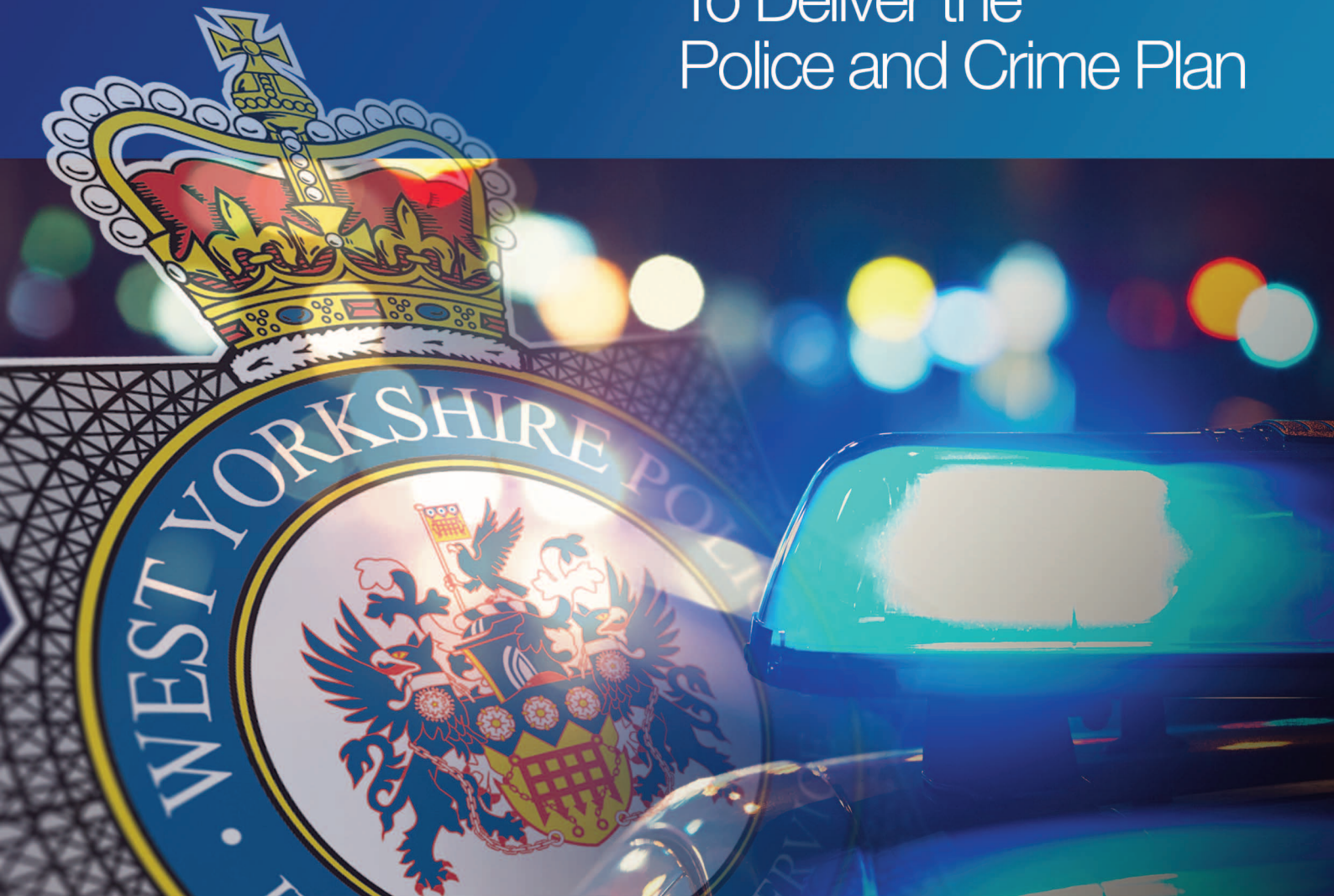


Operational Policing Strategy

2023-2028

To Deliver the
Police and Crime Plan



**WEST YORKSHIRE
POLICE**

Policing Strategy 2023-2028

Foreword

In 2020 I launched our Policing Strategy and Plan on a Page. Three years on I have reviewed this to make sure we are still delivering the best service we can to the communities we serve.

Our Strategy sets out the strategic direction for West Yorkshire Police over the next five years to deliver our part of the Mayor's Police and Crime Plan in achieving the overall vision of Safe, Just and Inclusive.

Our Strategy continues to balance addressing the risks identified in successive Force Management Statements, with local and national priorities, to ensure that West Yorkshire Police remains one of the best performing forces in the country and delivers the best service it can to the communities we serve.

The Strategy builds on the strong position HMICFRS recognised in 2021/22 when we were graded as 'Outstanding' in four areas and 'Good' in a further four areas. Our ambition is to retain our strong gradings and improve in the two areas we were graded as Adequate.

This updated Strategy has not significantly changed, which shows that we have been and continue to focus on the key issues that matter to our communities and the Force. The Strategy has been informed by the Police and Crime Plan, Force Management Statement, national priorities and the National Police Chief Council's (NPCC) Vision 2030, which sets out the vision and priorities for policing as a whole. Our updated and broadened vision is aligned with the Police and Crime Plan, but the focus on keeping West Yorkshire safe remains a critical part of that vision, along with delivering justice for victims and being an inclusive organisation.

Our three Policing Purposes remain unchanged and reflect our unwavering commitment to Reduce Crime, Protect Vulnerable People and Reassure the Public. Under Reducing Crime there is a stronger focus on homicide prevention and tackling the changing nature of crime and criminality; under Protecting Vulnerable People there is an explicit reference to Violence Against Women and Girls and under Reassuring the Public a strong focus on the need to improve public confidence of all our communities, which is one of the most significant issues facing policing nationally.

Our cross-cutting principles for delivery also remain unchanged as everything we do, we must be victim focussed, we must all have a preventative and problem solving mindset, provide a responsive service, be intelligence driven and improve the quality, standard and supervision of our investigations.

Our Enablers are the capabilities we need to support policing delivery and I have included a stronger focus on efficiency, productivity and sustainability, so that we make the best use of our resources, ensuring they are aligned to our priorities and risks. I also want us to be an organisation that is innovative, forward looking and implements what works so that we continuously improve and provide the best policing service we can, with the resources we have.

The next five years present some significant challenges for all of us. Crime and demand are increasing, both in volume and complexity, the expectations of our communities on policing remain high and financial pressures mean we have to be as efficient and productive as we can be. The implementation of Priority Based Budgeting Forcewide is a significant challenge but will in the long term ensure that Force resources are being used in the most efficient way and that investment is made in the priorities of our Policing Strategy.

