



Tracy Brabin
Mayor
of West Yorkshire

Item 5

West Yorkshire Police and Crime Plan 2021-24

West Yorkshire: Safe. Just. Inclusive.

Introduction to the West Yorkshire Police and Crime Plan by Mayor of West Yorkshire Tracy Brabin

Welcome to my first Police and Crime Plan for West Yorkshire.

As one of only two metro Mayors with the responsibilities of a Police and Crime Commissioner, I see a once in a generation opportunity to bring together partners and powers to create a 'public health approach' to policing and crime in West Yorkshire.

And while we are all very proud that West Yorkshire Police has recently been assessed positively by HMICFRS, we can't be complacent. People in West Yorkshire want to be safe, feel safe, have trust in their police, and know action will be taken if ever they, or their loved ones are harmed.

During my election campaign, in deciding priorities, I laid out ten manifesto commitments to the public, a number of which related to police and crime: keeping women and girls safe; increasing police officer and police staff numbers; putting victims first; and ensuring our police force represents the community it serves.

But I also needed to know what the public thought, so with colleagues and my brilliant Deputy Mayor, Alison Lowe, we set about one of the widest consultations ever undertaken in West Yorkshire. We met with and spoke to older people, young people, sex workers, police, Black, Asian and Minority Ethnic communities, Gypsies and Travellers, families, community workers, and representatives from business, transport, health and education, and we heard what needs to be done.

- 96.6% of people who responded said that keeping people safe was important to them with tackling Child Sexual Exploitation and Abuse (CSEA) receiving the highest response (78.4%). Rape and sexual offences were also identified as a priority for 68% of respondents. Both issues were clearly more of a concern than the other options presented, none of which achieved more than 50%.
- 95% of respondents agreed that safer spaces and thriving communities was an issue for them, with the top 3 priorities being identified as neighbourhood crime, road safety and serious violence.
- 93.1% of respondents told us that supporting victims and witnesses was important to them, with helping victims of crime to get justice and increasing trust in the criminal justice system scoring most highly.

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- Related to my mayoral pledge to keep women and girls safe, respondents were keen to ensure this did not reduce the focus on all victims of crime. Respondent feedback requested specific educational programmes to ensure every citizen of West Yorkshire was supported to be part of the solution, which included educating boys/men about healthy attitudes towards women.

I am pleased to be able to confirm that reducing crime for all our communities, whilst supporting every victim of crime in West Yorkshire, will always be at the heart of the work I do as your Mayor. Furthermore, we can't continue to accept violence against women and girls as something too hard to solve; a 'societal problem'. We must use every tool available to us to ensure the women and girls of West Yorkshire can live a life free from fear.

Whilst this Police and Crime Plan goes some way to setting our direction of travel for the next three years, what may be a good intervention now, may not be needed in three years' time, so we know we must be agile, flexible, and able to respond to the current and changing government landscape. We are continuing to respond to - and emerge from - a pandemic, but we have not been resting on our laurels and my office has been committed to delivering for you, despite the most difficult of times. So far in the months since I was elected as your Mayor, we have got down to the job of fulfilling my manifesto pledges:

- Together with partners, we have brought over £3.5m of external funding into West Yorkshire to boost support for victims of domestic and sexual violence and create safer public spaces.
- Through the Safer Streets 3 and the Safety of Women at Night funds, we have worked with our partners to make parks safer, implement behaviour change programmes to emphasise the role of men in supporting women's safety, and worked with universities and night-time economy partners to tackle the issue of spiking in pubs, clubs, and bars.
- Continuing to develop innovative approaches to tackling serious violence in, and with communities, through the ground-breaking work of our Violence Reduction Unit (VRU). Future funding dependent - the VRU will continue to embed within critical local partnerships. Taking a public health approach, the VRU seeks to improve the health and safety of all members of the community by addressing the underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence.
- We will deliver an additional 252 frontline police officers and staff by April 2022.
- We have launched the Mayor's Safer Communities Fund – awarding £180k in grants of up to £6k to vital voluntary and community groups across West Yorkshire.

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- We have funded an additional 25 IDVA (Independent Domestic Violence Advisor) and ISVA (Independent Sexual Violence Advisor) posts to support all victims of domestic and sexual abuse.
 - Working with West Yorkshire Police, incidents reported by victims as being motivated by gender-based hostility will be recorded as misogyny or misandry.
 - The *Ask for Angela* safety campaign has been rolled-out across all districts of West Yorkshire.
 - We have set up a pan-West Yorkshire *Vision Zero* Board to reduce and – hopefully eliminate – road deaths and serious injuries.

But of course, we can, and will go further, and this plan will outline clearly how we will do this.

In order to achieve our vision of a safe, just and inclusive West Yorkshire, we will be bold and innovative in our choice of partners and in identifying cutting-edge solutions to today's problems. Despite successive real-term cuts to police funding over the last decade, we commit to working together across a range of stakeholders to secure new and additional funding to deliver our ambitions for West Yorkshire and its citizens.

My role is to hold the Chief Constable and West Yorkshire Police to account for you - the people I represent. My focus is to reduce crime and to ensure that your priorities are identified and acted upon. To do this, I will bring together partners to take an early intervention and prevention approach to our work, alongside an ongoing commitment to neighbourhood policing, to reduce the opportunity for crime to take place, and that saves young people from abuse, trauma, exploitation and vulnerability.

I will support all victims of crime to get the help they need to take back control of their lives, whilst ensuring those who need help out of criminal lifestyles, get it.

Those who are intent on causing harm and distress, however, will pay the price.

Introduction to the West Yorkshire Police and Crime Plan by the Deputy Mayor of Policing and Crime Alison Lowe

I am thrilled to have joined Tracy and to have been a part in developing this new Police and Crime Plan for West Yorkshire. The plan is based on extensive consultation with communities, partners, and stakeholders, and a comprehensive needs assessment reviewing information and data from a range of sources and organisations to enable us to fully understand what the 'need' is across West Yorkshire and where we should be focusing our resources and energy.

Over a four-month period in 2021, Tracy and I had a conversation with people, communities, and partners far and wide to understand what is important to West Yorkshire citizens in relation to crime, policing and community safety. I feel this plan consolidates what we heard then and outlines our clear determination to tackle these issues and problems.

The success of this plan centres on working together. It requires collaborations wider than just between local authorities, the police, and the criminal justice system. It warrants a whole systems approach, involving the public, health, community, and academic sectors, which all have a role to play, particularly in the delivery of early intervention initiatives to improve outcomes and make a real difference.

The West Yorkshire Violence Reduction Unit (VRU), which the Mayor oversees, epitomises this ambition and has already seen many projects and preventative measures delivered to support thousands of young people across the county. We want to build on this however, which means a truly concerted and co-ordinated effort.

The Plan will aim to strengthen partnership working across the different sectors through action, services, research, and a creative approach that will change and transform the culture, how people feel, and tackle inequality within the system across West Yorkshire.

Both Tracy and I are committed to leading change, trying new ways of working, and thinking outside the box, and I feel this plan embodies this approach and sets a clear, bold direction for a West Yorkshire that is safe, just and inclusive.

