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Foreword

I published my Police and Crime Plan 2013-18 in the first months of being elected as your Police and Crime Commissioner (PCC) for West Yorkshire. The Plan is built around a shared vision for the Office of the Police and Crime Commissioner (OPCC), West Yorkshire Police and other public sector agencies to work together with local partners¹ and local people to make sure all our communities are safer and feel safer.

The vision has and will continue to remain the same but the challenges we all face in delivering on the vision have changed and continue to change. The activities of the OPCC, West Yorkshire Police and other partners need to be refreshed and the vision renewed for us all to adapt and respond to this changing landscape, while continuing to prevent and reduce crime and provide improved services to people in West Yorkshire.

Over the last 12 months I have also been able to engage much more with local people and local partners across West Yorkshire, have consulted much more widely on people’s priorities and through an annual assessment understand more the needs of our communities. This refreshed Plan seeks to better reflect your priorities and concerns, what you care most about and what matters to you and your family, where you live.

This year the unprecedented cuts to our public services, the privatisation of probation, extensive public sector reform, the full impact of welfare reforms (which is as yet unknown) and the Police and Crime Commissioner having the responsibility for the commissioning of services across the county - now including victim support services - all need to be factored in to a refreshed Police and Crime Plan.

Welcome to my refreshed Police and Crime Plan. It reflects the views and priorities of local people and local partners and aims to make sure that all of our communities across West Yorkshire are safer and feel safer in to the future.

This refreshed Plan sets the strategic direction for community safety across our county but it will be the Annual Report 2014 that charts the activities of the Police and Crime Commissioner, West Yorkshire Police and other partners over 12 months, working in partnership to deliver improved services for the people we all serve that meet the shared outcomes and priorities and support the commitments set out in this Plan.

Best regards

Mark Burns-Williamson
West Yorkshire’s
Police & Crime Commissioner

¹ Partners include organisations such as Bradford, Calderdale, Kirklees, Leeds and Wakefield Community Safety Partnerships (including council, fire, health), criminal justice agencies, businesses, charities, voluntary, community organisations and Trading Standards
Introduction

This refreshed Police and Crime Plan 2013-18 sets the strategic direction for policing and crime prevention across West Yorkshire, but importantly sets the strategic direction for wider community safety bringing partner agencies together to achieve our shared vision of making sure communities in West Yorkshire are safer and feel safer.

We are stronger working together than we are alone. It is built around a framework of community outcomes that I agreed with local partners when I was first elected. No single organisation can address the complex needs of our communities and by working more closely with local partners towards our common purpose we can together tackle problems more effectively and make a real difference to the lives of individuals and the wellbeing of families and our communities.

Listening to you first. Local people living, working and volunteering across West Yorkshire know what needs to be done to make our communities safer and this Plan builds on the commitments I made to you during the election campaign but also your priorities and concerns raised over the last 12 months. I continue to listen to you and engage in our communities and this Plan is strongly influenced by what you care about, where you live.

Protecting neighbourhood policing. When I ask people what would make them feel safer, it is more bobbies on the beat. Working with the Chief Constable and your Council Leaders I have protected the number of police officers and Police Community Support Officers (PCSOs) in our Neighbourhood Policing Teams and with increased visibility and reduced bureaucracy your police officers and staff can be out where you want them, in your street and remains the bedrock of how we police.

Mark Burns-Williamson with partners awarded money for delivering improved services for victims across West Yorkshire
Fighting the government cuts.
Government cuts continue to hit our public services hard - £152 million will have been taken out of the police budget alone by 2016/17. These cuts are made in Westminster not in West Yorkshire and I will continue to fight for a fairer deal for our county which despite being an area of some of the greatest needs is one of the hardest hit. I will campaign against cuts that go too far, too fast and oppose privatisation of public services.

Meeting the challenges.
There is no opportunity for any of us to continue to work as we have done in the past as the changing landscape demands a new response to the new and significant challenges we all face. Partner agencies have made a really positive contribution to this refreshed Plan and working with local people and local partners we can meet the challenges and make the change to the benefit of all our communities.

Delivering an improved service.
This refreshed Police and Crime Plan is all about working together to make a real difference to people’s lives, tackling crime but also the causes and consequences of crime by co-operating, co-locating, sharing information and intelligence, innovating and investing together in our communities for the future, notwithstanding the unprecedented cuts, collectively making sure our communities are safer and feel safer.

Mark Burns-Williamson with the Neighbourhood Policing Team working better together with partners to deliver improved services locally

Percentage Budget Reduction
- 8 to 13
- 4 to 8
- 0 to 4

Estimated Budget Reduction between 2010/11 and 2013/14
Our communities, our challenges

The richness of the different people and places of West Yorkshire is the greatest strength of our area. Our cities, towns and villages include some of England’s most beautiful landscapes and architecture and the diversity of the 2.2million people living across the county - with 18 per cent of our population from a minority ethnic background - brings a distinctiveness and strength in difference in us together. Our communities have been enriched by successive generations of people from elsewhere and it is our diversity of people and places that has made West Yorkshire economically, socially and culturally what it is today.

People feel rightly proud to live and work here. We have a common history that brings us together with our neighbours and provides a shared sense of identity and purpose. There are individuals and organisations that seek to create division but this will not be tolerated in our communities. Where we are strong we strive towards greater community cohesion and the wellbeing of our people and places and this collective responsibility delivers greater protection for us and for our families. Where people work together we can better present and tackle crime and anti-social behaviour and as communities will be safer they should feel safer and stronger.

The richness of our character is mirrored by problems of inequality. Too many people in West Yorkshire live in poverty and are isolated and many of our communities experience high levels of deprivation. Many of our Neighbourhood Policing Teams have high levels of deprivation compared to the national average and with an increase in unemployment across the county the opportunities for our families are being reduced. Our children do worse at school across all the council areas except in Kirklees and the percentage of people of working age with no qualifications is above the national average. The life expectancy for both men and women across West Yorkshire is below the national average, with those from Bradford having the shortest life expectancy.

Times are getting tougher. There are food banks across West Yorkshire. Government welfare reforms introducing universal credit, the bedroom tax and benefit caps are likely to worsen the cycle of exclusion and people may increasingly resort to drastic measures such as taking loans from loan sharks. Our communities experience increases in certain crime types and the increase in the number of people who live here could impact on community cohesion but also on our community safety, with the potential for higher levels of crime.

The government cuts to public services go too far too fast. In West Yorkshire we need more resources not less to keep people...
Com m uni t i e s ar e saf e r and f eel  saf e r and our com m unities stronger. The increased need for policing in our local areas is set against unprecedented cuts to the public services that hit policing in West Yorkshire hard. Between 2011/12 and 2016/17 West Yorkshire Police will face a cut of £157m and with partners facing cuts that are worse and even privatisation we need to find new and better ways of working together to keep people safer.

In these difficult times we will turn to our strengths. Our common sense of purpose and who we are will be the drivers of collective action as we work together to meet the challenges we all face in our communities. This Police and Crime Plan has been produced by working in partnership and not alone and together we will take a much more joined up approach where resources are pooled, practices are integrated and problems are collectively solved when possible upstream. We, the public services, can, in partnership with others such as the third sector3, do more to tackle together the causes and consequences of crime and make sure all our communities are safer and feel safer.

A sense of place is important to all of us. We rightly want to be able to enjoy our environment and feel proud of where we live and work. Our local area impacts on our health and wellbeing and the health and wellbeing of our families and neighbours. People tell me time and time again that they have real concerns about litter on their street, traffic on our roads, problems with parking, graffiti and issues with noise. If local partners with local people can work together to better address these concerns, look after our town centres, provide more opportunities for our young people and include our older people, we can build greater community cohesion and achieve a greater sense of place.

It is everyone’s responsibility to make our communities stronger. Everyone has the right to expect the police, working with local partners including community safety, criminal justice, businesses and the third sector, to forge the relationships, make the connections and provide the right conditions for all of us to feel included, supported, integrated and proud. But we have a role as local people living and working in our communities to work together with local partners to build our local resilience, ensure our communities are stronger and make sure that all our communities are safe and feel safer in to the future.

3 The third sector is used quite widely throughout as a generic term covering voluntary and community organisations, social enterprises, charities, faith based groups, housing associations, co-operatives and mutuals large and small. It’s non-governmental and not-for-profit, which distinguishes it from both the public and private sector. Some prefer to use the terms ‘voluntary and community sector’. Others add ‘SE’ (social enterprise) or ‘F’ (faith) to that.
Our outcomes and priorities

These are the outcomes and priorities set out in more detail later in the plan.
Communities in West Yorkshire are safer and feel safer

Being safe and feeling safe is a priority for all of us, for our families, in our communities. Crime rates have fallen with overall crime down by 2% by March this year. If crime, re-offending and anti-social behaviour are reduced and if by working together with local partners and local people we can better tackle crime and the causes and consequences of crime then people will be included; there will be greater cohesion and confidence and communities across West Yorkshire will be safer and feel safer and stronger as a result.

Working together

We are stronger together than we are alone. Organisations working collectively are a more powerful agent for change and we need to draw on our collective strength to make a real difference to the lives of the people we all serve.

The needs of our communities should be at the heart of our delivery. All partner agencies need to abandon the old way of all too often working in silos and work in a more joined up and integrated way, co-locating, sharing intelligence and information and taking a whole system approach to better tackle the often complex problems in our society. Together we can work to intervene more effectively at an earlier stage ‘upstream’ and prevent the most vulnerable in our communities from falling through the gaps.

Partnership working should add significant value to the work of existing organisations to their mutual benefit and to the benefit of our communities. It should lead to more accessible services, provided in the way that people want them and result in improved outcomes for the communities of West Yorkshire. Tackling crime and anti-social behaviour is not just the job of the West Yorkshire Police - there are other organisations across the county whose job it is to keep us safe. Where we can co-ordinate our efforts we should and there is more collaboration to be done across our emergency services. But it is the responsibility of the emergency services to work with other organisations to protect those who are vulnerable and deal with the wider social issues that can lead to crime and anti-social behaviour in the first place. We also need to be prepared for the threat, risk and harm that can come, not just from criminality, but also from civil emergencies and crises.

We need to work in closer partnership to meet the significant challenges public services face across the county but we also need to find smarter more innovative ways of working together to meet the emerging threats and challenges of the future. At a time of vastly diminishing resources this has never been more important and as West Yorkshire Police and Crime Commissioner I will allocate resources and do more to bring partners together to share ideas and best practice and to innovate and invest in our communities.

