

**Working together with the police and partners**

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

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West Yorkshire's  
Police and Crime Commissioner**

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## Plan at a glance

### What we are going to deliver

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Keeping West Yorkshire safe and feeling safe

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Protect Police & 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 are working to a GOOD or OUTSTANDING standard
- Victims and witnesses will receive a continually improving level of service from the police and other agencies
- 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

## Welcome to the Police and Crime Plan 2016-21

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 and my Community Safety Partnership Forum delivering best practice but also 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 to our partners 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 (PCSOs) 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 (£1.3m to more than 300 groups so far) helping to prevent crime and anti-social behaviour, reduce re-offending 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

Mark Burns-Williamson

**Message from the Acting Chief Constable**

## About this plan

The Police and Crime Plan 2016-21 sets out the outcomes, priorities and pledges that will drive the work of the OPCC, the police and our partnership working and sets the strategic direction for policing, 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 it, and how we – and importantly you – are going to know we have delivered and that we have made a difference across our communities.

## **What we are going to deliver**

### **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 with measures aligned to each outcome so that through our delivery framework we can clearly chart progress working towards the shared outcomes we are all going to deliver, how we are delivering on them and how we will know we have made a difference. These outcomes are all interconnected, with our priorities and with my pledges. 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 and 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 deliver and tackle these important issues.

## Outcomes

**Tackle crime and ASB**

**Safeguard vulnerable people**

**Keeping West Yorkshire Safe and Feeling Safe**

**Suport victims and witnesses**

**Make sure criminal justice works for communities**



## **How we are going to deliver**

### **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.

## **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 where they live and work 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 their common concerns.

## **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, identify what we need to do to solve these problems together and through closer partnership working to deliver the change needed to make a difference in our communities. Everyone in West Yorkshire also has a responsibility to keep our communities safe, I will enable and empower communities to work with the police and partners to tackle all issues and promote community responsibility. I will continue to support the people of West Yorkshire and forge better links between the public, the police and partners. 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 positively change lives.

## **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 addressing 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 to improve people's lives.

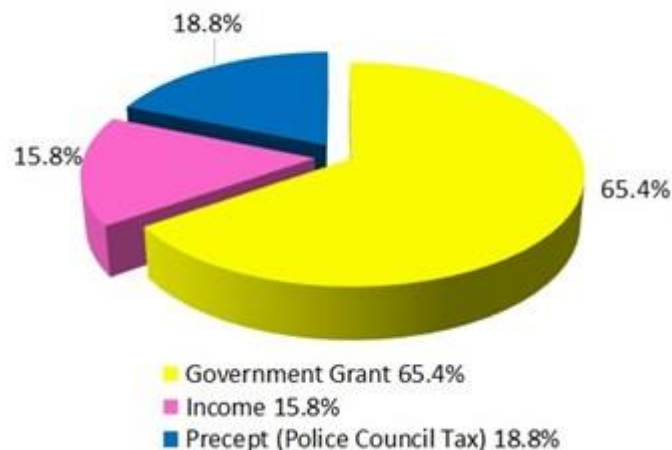
## **Improving our services**

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 and will make sure West Yorkshire Police is open and transparent and regularly review complaints against the police service and will ensure that they are operating to national standards in all areas of police practice and crime recording. We need to overcome significant organisational challenges in these increasingly difficult times and by sharing information, intelligence and resources so 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.

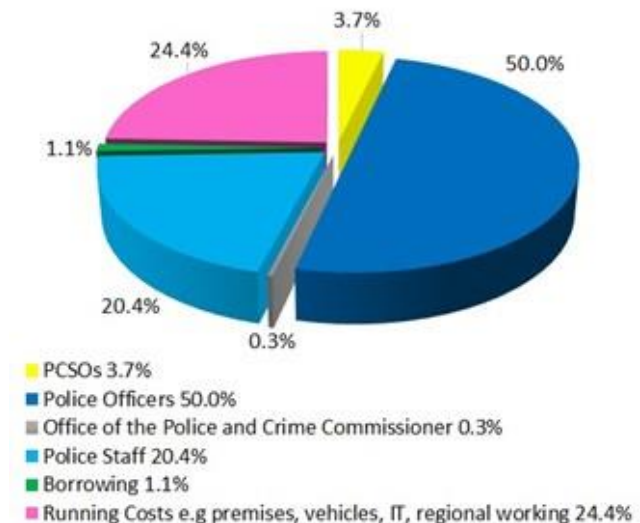
## Providing resources

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 for West Yorkshire. 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 that responded told me 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. In the recent HMIC Efficiency inspections West Yorkshire Police received GOOD ratings for protecting the public and effective use of resources. The gross budget for West Yorkshire Police for 2016/17 is £485,664, 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 and I will work with partners to access further funding and make funding available for community safety and for support to victims to deliver improved services to people across West Yorkshire.

Where the money came from 2016/17



What the money is spent on 2016/17



## How we will know we have delivered

This plan sets out the outcomes we want to deliver and how we will work to deliver them but it is vital that I can measure the progress we are making and demonstrate to you that together we are making a real difference over the lifetime of this Plan. I will work in partnership to develop strategies to deliver on our outcomes but the delivery framework set out in this plan provides clear objectives to focus our efforts and specific indicators to help us measure our collective progress.

Our priorities are clear and by working together to tackle these issues we will work to achieve our outcomes and deliver on our 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 delivery framework provides measures on our collective progress and requires commitment from me and my office, the police and partners. Where resources have been provided for partnership working, partners will be expected to evidence their contribution to the outcomes and priorities and be required to report back on their progress including on the delivery framework. This information will be public facing through our Delivery Quarterly which is essentially a process through which my office will assess our collective performance and raise any issues around our progress.

