WEST YORKSHIRE NIGHT TIME ECONOMY PROJECT REPORT

APRIL 2023

Prepared for West Yorkshire Violence Reduction Unit
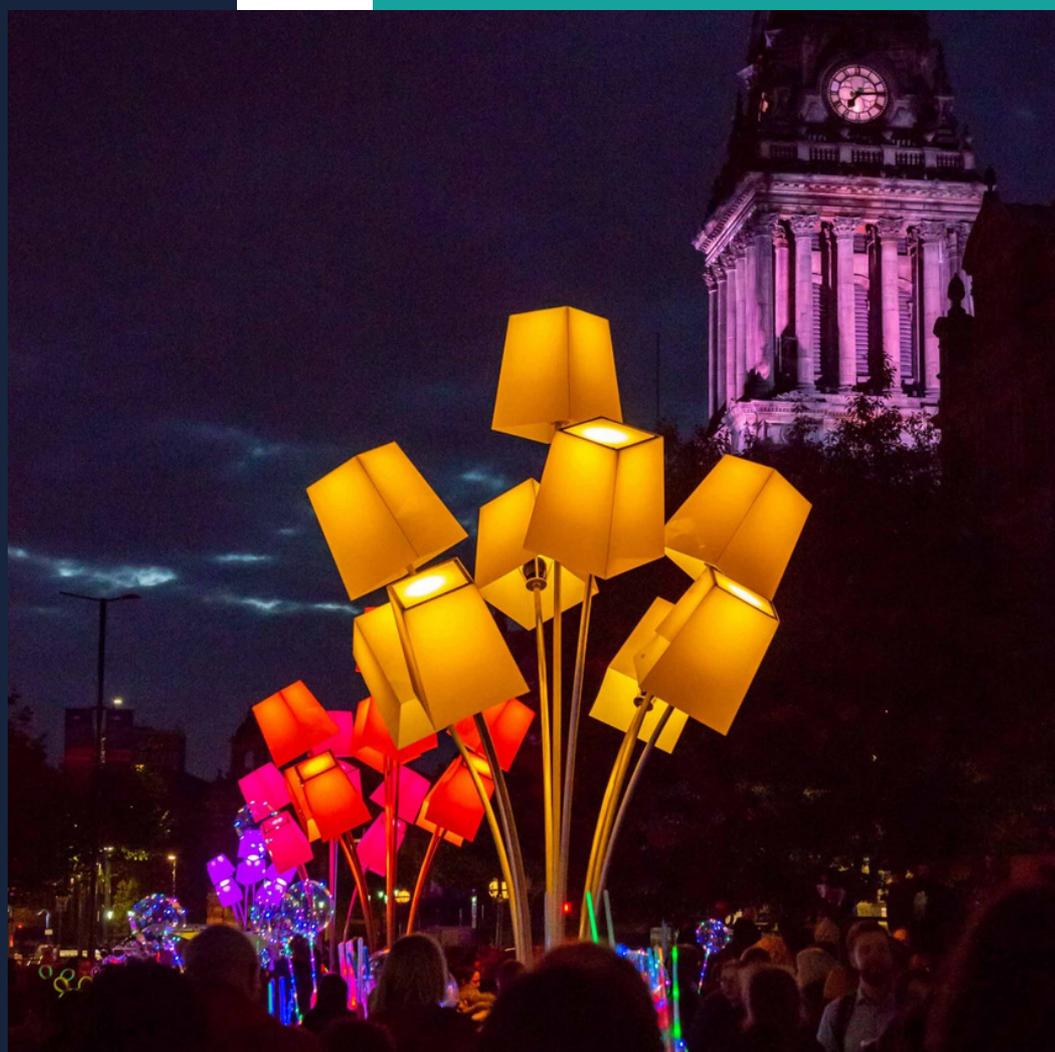
By Six Till Six Ltd and Dragonfly Place Management

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CONTENTS

1. INTRODUCTION

The West Yorkshire Violence Reduction Unit (WYVRU) chaired the VRU Public Health Reducing Serious Violence Network in 2020. This sought to increase partnership working in the region with a focus on the night time economy (NTE). Following the success of this network, the WYVRU commissioned Six Till Six and Dragonfly Place Management to produce this report and support the development of a NTE toolkit.