✔ Making sure that communities are safer and feel safer is not just the responsibility of the police but is everyone’s business. I am committed to working in partnership with you, local councils, community safety and criminal justice organisations, the health and wellbeing sector, fire and rescue services, safeguarding boards, schools, businesses, trade unions, faith groups, charities, volunteers and other organisations in your communities to tackle the problems which matter on your street, across West Yorkshire and nationally.

✔ We will work as closely together as possible to deliver integrated, joined up services and I will investigate all opportunities for improving resilience.
Preventing crime

One of the key ways to reduce crime and anti-social behaviour, reduce threats, risks and harm, improve the criminal justice system and support victims and witnesses, is to prevent crime from happening in the first place. The need to reduce demand on the public sector has never been greater and yet too often public services are dealing with the problems of crime after the event, rather than working to protect people and prevent crime and disorder longer term.

Early identification and intervention can improve the lives of our children and young people and the wellbeing of our families. With partners based in the same buildings and coming together to share knowledge and understanding, we are more able to protect people from harm, especially those who are the most vulnerable by resolving issues at an earlier stage and tackling often complex problems upstream.

To divert people away from crime and anti-social behaviour, we need to make sure there are opportunities in our communities for our young people – particularly in education, training and employment. Intervention programmes for young people provide information and support and divert those who are either at risk of entering the criminal justice system or are already involved in criminal activity and together we need to do more to focus efforts on reducing re-offending, in particular on those who are prolific offenders. Alongside diversion we also need to deal more effectively with the drivers of crime such as substance misuse.

Different partners – at all levels – are rightly involved in providing information and raising awareness to protect people from becoming victims, to prevent crime and the potential for crime, and to protect the health and wellbeing, in particular of our young people. This awareness raising is important and a lot of work goes into programmes delivered within schools to try to educate people on a variety of topics with the aim of keeping them safe. Where possible we need to speak with one voice, delivering the right messages coherently and consistently, in a way that people understand, without duplicating effort and cost.

Investing in crime prevention is key to making sure our communities are safer and feel safer, and I will work with partners to explore new technologies that can support partners to design out crime. I will make better and more use of existing technologies such as Automatic Number Plate Recognition (ANPR) and CCTV, to prevent crime and reduce crime ‘hotspots’. Local partners need to work with local people to put in place effective interventions tailored to the needs of the local community.

Mark Burns-Williamson discussing preventing crime with Neighbourhood Officers in Bradford

Mark Burns-Williamson and the Chief Constable Mark Gilmore at a Smartwater demonstration in Keighley

Communities are safer and feel safer
place a range of practical measures in our streets and across our neighbourhoods to tackle problems and make community safety a priority when making decisions such as proactive patrolling, provision of street lighting, protecting employees and designing out crime, to make our homes more secure.

Preventing crime is everyone’s business and as individuals we have an important role to play in the prevention of crime. We can help make ourselves and our communities safer by taking practical steps to ensure we and our possessions are safe, such as locking all doors and windows on our houses and cars, not leaving valuables on display, and taking extra care when out in strange places or after dark. We can also keep an eye out for those in our communities who may be more vulnerable than we are and need more help in keeping – and feeling – safe.

Many people in our communities already look out for one another and do a great deal to make their neighbourhoods safer. I will work with Neighbourhood Watch and other vital schemes across West Yorkshire to increase the number of Neighbourhood Watch groups, and improve our engagement with your scheme. I will also continue to encourage volunteering across our county, including the continued recruitment of special constables to make the most of their skills, knowledge and understanding so that we can do more to prevent crime, tackle the causes and consequences of crime and keep our communities safer and feeling safer.

- I will work with partners to ensure that crime prevention is at the forefront of efforts to reduce the opportunity for acquisitive crime (such as burglary and car crime), violent crime, business crime and anti-social behaviour.
- I will advocate the use of work with academics and others to implement measures to predict, plan for and prevent crime.
- I will work with the police service to recruit more special constables from local areas.
- I want to see adequate support provided for Neighbourhood Watch Schemes across West Yorkshire by the end of March 2015.
- Her Majesty’s Inspectorate of Constabulary (HMIC) is due to report on its making best use of police time inspection in June 2014. Through holding the Chief Constable to account I will ensure that the areas for improvement around crime prevention identified are given due consideration and implemented swiftly.
- I will actively engage with those in Government with responsibility for matters affecting crime prevention in areas such as standards of security for new housing developments.
- I will engage with private and social landlords, the third sector and local people to highlight the need to increase security for their properties.
- I will work with trade unions, business people and other relevant partners in West Yorkshire to ensure that people at work are and feel protected.
- I will work with communities and organisations such as school/colleges, businesses and the third sector to open up opportunities for young people around education, employment and training.
- I will advocate the use amongst partners of early intervention in helping to prevent crime and anti-social behaviour from happening by tackling issues upstream.
Understanding why people feel safe

Our shared outcome is that communities are not only safer to be in, but feel safer too. If people don’t feel safe it impacts on their decisions and their activities and can blight the lives of individuals and families. Reductions in crime and disorder go a long way to making sure that communities in West Yorkshire are safer but I am well aware that how safe people feel is of real concern and depends on many differing factors.

Feelings of safety can be influenced by national events, the time of day or evening, who you are or the differing places you visit and by the services that agencies provide - whether it be street lighting, sufficient sentencing or support for victims. People may also not engage with the agencies whose job it is to keep them safe and people can be isolated in our communities. Where people have been a victim of crime in the past may be a factor in how they feel and with commissioning of victims service people need to be assured that the right support to cope and recover will be provided.

I will make sure the measure of feelings of safety is reliable and reflects how people in communities actually feel. I will then be able to check that the work of the police and our partners is ensuring people have the ability to live their own lives without the fear of crime preventing them from doing so. I will monitor the performance of the police and partners against this.

Crime and re-offending is reduced

Reducing crime and re-offending is the aim to which all partners are working. I promised to be tough on crime and while crime figures suggest an improvement in many types of crime there are some crimes that remain an ongoing concern, either because numbers are still high, or because communities and partners have identified them as a problem. I am committed to seeing all forms of crime tackled and will be working to understand the changing nature of crime, in partnership, to mitigate against emerging crime types and monitor the performance of the police and partners in tackling total recorded crime.

I am reassured that those communities that I have spoken to have told me that the majority of you currently feel safe. However to explore these factors in greater depth I am working with the Applied Criminology Centre at the University of Huddersfield to develop ways of measuring how safe people feel. This work will assist me and partners to ensure feelings of safety continue to improve alongside the continued reduction in crime and disorder.

Mark Burns-Williamson meeting people as part of Community Action Support Against Crime (CASAC) Leeds

4 Listening to you first campaign 2012/13
If crime levels are on the increase, I will bring partners together to look at measures to combat crime and to find relevant and effective solutions.

I will ensure that any crime identified by partners as a problem is given due regard to understand the nature of the problem and to find relevant and effective solutions.

I will monitor the volume of total recorded crime.

I also promised to be tough on the causes of crime. In this economic climate there is a real risk that crime may go up as people lose jobs and benefits and struggle to make ends meet. Communities recognise this link and have told me that social issues such as poverty and unemployment can sometimes be a cause of crime. While overall crime is not increasing there is a danger that changes to the welfare system and housing reform may have an impact on how much money families have, which could lead to increases in social deprivation, burden and crimes associated with food and other theft and illegal lending.

By December 2014 I will bring social housing providers together to see what more I can do to help them to address some of the issues their tenants have, whether it be specific crime, anti-social behaviour and safety problems, how we can better protect those communities, or issues linked to social poverty.

I will set up a review to establish the full impact that the changes to the welfare system and housing reform is having on crime and community safety across West Yorkshire.

I want to make communities safer by tackling all forms of crime. However specific crime areas that have been identified as priorities are as follows:

### Reducing burglary

Burglary of houses, sheds, allotments and business property is a real concern for communities across West Yorkshire. The invasion of people’s personal space and the theft of personal, all too often irreplaceable, belongings at the least is an experience that makes people feel extremely vulnerable. People are aware of the areas where burglary happens most, and fear of becoming a victim and the priority it has for them increases in those areas. While the police and partners have worked hard to reduce the number of burglaries and there have been some significant

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5 Listening to you campaign 2012/13
6 Police and Crime Commissioner Public Perception Survey 2013

Mark Burns-Williamson at the launch of a No Cold Calling Zone in Ackworth, Wakefield
Communities are safer and feel safer

successes (with a 13.5% reduction seen for the 12 months to March 2014), communities in West Yorkshire still suffer from burglary more than many other similar areas in the country. This is not acceptable. Because burglary makes people feel vulnerable these high crime rates need to be reduced. People should expect the police and partners to be there when they need them, expect a proper response and expect support and measures to be put in place to prevent such crimes being committed. I want the risk of domestic burglary in West Yorkshire to be reduced and have set the police, working with partners, a target for performance to be better than the most similar forces and partnerships in England and Wales.

I will monitor the volume of recorded domestic burglary and the risk of household crime.

Safeguarding against violent and serious crimes

There are fortunately relatively low levels of serious violent crime in West Yorkshire, but understandably violent crime is of real concern to communities, and is especially of concern for younger people. People need to feel assured that they are as safe as they can be from such serious crimes but when there are instances of such crimes that the police and criminal justice agencies can be relied on and those affected feel supported and protected.

Child sexual exploitation

Child sexual exploitation is one of the highest priorities for the police and partners and is an area of work that is subject to a lot of scrutiny and national guidance and policy. Over the last year, there has been a significant increase in the number of investigations due to proactive working including effective awareness campaigns that have resulted in the identification of more victims, and an increase in the number of victims coming forward. It is anticipated that the number of investigations will continue to increase, particularly as the links between child sexual

There are many forms of violent and serious crimes and in all instances those who are at most risk - and therefore the most vulnerable - need to be the most protected. However all people who are victims of any violent or serious crime for instance victims of rape, need to be provided with the right support, in the right way, at the right time, and by the right agency across West Yorkshire.

There are certain forms of serious and violent crime, including child sex exploitation, domestic abuse and sexual violence, that are of particular concern to people and partners across West Yorkshire and nationally and I will make more resources available to work with partners to make sure we better together tackle these horrendous crimes.

5 Listening to you campaign 2012/13
7 A list of most similar forces and partnerships can be found in the needs assessment published at www.west-yorkshire.gov.uk
exploitation, human trafficking and people missing from home are better understood and more work is done to identify and protect victims.

