

WEST YORKSHIRE POLICE AND CRIME PANEL

13 November 2020

Investigations and Outcomes

1 Introduction

- 1.1 The most recent PEEL inspection by Her Majesty's Inspector of Constabulary. Fire and Rescue (HMICFRS) highlighted the continuing challenges for West Yorkshire Police with regard to Investigations and Outcomes. This paper is to update the panel with the current progress and it breaks down each area of concern from HMICFRS and gives an overview of the work taking place and how this will meet the requirements.
- 1.2 The paper starts with an outline of the current outcomes framework in order to provide context for the areas of concern and then looks at the current published outcomes for West Yorkshire and gives a comparison with average for the whole of England and Wales. There is also a breakdown of the different crime types and gives the outturn rate for each and compares this with the previous year.
- 1.3 The next part is the explanation of the HMICFRS findings followed by the progress so far on each of these issues and what the impact has been. Finally there is an update on the Out of Court Disposals and the Victims Journey

Recorded Crime Outcomes – A Brief Overview

2. Background

- 2.1 In 2014, the way recorded crimes in forces across England and Wales was modernised, and a new framework of 18 (now 22) outcomes was introduced by the Home Office.
- 2.2 For some time, it had become clear that without a more comprehensive set of outcomes, forces had been encouraged to seek "detections", sometimes where this wasn't the most suitable thing for the victim, suspect or public protection, and that this risked inappropriate and perverse behaviours.

- 2.3 Examples of these included:
 - Putting inappropriate cases through the Criminal Justice (CJ) system, where other options were better suited
 - Inappropriately criminalising young people (DBS implications)
 - Persuading victims to prosecute against their wishes
 - Issuing cautions when offences were not fully admitted
 - Not recording crimes where there was a low chance of detection
 - Cancelling crimes inappropriately to increase "detection rates"
 - Dissuading the use of diversionary schemes

This risked the public were left with a negative view of policing.

- 2.4 The modernised Outcomes Framework, initially consisting of 18 outcomes was devised, which sought to:
 - Strengthen use of Police Discretion in appropriate circumstances
 - Promote a more victim-orientated approach
 - Increase transparency to the public
- 2.5 Since launch, the number of outcomes has been expanded to 22, to include outcomes recognising aspects of investigation including:
 - The role of other partner agencies in dealing with the consequences of crime
 - That often it is clear from the outset that a prosecution is not in the public interest
 - That early intervention and diversion can be more productive than prosecution

It is clear that with this more intelligent approach, when applied ethically in the best interest of the victim, public protection and the suspect re-offending, all outcomes should be considered of equal value.

3. The Outcomes

- 1. Charged/summonsed
- 2. Youth Offender Conditional Caution issued
- 3. Adult Offender Conditional Caution issued
- 4. Offence Taken into Consideration at court upon sentencing (TIC)
- 5. The Offender is deceased (and we have sufficient evidence to charge)
- 6. Penalty Notice (not used in WYP)
- 7. Cannabis/Khat warning (Not used in WYP)
- 8. Community Resolution issued

- 9. CPS decision not in the public interest (although we have sufficient evidence to charge)
- 10. Police Decision not in the public interest (although we have sufficient evidence to charge)
- 11. Suspect under the age of criminal responsibility (10 years)
- 12. Prosecution prevented Suspect too ill to prosecute
- 13. Prosecution prevented Victim or key witness deceased or too ill to give evidence
- 14. Victim could but declines/feels unable to identify suspect
- 15. Is split into two: A suspect had been identified but insufficient evidence to prosecute:
 - a. CPS decision
 - b. Police decision
- 16. A suspect has been identified but the victim declines to prosecute
- 17. The prosecution time limit has expired (6 months for summary only offences)
- 18. No suspect has been identified
- 19. Action Fraud occurrence
- 20. Another agency has primacy (Social Care, Prisons etc.)
- 21. Police could gather sufficient evidence, but have decided it would not be in the public interest to pursue further (generally minor offences including "Sexting")
- 22. Formal Action/intervention has taken place in lieu of prosecution (from April 2020)

A more detailed guide of the Home Office recorded crime outcome framework is shown at Appendix A.

4 West Yorkshire finalisations in 2019/20

- 4.1 The table below reports the number and proportion of outcomes achieved in West Yorkshire and England & Wales during 2019/2020. During the 12-month period 304,287 recorded crimes in West Yorkshire were finalised with a recorded crime outcome of 1-22.
- 4.2 The recorded crime outcome ratios in West Yorkshire are shown to be similar to those reported nationally however, the table does highlight some differences in use of the outcome framework.
- 4.3 Most notable is the variation in relation to the use of outcome 15 which can be used when a suspect has been identified but evidential difficulties prevent further action being taken.
- 4.4 The outcome 15 disparity is largely explained by the variation in the way a suspect is defined by different forces. Many have created a second category, variously called "Named", "Mentioned" or "person of interest", where a possible suspect is linked to the crime report without declaring them a suspect. In West Yorkshire, we have no such second category, and nominals identified as possible suspects are often linked using the "suspect" label, attracting an outcome 15 if the offence is not proven, where in other forces another outcome, possibly outcome 18, would be

used. This variation is currently the subject of discussion at the national "Minerva" group, whose principal purpose is to drive the convergence of working practises across NICHE using forces.

