

Safe. Just. Inclusive.  
West Yorkshire



# Police and Crime Plan 2021-2024



Tracy Brabin  
Mayor  
of West Yorkshire

West  
Yorkshire  
Combined  
Authority

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

Tracy Brabin, Mayor of 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 for Policing and Crime, 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.



- **96.7% 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 (78.7%). Rape and sexual offences were also identified as a priority for 68.6% of respondents.
- **95.5%** 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.

- **93.2%** 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.
- 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.





*My role is to hold West Yorkshire Police to account for you.*

**Tracy Brabin**, Mayor of West Yorkshire

## Setting a bold direction for West Yorkshire

**Alison Lowe**, Deputy Mayor for Policing and Crime



Continued...

- We will deliver an **additional 252 frontline police officers and staff** by April 2022.
- We have launched the Mayor's Safer Communities Fund – **awarding over £208k** in grants of up to £6k to vital voluntary and community groups across West Yorkshire.
- 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 outlines 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.

**Tracy Brabin**  
Mayor of West Yorkshire

**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 partners, communities, 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 the citizens of West Yorkshire 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, third 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.

**Alison Lowe**  
Deputy Mayor for Policing and Crime

# Working Together

## The journey so far...



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



**Over £870,000**  
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.

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.



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



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



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



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



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.



**Vision Zero**  
Introducing a new pan-West Yorkshire Vision Zero Board.



**Over £3,500,000**  
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.

**£208,000**  
Launching the Mayor's Safer Communities Fund – awarding £208,255 of funding in grants of up to £6,000 to voluntary and community groups, charities, and partners, to support innovative community safety projects.



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



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

# Plan on a Page

## Vision

Ultimate end goal of what we want to achieve

# 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 engagement, knowledge, and expertise of all organisations who work in the community safety field. We will continue to work alongside those with lived experience, and who have been harmed by crime, to inform and develop services for West Yorkshire.

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



Supporting Victims and Witnesses and Improving Criminal Justice Outcomes



Keeping People Safe and Building Resilience



Safer Places and Thriving Communities



Responding to Multiple and Complex Needs

## Cross-cutting themes

Where we will put our energy



The Safety of Women and Girls



Equality, Diversity and Inclusion



Early Intervention and Prevention

## Enablers

What will help us get there

Effective Leadership

Strategic governance and accountability

Community-level funding and capacity building

Data and information sharing

Workforce development – building capacity and skills

Integration with partners (incl. Third Sector)