The impact on victims and communities cannot be underestimated. It is, largely, a hidden problem that can manifest itself in different ways. There is a clear need for every agency with responsibility for children across West Yorkshire to work together to raise awareness of and to tackle this serious problem but also to understand more about the extent of child sexual exploitation in our communities, its long term impact on victims and the effectiveness of prevention, intervention and therefore the services we provide.

A fully joined up approach is needed by different partner agencies to tackle child sexual exploitation alongside a commitment to provide the level of resources to deliver the services needed and a long term commitment to work together with partners and communities to protect these vulnerable victims and do more to tackle organised networks of perpetrators across the county.

- I will continue to work with partners to make children, wherever they are, safer from those who exploit them, identifying and punishing those in groups and gangs sexually exploiting children.
- I will monitor the number of children protected from harm.

**Domestic abuse**

Domestic abuse can happen to anyone and can be financial, emotional or physical and yet is all too often denied or excused. Abuse in the home can have far reaching effects, especially where it happens again and again to the same people. Because of its seriousness and the implications it can have for victims’ and children’s health and wellbeing, including in the longer term protecting those in most danger it is rightly a focus for those involved in policing, community safety, criminal justice and health. The more local partners and people can do to identify domestic abuse at an earlier stage the more we can all do to keep people safe and protect and support those affected.

Domestic abuse should not be tolerated by anyone and together we need to do more to change perceptions and behaviour, break the cycle of abuse and provide the right help and support to victims to improve the outcomes for individuals and families in our communities.
I have set up a working group of partners to look at innovative ways and evidence-based approaches of tackling domestic abuse, looking to take a county wide approach. I will ask for this work to conclude by the end of March 2015.

Through holding the Chief Constable to account I will ensure that the areas for improvement from the recent inspection into domestic abuse are given due consideration and implemented swiftly.

I will monitor the repeat victimisation rate for domestic abuse.

I will also work with partners to:

- Encourage people suffering from domestic abuse – or those who know someone who is affected - to come forward and report what is happening.
- Through commissioning of services provide the support victims need to feel safe, stay safe and help them recover.
- Do more to protect domestic abuse victims and those affected by such abuse by working with perpetrators to prevent them from re-offending again in the future.
- Monitor the introduction of Domestic Violence Protection Notices and the Domestic Violence Disclosure Scheme to ensure they are being used appropriately/effectively.

**Sexual violence**

West Yorkshire has a high rate of sexual offences, including rape, compared to many other areas of the country and this has been increasing for three key reasons. Many victims of historical offences have come forward to report those crimes to the police. The police and partners have been working together to proactively tackle child sexual exploitation, and there have been changes in the way sexual offences are recorded by the police.

Work has been undertaken with partners to ensure offenders are caught and prosecuted more quickly and victims receive a better, more timely outcome. More work however needs to be done to safeguard people against sexual violence, to ensure those responsible are brought to justice and to provide victims with the support they need to help them recover from their experience.

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8 As at 31 December 2013, West Yorkshire was 36th out of 43 forces nationally for rates of sexual offences per 1,000 population
With partners I will make sure the right support is available for victims of sexual violence and that the right reassurance is given and action taken.

I have signed the Survivor’s Charter, which tells survivor’s of domestic and sexual violence how they should expect to be treated by the criminal justice system and agencies. I will encourage other agencies within West Yorkshire to do the same.

I will monitor the conviction rate for sexual offences and, specifically, rape.

Human trafficking and modern slavery

Human trafficking is a significant emerging threat nationally and within West Yorkshire, especially around forced labour. The identification and support of victims, and the pursuit and prosecution of offenders, requires a partnership response, with the police, local authorities, health, housing providers and third sector organisations playing a key role.

Although human trafficking is most commonly thought to be associated with people brought into the UK, those born here can be at risk from modern slavery. It is only relatively recently that these have been recognised as criminal offences and this will be strengthened in 2014 through the Modern Slavery Bill. Already West Yorkshire has seen an increase in the number of victims referred for help, and the impact on the resources of partners will only continue to increase once these changes are in place. Despite some good work already being undertaken, more work needs to be done to understand the extent of trafficking in West Yorkshire, raise awareness of the problem and provide more support to victims.

I will work with partners - including the Anti Slavery Commissioner once in place - to raise awareness of and tackle human trafficking and modern slavery.

Through the Partnership Executive Group I will agree how I and partners will address the findings and implement the suggestions provided at a recent event that I held to help identify and support victims of human trafficking.
**Forced marriage and honour based violence**

A forced marriage is recognised in the UK as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights. Within the last year there have been changes to the law – which come into force in June 2014 – to recognise forced marriage as a crime. Breaching a Forced Marriage Protection Order – which aims to protect those identified as in danger of being forced into a marriage – is also now a crime.

With honour based crimes, including female genital mutilation, and potentially forced marriage there is a real issue around crime recording. Not all victims want to tell the police and have their crime recorded, while others may not want to be witnesses in a criminal prosecution. A lot of work needs to be done for victims and witnesses to come forward and report the crimes and overcome the culture of silence that often surrounds such crimes. Victims need to have confidence in the police and the criminal justice system that perpetrators will be brought to justice and victims and witnesses see the right outcomes.

> I will support a partner led campaign to raise awareness of the new laws around forced marriage and honour based violence, which will include events across the county.

**Tackling hate crime**

A hate crime is a criminal offence which is perceived by the victim or any other person as being motivated by prejudice or hate, in particular motivated by the victim’s sexual orientation, religion or faith, race, gender-identity or whether they have a disability. Hate crime should not be tolerated in any of its forms as nobody should feel threatened or be a victim of crime because of who they are. All victims of all hate crime should rightly expect the police and others to take their report seriously and all partners should work together to ensure that reports are made, dealt with appropriately and there is a positive outcome for the victim.

Organisations representing people who are at risk or have been a victim of crime have expressed serious concerns about how
I will bring people and partners together to tackle all forms of hate crime through:

- Ensuring people understand and are aware of what hate crime is, how it can be reported, and how they can help. This includes schools based hate/prejudice based incidents.
- People who experience or witness hate crime feeling able to come forward to report it, ensuring that they are supported in a way that best meets their needs.
- Being assured that people can go to individuals and organisations they trust and that reported hate crime is dealt with appropriately, while reinforcing the message that it is not acceptable in any form.
- Ensuring the right services are commissioned for victims and witnesses of hate crime to guarantee a consistent approach to tackling the problem across all strands of diversity and all districts in West Yorkshire.
- While a measure for satisfaction of victims of other hate incidents is being developed, I will monitor satisfaction levels for racist incidents.

Understanding ‘cyber’ crime

We have seen a real shift in the way crimes are committed in recent years. Experts believe that crime committed via the Internet is the fastest growing type of crime, and will continue to increase. It can be seen in two parts: cyber-enabled crime, where crimes that may be committed without computers are instead committed using computer networks, with a wider scale or reach for example fraud and bullying; and pure cyber crime where the offence can only be committed through the use of computers for example computer hacking or malicious software.

At the highest end of the spectrum there exists international cyber attacks where organisations use technology applications to damage the economic, social or political stability of another country. Such activities are covered by the Strategic Policing Requirement that I have to take into account within this Plan as a matter of law. With police resources trying to curb crimes on the street, criminals are turning to technology to commit crimes without needing to leave their homes.

While people will always steal from others, stealing with the cover of anonymity that the Internet and related communications networks can provide is becoming a more attractive prospect. Not only is it harder to detect and therefore prosecute such crimes, but there are not always the same incentives for this activity to be reported to the police and law enforcement agencies. More people are using the Internet to shop, purchase presents and holidays, and also to bank. In response, many businesses now have an online presence,
With partners, including the police service, I will undertake a review to look at the scale and impact of cyber and cyber-enabled crime in West Yorkshire.

I will work with the police and partners to develop the right skill sets and tools to investigate and protect individuals, businesses and communities against crimes perpetrated via the Internet.

Private industry has a role to play in protecting, preventing and pursuing cyber crime. I will work with both private and public partners to ensure action is taken by the appropriate people to get the best outcomes and prevent crime from happening in the first place.

I will use my staff to work with others to raise awareness of all types of cyber crime, taking account of national and international protocols and guidance.

I will call for a national review of the laws around prosecution of those who target others via social media, so called cyber bullying and cyber stalking.

I will pursue opportunities for research and collaborative projects to increase the resilience of West Yorkshire’s communities to high level cyber attacks in accordance with the Strategic Policing Requirement.

Reducing re-offending

Crimes are often committed by a relatively small number of people and many communities know who those people are. Repeat offenders are the ones who often cause the most harm to our communities and the cycle of re-offending needs to be broken and persistent behaviour addressed. People have told me that reducing re-offending is a top concern for them and that offenders continuing to commit crimes affects communities' confidence in the criminal justice system. People also told me that I recognise that this type of crime is growing, and with it partners will need to adapt how they respond. West Yorkshire Police has identified the increased risk of this crime and has developed a cyber crime action plan and is utilising national resources when needed.

Mark Burns-Williamson with Graham Wiles, manager of Green Business Network who employs ex-offenders
tougher consequences, better education and more opportunities were important ways of tackling crime. However preventing offenders from committing another crime is not simple as an offender often has multiple needs; Criminal justice agencies have been working successfully for some years to target particular identified pathways understood to contribute to the likelihood that an offender will re-offend. These pathways are: accommodation; education, training and employment; mental and physical health; drugs and alcohol; finance and benefit advice; children and families; attitudes, thinking and behaviour; abuse and domestic violence; and sex industry workers. Partners believe that rehabilitative approaches help more to prevent re-offending than punitive measures such as imprisonment as the starting point for the majority of prolific offenders is appropriate accommodation and employment, so that people have the opportunity to make a positive choice.

The rehabilitation landscape is going through a time of massive change. Local probation services are being dismantled, and the work will instead be overseen by two bodies: a National Probation Service that will manage high risk of harm offenders; and a Community Rehabilitation Company that will manage those classified as medium and low risk. For the first time, offenders who have been sentenced to less than 12 months imprisonment - which accounts for approximately 60-65% of the prison population - will also be supervised on their release. These arrangements are not yet in place and the identity of the West Yorkshire Community Rehabilitation Company – who will be paid by the success they have in reducing re-offending – is as yet unknown.

Given the changing landscape and the importance of continued efforts to reduce re-offending, including the impact re-offending can have on the volume of crime in our communities, I will continue to monitor the re-offending rates of those who cause harm to our communities, both adults and young people.

✅ I will monitor the proven re-offending rate of both adults and young people.