The aim of the toolkit is to support the creation of a safe, vibrant and healthy night time economy across towns and cities in West Yorkshire. The diversity and uniqueness of the varied night time economies in the region was acknowledged by the project team, and so it was decided that this toolkit should take the form of a framework and template that each local authority could develop and use themselves in a way that reflects local circumstances and priorities.

The toolkit includes:
- An action plan template that can be used by the local authority areas to monitor the progress of the toolkit and its outputs
- Best practice on relevant issues and opportunities identified in workshops
- Data analysis and advice on best use of data to inform NTE action
- An infographic highlighting the local NTE ecosystem

2. METHODOLOGY

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2.1 Desk research and interviews

A desk-based review of all relevant documents, plans, strategies and data that pertain to the NTE in West Yorkshire was undertaken. A full list of documents reviewed is included in the bibliography in section 6.

The WYVRU and the Deputy Mayor for Policing and Crime for West Yorkshire, Alison Lowe OBE, were interviewed to gather information and capture views and aspirations for the project.

2.2 Workshops

Workshops were arranged with each of the five main NTE destinations in West Yorkshire: Leeds, Bradford, Wakefield, Huddersfield and Halifax.

Prior to each workshop, a short survey was distributed to attendees and other local stakeholders to request some initial views to inform the discussion.

The number of attendees and the broad sector types of the organisations that were represented is shown in fig. 2.2a below.

Fig 2.2a Workshop attendees by stakeholder type

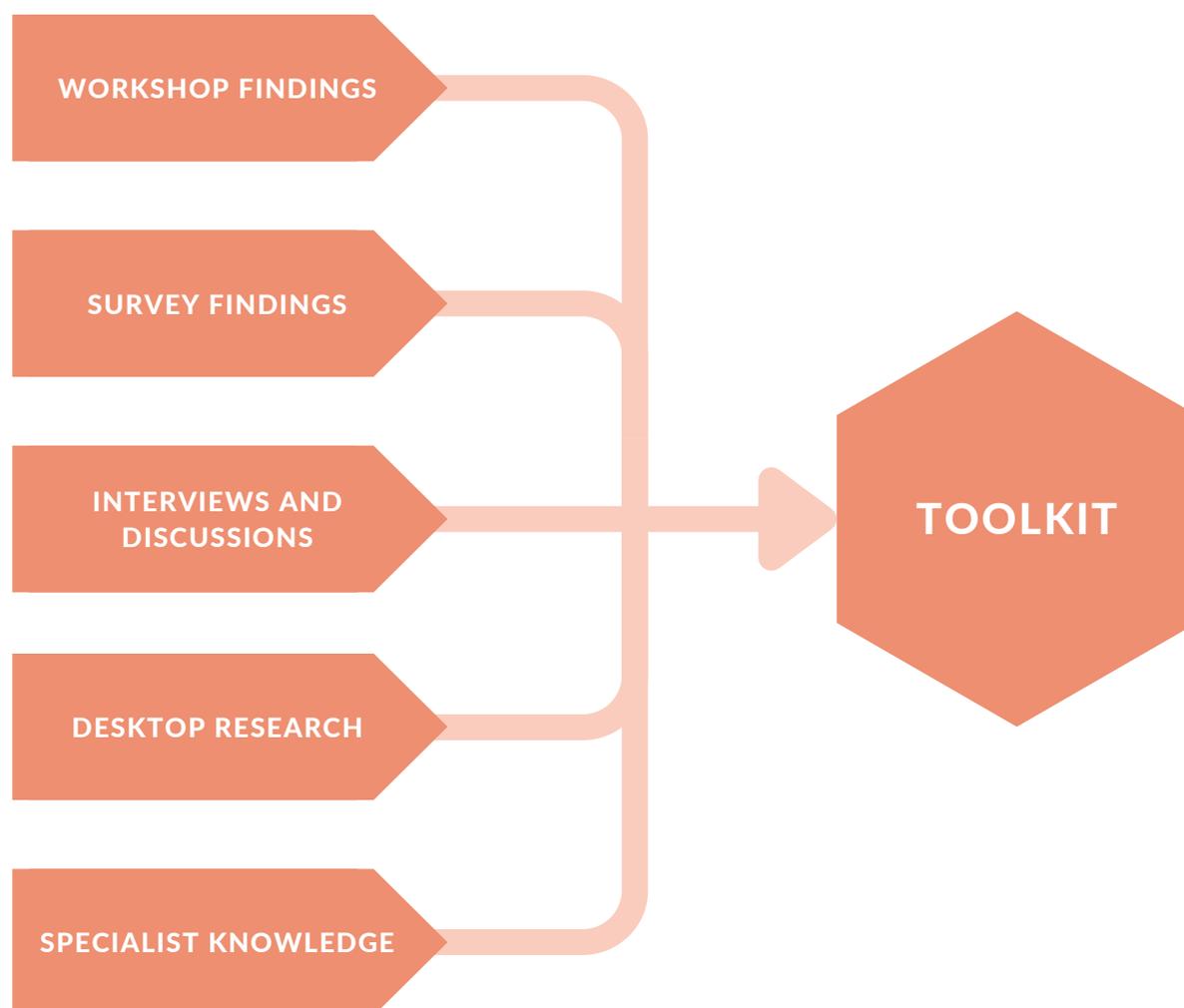| Leeds 27 attendees:	Bradford 10 attendees:	Wakefield 17 attendees:	Huddersfield 5 attendees:	Halifax 8 attendees:
13 local authority	6 local authority	10 local authority	3 local authority	7 local authority
7 police	2 police	3 police	2 police	1 police
2 BACIL (BCRP)	1 BID	4 BID/Pubwatch		
1 BID	1 university			
1 university				
3 third sector				