Commissioning services

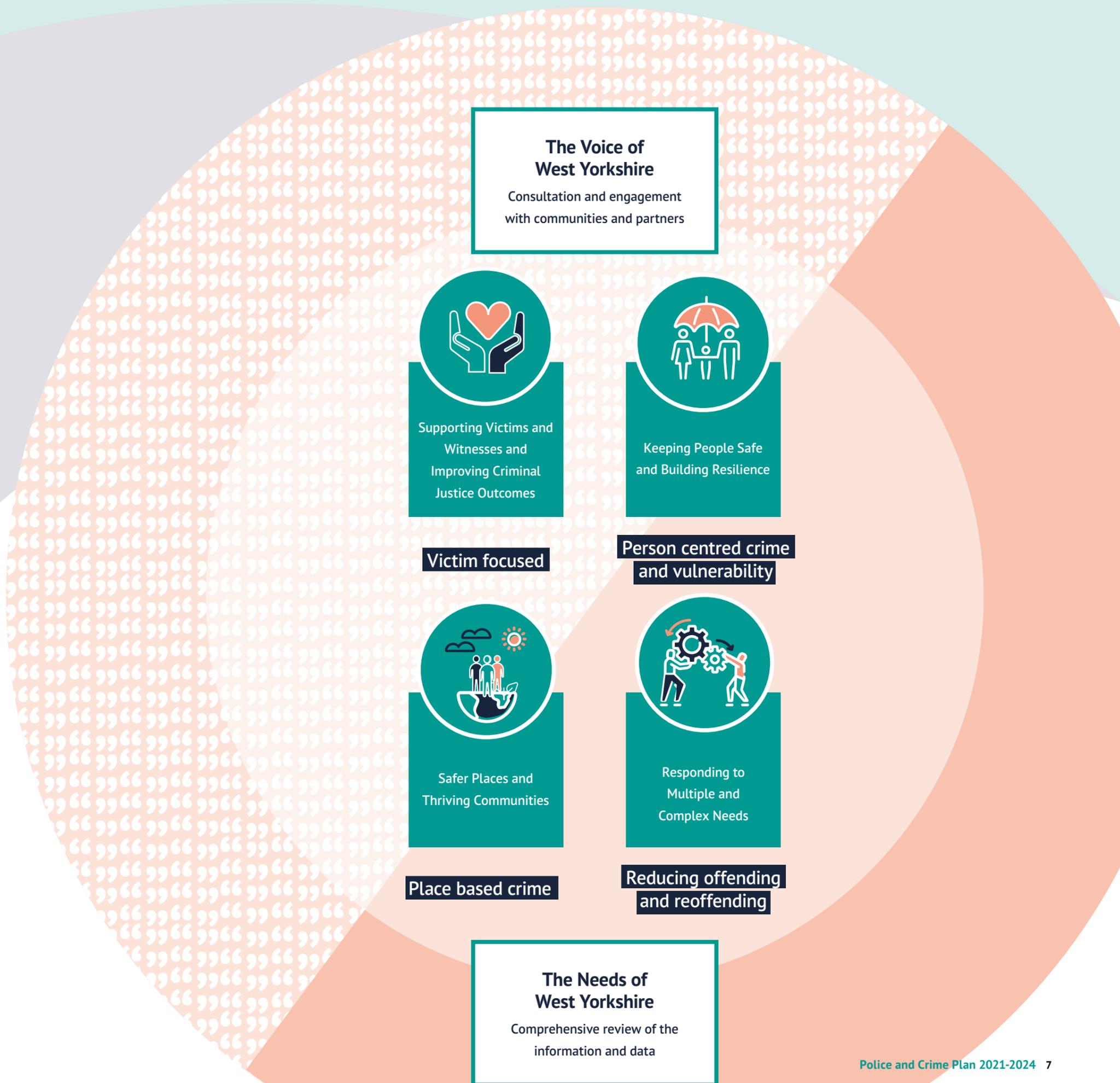
Best practice and innovation

# Priorities Overview

What we need to focus on

The four priorities have been chosen after extensive consultation with the public and partner organisations and analysis of risk and community safety needs across West Yorkshire.

The delivery of these priorities will be the Mayor's focus over the next three years.



# Cross-cutting Themes

Where we will put our energy

Three topics cut across everything we hope to achieve under this plan, and will influence our work in partnership, delivery, and commissioning. They reflect our ambition to create a safe, just, and inclusive West Yorkshire.



## 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 that there remains much that we must do to tackle gender-based violence head on.

## Equality, Diversity 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 will build upon the principles of a public health approach to bring an early intervention delivery focus to our work with partners in the wider community safety arena. 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. We will co-produce our Priority Delivery Plans to define how we will work with partners and co-ordinate our delivery.

# Enablers

## What will help get us there

Delivering our priorities will call on a renewed commitment to partnership and collaborative working.

We have identified eight themes which will help shape our approach and bring about the change that is needed.

### Effective leadership

At a time of unprecedented change and challenge for the public sector, the Mayor and West Yorkshire Combined Authority 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 will regularly convene to drive activity to help deliver our vision for policing and community safety, and ensure that threat, harm, and risk are managed appropriately, and services are efficient, effective, and legitimate in delivering policing to the communities of West Yorkshire. The process of scrutiny and governance of this work is co-ordinated through the following meetings:

- **Bilateral meetings**  
Regular discussions between the Mayor/Deputy Mayor for Policing and Crime and the Chief Constable focusing on emerging issues in local policing.
- **Joint Executive Meetings**  
Bi-monthly meetings between the Mayor/Deputy Mayor for Policing and Crime and the Chief Constable (supported by their teams) to discuss finances and resources, progress on projects, and to consider occasional reports such as complaints, regional meeting updates, and exceptional reports from other executive, partnership, or governance groups.

- **Delivery Quarterly**  
A quarterly meeting to discuss police performance against the objectives of the Police and Crime Plan.
- **Community Outcomes Meetings**  
Quarterly, themed meetings, with questions from the Mayor/Deputy Mayor for Policing and Crime on reports submitted by West Yorkshire Police on topics of importance to the public. Filmed recordings of these meetings are available on our website.

To supplement these governance meetings, there are also quarterly meetings of the Joint Independent Audit and Ethics Committee, and the Good Governance Group, which ensure that decisions made are independently scrutinised.

### 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, showcase best practice, 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.



# Enablers

## What will help get us there

### 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, alongside a strong commitment to equality and diversity. West Yorkshire Police, through the Mayor's pledge to increase police officer and police staff numbers, aim 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.

### 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 focused.
- All commissioning will support 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.

### 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.

### Best practice and innovation

To deliver improved outcomes for our communities and build a safe, just, inclusive West Yorkshire, we will use bold and innovative ways to work with our partners to tackle the priorities set out in this plan.

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

Overarching Policing, Crime, Community Safety and Criminal Justice Partnerships			
West Yorkshire Local Criminal Justice Board (LCJB)	Partnership Executive Group (PEG)	Local Authority Area Community Safety Partnerships (x5)	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 and Rescue Service, WY Ambulance Service)
Supporting Victims and Witnesses	Keeping People Safe and Building Resilience	Safer Places and Thriving Communities	Responding to Multiple and 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

# Priority 1

## Supporting Victims and Witnesses and 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]

“

*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]

“

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]

# Priority 1

What we will do to make this happen

Objectives	Outcomes
<ul style="list-style-type: none"> <li>• Get the initial response right first time, every time.</li> <li>• Deliver the rights in the revised Victims' Code.</li> <li>• Deliver services that meet victims' needs.</li> <li>• Improve criminal justice outcomes for all.</li> </ul>	<ul style="list-style-type: none"> <li>• All victims receive an initial needs assessment where appropriate.</li> <li>• Victims are aware of their rights.</li> <li>• A range of high-quality, well used, and accessible support services in place.</li> <li>• Improved prosecution rates for domestic and sexual abuse/violence and hate crime.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>• Crimes with victim initial needs assessment (%).</li> <li>• Increase in Victim Satisfaction (incl. victims of Domestic Abuse).</li> <li>• Increase in positive outcomes for victims of domestic and sexual abuse and violence.</li> <li>• Decrease ineffective trial rate (Magistrates Court).</li> <li>• Increase volume of early guilty pleas.</li> <li>• Decrease average time taken for cases to be brought to resolution.</li> <li>• Response to 999 calls: maintain high level of emergency calls answered in target.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Criminal Justice Board (LCJB)</li> <li>• West Yorkshire Victims and Witnesses Strategy</li> <li>• West Yorkshire Domestic and Sexual Abuse Board</li> </ul>

