

## West Yorkshire Police

### Operational Benefit of the Investment

#### District Policing

Investment in dedicated Neighbourhood Policing Officers within Neighbourhood Policing Teams will increase the capacity and capability to deliver bespoke complex problem solving and early intervention within communities. In turn, this provides the opportunity to respond to the drivers of repeated calls for service. Our Force Management Statement (and indeed HMICFRS State of Policing Report) highlights that unless more is invested in early intervention and prevention, we will struggle to reduce demand long term.

An increase in Neighbourhood Policing Officers further increases the visibility of West Yorkshire Police within communities. Visibility is a key deterrent to those inclined towards committing crime or engaging in anti-social behaviour and an important driver of public confidence in policing and feelings of safety. Increased capacity, capability and visibility in turn positively influences the accessibility of Neighbourhood Officers within communities with an exponential increase in the number of benefits. These include but are not limited to information sharing, community feedback, intelligence and collective problem solving.

West Yorkshire Police are committed to working in partnership to deliver our strategic objectives. An investment in dedicated Neighbourhood Police Officers helps further instil the existing extensive partnership working arrangements in place whilst creating the potential to develop new partnership working arrangements. There is a strong focus in Vision 2025 on aligning local public services in order to deliver integrated place-based approaches to improve outcomes for citizens and protect the public.

Investment in Patrol Teams increases the 24/7 capacity and capability to respond to emergency 999 calls, which is critical as our FMS shows that demand and in particular complex demand is increasing, with a projected 20% increase in 999 calls over the next four years. In addition, investing in Patrol Teams provides improved resilience in this key function which is the primary response to reports of both serious and volume crime, allowing for high quality primary investigations and improved victim outcomes. Again, our FMS predicts an additional 25,000 crimes to investigate over the next four years, primarily in those more complex areas such as safeguarding. Growth through investment in Patrol Teams also helps reduce the potential for other policing functions to be required to support and supplement the handling of emergency 999 calls, making it more likely that these functions are able to deliver against their own objectives, allowing the long term benefits of problem solving, partnership working and early intervention to be realised.

#### Safeguarding

The cases being handled within Safeguarding Teams are increasing both in volume and complexity. Our FMS identified particular concerns around domestic abuse, CSEA, emerging threats around the criminal exploitation of children and vulnerable adults and mental health. Investment in Safeguarding teams, specifically by increasing the number of Investigative Support Officers working within disclosure, provides the opportunity to respond to this growth. The capability to effectively

discharge our disclosure obligations provides the chance to positively influence attrition rates post charge. Attrition rates in turn influence victim outcomes, victim satisfaction and, through the successful prosecution of offenders, improve wider community safety.

An uplift in the number of Investigative Officers who play a key role in supporting and conducting safeguarding investigations, would allow Safeguarding Units to respond to the increase in volume and complexity they face. West Yorkshire Police has statutory and ethical responsibilities that we must adhere to. Effective investigations ensure that opportunities to maximise victim outcomes, victim satisfaction and wider public confidence and public safety are realised. There is also an expectation from the Home Office as part of the Police Settlement 2019/20 that major progress will be made to resolve the challenges in investigative resources identified by HMICFRS.

An increase through investment in Police Officers undertaking the management of Registered Sex Offenders provides opportunities to reduce reoffending, monitor adherence and enforce breaches of licence conditions. Our FMS predicts a 32% increase in RSOs by 2021 which presents capacity issues for the Force in terms of meeting the management ratios as identified in the NPCC document for RSO management. The appropriate management of Registered Sex Offenders is crucial to maximising public safety and public confidence, tackling criminality and protecting the vulnerable.

### **Operational Support**

Identifying, targeting and prosecuting the criminal use of the road network offers a number of beneficial outcomes. Ninety-eight percent of collisions are caused by human error with only two percent attributable to unavoidable issues. Dedicated Roads Policing Officers are key to deterring and taking enforcement action against the five major contributors of avoidable road traffic collisions, the 'fatal five';

- Excess or inappropriate speed
- Failure to wear seatbelts
- Driving whilst using a hand-held mobile device
- Driving under the influence of drink or drugs
- Careless and inconsiderate driving

Our recent assessment shows that the numbers of people who are Killed or Seriously Injured has increased slightly, however fatal accidents have increased more significantly, with 56 fatalities from January-September 2018 compared to 21 in same period last year.