The workshops covered the following topics:
- The current local position in terms of NTE management
- NTE priorities for each local area
- Whether areas had or would benefit from any examples of best practice
- Feedback on the proposal to develop a NTE toolkit to support local partnership working, and potential content for this
- How the VRU could best support the local area going forward

2.3 Toolkit development

Findings from the surveys and workshops were analysed to establish the most useful content and resources to include in the NTE toolkit so that it had relevance and would be a helpful tool to all the NTE centres within West Yorkshire.

Fig 2.3a Research sources to inform the toolkit

WORKSHOP FINDINGS

SURVEY FINDINGS

INTERVIEWS AND DISCUSSIONS

DESKTOP RESEARCH

SPECIALIST KNOWLEDGE

TOOLKIT

3. SUMMARY OF FINDINGS

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3.1 CURRENT POSITION

3.1.1 Partnership working and partnership groups

It is clear that partners across West Yorkshire are working together on a number of NTE initiatives. The workshops highlighted strong areas of partnership working together with opportunities to enhance collaboration. Existing NTE partnership groups varied in remit, membership and agenda across the region.

The findings indicated that providing information on the setting up or development of a partnership group and establishing NTE priorities would be helpful.

One example of a successful partnership group is the Leeds City Centre Partnership Board. This has a small focussed strategic group and a larger tasking group that each meet every six weeks. The partnership board has an overarching strategic aim of 'people and place development' but has fluid priorities that are reviewed at each meeting. This ensures that priorities are relevant to prevailing conditions and able to better address current issues and opportunities in the NTE.

3.1.2 Time and cost to run the NTE partnership group

When discussing the prospect of an NTE partnership group in each of the workshops, there was some concern around the time and cost that would be spent on setting up and running such a group and the risk of duplicating work.

The foundations for partnership groups already exist within each area can be built on, which should provide reassurance to partners that this approach would not necessarily need significant financial support to be successful.

3.1.3 Communication - internal and external

The workshops provided a forum for open communication between partners. Opportunities and issues with communication were identified, both internally between partners and externally to the public. A desire for cohesive communication internally with strong external communications campaigns conducted in partnership was seen as a priority across all of the workshops.

3.1.4 Representation - business and communities

The importance that partnership groups are representative of the diverse communities and areas they serve was noted. Business representation appears to be limited to local Pubwatch schemes and some Business Improvement Districts. Engaging operators directly in an appropriate way to each area would be of benefit to any NTE work.

3.1.5 Measuring success

Methodologies for measuring the progress and success of initiatives in each area vary, which presents a challenge to the VRU in aggregating metrics from each area, for example.