# Priority 1

Mayoral Pledge



## Putting women and girls at the heart of the Mayor's policing plan

- 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), work to influence and educate young people, and perpetrator programmes that reduce reoffending.

For a more detailed approach on what we will do to make this happen, refer to **appendix 1** on page [25](#)

## Priority 2

### Keeping People Safe and Building Resilience



## The Voices of West Yorkshire

What people have told us about  
Keeping People Safe and 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.
- Child Sexual Abuse and Exploitation was recorded as a priority by 79% of respondents to the consultation, with Rape and Sexual Offences a priority for 69%.
- Respectively, these two topics were the first and third most common choices as crime and safety priorities recorded across our Police and Crime Plan consultation. Reflecting public concern, the Needs Assessment also tells us that Child Criminal Exploitation/CSEA and Modern Slavery/Human Trafficking are a threat that must be challenged.
- 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 also show increases over the period.
- Both trends underline the importance of the Mayoral VAWG strategy for supporting the safety of women and girls across the area.

“

*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.*

[Kirklees resident, 55-64, Female]

“

**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]

“

*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, 1 November 2021]

# Priority 2

What we will do to make this happen

# Priority 2

Mayoral Pledge

Objectives	Outcomes
<ul style="list-style-type: none"> <li>• Work in partnership to reduce crimes that disproportionately affect women and girls.</li> <li>• Understand and mitigate the hidden harm of the COVID-19 pandemic, including child sexual offences and domestic abuse.</li> <li>• Bring a whole person approach to the different strands of vulnerability.</li> <li>• Reduce exploitation of vulnerable people by disrupting drugs supply and County Lines activity.</li> <li>• Work in partnership to protect those most vulnerable to Cyber Crime including fraud, online abuse, and exploitation.</li> <li>• To raise awareness of all hate crime strands to reduce prevalence and increase trust and confidence in policing.</li> </ul>	<ul style="list-style-type: none"> <li>• Victims of hidden harm crimes are accessing support services.</li> <li>• All partners work holistically across organisation boundaries to support vulnerable people.</li> <li>• Developing innovative approaches to working across community safety and wider partners that allow people to access support in new ways.</li> <li>• Improved workforce awareness across the system of safeguarding, and early intervention with those individuals at risk, e.g. exploitation through CSEA and County Lines drugs supply networks.</li> <li>• Increase awareness of Cyber Crime and reduce vulnerability through prevention campaigns and work with national agencies to reduce the threat.</li> <li>• Increase in hate crime reporting to both the police and third parties.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>• Reduce re-victimisation of Domestic Abuse victims.</li> <li>• Increase positive outcomes for sexual offences, including CSEA.</li> <li>• Increase use of DVPO/DVPN.</li> <li>• Increase use of Stalking Prevention Orders.</li> <li>• Drugs supply/County Lines: monitor the number of young persons flagged as at risk of criminal exploitation.</li> <li>• Tackle Cyber Crime: monitor indicators from the WYCA Cyber Dashboard.</li> <li>• Reduce re-victimisation of hate crime victims.</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic Abuse and Sexual Offences Board</li> <li>• Vulnerability and Safeguarding Board</li> <li>• Vulnerability and Safeguarding Strategy</li> <li>• Development of a new West Yorkshire Violence Against Women and Girls Strategy</li> <li>• Community Safety Partnership Forum</li> </ul>



## Putting women and girls at the heart of the Mayor's policing plan

- 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.
- Work with all partners to embed a violence against women and girls delivery framework.
- Reduce vulnerability and isolation by engaging women and girls in education, employment, and training opportunities.
- Challenge the male community to stand up and be counted, as role models to their peers, calling out unacceptable behaviour.

For a more detailed approach on what we will do to make this happen, refer to **appendix 2** on page [26](#)

# Priority 3

## Safer Places and Thriving Communities



### The Voices of West Yorkshire

What people have told us about Safer Places and 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 the 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.

“

*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 and Partner Group, Leeds, 11 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 resident, 25-34, Female]

“

*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.*

[Kirklees Community Group 10 November 2021]

# Priority 3

## What we will do to make this happen

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

# Priority 3

## Mayoral Pledge



### Putting women and girls at the heart of the Mayor's policing plan

- 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.
- Support grass-roots community organisations that provide important services for women and girls.
- Use developing technology and tools to understand where and why women and girls feel unsafe in public spaces.
- Work to ensure women and girls are safe on public transport and taxis.

For a more detailed approach on what we will do to make this happen, refer to **appendix 3** on page [26](#)

# Priority 4

## Responding to Multiple and Complex Needs



## The Voices of West Yorkshire

What people have told us about  
Responding to Multiple and 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.
- 16% 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.