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Working together - the journey so far



Helping to bring over £3.5m of external funding into West Yorkshire to boost support for victims of domestic abuse and sexual violence, address domestic abuse offending, and support safer public places.



An additional 252 frontline police officers and police staff by April 2022.



Launching #TellTracy, our major consultation on the shape of the new Police & Crime Plan. Roundtable events, focus groups, and face-to-face consultations have gathered hundreds of individuals' thoughts on, and experience of, community safety across West Yorkshire.



25 additional IDVA and ISVA posts to support victims of domestic and sexual abuse.



Launching the Mayor's Safer Communities Fund – awarding £180k of funding in grants of up to £6,000 to voluntary and community groups, charities, and partners, to support innovative community safety projects.



Additional funding keeping women and girls safe in the night-time economy through the 'Ask for Angela' campaign & Street Angels.



Supporting West Yorkshire Police's campaign to raise awareness of stalking and promoting what victims can do to report a crime and seek support.



Collaborating with partners on the development and launch of an online resource which highlights the plight of victims of domestic servitude.



From December, West Yorkshire Police will record instances of misogyny. Going forward, victims of hate will be asked if they feel the motivation for an incident was their sex.



Between April and September 2021, 2,827 young people were supported across 41 interventions funded by the West Yorkshire Violence Reduction Unit



Introducing a new pan-West Yorkshire Vision Zero Board.



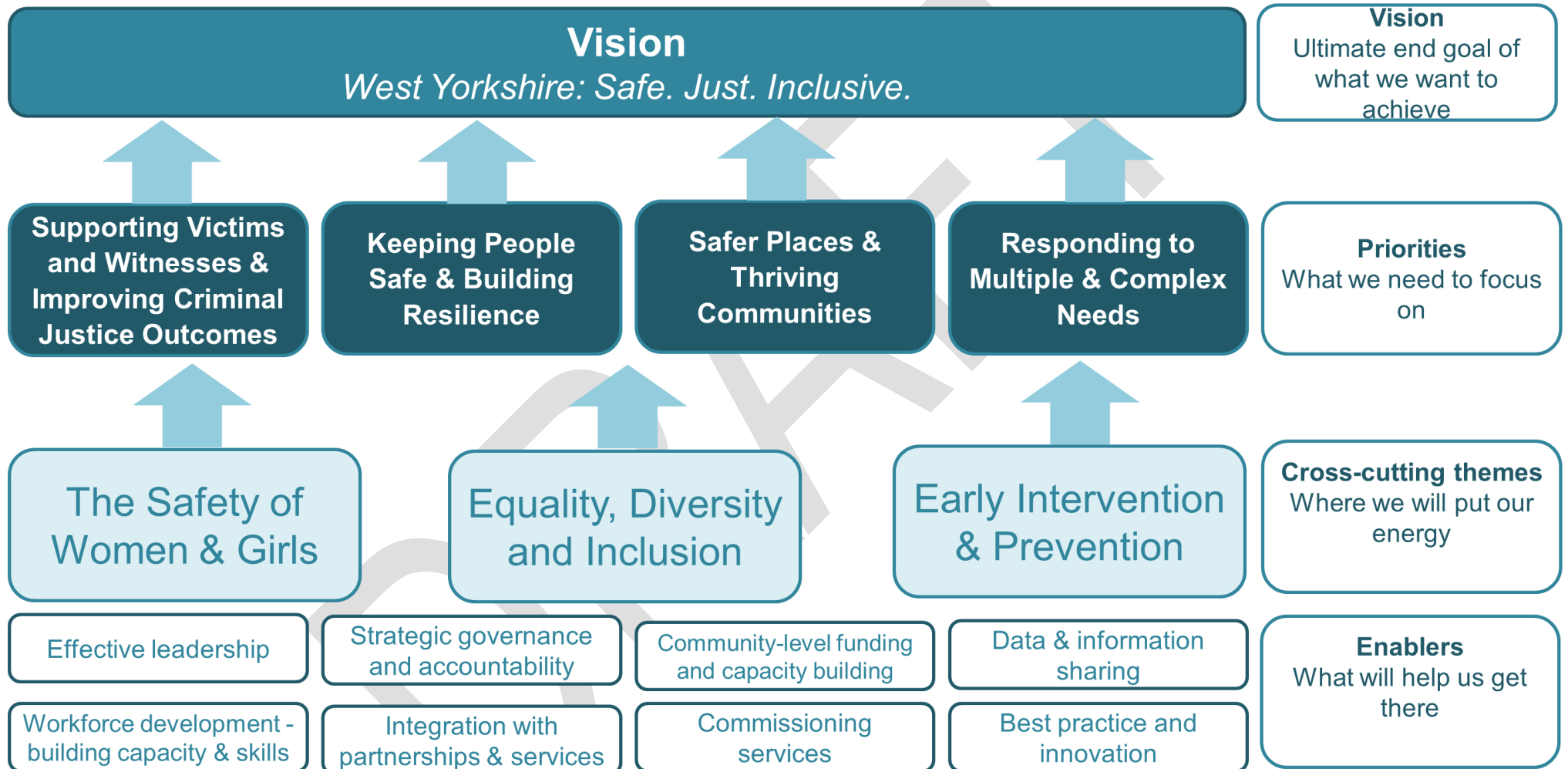
Through the Safer Streets 3 and the Safety of Women at Night funds, we have brought in over £870K to make parks safer, implement behaviour change programmes to emphasise the role of men in supporting women's safety, and worked with universities and night-time economy partners to tackle the issue of spiking in pubs, clubs, and bars.



The roll-out of *Pol-Ed*, providing a programme of lessons on the law, crime prevention, and safeguarding for young-people, whilst building an understanding of resilience, peer-to-peer support, and where to access help.

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Plan on a page



Strategies that will sit under the plan...



Women and Girls
The West Yorkshire
Safety of Women
and Girls Strategy



**Supporting
Victims and
Witnesses &
Improving
Criminal Justice
Outcomes**
The West Yorkshire
Victims &
Witnesses Strategy
(refreshed)



**Keeping People
Safe & Building
Resilience**
The West Yorkshire
Vulnerability and
Safeguarding
Strategy



**Safer Places &
Thriving
Communities**
West Yorkshire
Place-Based
Strategy
VRU Response
Strategy



**Responding to
Multiple &
Complex Needs**
Diverting people
away from the
Criminal Justice
System/
Responding to
multiple and
complex needs

The vision for crime, policing and community safety

West Yorkshire: Safe. Just. Inclusive.

A clear vision for policing and community safety is an important statement in capturing what we are striving towards in West Yorkshire. It is there to bring a focus to our work, and clearly set out our ambitions to communities.

We are working with our partners and stakeholders to shape this vision to ensure it reflects the professional knowledge and expertise of all organisations who work in the community safety field.

The three words of our vision – safe, just, inclusive exemplify our clear long-term ambition for West Yorkshire.

Priorities – what we need to focus on



Cross-cutting themes - where we will put our energy



The Safety of Women and Girls

West Yorkshire is home to over 1.2 million women and girls, and as the first elected female Metro Mayor, the issue of their safety is at the heart of my work across policing, crime, community safety, and criminal justice.