Our ambition is that all members of West Yorkshire Police deliver an outstanding service so that we can achieve the aspirations set out in this Strategy and deliver everything we do in line with our values of Fairness, Integrity and Respect.



Chief Constable
John Robins QPM DL

John Robins QPM DL
Chief Constable
September 2023

The Context

Force Profile

- West Yorkshire is the fourth largest force in the country.
- The five Districts are coterminous with local authorities and are supported by specialist Operational Support and Protective Services Crime along with enabling Headquarters functions (Local Policing and Safeguarding, Criminal Justice, Corporate Services, People, Professional Standards, Finance, Digital Policing, Estates and Transport).
- The Force is the lead for the National Police Air Service (NPAS), Counter Terrorism Policing North East (CTPNE), Regional Organised Crime Unit (ROCU) and Regional Scientific Support Services (RSSS).

Demographics

- The Force serves a population of 2.35 million.
- West Yorkshire has a higher proportion of young people compared to the England average.
- The county is culturally diverse with an ethnic minority population of 23%.
- 30% of the population live in neighbourhoods in the 20% most deprived areas in England.

Financial Context

- Since 2010 the Force has seen a real term total funding reductions of 10.7%, which is significantly higher than most other forces.
- Whilst the Force has the second highest recorded crime per head of the population it ranks 12th highest in terms of funding per head.
- The Force faces significant financial pressures over the next few years.

Performance

- | | Outstanding | Good | Adequate | Requires improvement | Inadequate | |
|---|------------------------------------|---------------------------------|---------------------|----------------------|------------|--|
| <ul style="list-style-type: none"> • The last PEEL (Police Efficiency, Effectiveness and Legitimacy) Inspection in 2021/22 resulted in positive gradings for the Force. In addition, the Force is also graded as Outstanding for Crime Data Integrity. | Preventing crime | Responding to the public | Investigating crime | | | <ul style="list-style-type: none"> • The Force has made some significant reductions in crime over the last five years including burglary, theft from vehicle, anti-social behaviour, knife crime and robbery. • Performance around answering 999 calls and responding to emergency incidents is consistently strong. |
| | Treatment of the public | Protecting vulnerable people | Supporting victims | | | |
| | Disrupting serious organised crime | Managing offenders | | | | |
| | Good use of resources | Developing a positive workplace | | | | |

Policing challenges

The last five Force Management Statements identify some long-term challenges for the Force:

- **Crime** – as a large metropolitan force in a county with a number of socio-economic challenges and outstanding crime recording practices, the Force is likely to continue to record higher levels of crime. Crime and investigations are becoming more complex with a shift to the virtual sphere.
- **Safeguarding** – demand has increased over the last five years and is predicted to continue to increase given the strong focus of the Force on violence against women and girls (VAWG), as well as adult and child safeguarding.
- **Serious and organised crime** – drugs are the primary organised crime threat, and there are strong connections between organised crime, gangs, serious violence and vulnerability.
- **Trust and Confidence** – public confidence has been reducing and there are particular challenges around VAWG and the confidence of the black and ethnic minority community. Neighbourhood policing is critical to secure the confidence of the community in tackling the issues that matter locally and being visible in communities.
- **Victims and Witnesses** – satisfaction with outcome and keeping people informed are persistently the service areas victims are least happy with and improving outcomes for victims remains a key area of focus.
- **Investigations** – the quality, standard and supervision of investigations remains a strong area of focus and criminal justice requirements have significantly increased demand on investigators. Criminal and law enforcement use of technology will continue to create significant and increasing digital investigative demand.
- **Non crime demand** – continues to distract policing from its primary role, however new policies and processes are expected to reduce inappropriate demand on policing.
- **Financial pressures** – the Force is facing significant financial pressures, and there is increased focus nationally on efficiency and productivity.
- **Workforce** – having the optimum workforce mix that has the capacity and capability to respond to current and future demand is a key priority as is having a workforce that is more representative of the community it serves.

Plan on a Page

Our Plan on a Page summarises the strategic direction for the Force over the next five years and our *Plan on two pages* provides an executive summary of each element of the Plan on a Page.

Plan on a Page 2023 - 2028

Vision -
Why are we here?

Safe, Just and Inclusive

Values -
How will we deliver?

Fairness, Integrity and Respect

Purpose -
What do we want to achieve?



Reducing Crime



Protecting Vulnerable People



Reassuring the Public

Approach -
What are the key principles for delivery?



Victim Focused



Preventative & Problem Solving



Responsive Service



Intelligence driven



Investigative Mindset

Organisational Enablers -
What capabilities do we need to support policing?