Reducing re-offending however demands a truly partnership approach and we all need to continue and further the good work that has been seen across West Yorkshire to bring re-offending rates down. I will ensure that all agencies work effectively together in order to provide offenders with the right interventions aimed at breaking the cycle of offending. The starting point for the majority of prolific offenders is appropriate accommodation and employment so that there is the opportunity for a positive choice. We need to better rehabilitate offenders into society by creating more opportunities and incentives for repeat offenders to divert them from a life of crime and play a rightful role in society.

Mark Burns-Williamson talking to apprentices who recently met with ex-offenders to reduce vandalism at the facility

5 Listening to you campaign 2012/13
We also need to learn from those who have committed crimes. Why did they commit the crime they did, how did they go about it, and what can we learn from this to protect ourselves in the future? If we can better understand the reasons behind offending behaviour, this knowledge could be used positively to help communities proactively prevent crime, to help divert people away from offending in the first place and also to address particular issues for the offender to stop them offending again.

- Through existing partnership arrangements such as the Partnership Executive Group or the Local Criminal Justice Board I will ask questions of those involved in reducing re-offending if the re-offending rates begin to increase. This will include both the new National Probation Service and the Community Rehabilitation Company.
- Where a need is identified by the criminal justice agencies involved in reducing re-offending I will use my influence to affect decision making and policy at a regional and national level.
- I will bring current and new partners together to rehabilitate and reintegrate offenders back into their community and help them to succeed, including increasing opportunities to divert repeat offenders from a life of crime.
- I will ensure that, where relevant, all agencies including my office learn from offenders to help reduce re-offending.

## Anti-social behaviour is reduced

Anti-social behaviour is a very broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people’s lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours and traffic issues.

Time and time again when I speak to people in communities in West Yorkshire I hear about the negative impact that anti-social behaviour has on their quality of life, especially for older people.

Despite improving perceptions around levels of anti-social behaviour this clearly remains a priority for communities and partner agencies such as the police, councils and housing providers that recognise and experience the impact anti-social behaviour can have. I have pledged to tackle anti-social behaviour and services should work closely together to deliver a joined up, integrated and accessible service that will support all those who work in local areas to help reduce anti-social behaviour and be there when you need them. The Anti-social behaviour, Policing and Crime Act will come in to Force from June 2014. It will replace the existing powers used to tackle Anti-social behaviour - such as ASBOs - with a smaller, more refined set of powers intended to give professionals the flexibility to deal with any given situation and be victim-focused. It also sets out some specific duties for police and crime commissioners around the Community Remedy and Community Trigger.
What is the Community Remedy?
- The Community Remedy gives victims a say in the out-of-court punishment of offenders for low-level crime and anti-social behaviour. It sets out a list of actions which may be chosen by the victim for the perpetrator to undertake in consequence of their behaviour or offending.
- As Police and Crime Commissioner I must consult with members of the public and community representatives on what punitive, restorative or rehabilitative actions they would consider appropriate to be in the Community Remedy document.

What is the Community Trigger?
- The Community Trigger gives victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem-solving approach to find a solution. A threshold is defined locally after which point the Community Trigger can be used. This threshold is defined by local agencies but should not be more than three complaints in the previous six month period. The Trigger can be used by victims of anti-social behaviour or someone representing a victim. The victim could be an individual, a business or a community group.
- As the Police and Crime Commissioner I must be consulted on the Community Trigger procedure when it is set up and subsequently whenever it is reviewed. I can also become more involved in the process if I and local agencies wish.

Tackling anti-social behaviour
- I will work with partners to implement the Community Trigger in a way that is most appropriate and meaningful for the communities of West Yorkshire. I will review the use of the Community Trigger on a quarterly basis across all districts.
- I will consult the public and partners on the list of actions contained within the Community Remedy, which I will then agree with the Chief Constable and publish by September 2014.
- I will ensure that agencies work together to effectively tackle anti-social behaviour in West Yorkshire and make best use of the new legislation to target those who cause the most harm in their communities. The focus must be on engaging with communities (including young people), dealing with anti-social behaviour effectively and preventing its escalation.

Improving road safety

When I ask people about the issues that matter to them, road safety and traffic issues are the issues that come up the most. The police and community safety partners have also told me it is an issue. Road safety covers a variety of issues such as inconsiderate parking, speeding, use of mobile phones, general inconsiderate driving, and driving that causes a danger to others and vulnerable road users such as cyclists and pedestrians. While

Mark Burns-Williamson conducting speed checks with local school children in Calderdale

6 Police and Crime Commissioner Public Perception Survey September 2013
some view such issues as being minor and of little importance, an overwhelming majority feel it has an impact on their day-to-day lives and can impact how safe they feel. For some, the consequences can mean loss of health and life.

Of course, road safety issues are not necessarily endemic across West Yorkshire or even across local areas - they can be related to a specific street corner, road or crossing. Local areas are looking to improve road safety through a programme that combines education, engagement, prevention and enforcement. Road safety will only be improved by working in partnership. While the police can prosecute some offences, others are within the jurisdiction of local councils and some road safety issues could be better resolved through planning, the use of street furniture or the involvement of the highways authority.

It is important that I work with local partners to find local solutions. I will bring partners together and see where I can add value to work that is informed by local people.

I will ask the broad range of local agencies that are involved in this area to work together with local people to ensure that local plans are in place to tackle high priority road safety issues where it is needed, and in the most appropriate way. As part of this I will ask local authorities, through the appropriate remit, to ensure that this is raised across relevant departments, as it is not simply a community safety issue and cannot be tackled without that wider buy-in from local people as well as local partners.

I will encourage the police and other partners, where appropriate and a need exists, to educate communities on road safety.

I will work with relevant partners to invest in and utilise technology such as automatic number plate recognition technology and CCTV to keep our roads safe.

**Improving the way victims are dealt with**

How do we know that communities are happy with the response they are receiving from agencies around the anti-social behaviour issues that matter? As anti-social behaviour can be of real detriment to our communities, it is important to understand whether the response to anti-social behaviour by the police and by partners is adequate and deals with the problem.

Through a regular survey I ask communities about the specific anti-social behaviour problems they experience in their local area. I ensure that results are fed back to local councils and the police, at a local level, so that they can take action to address emerging and persistent anti-social behaviour problems that victims and communities tell me about. The police also contact a sample of people who have reported anti-social behaviour to ask them how it was dealt with.

I want to make sure that reports of anti-social behaviour are responded to in a way that victims and communities are happy with. While monitoring use of the Community Trigger will provide some measure of the degree to which persistent complaints are being dealt with, I will also monitor the general performance of partners.

I will monitor the satisfaction of those who report anti-social behaviour with the overall service provided to them.

I will monitor the proportion of residents who say that anti-social behaviour has got worse over the last twelve months.
Victims and witnesses are supported

Victims need to come first. When thinking back to the time when they were growing up, or over the course of their family and working lives, many people in West Yorkshire have been affected by crime at some point. They haven’t always felt supported, especially those from a minority ethnic background. Victims from minority ethnic groups in the community are often least satisfied with the police despite there being high victim satisfaction overall, although this is improving. Support for victims is a priority. All victims and witnesses need to feel supported and the right services need to be provided in the right way, at the right time, by the right agency.

Wanting the needs of victims of crime to be properly met is consistently a priority for people, no matter who you are or what background you are from. It is also a priority for local criminal justice partners. We need to look to a more innovative and integrated approach to the services we provide and the way in which we provide them, and we need to work together better to ensure victims always feel they come first.

Some victims are prepared to be witnesses while others are reluctant to get involved in the criminal justice process. We have to make sure that we have a system that encourages and supports victims to provide evidence against the perpetrators of crime against them but one that also recognises the reality that some people simply need support to recover from their experience and move on with their lives.

Keeping victim and witness promises

I have made five promises to victims and witnesses. I will work with partners to see how we can fulfill these promises to:

- Be open and accountable to victims and witnesses, seeking out and acting on their views.
- Make sure victims and witnesses get the high quality help and support they need, when they need it, in the way they need it, from the right agency.
- Support the police to be even more victim focused and be more effective in meeting victims’ needs.
- Give victims and witnesses an effective voice in the wider criminal justice system.
- Constantly work to develop new ways of delivering justice for victims.

5 Listening to you campaign 2012/13
9 Criminal justice survey 2012
10 West Yorkshire Police User Satisfaction Survey 2013
Under the revised Victims’ Code\textsuperscript{11} I have the opportunity and responsibility to make sure that if you are victim of crime in West Yorkshire you receive the information you need together with practical and emotional support. Young people are disproportionately victims of crime, and their specific needs are now set out under this revised Code. Working with partners I will make sure that victims can easily report crime, are referred to the appropriate support services and are kept informed about the progress of their investigations and know when arrests have been made. I will measure success against this by monitoring the satisfaction levels of victims of crime with the overall service they receive. During the year I will also be working with partners from the criminal justice services, community safety partners and third sector organisations to prepare for and to commission services that meet the wide ranging needs of victims in West Yorkshire.

I have been told that many people feel that the balance between the rights of the victim and the rights of the offender is biased towards the offender\textsuperscript{9}. As part of providing improved services to victims I will encourage, where appropriate, restorative practice\textsuperscript{12} services that are driven by the needs of the victim.

- As part of the preparations for me taking over the commissioning of victims’ services I will ask Victim Support to map those services currently available to victims of crime, to identify duplication, gaps and best practice.
- I will work with partners to build on the earlier Local Criminal Justice Board work that looked at the journey that victims and witnesses take through the criminal justice system – in their eyes – with the aim of improving this journey.
- To provide a louder voice for victims I intend to work with the police to provide the opportunity for victims to prepare a victim personal statement (VPN).
- I will establish a specific website to provide practical support for victims and witnesses. This will include an ‘app’ for use on smartphones and tablets and multi-lingual access to the Victims’ Code, based on frequently asked questions.
- I will learn from the work being undertaken in West Yorkshire to tackle both crime and anti-social behaviour with people who have committed crimes, putting right the damage they have done, and endorse the expansion of use of such practices to improve victim satisfaction and reduce re-offending.
- I will also support victims and communities, whenever it is appropriate, by providing a community impact statement that is considered during sentencing at court.
- I will monitor the satisfaction of victims with the overall service provided to them.