Recent events show the increasing crisis around this area and why it is more important than ever that we work together to tackle the causes of violence against women and girls. We will do everything in our power to keep women and girls safe, creating and enhancing safer environments, whether this is on the streets of West Yorkshire or in the private sphere, and doing more to tackle sexual violence and domestic abuse.

Abuse is deep-rooted in gender inequality and subconscious biases which have developed over generations. It occurs irrespective of class, ethnicity, faith, sexuality, or where you live. More recently, the outpouring of emotion and testimonies following the tragic abduction and murder of Sarah Everard, and the murders of Sabina Nessa, Nicole Smallman, and Bibaa Henry demonstrates all too clearly there remains much that we must do to tackle gender-based violence head on.

Diversity, Equality and Inclusion

West Yorkshire is a vibrant and diverse region. It is home to many different communities within the towns, cities, and villages of our districts. Together we all share the same ambition to live in thriving, safe neighbourhoods. At the centre of this plan is the celebration of this diversity and the vision of a strong, cohesive, and welcoming West Yorkshire which is fair, just and inclusive.

What is equality?

At its core, equality means fairness: we must ensure that individuals, or groups of individuals, are not treated less favourably because of their protected characteristics. Equality also means equality of opportunity: we must also ensure that those who may be disadvantaged can get the tools they need to access the same opportunities as their peers.

What is diversity?

Diversity is recognising, respecting, and celebrating each other's differences. A diverse environment is one reflecting a wide range of backgrounds and mindsets, which allows for an empowered culture of creativity and innovation.

What is Inclusion?

Inclusion means creating an environment where everyone feels welcome and valued. An inclusive environment can only be created once we are more aware of our own unconscious biases and have learned how to manage them. Inclusion also requires those in positions of power to recognise the existence of structural inequalities and institutional racism and take action to eliminate these.

The mark left by the COVID-19 pandemic has created further inequality within West Yorkshire. The impact of COVID-19 has disproportionately affected different areas and people. In 2020, the cities of the north of England often endured the most severe restrictions of the COVID-19 tier system. This impact has been felt more heavily within West Yorkshire than other areas of the country due to the concentration of ethnically diverse communities and the level of deprivation experienced within some areas.

This plan will seek to redress some of the impact of the pandemic, whether this is the economic impact on the high street (e.g. through tackling business crime and ensuring prosperity through providing a clean, safe and green environment), or directly supporting those individuals whose vulnerability has increased during the pandemic, which has masked particular crimes, violence and abuse. Through this plan we will continue to provide support to tackle domestic abuse, child neglect, people in mental health crisis, and those recovering from drug and alcohol abuse and addiction.

Early Intervention and Prevention

Over recent years it has become more apparent that the traditional approach to dealing with crime through policing and enforcement is reacting to the consequences of offending, rather than dealing with the root of the problem. The work of the West Yorkshire Violence Reduction Unit has marked a change of approach in the way partners have dealt with and thought about tackling serious violence in communities, instilling a new emphasis on prevention, early intervention, and a whole system approach.

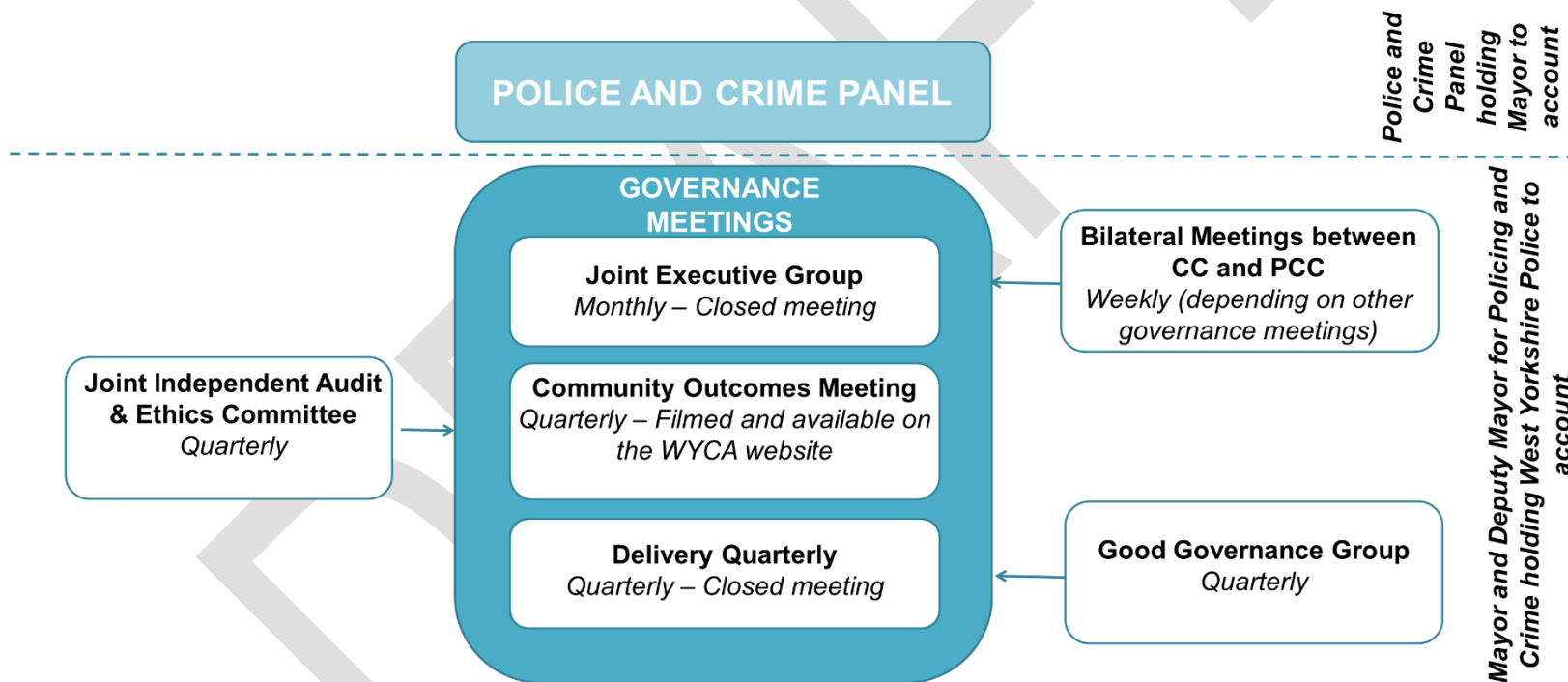
This plan aims to build upon the principles of a public health approach. A public health approach means looking at issues not as isolated incidents or solely a police enforcement problem. Instead, it looks at the preventable consequences of a range of factors which can impact on communities and individuals, such as adverse early-life experiences or harmful social or community influences.

Enablers – what will help us get there

Effective leadership

At a time of unprecedented change and challenge for the public sector, I will continue to show strong leadership ensuring that we work towards making West Yorkshire a safe, just and inclusive place to live, invest, and bring up families.

Strategic governance and accountability of West Yorkshire Police by the Mayor



The Mayor and the Chief Constable convene regularly to drive the activity to deliver the West Yorkshire vision and ensure risk, threat and harm are managed appropriately, and services are efficient, effective, and legitimate in delivering policing to the communities of West Yorkshire.