The Chief Constable of West Yorkshire Police will be held to account for West Yorkshire Police’s role in delivering on this Police and Crime Plan. 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 Outcomes 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 real difference here.

## Tackle crime and anti-social behaviour

Keeping West Yorkshire safe and feeling safe is a key aim and we cannot expect to achieve this without having 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% of respondents also stated that increased police visibility would make them feel safer so I will continue to protect frontline policing and strengthen neighbourhood policing to meet this need. 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. By taking this two strand approach we will not only reduce the opportunity for crime to occur but will also be targeting those offenders who cause the most harm. In both of these areas there is great potential for partnership working particularly around managing offending behaviour and problem solving approaches to anti-social behaviour. I will continue to coordinate and support this work across the police, partners, and communities in West Yorkshire to keep people safe and feeling safe.

### How we will deliver together

- Write 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.
- Write 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.
- Write 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.

### 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 anti-social behaviour.





## **Safeguard vulnerable people**

Safeguarding vulnerable people is central to the work of the police and community safety partners; as our collective resources have been cut I have made sure that we remain focused on protecting those most at risk and will fulfill my pledges to put victims first, in particular those who are most vulnerable. 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 mental health, substance misuse, age, etc. this means that each individual must be supported in a way which recognises their personal circumstances. This requires different agencies working together to safeguard people in different ways and requires a great deal of coordination and communication. Safeguarding people was considered the biggest priority by respondents to the “Your Priorities, Your Plan” consultation with 70% of people saying it was of importance to them. I will continue to work together to protect those most at risk ensure that safeguarding the vulnerable is at the forefront of all of our partners’ work and aim to deliver this in a coordinated, consistent and cohesive way across West Yorkshire.

### **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 be working to a GOOD or OUTSTANDING standard.



## **Make sure criminal justice works for communities**

The criminal justice system includes a number of different organisations including the Crown Prosecution Service, police, probation, Youth Offending Teams, courts, and prison service who work together through the Local Criminal Justice Board (LCJB). Improvements to our criminal justice system have been made over the past four years including Transforming Summary Justice (TSJ) and Better Case Management (BCM) but there is much more we need to do to make sure criminal justice is efficient and effective. I will work with the leads of all West Yorkshire criminal justice agencies to ensure that we are working together and sharing demand in the most suitable way for the people of West Yorkshire. I will also focus on achieving the outcomes that are best for those who find themselves in the criminal justice system making sure victims and witnesses are at the heart of the service we provide. It is also important that everyone in our communities can trust criminal justice agencies regardless of whether they have direct contact, so I will promote openness and transparency particularly within West Yorkshire Police, and will work towards having a police service which is more representative of the communities it serves.

### **How we will deliver**

- Work together with criminal justice partners to collaborate more closely and pool resources where it is appropriate.
- Engage with wider partners through the Partnership Executive Group and other forums to provide wrap around support to victims and witnesses.
- Identify and implement best practice across West Yorkshire to improve the effectiveness and efficiency of the criminal justice system in West Yorkshire.
- 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.
- 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 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.
- 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.



## Support victims and witnesses

Being a victim of crime can have a significant impact on a person's life, family and community. Providing support will remain a priority for all those criminal justice partners when victims need it most. Around 37% of respondents to the "Your Priorities, Your Plan" survey, agreed that we should keep a focus on supporting victims and witnesses and I have pledged to put victims, in particular those who are most vulnerable, first. We will continue to put the needs of victims and witnesses at the forefront of delivery, by having a focus on ensuring that everyone can have access to support services and information wherever they live within West Yorkshire. The revised Victims Code (2015) sets out victim entitlements and services which will be provided within West Yorkshire, it 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.

### How we will deliver

- Work together with criminal justice partners to improve the victim journey recognising and respecting the differing needs of victims and their wishes on 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 of domestic abuse, sexual violence, hate crimes and young victims.
- Encourage and support all organisations across public, private and third sector to identify innovative ways to 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.



## Our Priorities

### Road Safety

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

### 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.

### 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 strengthen our resilience to threats such as crime, terrorism and discontent.

\*\*\*PICTURE\*\*\*

### Cyber crime

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

### 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 support them when they do.

### 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.

### 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.



### **“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 support those who are victim of these crimes.

### **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 will work together to ensure that we are all playing our part in this.

### **Sexual abuse**

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

### **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.

### **Human trafficking and modern day 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 lead 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 resourcing the police and partners sufficiently.

### **Major threats**

There are a number of major threats that we must face together as a region such as serious organised crime and terrorism. 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 sexual violence 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

### **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.

## Delivery Framework

OUTCOME	OBJECTIVE	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 / PPS
	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	Public Perception Survey
More people will be confident that the police and partners will prevent crime and anti-social behaviour	Public Perception 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 looked after children who go missing repeatedly will reduce.
	Safeguarding boards in West Yorkshire will be working to a GOOD or OUTSTANDING standard	Ofsted Inspection and JTAs
Make sure criminal justice works	Increase the confidence of communities in their community safety partners	Public Perception 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.	The 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

The fourth largest police service area in England and Wales

A total population of 2.3m with 922,000 households

18% of the population from a minority ethnic background

An economy worth £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 West Yorkshire residents feel 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 who we are and the way we work to keep West Yorkshire safe and feeling safe visit [www.westyorkshire-pcc.gov.uk/](http://www.westyorkshire-pcc.gov.uk/) but you can also follow us on Twitter [@WestYorksOPCC](https://twitter.com/WestYorksOPCC) and Facebook [WestYorksOPCC](https://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 and one of the team will get in touch.