“

### 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 resident, n/a, Female]

“

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]

“

**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 resident, 35-44, Male]

“

*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 resident, 65-74, Female]

# Priority 4

## What we will do to make this happen

# Priority 4

## Mayoral Pledge

Objectives	Outcomes
<ul style="list-style-type: none"> <li>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.</li> <li>Embed a trauma-informed approach for those in contact with services.</li> <li>Making sure our messages and services reach out to communities, and that early intervention, support services, and criminal justice is accessible for all.</li> <li>Protecting vulnerable young people and ensuring they do not get exploited and drawn into a life of criminality.</li> <li>Criminal Justice Liaison and Diversion working to identify young people involved with, and at risk of, gang affiliation and criminal exploitation.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver innovative approaches to supporting vulnerable people across all age groups and communities through providing access to support and opportunities.</li> <li>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.</li> <li>Influence a change in commissioning across the system. Support local and regional approaches to future commissioning of appropriate, effective, and integrated multiple-needs services.</li> <li>Greater engagement in services from lesser heard communities, including the appointment of the Mayor's Inclusivity Champion.</li> <li>Criminal Justice Liaison and Diversion engaging some of the hardest to reach young people and their families, using 'lived experience' testimony to divert young people away from the criminal justice system.</li> </ul>

Indicators	Associated strategies and partnerships
<ul style="list-style-type: none"> <li>Number of people engaged by early intervention programmes through the VRU.</li> <li>Keep number of repeat missing children below baseline level.</li> <li>Keep number of repeat missing adults below baseline level.</li> <li>Reduce reoffending rate for drug related crime.</li> <li>Reduce the number of first-time entrants to the Criminal Justice System.</li> <li>Increase number of offenders referred to drug treatment services.</li> </ul>	<ul style="list-style-type: none"> <li>Building whole system solutions to multiple disadvantage through a collaborative partnership approach.</li> <li>West Yorkshire Reducing Reoffending Board</li> <li>West Yorkshire Improving Women's Lives Network</li> <li>Criminal Justice and Mental Health Forum</li> <li>Liaison and Diversion Operational and Strategic Board</li> </ul>



### Putting women and girls at the heart of the Mayor's policing plan

- The Plan will bring a trauma-informed focus to those supporting women and girls who have experienced exploitation.
- Bring a whole systems approach to the safety of women and girls agenda, for both victims and perpetrators.
- Embed the violence against women and girls priority in the new Serious Violence Duty.
- Evaluate the impact of commissioned perpetrator programmes to understand what works to reduce violent behaviour.

For a more detailed approach on what we will do to make this happen, refer to **appendix 4** on page [27](#)

# Mayoral Strategies



The Mayoral Strategies will set out the approach and principles of how my office, working with partners, will deliver on this Police and Crime Plan.

There will be five key strategies, one for each of the Plan priorities, and one to take forward the Mayoral pledge of keeping women and girls safe.



## Supporting Victims and Witnesses and Improving Criminal Justice Outcomes

The West Yorkshire Victims and Witnesses Strategy (*refreshed*)



## Women and Girls

The West Yorkshire Safety of Women and Girls Strategy



## Keeping People Safe and Building Resilience

The West Yorkshire Vulnerability and Safeguarding Strategy



## Safer Places and Thriving Communities

West Yorkshire Place-Based Strategy

VRU Response Strategy



## Responding to Multiple and Complex Needs

Diverting people away from the Criminal Justice System/ Responding to multiple and complex needs

# 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
- Violence against women and girls

The SPR places a duty on the Mayor (delegated to the Deputy Mayor for Policing and Crime) to ensure that West Yorkshire Police contributes appropriately to these national strategic aims. Other partner organisations (such as the Fire and Rescue Service, Ambulance Service, NHS, National Crime Agency, and Local Authorities) will also contribute to the SPR's requirements. These organisations collaborate through the West Yorkshire Local Resilience Forum and CONTEST Board to ensure we are equipped to deliver our collective responsibility under the SPR.

The Chief Constable and the Mayor will respond to any new threats which may be contained within the revised SPR, which is 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 faces now and in the future. Whether it be child sexual exploitation, domestic abuse, cyber crime or new threats from serious and organised crime like human trafficking or terrorism. To meet the communities' needs and serve the people of West Yorkshire effectively, West Yorkshire Police must continue to adapt to the modern policing environment.

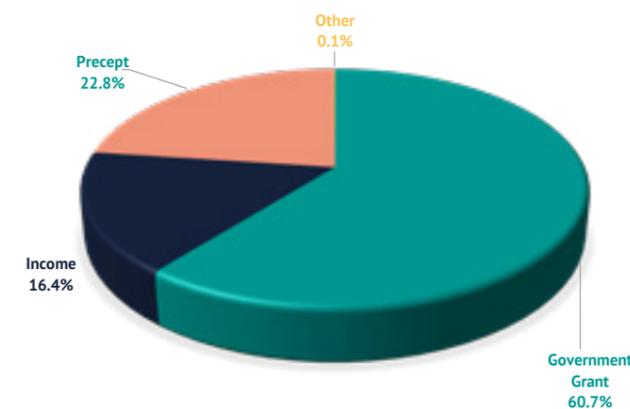
Between 2010 and 2020, the combined impact of government grant reductions and inflation meant a real-term reduction of around £140m (30%) of government grant funding to West Yorkshire Police. This meant a significant loss of officers and staff during this period. Increases in the policing element of Council Tax provided a degree 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.