Community-level funding and capacity building

Through the Mayor's Safer Communities Fund (MSCF), the Mayor will commit further resources to the hundreds of charitable or voluntary groups who make a real difference to the communities of West Yorkshire. The MSCF has had a tremendous impact on grassroots projects to support victims and prevent crime and anti-social behaviour, awarding funding in grants of up to £6,000 to voluntary and community groups, charities, and partners, to support innovative community safety projects.

Data and information sharing

Sharing of public sector data between partners can have many social and economic benefits. At the centre of this plan is an understanding that partners need to share data and information to improve services, facilitate research and innovation and help tackle real-world problems. Aggregating data from different sources may lead to the discovery of new insights that were not possible to observe previously, leading to positive long-term outcomes for communities in West Yorkshire.

Workforce development – building capacity and skills

Having a highly skilled and flexible workforce is the driving force behind our successes, not just in the West Yorkshire Combined Authority and West Yorkshire Police, but with all the partners we work with in the public and third sectors. We have made investments to ensure our staff have access to the tools and support required by a high-quality workforce, which can adapt to the social and economic challenges faced.

We want to be the best at understanding and responding to our community's needs. West Yorkshire Police, through the Mayors pledge to increase police officer and police staff numbers, and a strong commitment to equality and diversity, aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve across West Yorkshire.

To value difference we must be inclusive: we recognise that people with a variety of skills, attitudes and experiences, from diverse backgrounds and cultures, bring fresh ideas and perspectives. Encouraging and harnessing these differences can only enhance West Yorkshire Police and we are committed to achieving a workforce that is representative of the communities we serve. In delivering our policing service it is vital we gain the trust and confidence of all our communities and keenly promote diversity and inclusion for everyone.

Integration with partnerships and services

As demand for services increases, we recognise the importance of re-designing services and interventions to better meet the needs of our communities. With less public money available we need to work even more closely with our partners to share and pool local public resources to maximise use of the 'West Yorkshire Pound'. We have a commitment to doing things once and together, which will mean new integrated models of working with joint priorities focusing on those with greatest need. We can only achieve our aims through strong partnership working.

The below table demonstrates the partnership structures and governance in place to deliver the priorities set out in this plan.

Overarching Policing, Crime, Community Safety & Criminal Justice Partnerships			
West Yorkshire Local Criminal Justice Board (LCJB)	Partnership Executive Group (PEG)	Local Authority Area Community Safety Partnerships (x 5)	West Yorkshire Community Safety Partnerships Forum
West Yorkshire Local Resilience Forum	North East Police Forces Board	Third Sector Advisory Group	Tri-Services Collaboration (WY Police, WY Fire & Rescue Service, WY Ambulance Service)
Supporting Victims and Witnesses	Keeping People Safe & Building Resilience	Safer Places & Thriving Communities	Responding to Multiple & Complex Needs
LCJB Victims and Witnesses Group	West Yorkshire Children's Risk and Vulnerability Group	Vision Zero Board	West Yorkshire Reducing Reoffending Board
	West Yorkshire Domestic and Sexual Abuse Board	West Yorkshire Safer Roads Executive	Criminal Justice and Mental Health Forum
	Modern Slavery and Human Trafficking Forum	Violence Reduction Unit Partnership Delivery Group	West Yorkshire Women's Focus Group
		North East Business Resilience Centre	Out of Court Disposals Scrutiny
			Liaison and Diversion Operational and Strategic Board

Commissioning services

In order to achieve the Mayor's priorities set out in this plan, we commission a number of different providers to help with the delivery of services which will benefit the communities of West Yorkshire, reduce crime, and help victims to cope and recover from the harm they have suffered.

Our Commissioning Principles are:

- Outcomes for users will be at the heart of the strategic commissioning process, which will be community and victim focussed.
- All commissioning will be in support of the Police and Crime Plan outcomes which will be clear and measurable.
- We will understand the needs and priorities of our communities, now and in the future, and clearly specify our requirements.
- Commissioning needs will be evidence based.
- Wherever possible, commissioning will be undertaken on a West Yorkshire wide basis.
- All services procured must represent value for money.
- Furthering equality and diversity will be a key focus of the commissioning process.
- Wherever appropriate multi-year contracts will be awarded.
- The commissioning process will support local regeneration where possible.
- The commissioning process will champion social values.
- We will measure whether or not outcomes have been delivered and hold our providers to account by seeking feedback from service users, communities, and providers, in order to review the effectiveness of the commissioning process in meeting local needs.

Best practice and innovation

Our approach to delivering improved outcomes for our communities and building a safe, just and inclusive West Yorkshire is based on being bold and innovative to redefine the way we work with our partners in tackling the priorities set out within this plan.

Key Priority 1 – Supporting Victims and Witnesses & Improving Criminal Justice Outcomes

Supporting victims, survivors, witnesses, and those harmed by crime is at the heart of this Police and Crime Plan, helping people to get justice.

Why is this a priority?

- The Plan consultation tells us that victims' trust in the criminal justice system needs to improve. Ensuring perpetrators face justice is a crucial way of doing this.
- 20% of the consultation's respondents said they had been the victim of a crime in the past year. These victims wanted to see the criminal justice system prioritise their needs ahead of perpetrators, as well as see improved victim services for women and girls.
- Victims were more likely to record lower levels of confidence in the criminal justice system and in police effectiveness than non-victim respondents.
- The Needs Assessment tells us that prosecutions for high harm crimes are unacceptably low.
- We need to support vulnerable victims in the Criminal Justice System, as court backlogs can impact on victim satisfaction and positive outcomes for Domestic Abuse and other sensitive crimes.
- The Plan will highlight the Victims' Code and the rights given to victims.

The voices of West Yorkshire – what people have told us about Supporting Victims and Witnesses & Improving Criminal Justice Outcomes

The criminal justice system needs to focus on victims being at the heart of everything and not just on whether they can make a prosecution stick.
[Wakefield resident, 45-54, Female]

“There is a big issue surrounding the treatment and support for victims of sexual crimes. The conviction rate is appallingly low. There is no confidence or trust that a victim will receive justice, ... victims are left behind whilst sexual predators are free to continue harming others.”
[Wakefield resident, 35-44, Female]

“Things must change dramatically, as it is becoming the norm that offenders can continue criminal behaviour without recourse, as they know nothing will be done.” [Wakefield resident, 35-44, Female]

The Police want to get good outcomes for victims but they face obstacles from complex Criminal Justice case-building processes and the CPS not wanting to proceed with offences. The courts issue lenient sentences leaving victims feeling disillusioned.
[Leeds resident. 25-34. Male]

Priority 1: Supporting Victims and Witnesses & Improving Criminal Justice Outcomes

Objectives:	Outcomes:	Indicators:	Associated strategies and partnerships:
<ul style="list-style-type: none"> • Get the initial response right first time, every time. • Deliver the rights in the revised Victims' Code. • Deliver services that meet victims' needs. • Improve criminal justice outcomes for all. 	<ul style="list-style-type: none"> • All victims receive an initial needs assessment where appropriate. • Victims are aware of their rights. • A range of high-quality, well used, and accessible support services in place. • Improved prosecution rates for Domestic and Sexual Abuse/Violence and Hate Crime. 	<ul style="list-style-type: none"> • Crimes with victim initial needs assessment (%) • Increase in Victim Satisfaction (incl. victims of Domestic Abuse) • Increase in positive outcomes for victims of Domestic and Sexual Abuse and Violence • Decrease Ineffective trial rate (Magistrates Court) • Increase volume of early guilty pleas • Decrease average time taken for cases to be brought to resolution • Response to 999 calls- Increase emergency Calls answered in Target 	<ul style="list-style-type: none"> • Local Criminal Justice Board (LCJB) • West Yorkshire Victims and Witnesses Strategy • West Yorkshire Domestic and Sexual Abuse Board

What we will do to make this happen?