People



Efficiency, Productivity & Sustainability



Digital & Data



Partnerships & Collaboration



Innovation & Continuous Improvement

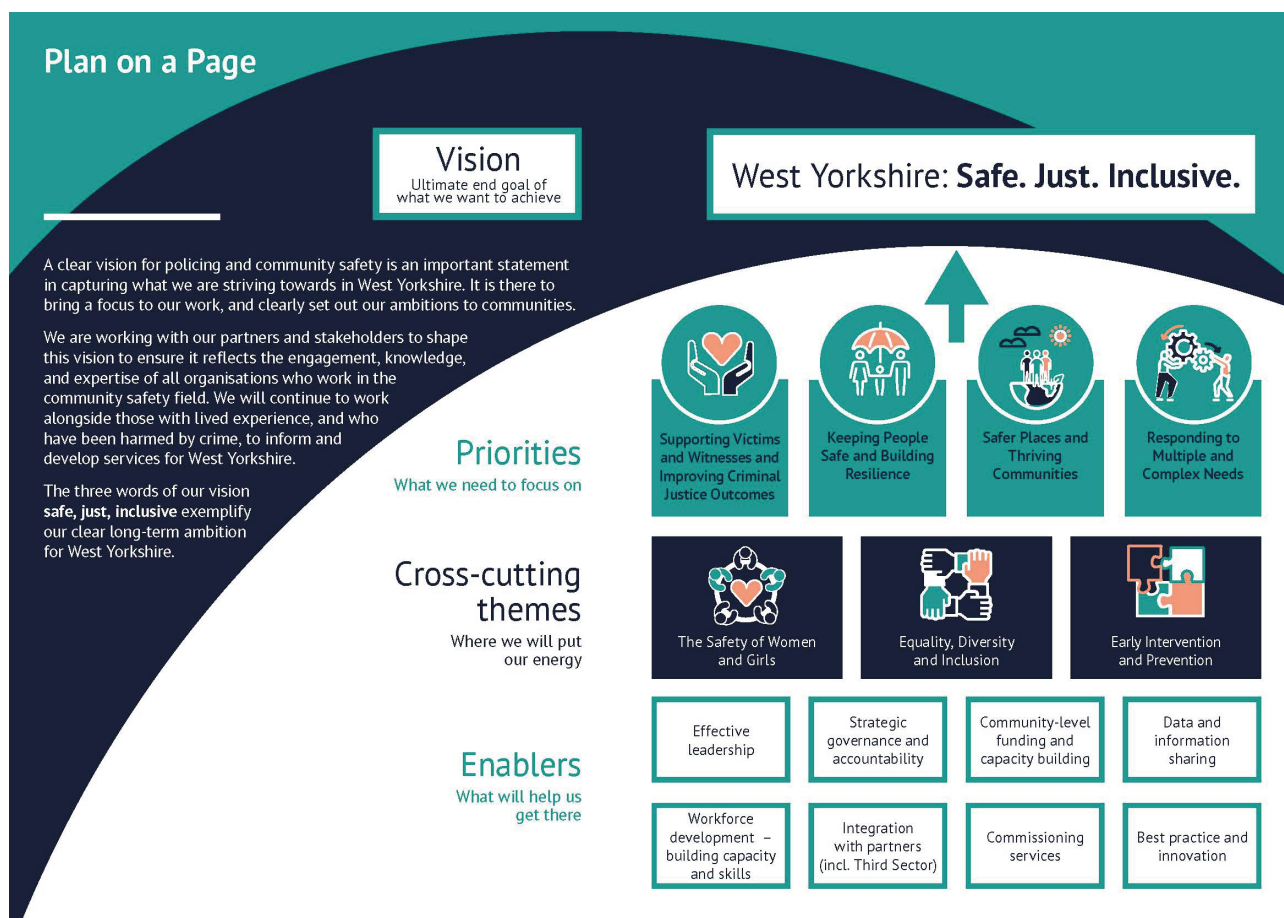
EFFICIENCY & PRODUCTIVITY CRIMINAL JUSTICE
FINANCE OUTCOMES PROBLEM SOLVING VULNERABILITY
VISION ZERO ORGANISED CRIME PREVENTION VALUES POLICING CONTINUOUS IMPROVEMENT
STANDARDS SAFEGUARDING INVESTIGATIVE MINDSET DIVERSITY INNOVATION WELLBEING PUBLIC CONFIDENCE
COLLABORATION ACCOUNTABILITY NEIGHBOURHOOD POLICING RESPONSIVE FAIRNESS SPR
SAFE, JUST AND INCLUSIVE POLICE RACE ACTION PLAN
PEOPLE INTELLIGENCE PARTNERSHIP RESPECT
INTEGRITY TALENT SUSTAINABILITY CRIME REDUCTION ENVIRONMENT
VAWG HONESTY REASSURANCE



**WEST YORKSHIRE
POLICE**

Police and Crime Plan and West Yorkshire Plan

The **Police and Crime Plan** sets out the Mayor's vision and priorities for 2021-24. Her Plan on a Page is set out below and our Policing Strategy along with underpinning strategies and plans, forms our contribution to the Plan. However, the contribution of other partners such as local authorities, health and criminal justice are also important.



The West Yorkshire Combined Authority have published the **West Yorkshire Plan**, which sets out five 'missions' for the Mayor and what will be achieved by 2040. Mission 5, 'A Safe West Yorkshire – a Region where all can flourish' states that by 2040:

- Neighbourhood crime will be below the average for comparable areas.
- There will be lower rates of reoffending.
- There will be increased confidence in the police and feelings of safety amongst women and girls.

The actions for change in this Mission focus on the priorities and activities in the Police and Crime Plan.

Vision

We have adopted the same vision as the Mayor **Safe, Just and Inclusive**. For West Yorkshire Police this means:

- **Safe:** We will keep our communities safe and protect them from harm and keep our people safe, looking after their wellbeing.
- **Just:** We will achieve just outcomes for victims, be fair and just in our use of powers and treat our colleagues in line with our values of fairness, integrity and respect.
- **Inclusive:** We will be inclusive in our engagement with all communities, seeking their views, trust and support and be an inclusive organisation for our people.

Values: Fairness, Integrity and Respect

We have a values-based culture where officers and staff are empowered to make decisions in line with the Force values of Fairness, Integrity and Respect. In all that we do, we work to the Code of Ethics, which sets out the principles and standards of ethical and professional behaviour that promote, reinforce and support the highest standards of policing. This is critical as the actions and behaviour of all our officers and staff are crucial to ensure the trust and confidence of the communities we serve.

Our values apply to both the communities we serve and the people we work with:

- **Fairness:** We will treat people fairly
- **Integrity:** We will always do the right thing
- **Respect:** We will treat everyone with respect

The Code of Ethics is currently being reviewed and will be made up of three parts. These are Ethical Policing Principles (which are courage, respect and empathy and public service), Guidance for Ethical and Professional Behaviour in policing and a Code of Practice for ethical and professional policing.

The current **Nine Policing Principles** map across to the new Ethical Policing Principles and all officers and staff work to these principles.

Principle	Statement
Accountability Fairness Honesty Integrity Leadership Objectivity Openness Respect Selflessness	<ul style="list-style-type: none"> • I will be answerable for my decisions, actions and omissions. • I will treat people fairly. • I will be truthful and trustworthy. • I will always do the right thing. • I will lead by good example. • I will make choices on evidence and best professional judgement. • I will be open and transparent in my actions and decisions. • I will treat everyone with respect. • I will act in the public interest.

The **Ten Standards of Professional Behaviour** reflect the expectations placed on those working in policing and reinforce professionalism, responsibility and integrity.

Standard	Statement
Honesty and integrity Authority, respect, courtesy Equality and diversity Use of force Orders and instructions Duties and responsibilities Confidentiality Fitness for work Conduct Challenging and reporting improper behaviour	<ul style="list-style-type: none"> • I will be honest and act with integrity at all times, and will not compromise or abuse my position. • I will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy. I will use my powers and authority lawfully and proportionately, and will respect the rights of all individuals. • I will act with fairness and impartiality. I will not discriminate unlawfully or unfairly. • I will only use force as part of my role/responsibilities, and only to the extent that it is necessary/proportionate/reasonable in all circumstances. • I will, as a police officer, give and carry out lawful orders only, and will abide by Police Regulations. I will give reasonable instructions only, and will follow all reasonable instructions. • I will be diligent in the exercise of my duties and responsibilities. • I will treat information with respect, and access or disclose it only in the proper course of my duties. • I will ensure, when on duty or at work, that I am fit to carry out my responsibilities. • I will behave in a manner, whether on or off duty, which does not bring discredit on the police service or undermine public confidence in policing. • I will report, challenge or take action against the conduct of colleagues which has fallen below the standards of professional behaviour.