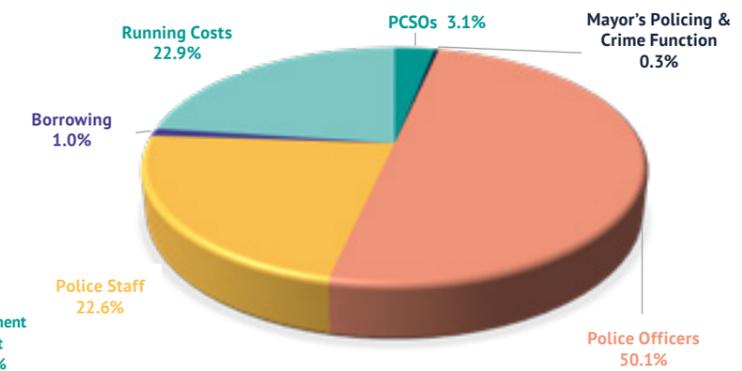
There is currently a national programme to increase officer numbers running from 2020 to 2024, and while this investment is valued, we continue to face financial challenges with significant budget gaps in the medium to long term.

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

Where the money came from 2022/23



What the money is spent on 2022/23



# Police and Crime Plan 2021–24 Performance Framework

Measure
Police Measures
Partnership Measures
WYCA Measures
VRU Measures

Priority	Indicator	Source	Metric
 <p>Supporting Victims and Witnesses and Improving Criminal Justice Outcomes</p>	Increase in Victim Satisfaction (inc. victims of Domestic Abuse)	National Crime and Policing Measures	Increase victim satisfaction with the police
	Response to 999 calls		Increase satisfaction with the police among victims of domestic abuse
	Increase in positive outcomes for victims of domestic and sexual abuse and violence		Maintain high level of calls answered in target
	Proportion of crimes with victim initial needs assessment	Mayoral Priority	Improve outcomes for victims of Rape and Sexual Offences
	Criminal Justice Measures		Improve outcomes for Domestic Abuse
		LCJB	Increase proportion of crimes with victim initial needs assessment
			Decrease ineffective trial rate (Magistrates Court)
	Increase volume of early guilty pleas		
 <p>Keeping People Safe and Building Resilience</p>	Drugs supply/county lines indicator	National Crime and Policing Measures	Decrease average time taken for cases to be brought to resolution
	Tackle Cyber Crime		Monitor the number of young persons flagged as at risk of criminal exploitation
	Reduce re-victimisation of Domestic Abuse victims	Mayoral Priority	Monitor indicators from Cyber Dashboard
	Reduce re-victimisation of hate crime victims		Reduce number of repeat victims of Domestic Abuse
	Increase use of DVPO/DVPN		Reduce number of repeat victims of Hate Crime
	Increase use of Stalking Prevention Orders		Increase use of DVPO/DVPN
		Increase use of Stalking Prevention Orders	

# Police and Crime Plan 2021–24

## Performance Framework

Measure
Police Measures
Partnership Measures
WYCA Measures
VRU Measures

Priority	Indicator	Source	Metric
 <p>Safer Places and Thriving Communities</p>	Reduce Serious Violence and Serious Organised Crime	National Crime and Policing Measures	Reduce number of Homicides
	Reduce Knife Crime		Reduce all hospital admissions for assault with a sharp instrument
	Drive down crime and Anti-Social Behaviour		Reduce Knife Crime
	Reduction in Neighbourhood and High Street crime		Reduce Number of ASB incidents
	Business cyber crime indicators	Mayoral Priority	Keep Neighbourhood Crime below baseline
	Improve police workforce representation		Monitor cyber attacks on businesses via WYCA survey
	Reduce Killed and Seriously Injured casualties on West Yorkshire roads		Increase proportion of workforce from ethnic minorities
	Mayoral pledge indicators on the 750 additional frontline Police Officers and Police Staff		Increase proportion of female officers
 <p>Responding to Multiple and Complex Needs</p>	Number of people engaged by early intervention programmes through the VRU	Mayoral Priority	Reduce numbers of KSI on roads in West Yorkshire
	Number of repeat missing children		Increase number of additional officers and staff in comparison to April 2021 baseline
	Number of repeat missing adults		Monitor VRU early intervention programme attendee figures
	Drug related reoffending rate	LCJB	Keep number of repeat missing children below baseline level
	Number of young people with first time entry into CJS		Keep number of repeat missing adults below baseline level
	Refer more offenders to drug treatment services	National Crime and Policing Measures	Reduce reoffending rate for drug related crime
		Reduce the number of first-time entrants to CJS	
		Increase number of offenders referred to drug treatment services via liason and diversion	