West Yorkshire Police

- Improve rating for Victims Services assessment in West Yorkshire HMICFRS PEEL Assessments.
- Apply the lessons from Operations Bluestone and Soteria on the investigation of rape and sexual offences, and improve criminal justice outcomes
- Increase awareness of the Victims' Code and victim services in high crime areas.
- Ensure that Police response to Victims works in partnership with commissioned services to deliver the best possible local service in accordance with the revised Victims Code.
- Ensure that the Police response to victims increases overall victim satisfaction with policing and in partnership reduce the inequalities satisfaction gap (hate crime, ethnic minority communities and those with disabilities).
- Look to review the current Victims' Right to Review process, ensuring victims have the knowledge and understanding to challenge police No Further Action decisions.
- Work with partners to embed recommendations from the National Joint Action Plan on RaSSO. (Rape and Serious Sexual Offences).
- Instigate scrutiny panels to review policing decisions especially around RaSSO and violence against women and girls.
- Work with partners to understand the CJ score cards and develop a tactical plan across all partners to improve outcomes.
- Witness care to continue to work with Victim Support and 3rd sector partners, ensuring victim and witnesses are receiving the right level of support.
- Implement the Digital Processing Notices to ensure victims of RaSSO are able to fully consent to their data being downloaded and where possible have their digital devices processed within 24 hours.
- Ensure processes are in place to facilitate efficient and timely case file preparation, enabling faster charging decisions for victims of crime.
- Responding to feedback from HMICFRS, revised the victim's needs assessment ensuring continuing victim assessment and support aligned to the Victim's Code.
- Introducing bespoke training to address potential misogyny, victim blaming and understanding of trauma in investigations.
- Introduced processes and commissioned academic research to better understand victim attrition and victim engagement.
- Introduce the use of a "therapy dog" to support victims providing evidence in Crown Court.
- Victim Care Unit to continue to work with Victims and Witnesses to ensure that their needs are identified and fully documented. Enable other Criminal Justice agencies to recognise these needs and provide appropriate support for their respective agencies.
- Continue to develop, further understand and increase applications for special measures enabling vulnerable victims and witnesses the opportunity to give best evidence in court.
- To ensure that all elements of the proposed Victims' Law are implemented when enacted.
- To work with academia to understand the reason why victims exit the CJ system post charge and look to implement any recommendations from that report
- To work with all partners to ensure that cases are brought before a court in a timely manner
- Maximise opportunities for out of court disposals, rehabilitative and restorative outcomes in order to reduce reoffending.

Mayor/West Yorkshire Combined Authority

- Champion the rights of victims and survivors through the new Victims' Law
- Oversee WYP's work to deliver a victim-focussed approach
- Hold the local Criminal Justice System to account through the LCJB
- Ensure that the voices of victims and survivors are heard
- Commission high-quality and accessible victim and witnesses' services
- Supporting services providing care to victims of intimate and domestic violence

Partners

- Local Authorities and CSPs – move towards a more co-ordinated approach to Domestic Abuse
- NHS – fulfil the responsibilities set out in the revised Victims' Code
- CJS – work together to monitor local delivery of the rights stated in the revised Victims' Code
- LCJB – develop a joint action plan for improvements across the Victims' Code using a whole systems approach.
- Improved criminal justice outcomes for all victims
- Greatly improved criminal justice outcomes of Domestic and Sexual Abuse picking up the recommendations of the 2021 Government end-to-end rape review report on findings and actions.

The Safety of Women and Girls

- Work across the partnership to improve outcomes for victims and survivors of Domestic and Sexual Abuse and Violence, including criminal justice outcomes
- We will embed a trauma-informed approach across systems to ensure services are sensitive, empathetic and understand the impact of lived experiences. Women and men must be able to report a sexual assault in as supportive an environment as possible.
- Collect the evidence needed to support a change in legislation to fully recognise misogyny as a Hate Crime against women and girls and ensure that women reporting these offences are treated with respect.
- Challenge the behaviours that put women and girls at risk, including targeted awareness raising campaigns (for example covering coercive control, financial abuse, and work to influence and educate young people), and perpetrator programmes that reduce re-offending.

Key Priority 2 – Keeping People Safe & Building Resilience

The Police, Mayor and Partners will focus on keeping people safe from, and preventing, harmful behaviour, exploitation, and abuse. We will support people in building the resilience to overcome and survive criminal behaviours.

Why is this a priority?

- The consultation tells us that residents want us to focus on crime that causes the most harm and impact, such as child sexual abuse and adult sex offences.
- Two areas of focus were seen as the most important under this priority:
 - Child Sexual Abuse and Exploitation (78% of respondents)
 - Rape and Sexual Offences (69%).
- In contrast, 44% of respondents felt domestic abuse should be prioritised.
- The Needs Assessment tells us that Child Criminal Exploitation/CSEA and Modern Slavery/Human Trafficking are a threat that must be faced.
- Changes were seen in crime trends during the pandemic with Serious Acquisitive Crime decreasing, and crimes which disproportionately affect Women and Girls (Violence and Sexual offences) increasing.
- Domestic Abuse and Sexual Offences show increases over the period. This links with the VAWG strategy as the key for unlocking the safety of Women and Girls across the area.

The voices of West Yorkshire – what people have told us about Keeping People Safe & Building Resilience

Stalking and harassment, rape and sexual offences, domestic abuse ... do not attract the same outrage and media coverage that some of the others do, especially comparative to the frequency at which they occur. Recent ONS data reveals that violence against women is very much an everyday reality and the urgency at which this needs tackling is not reflected in the crime agenda locally or nationally.