\textsuperscript{9} Criminal justice survey 2012

\textsuperscript{11} Published in December 2013 – visit http://www.westyorkshire-pcc.gov.uk/how-we-work/the-victims-code.aspx for a copy

\textsuperscript{12} This is where those who have experienced crime have contact with the person responsible to explain the impact their actions have had and to get an apology and/or an explanation from the offender. Victims may also be able to say what activity the offender can do to repair the damage done by crime.
Recognising business crime

Thriving businesses are a key feature of any healthy community. If we are to improve people’s lives and create jobs in West Yorkshire we need local businesses to do well. Many businesses I have spoken to have told me that crime is a problem for them. National research suggests that business crime is often neglected when looking at crime numbers, because there is no agreed definition of what ‘business crime’ actually looks like. As a result there is often a focus on crime involving shops (retail crime) while the rest of the business sector can be neglected. In addition there are hidden crimes associated with businesses such as fraud and forgery and black market trading. This means that the full extent of the crime and anti-social behaviour problems suffered by businesses is not known. In turn this means that I cannot consider the full impact of crime on businesses when I consider my budget and refresh of the Police and Crime Plan.

I also recognise that businesses may have different needs from the wider community and may need us to work with them in different ways to find out their views and what is important to them. Under the revised Victims’ Code, businesses are recognised for the first time, and are entitled to receive services that other victims get, including the opportunity to set out the impact that a crime has had on them.

Mark Burns-Williamson speaking to retailers about business crime

I will work with business people and partners in West Yorkshire to:

- Agree/implement a definition for business crime to allow the police and partners to identify the real impact of all types of crime experienced by businesses – work is ongoing at a national level and I will review the outcome of this.
- Make sure that I consult with local businesses in a way that is meaningful and useful and that will allow local businesses to have a say in decision making.
- Businesses can help play a part in addressing crime and anti-social behaviour and I will engage with businesses to see how this can best be done, such as utilising particular skills their staff have, through to using their visibility in our communities.
- Seek opportunities for working with businesses and other public sector services to reduce the impact of economic crime, particularly cyber-enabled crime.
- Hold the Chief Constable to account for providing adequate mechanisms for businesses to make an impact statement that can be considered in court.
- Reduce and prevent shoplifting, which has increased both locally and nationally.

13 Business crime survey 2012
Local, regional and national threats, risks and harm are tackled

Aside from what has been set out so far in this plan, there are underlying issues that cause threat, risk and harm to communities that need to be tackled. There is a need for us to work better together to tackle the most serious challenges that cut across our communities.

Tackling drug and alcohol misuse

Substance abuse - the use of drugs and misuse of alcohol – is a key driver for many crimes and anti-social behaviour and this is recognised by our communities\(^5\). Many of you, especially younger people\(^6,14\), have told me what a worry it is for you. Police and partners can prove that there are strong links between drugs, particularly class A drugs (such as heroin and cocaine) and organised crime. However, society is constantly changing and we are seeing a shift from problems around such drug use to problems from cannabis use and so-called ‘legal highs’. Not only does the abuse of drugs and alcohol cause crime, both low level and serious, but it can also cause serious harm to people’s health and wellbeing and life chances, to their families and to the wider communities they live in. As these problems cause harm across communities, we need collective action and a collective response to these causes and consequences of crime.

- I will work with partners to get a better understanding of the serious problems that exist in our communities around drugs and alcohol.
- With partners I will ensure that the findings of the drug intervention programme review are considered and acted upon, promptly.
- With partners I will work towards reducing the harm caused to individuals, families and communities through the abuse of drugs and alcohol.
- I will lobby government to update the policies and laws that exist around drugs to reflect the rapidly changing problem we are facing such as legal highs.
Reaching out to people at risk

Across West Yorkshire there are significant risks around services provided for vulnerable people, especially those with mental health issues, those who go missing from home and children who are looked after or leaving care. We all have a responsibility and a duty to protect those who are vulnerable and most at risk. Recognised best practice is already being drawn upon around the size and scale of the challenges this brings to communities but more needs to be done to ensure the right services are engaged at the right time to meet the challenges. The resource implications cannot be underestimated either for helping those at risk, for instance those missing from home, and that this help often needs to be a co-ordinated but rapid response to protect those people.

Mental health

Protecting people with mental health issues is a challenge for all agencies working to support people looking after themselves and keeping those with mental health issues safe and feeling safe. Mental health is one of the four acknowledged principal triggers for crime, and with people suffering from mental health conditions being more likely to be victims of crime - coupled with differing levels of resources across West Yorkshire for mental health provision - more needs to be done to understand the complexities and the appropriate support to be put in place by the police, criminal justice and health agencies for those with mental health issues. Resources need to be prioritised and equalised and practices integrated further and faster to deliver a new way of working and a more effective and efficient service for those individuals who are most at risk and therefore most in need.

I will work with the police and other partners to review the need for services around places of safety for those with mental health issues, missing persons, and appropriate adults for children and vulnerable adults.

Two districts in West Yorkshire are hosting pilots for how mental health services work with the police (the street triage system in Leeds, and the liaison and diversion service in Wakefield). I will work with partners to ensure that the learning from these pilots is rolled out across the West Yorkshire districts as soon as possible.

I will work with partners, including health and wellbeing, to improve our understanding of the issues around mental health, community safety and the criminal justice system and ensure joined up working and funding to put in place better systems to deal with those issues.
Fighting serious and major crime

Visible uniformed policing can tackle many forms of crime and offending but there are some types of crime that need a different response. There are many agencies that work together to keep people in West Yorkshire safe and protecting the public from serious harm is a major part of policing and partner working. The number of people acting together to commit serious crime and the links these groups have to drugs, guns, financial crime (such as fraud and forgery) and, in some cases, sexually exploiting children make this a key threat. The management of dangerous offenders is also a threat and partnership working is key to addressing serious and major crime. Those we have engaged with say that serious and organised crime is a concern and I have been working with the Director General of the new National Crime Agency to explore the ways in which West Yorkshire can work more effectively with the agency.

In October 2013 the Government launched its Serious and Organised Crime Strategy, which defines organised crime as serious crime planned, co-ordinated and conducted by people working together on a continuing basis. The strategy aims to substantially reduce the level of serious and organised crime affecting the UK and its interests by: prosecuting and disrupting people engaged in serious and organised crime; preventing people from engaging in it; increasing protection against serious and organised crime; and reducing the impact of this criminality where it takes place. While much of the work on this strategy will be directed from a national level, local organised crime partnership boards need to be established to support police forces to continue to conduct most law enforcement work on serious and organised crime by ensuring all available information and powers are used against the threat. Organised crime is being delivered across the Yorkshire and Humberside region by West Yorkshire Police, so there will be links with organised crime partnership boards in these areas.

I will work with the police and other agencies to ensure the threats posed locally and nationally by organised crime groups are tackled in the most effective and efficient way to minimise serious harm in our communities.

I will support the development of suitable mechanisms for the support of the police and oversight of serious and organised crime activity – through a local organised crime partnership board – by April 2015.

I will ask partners to ensure that their own strategic plans adequately reflect the role that they need to play in tackling serious and major crime, taking particular account of the Strategic Policing Requirement.

4 Listening to you campaign 2013/14
Collaborating, delivering in partnership and responding to national threats

Some threats and risks can only be dealt with effectively by drawing together the resources and expertise of people regionally or across the country. Good examples are counter-terrorism work, activity to tackle serious organised crime and people who use the Internet to commit crimes against people and businesses. While you may not always see the impact locally of work undertaken by the police and partners at a national level, it does not mean that this work is not keeping you safe locally. West Yorkshire Police is well equipped and experienced in tackling many of these aspects of policing and others often rely on the police to help them. It is the lead force for the Yorkshire and Humberside region to deliver services around organised crime and scientific support, hosts the Counter Terrorism Unit for the North East region and is also the lead force – as am I the lead policing body - nationally for the National Police Air Service.

West Yorkshire has also been collaborating in partnership to maximise use of assets, encourage and capture innovation and reinvest in communities, especially in areas of greatest threat, risk and harm. We are tapping into the N8 programme which involves some of the UK’s top universities, to provide research into some of the key areas affecting policing and issues within criminology, law and the Strategic Policing Requirement.

The Strategic Policing Requirement sets out what, in the Home Secretary’s view, are the national threats that the police and partners must address. The threats are organised crime, terrorism and extremism, public order, civil emergencies and a major cyber incident. To meet these threats, West Yorkshire Police must evidence capacity and contribution, capability, consistency and connectivity as part of the wider policing landscape. My role is to ensure I consider this requirement when setting priorities and when considering resource decisions for West Yorkshire Police, to ensure that we are in a position to make an effective contribution as part of the wider police service should the need arise. The National Policing Requirement sets out the specific resources and skills that chief police officers advise are needed in order to fulfil these obligations within both proactive and reactive responses.
When it comes to policing and crime, no single organisation is big enough or wealthy enough to go it alone. I will consider all realistic options for collaborating with others to ensure better value for the people of West Yorkshire, and to seek strong public sector delivery of those services.

For those areas of policing that West Yorkshire leads on, whether it be regionally or nationally, I will hold the Chief Constable to account for the delivery of appropriate services to the other forces it serves. I will make sure that where other forces take the lead that the communities within West Yorkshire are benefiting from this arrangement, and ask questions if I feel our communities are not.

I will hold the Chief Constable to account to ensure that the police tackle major crime which impacts nationally and locally on the public of West Yorkshire.

With the Chief Constable I will make sure that we have the right resources, understanding, people and governance frameworks to tackle national threats such as terrorism, serious public disorder, organised crime, major cyber incidents and civil emergencies. I will work with local authorities and planning agencies to make sure we are prepared for the national risks, threats and harm set out by the Home Secretary in the Strategic Policing Requirement.

Criminal justice system is effective and efficient

The criminal justice system is made up of several agencies including the police, the Courts Service, youth offending and probation services, the Crown Prosecution Service and prisons. While some people have concerns that the existence of police and crime commissioners might threaten the independence of some criminal justice partners, I take the view that almost everything in criminal justice is inter-dependent – which means we all have to work together to be more effective and efficient. If the system works then people should be deterred from committing crime, witnesses and victims will have a real voice in the process and will be supported, while those who cause the most harm or persistently offend will be dealt with swiftly, proportionately and appropriately.

Over the past year activity around the criminal justice system has focused on transforming it to ensure the system is fair and just, to increase public confidence, provide victims with reparation, protect the public, punish offenders and reduce crime and re-offending. A national Criminal Justice Board has been set up which will support the Local Criminal Justice Board, of which I am now a member. I will play whatever part I can in ensuring the efficiency, effectiveness and fairness of the criminal justice system across West Yorkshire.
I will work in partnership with criminal justice agencies to align our priorities and plans and achieve the outcomes people expect for their communities particularly for victims of crime.