# Glossary

Term or acronym	Definition or terminology
Ask for Angela	Licensed premises safety campaign to allow people to "Ask for Angela" with staff to signal they feel vulnerable, threatened, or need assistance.
Business Crime Group	Police led partnership promoting crime prevention for businesses and retailers.
Business Resilience Centre for the North-East	A non-profit organisation helping protect businesses in North East England from cyber crime and fraud.
"Clear, Hold, Build" approach	A partnership approach to tackling serious and organised crime in communities.
CJS	Criminal Justice System
CONTEST Board	Strategic partnership group on counter terrorism.
County Lines	The practice of trafficking drugs from major cities into rural areas and smaller towns. Traffickers often recruit and exploit younger people.
CSEA	Child Sexual Exploitation and Abuse
DA	Domestic Abuse
DVPO/DVPN	Domestic Violence Protection Orders / Notices
Early intervention	Work which supports people by addressing the root causes of disadvantage at the earliest opportunity.
Health Care Partnership	Strategic partnership bringing together all health provider organisations to work as one across West Yorkshire.
HMICFRS	HM Inspectorate of Constabulary and Fire and Rescue Services
IDVA / ISVA	Independent Domestic Violence Advisers / Independent Sexual Violence Advisers
KSI	Killed or Seriously Injured
LCJB	Local Criminal Justice Board
LEP	Local Enterprise Partnership
Liaison and Diversion (L&D)	Services which identify and support people in contact with criminal justice services, who have learning disabilities or who experience mental health, substance misuse, or other vulnerabilities.
Mayor's Safer Communities Fund (MSCF)	A fund established to allow the monies recovered under the Proceeds of Crime Act (POCA) to be returned to community based projects.
Metro Mayor	Directly elected leaders of city regions.
Misogyny / Misandry	Ingrained prejudice of women (misogyny) / men (misandry).

Term or acronym	Definition or terminology
MOJ	Ministry of Justice
Neighbourhood Policing Model	West Yorkshire Police's strategy for delivery of community policing.
OCGs	Organised Crime Groups
ONS	Office for National Statistics
Partnership Executive Group (PEG)	Meeting of key community safety partners with delivery oversight of the Police and Crime Plan.
Passenger Charter	A customer satisfaction guarantee for users of bus services in West Yorkshire.
PEEL Assessment	HMICFRS's key annual review of the effectiveness of individual police forces in England and Wales.
Police Uplift Programme	The national programme to put 20,000 additional officers on the streets by March 2023.
Public health approach	Multiple public and social services working together to implement early interventions to prevent people from becoming involved in violent crime.
Serious Acquisitive Crime	Collective term for burglary, personal or business robbery, and motor vehicle crime.
Serious and Organised Crime (SOC)	Individuals and groups working together to plan and coordinate serious offences. Often associated with drug dealing, fraud, CSEA, and human trafficking.
Serious Violence Duty	The requirement for local public bodies to work together to produce a strategy detailing how they will respond to serious violence in their area.
Street Angels	Volunteer groups patrolling our towns/cities to help people who may be vulnerable in the night-time economy.
VAWG	Violence Against Women and Girls
Victims' Code	Defines victims' rights and the minimum standards of service that criminal justice organisations must provide.
Victims' Law	Legislation under review to ensure victims' rights are set in statute.
Vision Zero	National campaign to eradicate road deaths.
VRU	West Yorkshire Violence Reduction Unit
White Ribbon accreditation	A national domestic abuse campaign.
WYCA	West Yorkshire Combined Authority
WYP	West Yorkshire Police

# How to Access Help and Support

We understand that the issues raised in this Police and Crime Plan may be sensitive or upsetting. If you, or someone you know, have been affected by any of the issues raised in this plan, you may wish to contact the following organisations for advice and support.

## Support for you or someone you know:

Organisation	Advice or support available	Contact details	Website
<b>Rape Crisis</b>	Rape Crisis Centres provide independent and confidential services for women and girls of all ages who have experienced any form of sexual violence, at any time in their lives. You can find your nearest branch and use their live chat helpline at their website.	Call: <b>0808 802 9999</b>	<a href="https://rapecrisis.org.uk/get-help">rapecrisis.org.uk/get-help</a>
<b>Victim Support (National)</b>	Victim Support provides advice and guidance to people who have experienced a crime or traumatic incident.	Call: <b>08 08 16 89 111</b> or live chat at their website <a href="https://victimsupport.org.uk">victimsupport.org.uk</a>	<a href="https://victimsupport.org.uk">victimsupport.org.uk</a>
<b>Victim Support (West Yorkshire)</b>	Victim Support provides advice and guidance to people who have experienced a crime or traumatic incident.	Call: <b>0300 303 1971</b>	<a href="https://victimsupport.org.uk/resources/west-yorkshire/">victimsupport.org.uk/resources/west-yorkshire/</a>
<b>Childline</b>	Childline provides support for anyone aged 18 or under offering a free, private and confidential service where children and young people can talk about anything. You can call them 24/7 or contact them online.	Call: <b>0800 111</b>	<a href="https://childline.org.uk/get-support">childline.org.uk/get-support</a>
<b>Samaritans</b>	Support and guidance for anyone experiencing emotional distress.	Call: <b>116 123</b> 24 hours a day, every day. Email <a href="mailto:jo@samaritans.org">jo@samaritans.org</a>	<a href="https://samaritans.org">samaritans.org</a>
<b>Mind</b>	For information, advice, and support for anyone experiencing a mental health problem.	Call: <b>0300 123 3393</b>	<a href="https://mind.org.uk">mind.org.uk</a>
<b>Crimestoppers</b>	An independent charity allowing you to give information about crime anonymously over the phone or online.	Call: <b>0800 555 111</b>	<a href="https://crimestoppers-uk.org">crimestoppers-uk.org</a>