National Decision Making model (NDM)

The Code of Ethics promotes the use of the **National Decision Model (NDM)** to help embed ethical reasoning in accordance with the policing principles and expected standards of behaviour. The model places the Code of Ethics at the centre of all decision making. This reminds those in the policing profession that they should consider the principles and expected standards of behaviour set out in the Code at every stage of decision-making.



Policing Purposes

We have three policing purposes, which collectively deliver against the Police and Crime Plan priorities and overall vision of Safe, Just and Inclusive.

Reducing Crime

Preventing and reducing crime is our core business and over the last two years there has been increasing national focus on crime. There are three key areas of focus to this policing purpose:

- **Homicide prevention and serious violence** – whilst these crimes are low in comparison to other crimes, they cause significant harm and feature highly in terms of prioritisation.
- **Neighbourhood crime** – the Force has seen significant reductions in burglary, theft from vehicle and robbery, but crime is now increasing, and these crimes tend to be identified as priorities for communities.
- **Serious and organised crime** – in a large metropolitan force, organised crime will always present a threat and there are increasing links between organised crime, violence, gangs and vulnerability. Serious and organised crime is constantly adapting and policing needs to be responsive to new types of crime and criminality.

Protecting Vulnerable People

Safeguarding adults and children from exploitation and harm is a key role for policing and partners and over the last three years the National Vulnerability Action Plan and Violence Against Women and Girls Strategy has increased this focus. There are three key areas of focus to this policing purpose:

- **Protection of Adults and Children through Multi-agency Safeguarding Arrangements** – child and adult safeguarding have become increasing risks for the Force as dedicated arrangements have been put in place to improve Force understanding of the threat.
- **Tackling Violence against Women and Girls** – the Force has long prioritised those threats that disproportionately impact on women and girls, in particular domestic abuse, rape and sexual offences.
- **Recognising and addressing Vulnerability** – the Force must ensure that vulnerability is addressed holistically from initial contact through to resolution.

Reassuring the Public

Providing a responsive, fair and high-quality policing service is critical to ensuring the trust and confidence of the communities we serve as well as the satisfaction of those who are victims of crime. There are three areas of focus to this policing purpose:

- **Responding to calls for service** – we are an emergency service and need to respond to calls for service quickly and efficiently, providing a good level of service to all our communities.
- **Neighbourhood Policing** – we are committed to delivering a dedicated preventative style of policing that aims to tackle the issues that are of concern to communities, intervene early and problem solve in partnership, so that crime and demand are reduced long-term.
- **Victim Satisfaction** – we are victim-focussed in our approach and at every stage of the process to ensure a high quality of service to those that have been a victim or witness of crime.

The following section outlines what we have achieved over the last three years since we launched our Policing Strategy, our ambitions for the next five years, how we will achieve them and measures of success.

Reducing Crime

“We will prevent and tackle crime, undertake quality investigations and achieve the right outcomes for victims”.

Police and Crime Plan <ul style="list-style-type: none"> • Safer Places and thriving communities • Supporting victims and witnesses and improving criminal justice outcomes 	HMICFRS <ul style="list-style-type: none"> • Service for Victims of Crime • Investigations • Serious and Organised Crime 	NPCC Vision <ul style="list-style-type: none"> • Pillar 1: Keep communities safe (serious violence) • Pillar 2: Prevent Crime and Criminality • Pillar 3: Bring perpetrators to justice
What has been achieved over the last three years	<ul style="list-style-type: none"> • Significant reductions have been made in volume crime such as burglary and theft from vehicles. • Programme Precision is ensuring a partnership and whole force response to preventing and disrupting serious and organised crime. • The Violence Reduction Partnership and Operation Jemlock is preventing and disrupting serious violence. • Investment in digital forensic capabilities is improving capacity and capability to meet the changing nature of crime and criminality. • Training, policies, processes and governance have improved the quality and standards of investigations. • The new model for offender management is improving the response to the three cohorts of Integrated Offender Management (IOM), Domestic Abuse Offender Management and Registered Sex Offenders (RSOs). 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> • Minimise the risk to the public of being a victim of homicide and serious violence through a partnership preventative approach. • Disrupt serious and organised crime and criminality in particular priority areas of drugs, firearms, serious violence/gangs, organised exploitation of vulnerable people and illicit finances. • Prevent and reduce crime in our communities. • Anticipate and adapt to the changing nature of crime and criminality. • Maximise science, technology, research and innovation to tackle crime and offending. • Undertake quality investigations to improve outcomes and bring more offenders to justice. • Through partnership ensure a whole system approach to criminal justice including effective integrated offender management to prevent and reduce reoffending. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> • Deliver the Reduce Crime and Criminal Justice Strategic Plans which set out the work programme for this element of the Policing Strategy. • Deliver Tactical Plans focused on risk areas identified by annual Force Management Statements (FMS). • Deliver the Homicide Prevention Strategy. • Deliver the Neighbourhood Action Plan focusing on improving investigative standards and supervision. • Deliver the Characteristics of Good from HMICFRS PEEL (Service for Victims of Crime, Investigations and Managing Offenders). • Deliver the Strategic Policing Requirement (Serious and Organised Crime and National Cyber incident). 	
How we will measure success	<ul style="list-style-type: none"> • National Crime and Policing Measures (murder and other homicide, serious violence, drugs supply and county lines, neighbourhood crime). • Police and Crime Plan performance measures (under Safer Places and Criminal Justice). • National Criminal Justice Dashboard Measures. • HMICFRS Gradings for Investigations, Service for Victims of Crime and Serious and Organised Crime. 	

Protecting Vulnerable People

“We will protect vulnerable adults and children and along with our partners safeguard them from harm”.