I will ask West Yorkshire Police to look at how its custody facilities might be used by wider agencies, whether it is health and wellbeing completing assessments of detainees or other agencies with powers of detention such as immigration.

With partners I will push for a change in legislation so that custody is no longer used as a place of safety for detainees with mental health issues.

The National VIPER® Bureau - which is owned and run within West Yorkshire - provides technical support to witnesses and courts around identity parades and the electronic presentation of evidence. I will explore how the bureau can be used to help make criminal justice services more effective and efficient.

I will work in partnership with relevant criminal justice, third sector and other agencies to address the multiple needs of women within the criminal justice system.

I will monitor the conviction rate and ineffective trial rate across West Yorkshire.

Creating confidence

If the criminal justice system works efficiently and effectively but also in a way that’s fair then communities should have confidence in it as a whole. If people have confidence in the system then they are more likely to report incidents of crime and anti-social behaviour, come forward as witnesses, and co-operate and engage with the agencies involved.

I will continue to monitor the confidence that people in West Yorkshire have in the criminal justice system and will work with criminal justice organisations to understand the factors affecting confidence and how these can be addressed.

I will monitor the proportion of people who are confident that the criminal justice system in West Yorkshire is effective and fair.
Stop and search is an issue that is often talked about and one that has attracted national attention and scrutiny including from the Home Office and HMIC. Many young and minority ethnic people spoken to have told me and my staff that the way in which they have been stopped, or stopped and searched, by the police remains an issue. While police figures suggest that disproportionality between the numbers of people from different ethnic groups being stopped has recently reduced, this does not tell us whether the experience of those stopped and searched has improved.

The impact of stop and search on communities can be significant – whether the causes behind that impact are real or perceived. The power to stop and search should only be applied where it is operationally necessary, following due process and used appropriately, proportionately and in the pursuit of a legitimate aim - and communities need assurance that this is happening. This need is perhaps greater where the powers used have no safeguard of reasonable suspicion such as those available under the relevant counter-terrorism legislation.

I will hold the Chief Constable to account to ensure stop and search activity is used appropriately, proportionately, in the pursuit of a legitimate aim and in a way that can be explained by the searching officer to the person stopped.

My staff will undertake a programme of consultation with the public to assess the current impact this activity has had on them and assess whether the perceptions around stop and search of all kinds reflect the changing figures.

How, when and why crimes are recorded is another issue that can deeply affect public confidence. It is important that crime is recorded in a way that is accurate and ethical. Data on recorded crime is often used to assess the impact of action and initiatives undertaken not just by the police but by wider community safety and criminal justice partners. I use them to hold the Chief Constable to account. Late 2013 saw criticism levelled at police forces around how they record crime, with accusations that police recorded crime statistics were flawed and inaccurate. A Public Administration Select Committee enquiry into crime recording has generated a lot of negative publicity, and partners as well as the public are seeking reassurance that the crime figures they rely on are accurate and show the true picture of crime in West Yorkshire.

Following feedback from previous HMIC inspections West Yorkshire Police has worked hard to identify and address crime recording and data integrity issues, and significant progress has been made. The HMIC is undertaking an inspection of all forces during the first half of 2014, and I will continue to seek assurances from the Chief Constable that the public of West Yorkshire can rely on the very numbers they quote.
Through holding the Chief Constable to account I will ensure that the areas for improvement identified in the upcoming HMIC inspection are given due consideration and implemented swiftly.

I will ask the Chief Constable for quarterly updates on action plans and crime recording audits undertaken internally by the police service.

I will ask the joint Internal Audit team to periodically dip sample a selection of crime data to ensure that crime recording standards are being followed, and to review the processes to ensure they remain robust and reliable.

**Ensuring integrity**

Our police officers and staff work tirelessly to protect the people of West Yorkshire and make sure our communities are safer and feel safer. They are some of the bravest and most committed people of any public service. However, in the past a small minority of officers have let themselves, their colleagues and their communities down. Sometimes officers and staff have failed to behave as we would expect them to and the culture of the police service is not always as open, transparent and responsive as people would expect. I know that, even in the most professional and hard-working organisations, things will sometimes go wrong and my focus is on putting things right and resolving issues at the earliest opportunity. That's why I instigated, with the support of the Chief Constable, an independent review of police conduct and standards in West Yorkshire.

I will scrutinise complaints against the police and, wherever possible, aim to help put things right.

I will ensure that the lessons and findings from the independent review of police conduct and standards (known as the Crawford review) are understood and locally acted upon, and promptly. I will ensure an action plan is in place to address the findings by September 2014.

I will also work with the Independent Police Complaints Commission to ensure we work more closely together to reduce bureaucracy and duplication of effort, and make the outcomes of investigations into conduct and standards more joined up and meaningful to the public of West Yorkshire.

**Communities are listened to and involved**

It is vitally important that the views of our communities inform the work of the OPCC and West Yorkshire Police. Engaging with people in their communities is the key principle that partners identified as being important for services that they are being paid to provide. As your elected Police and Crime Commissioner for West Yorkshire I am accountable to you and I continue to engage with people in their communities at every opportunity to address the concerns that matter to our communities, to deliver the services that people want and need, and to give communities a voice.

**Listening to you first**

I was elected as your first Police and Crime Commissioner for West Yorkshire to be your voice locally and nationally on policing and community safety. I continue to fulfil the election pledges I made after talking to you about what matters to you locally. I have protected the number of bobbies on the beat and continue to fight the privatisation of our public services and the severe government cuts that hit the West Yorkshire Police Service hard. I also continue to listen to what you have to say through consultation and engagement with all our communities to make sure that your views and concerns are represented here in West Yorkshire but also in Westminster.

In the first weeks of taking office I ran my Listening to You First campaign to hear about your experiences, find out more about the issues that matter to you the most and to listen to your views on policing and community safety across West Yorkshire.
I will spend as much of my time as possible listening to the people of West Yorkshire, visiting neighbourhoods, holding surgeries and listening to a wide range of groups about their experiences and what matters to them.

I will work with the Chief Constable to improve engagement, increase consultation with local partners and local people and ensure more coherent, joined up communications.

I will work with communities on key issues affecting them and put their needs first when making decisions.

When you tell me issues that you are encountering I will work with the police and partners to try to address these issues, and will reflect them where appropriate in any decision I make.

I will use my staff at the Office of the Police and Crime Commissioner to help me to gather people’s views, allowing me to hear the voices of more of the people I have been elected to serve.

I will also use my staff to raise awareness of my role, so that people are aware of who they can turn to when they have questions or need help, how they can influence the priorities within the Police and Crime Plan and what I am doing for them.

I will share what the majority and minority views are on the issues the people of West Yorkshire care about, and then make decisions with communities taking these views into account.

I will work with and encourage partners to share the results of community consultation and engagement so that we can build up as complete a picture as possible of crime and community safety concerns across West Yorkshire.

Above all else, I will continue to listen to you first.

The views of the ‘silent majority’ but also those individuals and communities that are harder to reach and communicate to more people across the county about the work that is being done to make sure communities are safer and feeling safer. Many people are still not aware of my position or what it involves and Appendix A sets out the role and responsibilities of your Police and Crime Commissioner.

It is also important, where it is possible and appropriate to do so, to communicate together with partners. I will work more closely with West Yorkshire Police and others to provide information, including through the media, that is more consistent and co-ordinated and does not result in mixed messages or duplication to provide better value for the people of West Yorkshire and make sure we are communicating with you more coherently and effectively.
Including young people and minority groups

There are people and communities in West Yorkshire that do not feel involved or feel that their voice is not being heard. I pledged during the election campaign to involve young people and minority groups whose voices are all too often not heard by public bodies and I continue to consult with my youth advisory group and many other minority groups to ensure their views inform the work of the OPCC, West Yorkshire Police and other partners.

There are many diverse communities within West Yorkshire and local areas can differ significantly not only in the people who live there but also the problems they face and yet the opinions, views and experiences expressed to me as part of the Listening to You First campaign have shown a strong agreement between people in different areas on issues which really matter. This is a plan for all the people of West Yorkshire and the changes that have been made in the refresh reflect what is important across all our communities. I have made five promises to young people and I will work with partners and young people to see how I can fulfil these promises, which are to:

- Make myself accessible to young people and provide appropriate ways for young people to express their concerns to me (e.g. face-to-face surgeries, social media, e-petitions).
- Treat all young people as citizens, valuing their interests and opinions as much as any other group in the community.
- Provide an equal platform for all members of the community, including minorities and those who are marginalised. I will develop a more formal mechanism that will allow me to engage in a more meaningful way with those from ethnic minority communities.
- Establish a way of meaningful representation of young people’s views by creating, for example a young advisory panel.
- Use my influence as Police and Crime Commissioner to support the police to engage positively with all young people.

Involving communities

While partners have a large role to play in the prevention of crime, as communities and individuals we also have a role. Neighbourhood Watch schemes are a valuable resource, run by volunteers who have a genuine desire to take a role in making their communities safer. There are many Neighbourhood Watch groups across West Yorkshire, spread across the five district areas and...
Police and partners are resourced

In these times of unprecedented cuts to our public services together with significant public sector and welfare reform and the privatisation of public service, including prisons, probation and court services - the impact of which is not yet understood - partners are adapting to the changing landscape and will need to find new ways of working together to meet the challenges and provide improved services to the people of West Yorkshire.

Protecting frontline policing

I have committed to fight against the government cuts that go too far too fast and to fight the privatisation of our vital public services including the privatisation of elements of the police. I also pledged during the election campaign to protect frontline policing and with communities telling me that the visibility and availability of officers and staff is a top concern for them I am working with the Chief Constable of West Yorkshire Police and the five district council leaders across West Yorkshire to protect the numbers of police officers and police community support officers (PCSOs) out on the beat in your street.

I have asked the Chief Constable to make sure that where possible and appropriate those working for West Yorkshire Police with a warrant card are out in communities fighting crime. I have maintained the level of funding for PCSOs for the next two years at £17.8m, despite a government cut of £2.4m and have made an extra £2.2m available to local councils to fund the 399 PCSOs in the county that your local council continues to help pay for. With partners I will be reviewing the funding for PCSOs and wider community safety funding going forward.

Mark Burns-Williamson on patrol with neighbourhood beat officers in Halifax

4 Listening to you campaign 2013/14
I will monitor the proportion of police officers engaged in operational activity.

Everything possible has been done to protect frontline delivery of policing but the police simply can’t afford to continue to recruit police officers without the help of local people. I canvassed the views of people across West Yorkshire through my ‘Listening to You First’ consultation and with the majority of people supporting the idea I have increased the police council tax which costs most households on average less than £2 a year extra which will contribute towards the recruitment of 126 police officers.