**In an emergency,  
always dial 999**

If you have any reason to believe that a child or adult is at immediate risk of harm, **always** contact the police on **999**

You can also report things like Anti-Social Behaviour and Criminal Damage online to the police at [westyorkshire.police.uk/report-it](https://westyorkshire.police.uk/report-it)

For a **non-emergency** incident dial **101**

# Appendix 1

## Priority 1

### Supporting Victims and Witnesses Improving Criminal Justice Outcomes



#### What we will do to make this happen

West Yorkshire Police	
<ul style="list-style-type: none"> <li>• Improve rating for Victims Services assessment in West Yorkshire HMICFRS PEEL Assessments.</li> <li>• Apply the lessons from Operations Bluestone and Soteria on the investigation of rape and sexual offences, and improve criminal justice outcomes.</li> <li>• Increase awareness of the Victims' Code and victim services in high crime areas.</li> <li>• Ensure that the police response to victims works in partnership with commissioned services, to deliver the best possible local service in accordance with the revised Victims' Code.</li> <li>• Ensure that the police response to victims increases overall victim satisfaction with Police, and in partnership reduce the satisfaction gap (hate crime, ethnic minority communities and those with disabilities).</li> <li>• Review the current Victims' Right to Review process, ensuring victims have the knowledge and understanding to challenge police 'No Further Action' decisions.</li> <li>• Work with partners to embed recommendations from the National Joint Action Plan on RaSSO (Rape and Serious Sexual Offences).</li> <li>• Instigate scrutiny panels to review policing decisions especially RaSSO and violence against women and girls.</li> <li>• Work with partners to understand the CJS scorecard. Develop a tactical plan across all partners to improve outcomes.</li> <li>• Witness Care to continue to work with Victim Support and Third Sector partners, ensuring victim and witnesses are receiving the right level of support.</li> <li>• Implement 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure processes are in place to facilitate efficient and timely case file preparation, enabling faster charging decisions for victims of crime.</li> <li>• Implement the Victims' Needs Assessment and ensure compliance with the new Victims' Code.</li> <li>• Roll-out training to address potential misogyny, victim blaming, and understanding of trauma in investigations.</li> <li>• Apply the findings of commissioned academic research to better understand victim attrition and victim engagement.</li> <li>• Introduce the use of a "therapy dog" to support victims providing evidence in Crown Court.</li> <li>• 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.</li> <li>• Continue to develop, further understand, and increase applications for special measures, enabling vulnerable victims and witnesses to give best evidence in court.</li> <li>• To ensure that all elements of the proposed Victims' Law are implemented when enacted.</li> <li>• To work with academia to understand the reason why victims exit the criminal justice system post charge, and look to implement any recommendations from that report.</li> <li>• To work with all partners to ensure that cases are brought before a court in a timely manner.</li> <li>• Maximise opportunities for out of court disposals, rehabilitative and restorative outcomes, in order to reduce reoffending.</li> </ul>

The Mayor with West Yorkshire Combined Authority	Partners
<ul style="list-style-type: none"> <li>• Champion the rights of victims and survivors through the new Victims' Law.</li> <li>• Oversee WYP's work to deliver a victim-focused approach.</li> <li>• Hold the local criminal justice system to account through the LCJB.</li> <li>• Ensure that the voices of victims and survivors are heard.</li> <li>• Commission high-quality and accessible victim and witnesses' services.</li> <li>• Supporting services providing care to victims of intimate and domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Authorities and Community Safety Partnerships – move towards a more co-ordinated approach to Domestic Abuse.</li> <li>• NHS – fulfil the responsibilities set out in the revised Victims' Code.</li> <li>• CJS – work together to monitor local delivery of the rights stated in the revised Victims' Code.</li> <li>• LCJB – develop a joint action plan for improvements across the Victims' Code using a whole systems approach.</li> <li>• Improved criminal justice outcomes for all victims.</li> <li>• Greatly improve criminal justice outcomes for Domestic and Sexual Abuse, picking up the recommendations of the 2021 Government end-to-end rape review report and actions.</li> </ul>

# Appendix 2

## Priority 2

### Keeping People Safe and Building Resilience



What we will do to make this happen

West Yorkshire Police	
<ul style="list-style-type: none"> <li>Implement activity set out in the West Yorkshire Police Violence Against Women and Girls Strategy.</li> <li>Fully understand the impact of COVID-19 on increased vulnerability, child neglect, child abuse, and mental health (hidden harm).</li> <li>Further implement programmes on cyber crime awareness and education to target exploitation and abuse.</li> <li>Embed the NPCC Violence Against Women and Girls Strategic Intent and Framework for Delivery in West Yorkshire Police's Violence Against Women and Girls Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop investigative capacity in safeguarding teams across the county, for example through enhanced training for supervisors and safeguarding investigators.</li> <li>Through 'problem profile' analysis, deepen our understanding of the nature of Rape and Serious Sexual Assault in West Yorkshire, to help design the best response.</li> <li>Harness the principles of West Yorkshire Police's White Ribbon accreditation to challenge the behaviours and culture which can lead to male violence against women.</li> <li>Continue to develop the 'active bystander' model to improve safety in the night-time economy and act to disrupt potential sexual offences and abuse.</li> </ul>