Police and Crime Plan		HMICFRS	NPCC Vision
<ul style="list-style-type: none"> Keeping People Safe and Building Resilience 		<ul style="list-style-type: none"> Protecting Vulnerable People Managing Offenders and Suspects 	<ul style="list-style-type: none"> Pillar 1: Keep communities safe (Safeguarding and VAWG)
What has been achieved over the last three years	<ul style="list-style-type: none"> The Safeguarding Review has increased capacity and capability in Safeguarding Units, introduced dedicated adult and child safeguarding arrangements and introduced consistent structures, policies and processes as well as delivering a comprehensive training plan. Public Protection Notices have been introduced to improve the consistency and quality of referrals to social care partners. West Yorkshire is identified as an ‘exemplar’ Force for VAWG and is implementing the VAWG Strategy and innovative projects such as forensic marking for domestic abuse. Investment in offender management and digital investigative capabilities is improving the management of RSOs and Domestic Abuse offenders. Policies are ensuring appropriate levels of intervention are in place and the right agency is dealing with missing people with the police response always focussed on immediate risk or serious harm. A Stalking Co-ordination Unit has been introduced to provide an early assessment of risk and improve the response around stalking. 		
Ambitions For the next Five Years	<ul style="list-style-type: none"> Identify and protect vulnerable people through effective multi-agency child and adult safeguarding arrangements. Manage the risk posed by those who offend against children through effective identification and investigation of CSE, Abuse and Neglect. Work in partnership to tackle VAWG, in particular key threat areas such as Domestic Abuse and Sexual Violence. Embed the National Vulnerability Action Plan to ensure vulnerability is addressed holistically from initial contact and investigation through to resolution. Fulfil our statutory duty alongside partners to identify and manage offenders across all four MAPPA categories. Reduce non-crime demand on policing, ensuring effective partnership arrangements and levels of intervention are in place to deal appropriately with issues such as mental health and missing persons. 		
How we will achieve our ambitions	<ul style="list-style-type: none"> Deliver the Protect Vulnerable People Strategic Plan which sets out the work programme for this element of the Policing Strategy. Deliver Tactical Plans focused on risk areas identified by annual FMS’. Deliver the objectives and actions from the VAWG Strategy and the National Vulnerability Action Plan. Meet the requirements of the Op Soteria New Operating Model. Implement the Domestic Abuse Assessment Tool. Implement Right Care Right Person. Deliver against the Strategic Policing Requirement (CSEA and VAWG). Deliver the Characteristics of Good from HMICFRS PEEL (Protecting Vulnerable People and Managing Offenders and Suspects). 		
How we will measure success	<ul style="list-style-type: none"> National Crime and Policing Measures (Improve Victim Satisfaction for Domestic Abuse). Police and Crime Plan performance measures (Under Keeping People Safe and Building Resilience). HMICFRS Gradings for Protecting Vulnerable People and Managing Offenders. 		

Reassuring the Public

“We will provide responsive, fair and high-quality policing to build public trust and confidence, with neighbourhood policing at the heart of our policing style”.

Police and Crime Plan <ul style="list-style-type: none"> • Safer Places and thriving communities • Supporting victims and witnesses and improving criminal justice outcomes 	HMICFRS <ul style="list-style-type: none"> • Service for Victims of Crime • Fair Treatment • Preventing/Deterring Crime • Responding to the Public 	NPCC Vision <ul style="list-style-type: none"> • Pillar 1: Keep communities safe (serious violence) • Pillar 2: Prevent crime and criminality (neighbourhood policing and prevention)
What has been achieved over the last three years	<ul style="list-style-type: none"> • Performance around 999 calls and attendance at incidents has remained strong despite unprecedented levels of demand. • A range of online services are enabling the public to self-serve which is reducing demand on the Force and improving services to the public. • The Force has professionalised the Neighbourhood Policing function through a neighbourhood policing course that has accredited all neighbourhood officers. • A structured model of problem solving is used across the Force and a mandatory i-learn package is now being rolled out for all officers and staff. • The Force has developed and is rolling out PoEd which will embed prevention, early action and harm reduction into age-appropriate lessons in schools. • Victim Needs Assessments have been introduced and are ensuring the Force is keeping victims up to date in line with their requirements. • The Force is delivering against the Police Race Action Plan and is an ‘icebreaker’ force for racial victimisation, professional standards, scrutiny of police powers, engagement and effective response to black people. • Vision Zero Strategy is in place to prevent death and serious injury on the roads. • The Force reviews its contribution to the SPR (which addresses national threats) on an annual basis. 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> • Improve public trust and confidence in policing across all our communities and deliver against our equality objectives. • Through neighbourhood policing, problem solve and engage with communities, preventing crime and tackling the issues that matter such as neighbourhood crime and anti-social behaviour. • Improve satisfaction in all areas of service delivery ensuring the needs of victims are central at every stage of the victims’ journey. • As an anti-racist force and in line with the Police Race Action Plan ensure black people feel protected, respected, involved and represented. • Maintain excellent performance around calls for service and respond to incidents in the most appropriate way in line with risk and vulnerability. • Through Vision Zero, reduce the number of people who are killed or seriously injured on our roads. • Protect the public from terrorism, extremism and other national threats. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> • Deliver the Reassuring the Public Strategic Plan which sets out the work programme for this element of the Policing Strategy. • Deliver Tactical Plans focused on risk areas identified by annual FMS’. • Deliver against the Strategic Policing Requirement (Public Order, Civil Emergencies and Terrorism). • Deliver the Characteristics of Good from HMICFRS PEEL (Victims, Fair Treatment, Preventing Crime and Anti-Social Behaviour and Responding to the Public). 	
How we will measure success	<ul style="list-style-type: none"> • National Crime and Policing Measures (Improve Victim Satisfaction). • Police and Crime Plan performance measures (under Safer Places and Criminal Justice). • Neighbourhood Policing Performance measures. • HMICFRS Gradings for Services for Victims of Crime, Fair Treatment, Preventing/Deterring Crime and Responding to the Public. 	

Approach: Cross Cutting Principles for Delivery

Underpinning our three Policing Purposes are five **Cross Cutting Principles for Delivery** which set out the approach we will take in meeting the ambitions in this strategy. These remain unchanged from the previous strategy as it is important that:

- We are **victim focussed** in all that we do.
- We have a **preventative and problem-solving** mindset so that we intervene early to reduce crime, demand and harm long-term.
- As an emergency service we **respond** quickly to threat, harm and risk and manage demand in the most efficient, effective and appropriate way, providing a responsive service to the public we serve.
- We are **intelligence-led** and make best use of our insight and information to proactively identify emerging trends, tackle crime and disrupt offending.
- We have an **investigative mindset** and undertake quality investigations that secure the best outcome for victims.

Principles	Our Commitments and Ambitions
Victim-focussed	<ul style="list-style-type: none"> • We will be victim focussed at every stage of the victim's journey from initial contact through to resolution, improving satisfaction across all Service Delivery Areas and complying with the Victims Needs Assessment, Victims Code and Victims Law. • We will adapt our service delivery with greater focus placed on harm caused and a person's vulnerability. • We will listen and respond to the needs of victims, build their confidence to remain engaged with the Criminal Justice process and achieve appropriate outcomes for victims.
Prevention and Problem Solving	<ul style="list-style-type: none"> • Working in partnership we will prevent crime and anti-social behaviour to reduce harm, vulnerability, offending and repeat demand. • All officers and staff will be problem solvers, engaging with partners and communities to ensure longer-term solutions to community problems. • We will have a preventative mindset and increase our focus on early action to ensure a long-term approach to crime and harm reduction identifying and focusing on those individuals/families who are at greatest risk of crime, harm and vulnerability.
Responsive Service	<ul style="list-style-type: none"> • We will maintain strong performance in responding to calls for service, assessing risk and prioritising an appropriate response. • We will ensure the organisation is effectively resourced to deliver primary functions around patrol and response in order to deliver an efficient and effective emergency service. • We will invest in the front-end to problem solve demand and where appropriate and ethical resolve as many contacts without deployment so that we can target response and investigative resources on the basis of threat, harm, risk and solvability.
Intelligence Driven	<ul style="list-style-type: none"> • We will use intelligence and data to inform our strategic and tactical response in identifying and tackling crime threats and emerging trends, developing intelligence and research requirements that enable the Force to be more proactive and develop a more effective response. • We will increase the amount of actionable/useable intelligence around priority areas and in particular those areas where our understanding and knowledge is limited. • We will maximise partnership information in order to add to our richer understanding of demand, crime and vulnerability.
Investigative mindset	<ul style="list-style-type: none"> • We will improve the quality and standards of investigations through up-skilling officers and staff, within a culture which stresses the importance of the 'investigative mind-set'. • We will ensure effective supervision and oversight of investigations, with officers following all reasonable lines of enquiry and undertaking quality and timely investigations in order to achieve the right outcome for victims. • We will invest in capabilities to ensure policing keeps pace with emerging crime threats and criminality, in particular digital investigative capabilities.