This investment is important as there are seriously difficult financial times ahead. As it stands West Yorkshire Police will lose £157m from its budget by 2016/17. This is a 31% budget reduction over six years and although half the savings have been delivered, the fact that 80% of the budget is spent on staff means that there is no option but to reduce numbers and it is estimated that West Yorkshire will lose around 2,500 staff.

I will lobby Government for adequate funding nationally for policing and a fairer share of the total funds available for West Yorkshire, reducing the removal of funds from our national grant top sliced for other uses.

I am committed to keeping neighbourhoods safe by funding and supporting services devolved to the local level, which can act and change what happens on your street to prevent and tackle anti-social behaviour and crime.

I will use the Chief Constable’s ambitions as part of the wider mechanisms for holding him to account for policing performance across West Yorkshire.

Special constables provide an invaluable service in our communities and I will provide funding for further recruitment and training and look at ways of extending the role of volunteers to include specialist areas like cyber and financial crime. The next generation of police officers and staff in West Yorkshire Police need to better represent the communities we all serve and I will make sure that the special constables we recruit here in West Yorkshire continue to reflect the diversity of our communities.

With the police service I will work towards:

- Recruiting more special constables in local areas.
- The whole workforce – including staff, officers, special constables and volunteers – being more representative of the communities that West Yorkshire Police serve.
- I will monitor the proportion of police workforce from a minority ethnic background.

Mark Burns-Williamson attending a Specials recruitment event

15 64% of households in West Yorkshire fall within bands A and B for council tax
16 Staffing reduction numbers are subject to variation throughout the year
Investing in people

Our greatest asset and resource is our staff and I know that it is the hard work and dedication of police officers, staff and volunteers in West Yorkshire that enables the police service to continue to deliver an improved service in these increasingly challenging times.

Budget cuts across the police service and partner agencies means that more is needed from the people employed by them in order to improve performance and keep communities safe. We need to recruit and retain the right people, help them to develop and recognise the hard work these people put in for our organisations, and make sure that staff are protected and that in these stretched times we do not forget their health and welfare. These principles are reflected within the West Yorkshire Police People Ambition.

When I took office I became the legal employer of all West Yorkshire Police staff as well as the employer of my own staff who work tirelessly to directly support my elected role. Under what is known as Stage 2 transfers however the Chief Constable has become the employer of all the operational support staff and while many staff have already been transferred, consultation has and continues to take place with staff, their unions and associations and with individual groups of employees and partners. Our plan has as its heart the values and importance of public service and ensures that the Chief Constable can focus on operational policing with the right support behind him.

So that all staff, whoever they are employed by in the future, are protected and have equal employment status, both I and the Chief Constable will sign a West Yorkshire employment charter or an equivalent employee protection that incorporates the principles in the charter I have already signed.

I will support the Chief Constable to ensure that:

- The police service workforce has the skills they need to carry out their jobs in a way that meets the needs of communities.
- West Yorkshire Police fulfils its equality objectives in line with the national Equality Standards for the Police Service (for the equality objectives please see www.westyorkshire.police.uk/about-us/equality-diversity).
- West Yorkshire Police is working towards being a living wage employer.
Innovating and investing in our communities

Because of the financial challenge we all face it is even more important that we continue to examine everything we do to make sure it provides value for money to all the communities of West Yorkshire. I will also work with the police service and others to explore all avenues of revenue and ways to increase our funding to try to lessen the impact that the cuts have on communities, the police, partners and the staff themselves.

I hold a wide range of assets for, and on behalf of the communities of West Yorkshire. These assets include the state-of-the-art training facilities at Carr Gate in Wakefield, to wider criminal justice system services such as those provided by the Police National Legal Database. Maximising the community benefits coming from those assets is not just a matter of good governance, it is also vital to the health of the organisation. Exploring opportunities for encouraging innovation and increasing investment is vital at a time when the pressures on our services have never been greater and because it encourages and rewards good ideas from those who have the best ideas: the people involved in delivering our services.

I will continue to work with the police and partners to find money through other sources, such as the Innovation Fund, making sure we use our assets to best effect and generating income through new ways of working. I will try, wherever possible, to reduce the impact of funding cuts on frontline policing so important for communities in West Yorkshire.

Investing in technology is key to working smarter together and providing a police service that is fit for a new purpose, visible and more efficient and effective. I have made a one-off fund of £20m available for the Chief Constable to invest in smarter ways of working to keep people safe across the county, in our communities, on our roads and in our streets.

Areas of proposed development include:

- Introduction of mobile technology including hand held devices, vehicle borne computers and body worn cameras to enable officers and staff to be more visible, more productive and to engage more meaningfully in our communities.
- Automation and streamlining of business processes.
- Significant investment in automatic number plate recognition (ANPR) infrastructure and capability to ensure communities are safer and feel safer by proactively denying criminals the use of the county’s road network.
- Further integration of police and partner agency service delivery.
Use of technology

Investing in technology is critical to raise productivity and offset the effect of the financial savings required that lead to a reduction in the number of officers and staff available. The use of technology can reduce crime, increase detections and make people feel safer. New developments in CCTV allow police and partners to turn around images quickly in order to help detect crime and ANPR is a powerful tool in the identification of criminals using the roads. Technology must be used to improve the efficiency and effectiveness of frontline police officers. Body worn cameras have seen success in other police areas including improved evidence gathering leading to better criminal justice outcomes and increased protection for officers. Technology is also being used to enable officers to be more productive, visible and accessible in communities. The provision of mobile hand-held devices which are pre-loaded with specialist software allows officers to access various force systems without returning to the police station. This complements the current deployment of in-vehicle laptops which will have similar functionality and also allow electronic witness statements to be taken.

The Proceeds of Crime Act 2002 was an innovative and impactive piece of legislation that gives powers to police and other criminal justice partners to seize and confiscate the cash and property of those engaged in criminal activity in our communities. It helps prevent criminals from profiting at the expense of other people’s lives, removes the incentive for criminal behaviour and allows partners to more effectively tackle crime and criminality, in particular serious and organised crime. This money is then invested in policing operations and into the communities that suffer from criminal activity.

West Yorkshire Police have had some real successes in recovering proceeds of crime and with partners have exploited all the available opportunities. But the legislation needs to be amended and updated and I will continue to lobby the government to encourage and enable more innovative practices and to strengthen the legislation to give the police and others more powers to seize and confiscate cash and property and hit criminals harder where it really hurts.

Currently the Treasury keep most of the money that is recovered across the county and I campaigned during the election to get all the money recovered in West Yorkshire back to West Yorkshire. With 87% of local people supporting me5, as well as thousands of petition signatures, I continue to call on the government to see this money not as belonging to the state but invested back into communities that suffered from crime and criminality in the first place.

5 Listening to you campaign 2012/13
I will continue to lobby government and try to get more of the money seized from criminals in West Yorkshire kept here and invested back in tackling crime.

I will also continue lobbying government to ensure that the laws around proceeds of crime are updated and any loopholes allowing people to escape these laws are closed.

I will encourage and support more work by our police service and criminal justice partners to recover more assets from criminals.

I will decide together with communities how this money is spent locally to address threat, risk and harm, and will hold the Chief Constable to account for any of this money spent directly by the police service.

**Delivering together**

Investing in partnership working is key to achieving our shared outcomes and providing an improved service to people across West Yorkshire. Together with partners I will be doing my best with the resources I have available to make sure communities are safer and feel safer and grasping opportunities to constantly learn from what we do, innovate and improve.

I will be commissioning services this year including delivery of community safety and victims' services and will continue to work with partners to identify the best way to do this, learning from those who know what works and what doesn’t. I will work with local services to meet local need and where appropriate I will collaborate with other police areas and partners to deliver better value for money for the people of West Yorkshire.

I have protected the level of the Community Safety Fund that I will provide to partners over the next two years at £5.3m a year, despite the government cut equivalent to £0.7m. I will also make available a further £2.3m for community safety initiatives, £1m for work on domestic abuse and serious sexual offences and £1m for partnership initiatives. This resource will be rightly assessed, measured and reviewed on a quarterly basis.

Delivery however is not all about money. Securing better outcomes for people relies on a mix of activities from a range of partners. To come together to share ideas, best practice, and an understanding of ‘what works’, to innovate and together implement change. To support this I have established key groups containing expert knowledge of policing, community safety, criminal justice and the third sector organisations who are working together to achieve our shared aims and ambitions for West Yorkshire.

- I will ensure that, come October 2014, there is a clear framework in place for the commissioning of victims’ services.
- When procuring and commissioning services I will have regard to local providers while balancing this with the need to ensure value for money.
- I will also ensure that partnership working is set out against agreed outcomes.
- With partners I will develop a database of those interventions and projects that have been proven to work, to help inform future funding decisions.
How will we know if we are succeeding?

It is important that we know whether we are succeeding in achieving our objectives but without burdening the police and partners with bureaucratic tick box targets that don’t tell us a great deal and that can have unintended consequences. I have agreed a small number of practical performance indicators and each will be monitored carefully on a regular basis (see Appendix C for the measures I will use, which are also placed throughout the Plan where relevant). I have deliberately chosen to only have one target (for burglary) which reflects the importance burglary has in this county. Other indicators will be monitored to ensure an improvement is being seen over time and I will be using the Chief Constable’s own ‘ambitions’ that he sets in order to monitor performance. Relevant performance reports will be shared with partners and placed on my website for people to access. Any under-performance will be challenged and ways forward identified.