[Leeds resident, 25-34, Female]

*West Yorkshire could lead the way with VAWG and be a beacon of best practice support for rape victims old and new - and adult survivors of CSA need action. They have already been failed for decades by ignoring this brutal crime against our women and girls.
Female, Kirklees, 55-64*

*When we report domestic abuse to West Yorkshire Police it is hard having to relive our story multiple times - one point of contact is essential. We would like more support from the police including a better cultural awareness and how it impacts the investigation: the shame for our families, what will happen to our children, and the availability of interpreters.
[Voice of victims-survivors, 11 November 2021]*

Priority 2 - Keeping People Safe & Building Resilience

Objectives:	Outcomes:	Indicators:	Associated strategies and partnerships:
<ul style="list-style-type: none"> • Work in partnership to reduce crimes that disproportionately affect women and girls. • Understand and mitigate the hidden harm of the COVID-19 pandemic • Bring a whole person approach to the different strands of vulnerability • Reduce exploitation of vulnerable people by disrupting drugs supply and County Lines activity • Work in partnership to protect those most vulnerable to Cyber Crime including fraud, online abuse, and exploitation. • To raise awareness of all hate crime strands to reduce prevalence and increase trust and confidence in policing. 	<ul style="list-style-type: none"> • Victims of hidden harm crimes are accessing support services • All partners work holistically across organisation boundaries to support vulnerable people • Developing innovative approaches to working across community safety and wider partners, that allow people to access support in new ways • Improved workforce awareness across the system of safeguarding, and early intervention with those individuals at risk of exploitation as part of drugs supply networks. • Increase awareness of Cyber Crime and reduce vulnerability through prevention campaigns and work with national agencies to reduce the threat • Increase in Hate Crime reporting to both the Police and third parties. 	<ul style="list-style-type: none"> • Reduce re-victimisation of Domestic Abuse victims • Increase use of DVPO/DVPN • Increase use of Stalking Prevention Orders • Drugs supply/county lines - Monitor the number of young persons flagged as at risk of Criminal Exploitation • Tackle Cyber Crime - Monitor Indicators from Cyber Dashboard • Reduce re-victimisation of Hate Crime victims 	<ul style="list-style-type: none"> • Domestic Abuse and Sexual Offences Board • Vulnerability and Safeguarding Board • Vulnerability and Safeguarding Strategy • Development of a new West Yorkshire Violence Against Women and Girls Strategy

What we will do to make this happen?

West Yorkshire Police

- Implement activity set out in the West Yorkshire Police Violence Against Women and Girls Strategy
- Fully understand the impact of COVID-19 on increased vulnerability, child neglect, child abuse, and mental health (hidden harm)
- Further implement programmes on cyber-crime awareness and education to target exploitation and abuse
- Adopted the NPCC Violence Against Women and Girls Strategic Intent and Framework for Delivery in West Yorkshire Police's Violence Against Women and Girls Strategy.
- Invested in additional investigative resources in Safeguarding Teams across the county.
- Implemented an ambitious training plan that will see enhanced training for Supervisors and Safeguarding investigators.
- Commissioned a West Yorkshire Problem Profile for Rape and Serious Sexual Assault.
- Achieved White Ribbon accreditation and the delivery of the supporting Action Plan to help eradicate violence against women.
- Introduced a sustainable 'active bystander' model into the night-time economy to disrupt potential sexual offences and abuse.

Mayor/West Yorkshire Combined Authority

- Enhance and continue educational and preventative interventions, such as the West Yorkshire Domestic Abuse Perpetrators Programme
- Implement the TUC's Domestic Abuse at work policy
- Build into our commissioning framework the need for suppliers to implement the TUC Domestic Abuse at work policy
- VRU research projects, incl. exploring the link between social-media, violence & vicarious online trauma
- Reducing vulnerability by re-engaging excluded individuals in employment and training opportunities

Partners

- Further embed a trauma-informed workforce; understanding the impact of the language used when supporting victims
- Through the 'Safety of Women at Night' funding, implement a programme to educate young people on healthy relationships and consent
- Whole-person approach to issues across the 13 strands of public protection
- Capturing the voice of the child through early intervention and prevention

The Safety of Women and Girls

The COVID-19 pandemic has impacted on the volume of crime that disproportionality affects women and girls. We will work to uncover this hidden harm, getting the support and justice to those who need it.

Key Priority 3 – Safer Places & Thriving Communities

The Police, Mayor, and partners will focus on the harmful and unacceptable behaviour that targets the different communities of West Yorkshire through an ongoing commitment to Neighbourhood Policing and partnership working in localities. It will tackle the place-based crime that damages people's everyday lives, including serious violence, anti-social behaviour, and dangerous driving and speeding.

Why is this a priority?

- Neighbourhood crime, road safety, and serious violence were the most frequently selected areas of focus under this priority.
- It was common to receive feedback that people did not want to see 'low level' neighbourhood crime neglected by the police.
- The Needs Assessment identified that ASB levels fell during 2020 in same way as total crime, but have since reverted to normal levels, with youth nuisance coming to the fore.
- Serious Violence has increased with drugs offences/knife crime a problem in West Yorkshire – work is in place to tackle this alongside youth nuisance in neighbourhood areas.
- Links are seen between Drug and Alcohol misuse and Serious Violent crimes, with OCGs targeting the vulnerable, highlighting the need to intervene early to stop this spiral of violence.
- Partners also told us that taking a place-based approach to Serious Organised Crime is an effective tool in tackling a crime type that brings so much harm to communities.

The voices of West Yorkshire – what people have told us about Safer Places & Thriving Communities

“We are seeing young people in parts of the district injured or killed because of knife crime, we need the right interventions at the right time to stop this from happening. Young people do listen to those with lived experience, they can connect in a way that others can’t” -
Community Group (Kirklees) –
10 November 2021

[My area] is becoming a scary place to live. Car theft from people’s houses. I personally am wary of buying a nice car as I have been a victim of car theft / burglary. Roads becoming safer must also be a priority. There are very dangerous drivers continuing to cruise the streets. A road incident where a lady lost her life is one of many sad examples. [Kirklees resident, 45-54, Female]

Road Safety - Boy racers, modified vehicles, quad bikes and dirt bikes have made urban areas of Leeds a misery throughout lockdown.

Leeds Female 25-34

“As a community we come together and try to look out for our young people who live here, but gangs come into the area and target our kids. I am terrified to let my youngest out in case they get involved with drugs or start carrying a weapon.” -
Community Centre (Leeds) – Community and Partner Group 11 November.

Priority 3 - Safer Places & Thriving Communities

Objectives:	Outcomes:	Indicators:	Associated strategies and partnerships:
<ul style="list-style-type: none"> • Stop young people becoming involved in Serious Violence • Through a collective and collaborative approach, target the most dangerous and determined organised criminals who exploit vulnerable people • Tackle ASB at the earliest opportunity through a tiered approach of prevention, intervention, and enforcement • Tackling inequality and poverty to help communities to increase their prosperity and recover from the impact of COVID-19 • Through Vision Zero, eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all • Support businesses to be more resilient against related cyber criminality and other forms of business-related crime 	<ul style="list-style-type: none"> • Reduction in Serious Violence offences (including amongst those aged under 25) through the work of the VRU and partners • Fewer communities in West Yorkshire held in the grip of Serious Organised Crime • Maintain a focus on neighbourhood policing through an increase of 750 frontline police officers and police staff by May 2024. • Maintain the number of PCSOs working in our communities. • Partnership approach to cleaner, safer, greener to increase community prosperity in neighbourhoods. • Ensure the WYP workforce reflects the communities they are policing • Deliver effective Vision Zero approach across all five districts • Reduce the number of businesses negatively affected by cyber related criminality through the work of the Business Resilience Centre for the North-East. 	<ul style="list-style-type: none"> • Reduce Serious Violence and Serious Organised Crime • Drive down crime and Anti-social Behaviour • Reduce Knife Crime • Reduction in Neighbourhood and High Street crime • Improve police workforce representation • Reduce Killed and Seriously Injured casualties on West Yorkshire roads • Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff - increased number of additional officers and staff in comparison to April 2021 baseline, • Business cyber-crime - Monitor cyber-attacks on businesses via WYCA survey 	<ul style="list-style-type: none"> • Serious Violence Reduction Executive Board • Programme Precision Executive Partnership Group • Vision Zero Board • Neighbourhood and Place-Based Strategy • West Yorkshire Safer Roads Executive • VRU Response Strategy

What we will do to make this happen?