Enablers

Our Organisational Enablers are critical in supporting operational policing by ensuring we have the right infrastructure and capabilities in place to deliver against the vision, policing purposes and cross-cutting principles.

The vision for each of our five enablers is set out below:

Enabler	Ambition
People	We will attract and retain a professional, talented and diverse workforce which has the capabilities to meet the demands and challenges we face within an ethical and inclusive culture.
Efficiency, Productivity and Sustainability	We will meet the financial pressures we face by being efficient, productive and providing value for money in all service areas, aligning our resources based on the priorities of the Force and delivering a sustainable police service.
Digital and Data	We will develop, acquire and deploy technology and information services and solutions that enable the Force to be an agile and data driven business across all aspects of policing, for the community it serves, the partners it works with and the people it employs.
Partnerships and Collaboration	We will deliver services in partnership and through collaboration with other forces, agencies and emergency services, to tackle mutual problems in a more integrated way, improve capacity and capability and achieve efficiencies through economies of scale.
Innovation and Continuous Improvement	We will be an innovative and forward-looking organisation that tries out new ideas to tackle crime and reduce demand and captures and shares what works so that we continuously improve, make the best use of the resources we have and deliver the best policing service we can.

The following section outlines what we have achieved over the last three years since we launched our Policing Strategy, our ambitions for the next five years, how we will achieve them and measures of success.

“We will attract and retain a professional, talented and diverse workforce which has the capabilities to meet the demands and challenges we face within an ethical and inclusive culture”.

Police and Crime Plan <ul style="list-style-type: none"> • Workforce development • Effective leadership 	HMICFRS <ul style="list-style-type: none"> • Building, developing and looking after the workforce • Planning and managing the organisation (leadership) 	NPCC Vision <ul style="list-style-type: none"> • Pillar 4: Develop and inspire our workforce and evolve our culture
What has been achieved over the last three years	<ul style="list-style-type: none"> • The Force has met its PUP allocation (852 officers), which has been used to primarily invest in operational policing including response and safeguarding. • The diversity of the workforce has improved particularly through the PUP and work of the Positive Action Team. • The Race Action Plan is delivering against the National Plan and local priorities, with West Yorkshire being an ‘ice-breaker’ for five areas in the national plan. Mandatory Cultural Awareness training is being rolled out across the Force. • Good progress has been made around PEQF, with the Force ensuring that the investigation swim-lane across the different entry routes is being maximised to address the detective gap. • A range of wellbeing services have been introduced to provide support around mental ill-health including psychological assessment and support for roles exposed to trauma, Employee Assistance Programme and Trauma Risk Management. • The Wellbeing Survey has identified priorities for wellbeing including supportive leadership, emotional energy and hindrance stressors. • An action plan is in place to deliver against the areas for improvement and recommendations in the HMICFRS report ‘Vetting, Misconduct and Misogyny in the Police Service’. The Force has long prioritised abuse of position for sexual purposes as a corruption threat with mandatory training and i-learn packages. 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> • Ensure our strategic workforce planning, attracts, retains and develops a talented workforce that meets current and future policing demands. • Improve the diversity of the organisation so it is more representative of the community we serve. • Ensure the optimal workforce mix, which is efficient and effective and can flex to meet the challenges of the future. • Ensure our leaders create an organisation where the wellbeing of our people is evident in all that we do. • Ensure an ethical and inclusive culture, free from inappropriate workplace behaviour, where our people feel motivated and valued and work to the high professional standards and values of the Force. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> • Deliver the People Strategy which sets out the work programme for this element of the Policing Strategy. • Deliver underpinning strategies around Strategic Workforce Planning, Health and Wellbeing and Diversity Equality and Inclusion. • Deliver the Police Race Action Plan. • Improve leadership capability at all levels of the organisation, setting out the standards, skills, expectations and responsibilities of leaders. In particular, review the leadership development programme to ensure the timely training of Sergeants. • Deliver the Force and local Staff Survey Action Plans. • Deliver the Characteristics of Good from HMICFRS PEEL (Workforce and Leadership) 	
How we will measure success	<ul style="list-style-type: none"> • HMICFRS Gradings for Workforce • DEI Performance Measures • Sickness • Wellbeing Survey Results • Complaints and Misconduct 	

Efficiency, Productivity and Sustainability

“We will meet the financial pressures we face by being efficient, productive and providing value for money in all service areas, aligning our resources based on the priorities of the Force and delivering a sustainable police service”.