The Mayor with West Yorkshire Combined Authority	Partners
<ul style="list-style-type: none"> <li>Enhance and continue educational and preventative interventions, such as the West Yorkshire Domestic Abuse Perpetrators Programme.</li> <li>Implement the TUC's Domestic Abuse at work policy.</li> <li>Build into our commissioning framework the need for suppliers to implement the TUC Domestic Abuse at work policy.</li> <li>VRU research projects, incl. exploring the link between social media, violence and vicarious online trauma.</li> <li>Reducing vulnerability by re-engaging excluded individuals in employment and training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Further embed a trauma-informed workforce; understanding the impact of the language used when supporting victims.</li> <li>Through the 'Safety of Women at Night' funding, implement a programme to educate young people on healthy relationships and consent.</li> <li>Whole-person approach to issues across the 13 strands of public protection.</li> <li>Capturing the voice of the child through early intervention and prevention.</li> </ul>

# Appendix 3

## Priority 3

### Safer Places and Thriving Communities



What we will do to make this happen

West Yorkshire Police	
<ul style="list-style-type: none"> <li>Ensure the established Neighbourhood Policing Model continues to deliver for all communities in West Yorkshire.</li> <li>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.</li> <li>Embed the police and partners' "Clear, Hold, Build" approach to tackling serious and organised crime in threatened communities.</li> <li>Through the Police Uplift Programme, actively strive to increase the diversity of the workforce in line with the demographics of West Yorkshire.</li> <li>Through Vision Zero, reduce the number of killed and seriously injured on the roads of West Yorkshire.</li> <li>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.</li> <li>Maximise opportunities to gather information / intelligence to focus policing and partnership resources and activity to tackle crime, disorder, and disrupt criminals.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with our communities and partners to build awareness and improve trust and confidence in Prevent, to identify vulnerable individuals at risk of radicalisation and reduce harm.</li> <li>Gather and develop community intelligence to inform the disruption and disbanding of Serious and Organised Crime groups.</li> <li>Communicate effectively with our communities, encouraging their engagement with local policing priorities.</li> <li>Continue to work with the Business Crime Group to support and develop a co-ordinated approach to reducing high street crime.</li> <li>Ensure continued focus on the prevention and investigation of all hate crime offences and provide appropriate support to victims.</li> <li>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.</li> </ul>

The Mayor with West Yorkshire Combined Authority	Partners
<ul style="list-style-type: none"> <li>Lead on a community wealth building approach as an integral part of the place-based and neighbourhood strategy.</li> <li>Through the Mayor's Safer Communities Fund, support and enable grass-roots community organisations to make an impact on crime, community safety, and cohesion in their local area.</li> <li>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).</li> <li>Working with partners to support the COVID-19 recovery by enhancing adult education, re-skilling, and employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Embed the initiatives and delivery as part of Safer Streets 1/2/3 and the Safety of Women at Night Fund.</li> <li>Embed the Vision Zero approach throughout West Yorkshire.</li> <li>Protecting public spaces from terrorism.</li> <li>Focus on ASB through 'share, learn and improve' round-tables targeting specialist issues e.g. Bonfire Night and Halloween.</li> <li>Embed the Serious Violence Duty.</li> <li>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.</li> <li>Continue to contribute a partnership approach to Programme Precision, the Serious and Organised Crime Strategy for West Yorkshire.</li> </ul>

# Appendix 4

## Priority 4

### Responding to Multiple and Complex Needs



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-focused and early intervention projects.
- Introduce bespoke workforce training to address potential misogyny, victim blaming, and understanding of trauma in investigations.
- Introduce a county-wide Independent Advisory Group for Violence Against Women and Girls.

#### The Mayor with West Yorkshire Combined Authority

#### Partners

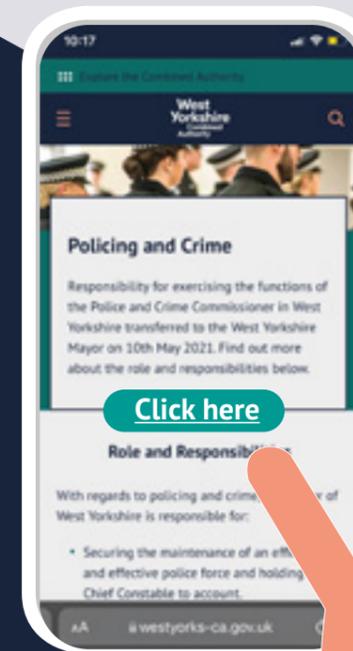
- Support the two Law Centres within West Yorkshire to provide communities with access to legal advice on issues that affect them.
- Develop an enhanced employment, education and skills offer for young people and prison leavers.
- VRU research projects:
  - 1) Raising the aspirations of young people 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.
- Maximise the impact of the Community Safety Fund with West Yorkshire partners.
- Round-table 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.

# Contact Us



Tracy Brabin  
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