3.1.6 Funding of initiatives

Providing guidance on identifying resources and processes to support NTE work was identified as a priority.

Many NTE initiatives in West Yorkshire currently rely on Home Office Safer Streets funding. For these projects to be sustainable it may be necessary for partners to consider alternative sources of funding to support continuing delivery.

3.1.7 Perceptions of the NTE

Every workshop highlighted poor feelings of safety and a negative perception of the NTE. Issues in perception ranged from negative reporting by local media to poor feelings of safety amongst users. Effective external communication and PR are key tools that can be used to address these negative perceptions.

3.1.8 The provision of transport for the NTE

In most of the workshops, provision of transport and the local transport infrastructure was discussed. Many services such as buses stop early at night. This, coupled with the national shortage of taxis and private hire vehicles, can negatively impact on the NTE as customers are often more likely to leave earlier.

3.1.9 Operator pressures

The difficult trading conditions for businesses in the NTE are well documented. With choices to be made in relation to spend, and ongoing resource challenges including chronic staff shortages, the research established that these factors can prevent businesses from participating in some initiatives, for example releasing staff for training. It is therefore important to ensure that businesses are supported to participate wherever possible and that initiatives are of high quality and that business benefits are clear to operators.

Fig 3.1a NTE initiatives present in each area:

Initiatives	Leeds	Bradford	Wakefield	Huddersfield	Halifax
Taxi marshals	Yes	Yes			
Street angels / marshals	Yes	Yes	Yes	Yes	Yes
Smart water	Yes	Yes	Yes		
Vulnerability training	Yes	Yes	Yes		
Purple Flag awarded / working towards	Yes	Yes		Yes	Yes
Ask for Angela	Yes	Yes	Yes	Yes	Yes
Safe space	Yes	Yes	Yes	Yes	Yes
Outreach work	Yes	Yes		Yes	
Night audits	Yes	Yes			
Anti-spiking initiatives	Yes	Yes	Yes	Yes	
Safety campaigns	Yes	Yes	Yes		
Women's night safety charter	Yes	Yes			
Recruitment and retention support	Yes				
Best Bar None (or equivalent)	Yes	Yes			
LSAVI	Yes	Yes		Yes	
Active bystander training	Yes	Yes	Yes	Yes	
Pubwatch	Yees	Yes	Yes	Yes	Yes

3.2 PRIORITIES

3.2.1 Setting priorities
The current and future priorities in West Yorkshire were similar in each area, and are summarised in fig. 3.2.1a below.

Fig 3.2.1a NTE priorities as identified by partners in West Yorkshire

1. Improving safety and feelings of safety

2. Supporting vulnerable people

3. Improving access, transport and wayfinding

4. Diversifying - including improving representation

5. Internal and external communication - including PR

6. Improving the wellbeing of customers and staff within the NTE

3.2.2 The collection and use of data
Enhancing how each area collects and uses data was discussed as a priority in most of the workshops.

Participants confirmed that suggestions to enhance data collection and sharing, and in establishing appropriate monitoring programmes, would be of benefit.

3.2.3 Communication
Enhancing and improving communication between partners and the external communication campaigns and PR activity around the NTE was identified as a priority. It was highlighted that improved communication between the areas and the VRU should be a priority to strengthen the work that is being done across West Yorkshire.

4. PROJECT OUTCOMES

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4.1 NTE MANAGEMENT TOOLKIT

Learnings from the workshops and research were combined with ongoing feedback from workshop teams to develop a toolkit to support local partnerships to produce and implement targeted, effective strategic plans to enhance NTE management.

The toolkit contains:

A guide to setting up and running an NTE partnership group
Guidance to support the set up of a group to encourage partnership working where none is present, or encourage an existing group to review membership and structure for any potential enhancements.

Options for assessing the current NTE position and any needs
Approaches and exercises to support partners in understanding the current position of the NTE and the opportunities and issues within it, to inform action plans.

Recommendations for objective setting
Approaches in setting appropriate objectives and goals for the partnership to work towards, using the findings from the position and needs assessment work.

A template action plan
An action plan that sets priorities, establishes ownership and encourages continual progress to enable the partnership to project manage tasks and actions and ensure delivery accountability.

Sharing of best practice
Best practice examples of initiatives and schemes to address common NTE issues identified in the workshops, including local, national and international examples.