Police and Crime Plan <ul style="list-style-type: none"> Commissioned services 	HMICFRS <ul style="list-style-type: none"> Planning and managing the organisation (finance, value for money, efficiency and productivity) 	NPCC Vision <ul style="list-style-type: none"> Pillar 5: Embed a culture of continuous improvement and innovation in policing (efficiency, productivity and sustainability)
What has been achieved over the last three years	<ul style="list-style-type: none"> Despite increasing financial pressures, the Force has managed its financial assets in a prudent manner to ensure the budget is balanced and resources follow priorities. The FMS is being used to inform budget allocation and precept levels as well as areas for investment. It has also informed the focus of change programmes to improve service delivery in priority areas (e.g. Safeguarding, Investigations and the Victims Journey). Despite real term funding reductions, maximum precept levels as well as the PUP has allowed investment into key priority areas such as District Policing, Safeguarding and Criminal Justice. A range of initiatives to improve efficiency and productivity have been implemented which include use of technology and automation, centralisation of some functions, demand reduction policies, standardisation and deployment optimisation. A range of strategies and business plans from support functions (e.g. Estate Strategy, Fleet Strategy and Financial Strategy) are supporting operational frontline delivery. A Sustainability Manager has been recruited and is developing strategy, policy and processes to deliver against national and local net zero targets. 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> Make the best use of resources ensuring they are aligned with the priorities of the Force and following an assessment of threat, harm, risk and demand. Deliver more efficient and productive services, utilising methodology of Priority Based Budgeting and Value for Money data so we can reinvest in priority areas. Ensure our enabling functions effectively support operational policing delivery. Reduce environmental impacts and embed sustainability across the organisation. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> Roll out Priority Based Budgeting (PBB) across the Force to deliver productivity savings and reinvestment into priority areas based on the FMS and Policing Strategy. Work closely with the Mayor to maximise precept levels in order to provide the best service we can to the communities we serve. Develop the evidence-base to inform the review of the funding formula and Comprehensive Spending Review. Use the finalised Home Office Model Process Productivity Tools to understand cost and effectiveness of the response to crime types and policing functions to inform strategic planning and decision making. Deliver the Force Sustainability Strategy and Plan. Deliver the Characteristics of Good from HMICFRS PEEL (Planning, Efficiency and Value for Money) 	
How we will measure success	<ul style="list-style-type: none"> Balanced Budget. Realisation of Productivity Savings. HMICFRS Gradings for Planning, Efficiency and Value for Money. Net Zero targets. 	

Digital and Data

“We will develop, acquire and deploy technology and information services and solutions that enable the Force to be an agile and data driven business across all aspects of policing, for the community it serves, the partners it works with and the people it employs”.

Police and Crime Plan <ul style="list-style-type: none"> Data and Information sharing 	HMICFRS <ul style="list-style-type: none"> Planning and managing the organisation (digital, data, efficiency and productivity) 	NPCC Vision <ul style="list-style-type: none"> Pillar 5: Embed a culture of continuous improvement and innovation (data and digital)
What has been achieved over the last three years	<ul style="list-style-type: none"> A Digital Strategy and Roadmap is in place which is driving investment and utilisation of the latest digital capabilities and allowing the Force to be more efficient and productive in both operational and organisational areas. The successful move to a mobile infrastructure and kit has enabled the Force to be more agile, efficient and productive. It also ensured the Force maintained organisational and operational resilience during the Covid pandemic and national lockdowns. Around 80% of the workforce now has agile kit. Multiple innovations have improved public engagement and self-service including telephone witness statements, online reporting and ‘track my crime’. An Analytics Platform (Power BI) is delivering real time dashboards for operational policing enabling improved analysis and decision making. Two-Way Interface with CPS has reduced paper work and manual data upload and is improving criminal justice process and efficiency. The Force has achieved the highest grading on the new national cyber security management framework, further improving the Force’s cyber security capabilities. 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> Digitally empowering the public by providing more channels for engagement, helping them to help themselves and ensure the organisation understands all about them and their needs. Digitally enabling officers and staff to make more informed decisions, work anywhere and to respond quicker. Keeping people safe by providing the right data at the right time, to the right responders and protecting data from threats. Improve and enhance partnerships with other stakeholders by sharing digitally and building a more integrated criminal justice process. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> Deliver the Digital Strategy and the Digital Policing Roadmap which sets out the work programme for this element of the Policing Strategy. Introduce new systems and capabilities such as the Critical Contact Infrastructure (CCI) which will replace the Command and Control infrastructure and introduce Customer Relationship Management (CRM) to improve the customer experience. Support Priority Based Budgeting (PBB) by delivering analytics, automation and innovative digital solutions to achieve productivity savings and business change. Support the expansion of the use of Power BI and analytics across all aspects of the organisation. Prepare for additional demands around digital policing in particular Machine Learning, Artificial Intelligence, Facial Recognition, Expansion of the Internet of Things Devices and Cloud Based migration. Implement the robotic process automation pilot. Expand the use of Rapid Video Response where appropriate to provide an efficient and effective response to members of the public. Deliver the characteristics of Good from HMICFRS PEEL (Planning, Efficiency and Value for Money) 	
How we will measure success	<ul style="list-style-type: none"> Programmes and Projects completed in line with the Roadmap. Productivity Savings realised due to digital capabilities. HMICFRS Gradings for Planning, Efficiency and Value for Money. 	

Partnerships and Collaboration

“We will deliver services in partnership and through collaboration with other forces, agencies and emergency services, to tackle mutual problems in a more integrated way, improve capacity and capability and achieve efficiencies through economies of scale”.

Police and Crime Plan <ul style="list-style-type: none"> Integration with partners 	HMICFRS <ul style="list-style-type: none"> Planning and managing the organisation (collaboration) 	NPCC Vision <ul style="list-style-type: none"> Pillar 2: Prevent crime and criminality (collaboration and partnership working)
What has been achieved over the last three years	<ul style="list-style-type: none"> The Force leads a number of national and regional collaborations (National Police Air Service, Counter Terrorism Policing North East, Regional Organised Crime Unit and Regional Scientific Support Services) PUP investment and the Serious and Organised Crime Transformation Programme has improved capacity and capability within the ROCU and CTPNE. A Partnership ‘Vision Zero’ Strategy is in place which has the overarching premise that every road death or serious injury is preventable. Strong partnerships are in place to tackle crime and demand and protect vulnerable people in a more holistic way (e.g. Multi Agency Safeguarding Arrangements, Early Action Hubs, Violence Reduction Partnership, Programme Precision). Demand reduction policies have significantly reduced inappropriate missing persons demand and are also impacting on mental health demand. The Force meets the requirements of the updated Strategic Policing Requirement. A number of Tri-Service collaborations have reduced demand on policing and improved services to the public (e.g. Gaining Entry around Cause for Concern Protocol and Demand Management Medical Triage). 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> Create safer places and roads through effective and integrated partnership working. Reduce inappropriate non-crime demand on policing through appropriate levels of intervention and response from the right agency. Through Force and multi-agency collaboration, improve specialist capabilities to tackle serious and organised crime and national threats. Improve service delivery and reduce demand through tri-service collaboration. Through the JESIP and Local Resilience Forum, plan, prepare and respond to major and civil contingency threats. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> Deliver the Vision Zero Strategy and the Roads Policing Strategic Plan. Deliver Right Care Right Person and consider application to areas other than mental health and missing persons. Deliver the Child Missing from Care pilot to safeguard vulnerable children and avoid unnecessary police contact. Through ROCU, CTPNE and other Force resources, prevent and disrupt serious organised crime and terrorism. Identify and develop further opportunities for tri-service collaboration. Through the Local Resilience Forum work with partners to respond to civil emergency threats. Deliver the recommendations for forces in the Manchester Arena Inquiry. Ensure all appropriate officers complete the JESIP all awareness course. 	
How we will measure success	<ul style="list-style-type: none"> Confidence in police and community safety partners. Reduction in inappropriate non-crime demand. Collaboration improving specialist capabilities. HMICFRS Gradings for Planning, Efficiency and Value for Money. 	

