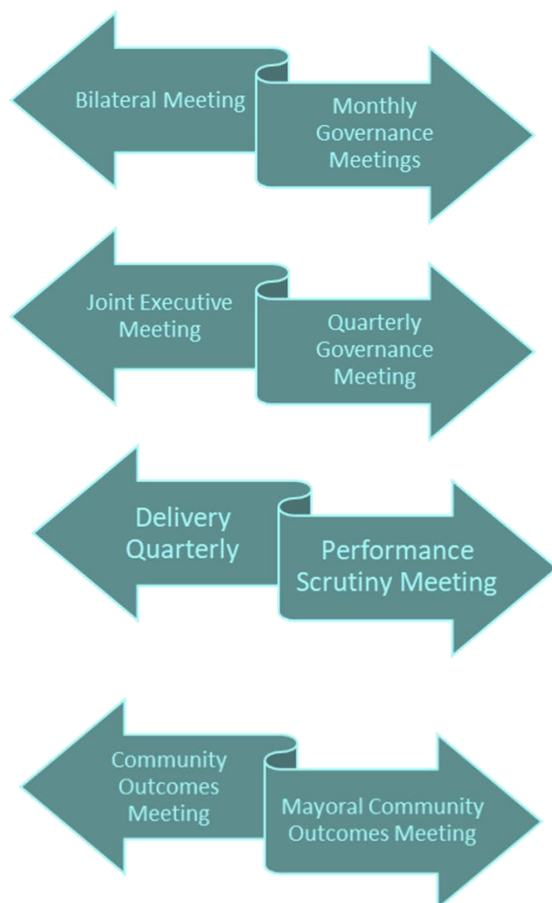
As a public sector organisation, West Yorkshire Combined Authority (WYCA) has a duty to ensure that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for. A wide range of commissioning and procurement is undertaken by the Combined Authority that is not covered by this strategy and further information can be found on the WYCA website [Procurement at the Combined Authority](#).

[Policing and Crime Commissioning Strategy 2022-2024 \(westyorks-ca.gov.uk\)](https://westyorks-ca.gov.uk)

Cross Cutting Work – Casework

Casework	Complaints and Reviews	Misconduct and Police Appeal Tribunals
<p>Respond to Policing and Crime enquiries from members of the public, Councillors and MPs.</p> <p>Strong working relationships throughout the Force and Chief Officer Team enables us to seek assurances and/or challenge information on behalf of the people who contact us.</p> <p>Quarterly surgeries with Deputy Mayor for Policing and Crime also facilitated.</p> <p>Ability to identify emerging trends / real time issues affecting policing and crime in West Yorkshire.</p>	<p>The Mayor is responsible for monitoring the Force’s performance in relation to complaints.</p> <p>The Mayor is one of two complaint review bodies; the other is the Independent Office for Police Conduct.</p> <p>The Purpose of a review is to determine whether a complaint has been handled in a reasonable and proportionate way and to identify any more learning or improvement opportunities.</p> <p>A Frequently Asked Questions section has recently been added to our website to aid complainants in understanding the review process.</p>	<p>The Mayor is the “Appropriate Authority” for handling complaints about the personal conduct of the Chief Constable.</p> <p>It is also our responsibility to recruit and appoint Legally Qualified Chairs and Independent Members to Misconduct Hearings, as well as facilitating Police Appeals Tribunals.</p> <p>The Mayor is also responsible for providing Financial Assistance to any officers involved in legal proceedings, if they have acted in good faith and exercised their judgment reasonably.</p>

Police and Crime Plan: Changes in Formal Governance







These changes in Governance went alongside the review of organisational design which was a topic to panel in April 2023

Beyond these meetings, there are forums, boards, meetings, surgeries, and reports that are reviewed and attended to ensure we adequately hold the Chief to account.

The team is dynamic and will continue to work in partnership with colleagues in the wider team, the Violence Reduction Partnership and Combined Authority.