My Annual Report will chart the activities of me and my office, West Yorkshire Police and other partners over the previous 12 months. It will set out what I have done to meet the commitments I have made in this Plan, details of specific projects, initiatives and case studies provided by partners and will set out performance against the measures set out in Appendix C.
How will I manage performance:

- One of my key functions is to hold the Chief Constable to account for how well the police play their part in the delivery of this plan, with the Chief Constable’s role being to have direction and control of operational policing and to ensure it operates efficiently and effectively.
- I will continue to meet regularly with the Chief Constable to discuss important policing concerns and the progress made to deliver my Police and Crime Plan. Important information and decisions that affect communities will be placed on my website.
- Quarterly I analyse performance indicators around crime, perceptions and other relevant information with the Chief Constable, challenging poor performance at both a West Yorkshire and district level.
- I and my staff attend the monthly force accountability meetings, where the Chief Constable holds his senior leaders to account for delivery against the Plan and discusses key issues to seek resolution. Where relevant I have the opportunity at these meetings to ask questions and answer questions directed at me.
- The Chief Constable sets his own internal performance ambitions – which he sets to reflect current crime issues, but in no way reflect the totality of the issues the police service has to address – for measuring and driving the performance of the police. I will hold the Chief Constable to account for the performance ambitions. These ambitions will be included in the Annual Report.
- Many people contact me directly with their concerns and experiences. Where appropriate I raise these directly with the Chief Constable and hold him accountable for ensuring the issues are addressed.
- I am looking at ways of making the discussions with the Chief Constable more accessible, such as recording relevant sections of the meetings and making this available on my website.
- I will also look to establish mechanisms for feedback/questions and answers.
- As promised I will be out and about in West Yorkshire meeting with communities, groups and partners to hear directly about the impact that the delivery of my Plan is having. Twice a year I will dedicate time to visiting each district to discuss face-to-face with the people that are affected their policing and community safety concerns.
- My delivery of the Plan will be supported and scrutinised by the Police and Crime Panel and, with them, I will look at ways of how they can support me in my role.
- I often attend local meetings along with senior police officers where the public attend and are able to ask questions. I will continue to attend these opportunities when they are available and appropriate.
- Tackling crime, disorder, drugs and reducing re-offending is not just about policing: it involves a wide range of partners coming together and working co-operatively. Partner agencies have their own plans setting out how they intend to achieve the priorities I have set out here, both at a strategic and a local level and we will be monitoring our collective and individual progress. My office will help me to assess whether the police delivery plans have been implemented and whether their activity has helped to achieve the outcomes and priorities I have set. They will also work with other agencies to explore the impact of their activity.
- Where I have commissioned services or provided grants to other agencies I will look to receive regular reports against agreed outcomes to ensure they are providing the right services to achieve the outcomes and priorities set out in the plan. For West Yorkshire community safety partners this will likely be through the recently established county wide forum.
- My staff and I also undertake a lot of work to meet the statutory obligations but also to meet the commitments and priorities set out in the plan. In addition my office receives a vast amount of contact from the public and partners. I will monitor activity of both myself and my office on a quarterly basis to ensure that public queries are responded to and that the commitments I have made are being addressed.
Appendix A - Role of Police and Crime Commissioner

The Police and Crime Commissioner is responsible for the totality of policing in West Yorkshire. He has a primary legal duty of making sure that West Yorkshire has an efficient and effective police force. Primarily, he meets these responsibilities by:-

- Appointing the Chief Constable
- Holding the Chief Constable to account for the delivery of policing
- Setting and updating a police and crime plan
- Setting the force budget and the police precept in the council tax
- Engaging meaningfully with the public and communities he serves
- Operating an independent custody visitors’ scheme

He is also responsible for ensuring so far as possible that West Yorkshire has an effective and efficient criminal justice system, for providing certain services to victims of crime and for working with partners - such as local authorities, health and wellbeing bodies, businesses and the third and voluntary sector – to keep people in West Yorkshire safe and feeling safe. He provides grants to community groups and partners who help meet the priorities and outcomes set out in the Plan.

In doing so, he aims to ensure that the policing and crime needs of communities are understood and are met as effectively as possible, bringing communities closer to the police and partners, working more effectively with others to address the causes and consequences of crime, building confidence in the criminal justice system and maintaining trust. As your elected representative in all matters affecting policing across West Yorkshire, your police and crime commissioner is your voice for your area. Elected by you and accountable to you at the ballot box, the Police and Crime Commissioner is responsible for policing, not only at a local level, but also for policing issues that span larger geographical areas such as counter-terrorism, civil emergencies, and public disorder. These and other areas are set out in the Home Secretary’s Strategic Policing Requirement designed to make sure that the police in West Yorkshire work closely and appropriately with other bodies and partners to protect our communities from substantial threats, risk and harm, including serious organised crime, public disorder, terrorism and cyber attacks.

So far as the police are concerned, the Chief Constable has operational independence in deploying police officers and staff across West Yorkshire and he has direction and control of policing operations. A copy of the protocol setting out the responsibility of the Chief Constable can be found at www.westyorkshire-pcc.gov.uk The Chief Constable sets his own internal performance ambitions for measuring and driving the performance of the police while the Police and Crime Commissioner makes the relevant resources available to the Chief Constable for this purpose and will hold him to account for the use of those resources and the performance of the police.

The Police and Crime Commissioner’s activities and decisions are scrutinised and supported by a Police and Crime Panel. In West Yorkshire the Panel has 14 members made up of councillors from the five local authorities together with two co-opted independent members. The Panel’s main duties are:

- Reviewing the Police and Crime Plan and annual reports issued by the Police and Crime Commissioner
- Agreeing or rejecting proposed police precepts
- Investigating some types of complaints made about the conduct of the Police and Crime Commissioner or his Deputy Police and Crime Commissioner
- Considering proposed senior appointments by the Police and Crime Commissioner such as statutory officers and agreeing or rejecting the proposed appointment of a Chief Constable.
Appendix B - Community outcome framework

Communities in West Yorkshire are safer and feel safer

- Crime and re-offending is reduced
- Anti-social behaviour is reduced
- Victims and witnesses are supported
- Local, regional and national threats, risks and harm are tackled
- Criminal justice system is effective and efficient

PCC Manifesto promises and West Yorkshire medium term objectives informed by analysis of need

County-wide policing, community safety and criminal justice service annual priorities

- Bradford priorities
- Calderdale priorities
- Kirklees priorities
- Leeds priorities
- Wakefield priorities

Outcomes

Objectives and priorities
## Measures that will be reported monthly

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measures</th>
<th>Performance 12 months to Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Make communities safer and feel safer by tackling all forms of crime</td>
<td>Total recorded crime (comparison against other forces)</td>
<td>WY -1.8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MSG¹ -1.3%</td>
</tr>
<tr>
<td>2. Reduce the risk of domestic burglary in West Yorkshire</td>
<td>Recorded domestic burglary (TARGET - performance to be better than similar forces and partnerships)</td>
<td>WY -13.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MSG¹ -3.1%</td>
</tr>
<tr>
<td>3. Improve the outcomes for victims of hate crime/incidents²</td>
<td>Satisfaction levels for racist incidents (satisfaction levels for other hate incidents being developed)</td>
<td>87.4%</td>
</tr>
<tr>
<td>4. Respond to reports of anti-social behaviour in a way that victims are happy with</td>
<td>Satisfaction with service delivery</td>
<td>80.6%</td>
</tr>
<tr>
<td>5. Respond to reports of anti-social behaviour in a way that communities are happy with</td>
<td>Proportion of residents saying anti-social behaviour has got worse over the last 12 months</td>
<td>11.9%</td>
</tr>
<tr>
<td>6. Improve the quality of support provided to victims of crime and incidents</td>
<td>Satisfaction with overall service</td>
<td>88.5%</td>
</tr>
<tr>
<td>7. Protect those who are affected by domestic abuse</td>
<td>Repeat victimisation rate for domestic abuse</td>
<td>33.2%</td>
</tr>
<tr>
<td>8. Increase identification of those children at risk of harm</td>
<td>Number of children supported through safeguarding activity</td>
<td>11,040³</td>
</tr>
<tr>
<td>9. Maximise the proportion of police officers engaged in operational activity</td>
<td>% of police officers in operational functions</td>
<td>93.6%</td>
</tr>
<tr>
<td>10. Create a more effective criminal justice system that has the victims needs at its heart</td>
<td>Conviction rate</td>
<td>Mags – 82.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CC – 81.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ineffective trial rate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CC – 11.4%</td>
</tr>
</tbody>
</table>

¹ Data for the 12 months to December 2013

² Changes to the way outcomes are recorded and the new rehabilitation landscape mean that interim measures have been used in the absence of more robust performance indicators. These will be reviewed and developed throughout the year

³ Data for April 2013 – February 2014
Measures that will be reported quarterly

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measures</th>
<th>Performance 12 months to Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reduce the risk of domestic burglary in West Yorkshire</td>
<td>Risk of household crime</td>
<td>13.1%(^1)</td>
</tr>
<tr>
<td>2. Improve the outcomes for victims of sexual violence(^2)</td>
<td>Conviction rate for sexual offences</td>
<td>82.7%(^4)</td>
</tr>
<tr>
<td></td>
<td>Conviction rate for rape</td>
<td>68.2%</td>
</tr>
<tr>
<td>3. Reduce the re-offending of persistent criminals who cause harm to our communities(^2)</td>
<td>Proven re-offending rate of adults</td>
<td>25.6%(^4)</td>
</tr>
<tr>
<td></td>
<td>Proven re-offending rate of young people</td>
<td>34.1%(^4)</td>
</tr>
<tr>
<td>4. Strive for a police workforce that is representative of the communities it serves</td>
<td>Proportion of police workforce from a minority ethnic background (officers, staff, special constables and volunteers)</td>
<td>5.03%</td>
</tr>
</tbody>
</table>

Measures that will be monitored annually

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measures</th>
<th>Performance 12 months to Mar 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Make communities safer and feel safer by tackling all forms of crime</td>
<td>Feelings of safety</td>
<td>Being developed by March 2014</td>
</tr>
<tr>
<td>2. Increase the confidence of communities by working with partners in the criminal justice system</td>
<td>% confident that the CJS is effective</td>
<td>43%(^5)</td>
</tr>
<tr>
<td></td>
<td>% confident that the CJS is fair</td>
<td>62%(^5)</td>
</tr>
</tbody>
</table>

\(^1\) Data for the 12 months to December 2013
\(^2\) Changes to the way outcomes are recorded and the new rehabilitation landscape mean that interim measures have been used in the absence of more robust performance indicators. These will be reviewed and developed throughout the year
\(^3\) Data for the 12 months to June 2012
\(^4\) Data for the 12 months to March 2013 (data will be published annually in July)
Acknowledgements

I would like to give thanks to all of those who have taken the time to fill in my surveys, contact the Office of the Police and Crime Commissioner and speak to me while I have been out and about in our communities. Your views and priorities have helped inform this Police and Crime Plan refresh.

I would like to give special thanks to all those who have worked with my office to develop this refreshed Police and Crime Plan and make sure we get the strategic direction for policing and community safety right for West Yorkshire. Most of all I would like to thank all those local people and local partners, including all the West Yorkshire Police staff and officers and the dedicated staff in the Office of the Police and Crime Commissioner, who work tirelessly day in day out, to make sure all our communities are safer and feel safer.