Innovation and Continuous Improvement

“We will be an innovative and forward-looking organisation that tries out new ideas to tackle crime and reduce demand and captures and shares what works so that we continuously improve, make the best use of the resources we have and deliver the best policing service we can.”

Police and Crime Plan <ul style="list-style-type: none"> • Best practice and innovation 	HMICFRS <ul style="list-style-type: none"> • Prevention and deterrence (evidence-based problem solving) • Planning and managing the organisation (productivity of resources) 	NPCC Vision <ul style="list-style-type: none"> • Pillar 5: Embed a culture of continuous improvement and innovation (continuous improvement and evidence-based practice)
What has been achieved over the last three years	<ul style="list-style-type: none"> • Continuous Improvement Teams are established in each of the five Districts. • An Evidence-Based Policing Strategy is in place, which sets out the vision and objectives for what works, innovation, research and lessons learned. • The Force is an active member on the N8 Police Research Partnership and has successfully achieved funding for a number of co-produced research projects to address knowledge gaps in priority areas. • Research dissertations of PEQF students are supporting the priorities and knowledge gaps of the Force. • An innovation fund is in place and is funding small innovative projects which have the potential for scaling up and wider roll-out. • ‘Operation Capture’ and the Capture Bank is being developed so that in one place the Force captures what works, innovation, research, lessons learned and promising practice from HMICFRS inspections, conferences and knowledge exchange events. 	
Ambitions For the next Five Years	<ul style="list-style-type: none"> • Embed a culture of continuous improvement and learn from other forces, agencies and sectors. • Identify and share what works both in the Force and nationally to tackle crime, reduce harm and improve policing. • Be innovative in trying our new ideas to improve policing and reduce demand. • Maximise research to address knowledge gaps and bring academic rigour to inform policing policy and practice. • Learn from mistakes or what doesn't work to inform dynamic change. 	
How we will achieve our ambitions	<ul style="list-style-type: none"> • Deliver the Evidence Based Policing Strategy and Action Plan. • Embed Operation Capture so that we capture and share what works, innovation, research and lessons learned, whilst also learning from what works and innovation nationally through HMICFRS, the College of Policing and the Society for Evidence Based Policing. • Develop and make accessible the Capture Bank. • Develop a Research Strategy for the Force so that we maximise opportunities around research collaborations including N8 and non-N8 academic institutions, the Centre for Policing Futures and Vulnerability and our own officers and staff (PEQF, Masters and PhD). • Work with the College of Policing to improve EBP maturity within the organisation and maximise opportunities around Registered Pilot Scheme, Solutions Panel and Futures thinking. • Improve the approach to debriefing so that the Force identifies and shares learning from operational incidents. 	
How we will measure success	<ul style="list-style-type: none"> • HMICFRS Gradings for prevention and deterrence • Population and use of the Capture Bank. • Innovative projects submitted. • Improved position on EBP matrix. 	

Delivery: Our Strategic Planning Framework

The Force's Strategic Planning process is based on five steps:



1. **Strategic Direction** – The Policing Strategy sets strategic direction for the next five years and delivers against the Police and Crime Plan and local/national threats. The Strategy draws on local and national drivers such as FMS, Police and Crime Plan, National Policing Vision 2030, HMICFRS PEEL, Equality Objectives and national policing priorities.
2. **Assessment** – The Force assesses threat, harm, risk and demand through its FMS which is also used to assess whether the Policing Strategy is still fit for purpose. A six-monthly FMS refresh focusing on progress against priority areas as well as identification of any new/emerging threat, harm and risk and a six monthly PESTELO assessment, ensures the Force is able to respond to any new or emerging policing challenges.
3. **Prioritisation** – Chief Officer Team and Senior Leaders act as the Strategic Tasking and Co-ordination Group and agree annual risk areas for prioritisation drawing on the FMS, MoRiLE assessment, national and local priorities, PESTELO and professional judgement.
4. **Planning** – The Force has a three-pronged approach to planning with Strategic Plans delivering against the policing purposes in the Policing Strategy, Tactical 4P Plans to address risk areas for prioritisation and Directorate Plans delivering against the Policing Strategy and long-term vision of the Directorate. Performance Measures are embedded into each of the Strategic Plans as well as the threats and challenges from the FMS and Step 3 actions (actions to address demand/mitigate threat). This ensures FMS is embedded in the whole planning process.
5. **Governance and Accountability** – The Force Accountability Meeting (FAM) ensures accountability and performance improvement across the full range of measures to which the Force is held to account. Performance is explored at a Force and District level with areas of positive performance highlighted and fed into relevant Boards (so learning and improvement can be shared) and areas for performance improvement discussed for problem solving at the FAM and Local Accountability Meetings (LAM). Threat Delivery Groups drive implementation of tactical plans, identify good practice, barriers to delivery and emerging issues relating to the threat. Strategic Boards support and deliver against the Policing Strategy, are chaired by Chief Officers and are proactive in focussing on emerging national and local areas of concern as well as taking ownership of FMS to ensure there is an ongoing assessment of demand, capacity and capability. Performance is embedded into all elements and levels of the Strategic Planning Framework from the Chief Constable being held to account for performance at the Mayor's Delivery Quarterly, through to Force accountability at the FAMs and Strategic Boards, and local accountability through the LAMs, Team and individual development meetings (TAMs and IDMs).

Closing Remarks: Safe, Just and Inclusive

This refreshed Policing Strategy has set out the vision and ambitions for West Yorkshire Police over the next five years. The Strategy has not significantly changed since it was launched in 2020, which shows that we have been and continue to focus on the key issues that matter to our communities and the Force.

Demand is at unprecedented levels and the challenges we face are significant and complex, but in key priority areas this Strategy shows that the Force has delivered some real achievements over the last three years. This was recognised in the last HMICFRS Inspection, with West Yorkshire Police acknowledged as one of the best performing forces in the country. This is important as it means we are delivering a good service to the communities of West Yorkshire and in particular victims and witnesses that need our help.

However this Strategy makes clear that there is still much more to do. Every member of staff within West Yorkshire Police has a part to play in delivering the vision and ambitions set out in this strategy, whether they are directly contributing to the three policing purposes and principles for delivery or they are providing the capabilities or enablers that support operational policing.

We are determined that along with the critical role of our partners, we will achieve our aspirations of Reducing Crime, Protecting Vulnerable People and Reassuring the Public, to achieve the overall vision of 'Safe, Just and Inclusive'.



**WEST YORKSHIRE
POLICE**



WEST YORKSHIRE
POLICE