An increase in the police presence on the extensive road network within West Yorkshire is a key tactic in denying criminals use of the road network which is a characteristic which features in a range of serious crime categories such as branded drugs line (county lines), human trafficking and the theft of high value vehicles by organised crime groups. This in turn leads to more chances to target and disrupt organised criminal activity, identify and prosecute offenders, improve road safety and therefore positively influence confidence within communities.

Investment in a dedicated team of officers as part of Operation Servator offers a chance to deter and minimise the opportunities for terrorist acts within iconic sites, crowded spaces and town and city centres whilst also acting as a visible deterrent against volume crime and disorder within our towns and cities. An increased police footprint in these locations, which are inherently categorised by high footfall and attract people from wide geographic catchments, from a broad range of diverse backgrounds and communities, also presents increased prospects for engaging with people and the myriad of benefits that presents.

### **Digital Investigations / Intelligence**

As the world moves exponentially towards digitisation this is mirrored within the crimes and intelligence handled by West Yorkshire Police. Digital information and evidence is prevalent not only in serious cyber dependent crime but also in high volume cyber enabled crime. Investment in dedicated staff within the Digital Forensic Unit (currently assessed by PS Crime as a Red Risk in their Risk Register due to increasing and high volumes of demand and backlogs) presents an opportunity to improve the collation and examination of digital material forming part of criminal investigations. This in turn provides the opportunity to improve criminal justice outcomes for victims, the linked prospect of improving satisfaction amongst victims, the conviction of offenders and the disruption of criminality.

Increasing capability in the processing and handling digital information in a timely fashion also contributes towards achieving outcome decisions expeditiously, benefiting victims and reducing the likelihood of cases being discontinued post charge whilst also contributing towards ensuring that suspects are not left awaiting an outcome decision for an inordinate amount of time.

Growing staffing resilience within the Telecoms Unit allows for an increase in the speed and volume of enquiries which the unit undertakes. Again, this is identified as a Red Risk in the PS Crime Risk Register due to demand, resources and resilience. Telecom enquiries play a significant part in 'high risk' missing person enquiries as well as criminal investigations. Increasing the capacity and capability within the Unit will help contribute towards ensuring high risk missing persons are located and safeguarded as quickly as possible. It also increases the evidential opportunities to assist in the successful prosecution of offenders in investigations featuring telecoms data. The successful prosecution of offenders leads to improved outcomes for victims, denies criminals of the opportunity to continue their offending behaviour, increases victim confidence and contributes to wider public safety and confidence. Dealing with investigations in a timely fashion creates the capacity to help meet increasing demand whilst minimising the risk caused by backlogs and delays in the processing of information.

### **Coronial Investigations**

Increasing staffing within Coroner's offices reduces the risk of delays and backlogs to Coronial Investigations occurring. It maximises the opportunity to ensure that Coroner's are provided with the information required to conduct inquests and provide the families and friends of people who have died with the highest possible standard of service.

### **Digital Policing**

Digital Policing is a key driver of improving productivity and increasing the ability of West Yorkshire Police to respond to the growth in both the volume and complexity of demand which we face whilst providing value for money to the public. The funding settlement for 2019/20 makes it clear the expectation from Government for forces to improve productivity including smarter use of data and digital capabilities including more mobile working with an ambition of delivering £50m of productivity gains.

Ensuring the security of the digital systems which we use and also ensuring that the information which we hold is handled in an ethical, lawful and appropriate manner are crucial in retaining and growing public confidence within West Yorkshire Police.

Investment in Digital Security helps minimise the risks posed by threats to our digital systems. Investment in Information Management contributes towards ensuring that we continue to abide by our statutory and ethical responsibilities concerning data. Effective Information Management ensures that we can be held accountable to the communities and people which we serve. This in turn positively influences the trust and confidence in us as an organisation.

**Diversity and Inclusion**

West Yorkshire Police is committed to developing a workforce which is reflective of the communities we serve. A diverse and inclusive workforce is both an ethical obligation and an operational necessity as we respond to increasingly complex demand. A workforce which is reflective of communities and is able to attract the best talent into West Yorkshire Police is more legitimate and allows for a diversity of opinions, ideas and experiences which can be drawn upon to help shape responses to the multiple complex challenges which we face.