4.1 NTE MANAGEMENT TOOLKIT (CONT.)

Advice on data collection
Guidance on useful data to collect and analytical techniques to provide actionable insights for the partnership group to monitor changes within the NTE.

NTE ecosystem and journey infographic
The VRU requested an infographic be produced, that can be used as a scoping tool to map the NTE visually and highlight opportunities and gaps to be addressed.

Communicating success
Approaches to ensure cohesive communication, both between partners and when promoting the activities of the NTE partnership group to ensure a positive message is received by potential patrons.

4.2 THE ROLE OF THE VRU

The workshops included discussions as to how the VRU could support the partnership in each area in relation to NTE management. The partners would really value the VRU supporting them in the following ways:
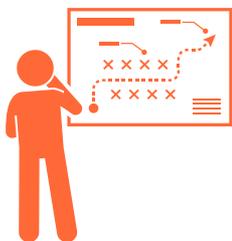
Providing strategic oversight of the projects and work being implemented in each local authority area
Including facilitating the development of work streams in each area, sharing progress across the region and ensuring NTE initiatives create a safe, vibrant and healthy night time economy. Data from each area could be aggregated by the VRU to monitor achievements throughout West Yorkshire.

Enhancing communication between the VRU, local authorities and key partners
Facilitating improved communication between key partners across the region and further developing partnership working by encouraging sharing and dialogue between areas. Partners are keen to participate in regular and focussed discussion led by the VRU.

Sharing best practice - West Yorkshire and national examples
Sharing examples of best practice across the region, including initiatives that have been successfully implemented by an area in the region, as well as drawing partner's attention to relevant national and international NTE projects.

Identifying funding to support implementation of NTE initiatives
Whilst it was recognised that this is not a core function of the VRU, the need for financial support to ensure project delivery in the NTE was highlighted. It was suggested the VRU could identify a flexible budget for each area to pilot initiatives.

CASE STUDY

Sharing best practice: The Greater London Authority 24 Hour London Team

The Greater London Authority's 24 hour London Team produces a monthly newsletter of events and initiatives happening locally and providing spotlight examples of best practice from businesses and other partners. The team hosts regular learning and sharing webinars. The 24-Hour London team's Night Time Borough Champions Network is made up of cabinet members from every local authority and chaired by the Night Czar, Amy Lamé. It meets monthly, providing opportunities for discussion and sharing of best practice.

5. BIBLIOGRAPHY

The documents and web content that were referred to in order to inform this research are listed in the bibliography below.

Source organisation	Title
CAP	An Alcohol-Free Childhood. Action to ensure parents keep their children free from alcohol harm. 2022
CAP	Annual Report 2021/2022
Devon & Cornwall Sexual Assault Referral Centres	Ensuring a Safer Night-Time Economy for All. 2022
Dewsbury Reporter	West Yorkshire Mayor's Women and Girls Strategy builds momentum. 2022
The Home Office	Violence reduction unit year ending March 2021 evaluation report. 2022
National Police Chiefs' Council	Best Practice Policing Strategies to Tackle Violence Against Women and Girls in the Night-Time Economy. 2022
Public Health England	A whole-system multi-agency approach to serious violence prevention. 2019
Public Health Wales	Developing a framework for managing the night-time economy in Wales: A Health Impact Assessment approach. 2017
Spectrum RSE	Breaking Down Barriers.
West Yorkshire Combined Authority (WYCA)	Plan on a Page. 2022
WYCA	Police and Crime Plan 2021-2024
West Yorkshire Police	Success of First Wakefield 'Safe Space' Leads to Second Opening in the District. 2022.
WYVRU	The links between drugs, alcohol, and serious violence: a review of evidence and practice in West Yorkshire. 2022

5. BIBLIOGRAPHY (CONT.)

Source organisation	Title
WYVRU	West Yorkshire Response Strategy Refresh 2022: Serious Violence: West Yorkshire Strategy for Change. 2022
WYVRU	Serious Violence in West Yorkshire: Strategic Needs Assessment. 2022
WYVRU	West Yorkshire Violence Reduction Unit. 2022
Wiltshire Police	Delivering a Collaborative Approach to Policing the Night Time Economy & Drink Spiking. 2022

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