Police and Crime Plan Performance Monitoring

PCP Priority	Metric	National Baseline to Dec 2019	Police and Crime plan baseline	Current Performance	Change	Trend Over Time	
 Supporting Victims and Witnesses & Improving Criminal Justice Outcomes	Increase victim satisfaction with the police	74.9%	Year to Apr 22	72.6%	71.2%	-1.4%	↔
	Increase satisfaction with the police among victims of domestic abuse	86.0%	Year to Apr 22	85.1%	85.7%	0.6%	↔
	Maintain high levels of calls answered on target	90.1%	Year to Apr 22	85.6%	87.0%	1.4%	↔
	Improve outcomes for victims of Rape	1-8 Outcomes	Year to Apr 22	8.1%	7.7%	-0.4%	↔
	Improve outcomes for victims of Serious Sexual Offences	1-8 Outcomes	Year to Apr 22	7.7%	7.7%	0.0%	↔
	Improve outcomes for Domestic Abuse	1-8 Outcomes	Year to Apr 22	6.8%	6.6%	-0.2%	↔
	Increase proportion of crime with victim initial needs assessment		Year to Apr 22	96.7%	98.0%	1.3%	↑
	Decrease Ineffective trial rate (Magistrates Court)		Year to Apr 22	25.9%	25.4%	-0.5%	↓
	Increase volume of early guilty pleas	Crown	Year to Apr 22	38.2%	37.8%	-0.4%	↔
		Magistrates	Year to Apr 22	65.3%	70.2%	4.9%	↑
Decrease average time taken for cases to be brought to resolution		Year to Apr 22	72	67	-5	↓	
 Keeping People Safe and Building Resilience	Monitor the number of young persons flagged as at risk of Criminal Exploitation		Year to Apr 22	650	780	130	↑
	Monitor Indicators from Cyber Dashboard	See Appendix 2					
	Reduce number of repeat victims of Domestic Abuse		Year to Apr 22	33,427	35,505	2078	↓
	Reduce number of repeat victims of Hate Crime		Year to Apr 22	2,715	2982	267	↓
	Increase use of DVPO		Year to Apr 22	441	638	197	↓
	Increase use of DVPN		Year to Apr 22	456	663	207	↓
	Increase use of Stalking Prevention Orders		Year to Apr 22	1	3	2	↔
PCP Priority	Metric	National Baseline to Dec 2019	Police and Crime plan baseline	Current Performance	Change	Trend Over Time	
 Safer Places and Thriving Communities	Reduce number of Homicides	33	National Baseline	33	24	-9	↔
	Reduce all hospital admission for assault with a sharp instrument	260	National Baseline	260	230	-30	↓
	Reduce Knife Crime	2,599	National Baseline	2,599	2,366	-233	↔
	Reduce Number of ASB incidents		Year to Apr 22	35,378	29,330	-6048	↓
	Keep Neighbourhood Crime below baseline	46,162	National Baseline	46,162	32,143	-14019	↓
	Monitor cyber attacks on businesses via WYCA survey	Not available					
	Increase proportion of officers from ethnic minorities		Year to Apr 22	6.5%	8.0%	1.3%	↑
	Increase proportion of female officers		Year to Apr 22	35.1%	39.3%	+1.3%	↑
	Reduce numbers of KSI's on roads in W Yorkshire		Year to Apr 22	(2021) Fatal 42 Serious 541	(2022) Fatal 57 Serious 1169	Fatal +15 Serious +628	↑
	Recruit 750 police officers and staff by April 2024	Officers	Year to Apr 21	4,778	5,180	+402	↑
Police Staff inc PCSO		Year to Apr 21	3,216	3,316	+100	↑	
 Responding to Multiple and Complex Needs	Monitor VRU early intervention programme attendee figures		Year to Apr 22	13838 (882)	18948 (775)	5110 (407)	↑
	Reduce number of repeat missing children below baseline level		National Baseline	1458	948	-510	↓
	Reduce number of repeat missing adults below baseline level		National Baseline	933	413	-520	↓
	Reduce re-offending rate for Drug related crime		Available data at Apr 22	25.8% (12 months to Mar 2019)	21.5% (12 months to Sept 2021)	-4.3%	↔
	Reduce the number of First time entrants to the CJS		Available data at Apr 22	2633 (Adults) 497 (Juveniles) 12 mths to Sept 20	3830 (Adults) 471 (Juveniles) 12mths to Dec 21	1197 Adults -26 Juveniles	↔
	Increase number of offenders referred to drug treatment services via Liaison and Diversion		Year to Apr 22	453	536	+83	↔