West Yorkshire Police

- Ensure the established Neighbourhood Policing Model continues to deliver for all communities within West Yorkshire
- Work with partners to deliver the Neighbourhood Policing Model, to promote early action and deliver appropriate outcomes for all victims, improving community cohesion and satisfaction
- Embed a "Clear, Hold, Build" approach to tackling SOC in threatened communities
- Through the Police Uplift Programme, actively strive to increase the diversity of the workforce in line with the demographics of West Yorkshire
- Through Vision Zero reduce the number of killed and seriously injured on the roads of West Yorkshire
- Continue our joint problem-solving approach with partners at a local level, responding to ASB and other local issues ensuring victims and communities are receiving the appropriate response.
- Maximise opportunities to gather information / intelligence to focus policing and partnership resources / activity to tackle crime, disorder and disrupt criminals.
- Engage with our communities and partners to build awareness, improve trust and confidence in Prevent to identify vulnerable individuals at risk of radicalisation to reduce harm
- Gather and develop community intelligence to inform the disruption and disbanding of Serious and Organised Crime groups
- Engage effectively with our communities, encouraging their engagement with local policing priorities.
- Continue to work with the Business Crime Group to support and develop a co-ordinated approach to reducing high street crime.
- Ensure continued focus on the prevention and investigation of all Hate Crime offences and provide appropriate support to victims
- Proactively using the Home Office Street Safe Tool to better understand where and why women and girls do not feel safe to help launch multi agency and co-ordinated responses to any identified issues.

Mayor/West Yorkshire Combined Authority

- Lead on a community wealth building approach as an integral part of the place-based and neighbourhood strategy
- Through the Mayors Safer Communities Fund, support and enable grass-roots community organisations to make an impact on crime, community safety, and cohesion in their local area
- Through the Passenger Charter, lead a multi-agency approach to improved safety when waiting for and travelling on public transport in West Yorkshire (Mass Transit Vision 2040)
- Working with partners to support the COVID-19 recovery by enhancing adult education, reskilling, and employment opportunities

Partners

- Embed the initiatives and delivery as part of Safer Streets 1/2/3 and the Safety of Women at Night Fund.
- Embed the Vision Zero approach throughout West Yorkshire.
- Protecting public spaces from terrorism
- Focus on ASB through 'share, learn and improve' roundtables targeting specialist issues e.g. Bonfire Night & Halloween
- Embed the Serious Violence Duty
- Continue to further embed an early intervention and prevention approach to anti-social behaviour, neighbourhood crime and disorder whilst reducing harm and vulnerability in neighbourhoods
- Continue to contribute a partnership approach to Programme Precision, the Serious and Organised Crime Strategy for West Yorkshire.

The Safety of Women and Girls

This Plan will make West Yorkshire a hostile place to exploiters, through developing strong deterrents, designing-out crime, supporting community challenge, making reporting crime simpler, and increasing confidence in the police.

Key Priority 4 – Responding to Multiple & Complex Needs

The Police, Mayor and Partners will recognise the lived experience of all who come into contact with the criminal justice system, protecting all who are vulnerable. We will listen, understand, and respond to people's needs in order to reduce offending and re-victimisation.

Why is this a priority?

- Roughly half of our respondents felt that addressing childhood vulnerability and mental health issues should be the key areas of focus.
- 15% of respondents did not feel that addressing 'social issues' (i.e. housing, mental health, or addiction problems) was something the police should lead on. People saw this as the responsibility of other public partners and central government.
- The consultation has told us that residents understand that addressing poor mental health and child vulnerability can help reduce crime. We want to work with all partners to bring about a generational change in stopping people from falling into crime.
- The Needs Assessment has told us that drugs and alcohol misuse is a driver behind many types of crime. By focusing on supporting people away from offending behaviour, we will reduce the number of people who will become victims of crime.

The voices of West Yorkshire – what people have told us about Responding to Multiple & Complex Needs

Prevention has to be key and this means police officers working in multi-agency partnerships and alongside social workers. We can't allow the police force to be picking-up the mental health crisis in this country. We need to intervene earlier in people's lives and support prevention before people become offenders or victims.

Calderdale Male 35-44

Vulnerable people should always be supported through the criminal justice system. Tackling the causes of deprivation and abuse is absolutely vital to reduce crime and mental health issues. Unfortunately, it is usually the police who have to act as social workers, and at weekends mental health crisis workers are not available; why not?

Leeds Female 65-74

Multiple Needs/
Early Intervention
We need to understand why crimes are committed in the first place and start getting to the root of the complex web of these issues - the focus should be the prevention not the reaction.
Bradford Female (age n/a)

“I work with a lot of males in their 40s who have serious addiction issues and each one has experienced childhood trauma in some way. They don't get the support they need from health services, and child victims can grow into the adult offenders who then become the people causing the problems in our towns and cities. We need mental health support to address childhood trauma now.” - VRU – Community Advisory groups speaking about their crime concerns - 1 September 2021

Priority 4 - Responding to Multiple & Complex Needs

Objectives:	Outcomes:	Indicators:	Associated strategies and partnerships:
<ul style="list-style-type: none"> • Use the integrated powers of the Mayor to support those vulnerable to criminal behaviour to reduce reoffending e.g., through adult skills, employment, and housing • Embed a trauma-informed approach for those in contact with services. • Making sure our messages and services reach out to communities, and that early intervention, support services, and criminal justice is accessible for all • Protecting vulnerable young people and ensuring they do not get exploited and drawn into a life of criminality • Liaison and Diversion Custody Diversion working to Identify young people involved and at risk of gang affiliation and criminal exploitation 	<ul style="list-style-type: none"> • Deliver innovative approaches to supporting vulnerable people and communities through providing access to support and opportunities • To reduce trauma and build resilience for the population across West Yorkshire, for those who are vulnerable, facing multiple difficulties, complex needs, mental health crisis, adversity or childhood trauma • Influence a change in commissioning across the system. Support local and regional approaches to future commissioning of appropriate, effective, and integrated multiple-needs services • Greater engagement in services from lesser heard communities, including the appointment of the Mayor’s Inclusivity Champion. • Liaison and Diversion Custody Diversion engaging some of the most hard to reach young people and their families diverting young people away from the criminal justice system using lived experience. 	<ul style="list-style-type: none"> • Number of people engaged by early intervention programmes through the VRU • Drug related re-offending rate (MOJ – Drugs Strategy) • Number of repeat missing children • Number of repeat missing adults • Number of Young People first time entry into the CJS • Refer more offenders to drug treatment services 	<ul style="list-style-type: none"> • Building whole system solutions to multiple disadvantage through a collaborative partnership approach • West Yorkshire Reducing Reoffending Board • West Yorkshire Improving Women’s Lives Network • Criminal Justice and Mental Health Forum • Liaison and Diversion Operational and Strategic Board

What we will do to make this happen?

West Yorkshire Police

- Delivering on the objectives of the new WYP Violence Against Women and Girls Strategy and the WYP DEI Strategy
- Continuing to support community-focussed and early intervention projects
- Introduce bespoke workforce training to address potential misogyny, victim blaming and understanding of trauma in investigations
- Introduce a Countywide Independent Advisory Group for Violence Against Women and Girls

Mayor/West Yorkshire Combined Authority

- Support the two Law Centres within West Yorkshire to provide communities with access to legal advice on issues that affect them
- Develop an enhanced employment, education and skills offer for young people and prison leavers
- VRU research projects: 1) Raising the aspirations of young people and improving educational attainment to support their longer-term employment and training; 2) The links between drugs and violence
- VRU partnership with the Health Care Partnership to deliver the West Yorkshire Adversity, Trauma and Resilience Training Collaborative
- Commission further work and initiatives to support vulnerable women within the criminal justice system

Partners

- Roundtable with Probation/Prisons/LEP/WYCA on maximising prison-leaver employment
- Understanding the needs of adults at risk of criminality who require intensive support
- Roll out and embed workforce training on adversity, trauma and resilience
- Further embed the integrated offender management programmes aimed at reducing reoffending with a greater focus on tackling risk factors such as accommodation, employment, substance misuse, mental health crisis etc.

The Safety of Women and Girls

- The Plan will bring a trauma-informed focus to those supporting women and girls who experience exploitation.

Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was published in July 2012 as the Government recognised that there were some aspects of policing that required a national response, and that there was a need for a balance between localism and meeting national requirements. The SPR document sets out the Home Secretary's view of the national threats that the police must prepare for and the appropriate national policing capabilities that are required to counter those threats. The threats are:

- **Terrorism**
- **Civil emergencies**
- **Serious and organised crime**
- **Threats to public order**
- **A large-scale cyber incident**
- **Child sexual abuse**

The Mayor, through governance of West Yorkshire Police, must ensure that the Force contributes appropriately to the national strategic aims of the SPR. The Chief Constable and the Mayor will respond to any new threats which may be contained within the revised SPR due later in 2022.

Resources

The communities of West Yorkshire are increasingly diverse and complex, necessitating a more sophisticated response to the challenges West Yorkshire Police face now and in the future. Whether it be child sexual exploitation, domestic abuse, cybercrime or new threats from serious and organised crime like human trafficking or terrorism. To meet the communities' needs and serve the police of West Yorkshire effectively, West Yorkshire Police must continue to adapt to the modern policing environment.

Between 2010 and 2020, the combined impact of Government grant reductions and inflation meant a real term reduction of around £140m (30%) of government grant funding to West Yorkshire Police. This meant a significant loss of officers and staff during this period. Increases in the policing element of Council Tax provided an element of mitigation to this and allowed recruitment of additional officers to recommence in 2016/17. During that time the complexity of cases for West Yorkshire Police and the impact of reduced funding elsewhere in the public sector created significant demand.

There is currently a national programme to increase officer numbers running from 2020 to 2024 and while this investment is valued, we continue to face financial challenges with significant budget gaps in the medium to long term.

West Yorkshire Police is graded as outstanding by HMICFRS for Strategic Planning, Organisational Management and Value for Money and continue to strive to continuously improve.

The charts below show a breakdown of the resources available and how they are spent.

Further information on the budget for 2022/23 to be added once the budget for WYP has been set.

Journey of Improvement – Performance Framework

Suggested Draft Performance Framework

	Police Measures
	VRU Measures
	Partnership Measures

PCP Priority	Indicator	Source	Metric
Supporting Victims and Witnesses & Improving Criminal Justice Outcomes	Increase in Victim Satisfaction (inc. victims of DA)	National Crime and Policing Measures	Increase victim satisfaction with the police
			Increase satisfaction with the police among victims of domestic abuse
	Response to 999 calls	Mayoral Priority	Increase emergency Calls answered in Target
	Increase in positive outcomes for victims of Domestic and Sexual Abuse and Violence		Increase positive outcomes for Rape and Sexual Offences
	% crime with victim initial needs assessment	LCJB	Increase positive outcomes for Domestic Abuse
	Criminal Justice Measures		Increase % crime with victim initial needs assessment
			Decrease Ineffective trial rate (Magistrates Court)
	Keeping People Safe and Building Resilience	Drugs supply/county lines indicator	National Crime and Policing Measures
Tackle Cyber Crime		Decrease average time taken for cases to be brought to resolution	
Reduce re-victimisation of Domestic Abuse victims		Mayoral Priority	Monitor the number of young persons flagged as at risk of Criminal Exploitation
Reduce re-victimisation of Hate Crime victims			Monitor Indicators from Cyber Dashboard
Increase use of DVPO/DVPN			Reduce number of repeat victims of Domestic Abuse
Increase use of Stalking Prevention Orders			Reduce number of repeat victims of Hate Crimes
			Increase use of Stalking Prevention Orders

PCP Priority	Indicator	Source	Metric
Safer Places and Thriving Communities	Reduce Serious Violence and Serious Organised Crime	National Crime and Policing Measures	Reduce number of Homicides
			Reduce all hospital admission for assault with a sharp instrument
	Reduce Knife Crime		Reduce Knife Crime
	Drive down crime and Anti-social Behaviour		Reduce Number of ASB incidents
	Reduction in Neighbourhood and High Street crime		Reduce Neighbourhood Crime
	Business cyber-crime indicators		Monitor cyber-attacks on businesses via WYCA survey
	Improve police workforce representation		% of workforce from Ethnic Minorities (joiners/leavers)
			% female officers (joiners / leavers)
	Reduce Killed and Seriously Injured casualties on West Yorkshire roads		Reduce numbers of KSI's on roads in W Yorkshire
	Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff		Increase number of additional officers and staff in comparison to April 2021 baseline,
Responding to Multiple and Complex Needs	Number of people engaged by early intervention programmes through the VRU	Mayoral Priority	Monitor VRU early intervention programme attendee figures
	Number of repeat missing children		Reduce number of repeat missing children
	Number of repeat missing adults		Reduce number of repeat missing adults
	Drug related re-offending rate	LCJB	Reduce re-offending rate for Drug related crime
	Number of Young People first time entry into the CJS		Reduce the number of first-time entrants to the CJS
	Refer more offenders to drug treatment services		Increase number of offenders referred to drug treatment services via L&D

Glossary

Hydrant	Operation Hydrant is a coordination hub established in June 2014 to deliver the national policing response, oversight, and coordination of non-recent child sexual abuse investigations concerning persons of public prominence, or in relation to those offences which took place within institutional settings.

To be fully populated prior to publication.

Signpost for help and support...

How to access help and support:

- **List of organisations and contact details**

To be fully populated prior to publication.

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