Outcomes recorded in the year ending March 2020, by outcome type and group⁶

Outcome number	Outcome type/group	England and Wales, Recorded crime and		West Yorkshire, Recorded crime and outcomes	
		Number of outcomes ⁶	Ratio	Number of outcomes ⁶	Ratio ²
1	Charged/Summonsed	415,003	8.3%	22,216	7.3%
4	Taken into consideration ³	5,135	0.1%	204	0.19
	Out-of-court (formal)	73,477	1.5%	2,497	0.8%
2	Caution - youths	9,103	0.2%	512	0.29
3	Caution - adults	53,123	1.1%	1,981	0.79
6	Penalty Notices for Disorder	11,251	0.2%	4	0.09
	Out-of-court (informal)	130,206	2.6%	6,020	2.0%
7	Cannabis/Khat warning	17,453	0.3%	19	0.09
8	Community resolution	112,753	2.3%	6,001	2.09
	Prosecution prevented or not in the public interest	85,569	1.7%	3,292	1.19
5	Offender died	1,433	0.0%	75	0.0%
9	Not in public interest (CPS)	2,658	0.1%	73	0.0%
10	Not in public interest (Police)	34,704	0.7%	528	0.29
11	Prosecution prevented – suspect under age	7,244	0.1%	575	0.29
12	Prosecution prevented – suspect too ill	13,358	0.3%	1,035	0.39
13	Prosecution prevented - victim/key witness dead/too ill	11,483	0.2%	100	0.09
17	Prosecution time limit expired	14,689	0.3%	906	0.39
15	Evidential difficulties (suspect identified; victim supports action)	595,312	11.9%	53,516	17.6%
	Evidential difficulties (victim does not support action)	1,248,461	25.0%	80,355	26.4%
14	Evidential difficulties: suspect not identified; victim does not support further a	238,858	4.8%	4,467	1.59
16	Evidential difficulties: suspect identified; victim does not support further action	1,009,603	20.2%	75,888	24.9%
18	Investigation complete - no suspect identified	2,174,519	43.5%	131,060	43.1%
20	Action undertaken by another body/agency	64,094	1.3%	2,629	0.9%
21	Further investigation to support formal action not in the public interest ⁴	68,060	1.4%	2,498	0.89
22	Diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action ⁶	4.998	0.1%	0	0.03
fotal recorded Outcomes		4,864,834		304,287	

Source: Home Office Data Hub, outcomes recorded in the year ending March 2020

1. Excludes (outcomes for) fraud offences. Fraud offences are now recorded by the National Fraud Intelligence Bureau (NFIB) rather than police forces.

2. Outcomes as a proportion of total recorded outcomes

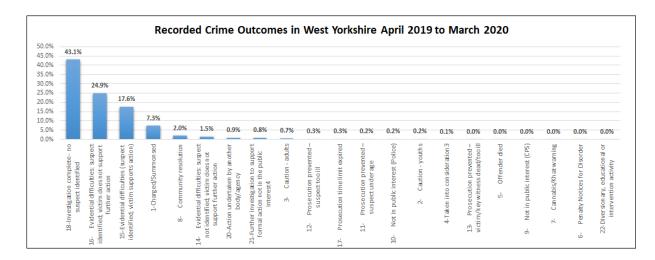
3. Offences asked to be taken in to consideration by a court (TICs)

4. Outcome 21 was introduced from January 2016 on a voluntary basis and became mandatory from April 2016.

5. Outcome 22 was introduced on a voluntary basis from April 2019.

6. Based on data from all 43 forces. Following the implementation of a new IT system in July 2019, Greater Manchester Police have been unable to supply data for quarters from July 2019 to March 2020.

4.5 The chart below ranks the outcomes used by West Yorkshire Police in 2019/20. Like other Forces nationally the vast number of crimes in West Yorkshire (94%) are finalised using either outcome 1 (Charge/summons), outcomes 15 and 16 (evidential difficulties) or outcome 18 (investigation complete – no suspect identified).



4.6 Whilst the recorded crime outcome framework provides Officers with a range of alternatives for providing the most appropriate outcome for the victim, the table below provides a specific focus on outcomes (1-8) and provides details for the last two financial years. The table highlights an overall increase in the number of 1-8 outcomes achieved and an increase in the 1-8 outcome rate for recorded crime overall.

West Yorkshire	2018/19	2019/20	Change in Rate	Change in outcomes 1-8
Arson	4.6%	4.8%	0.1%	-16
Bicycle theft	2.2%	1.9%	-0.2%	-15
Burglary - residential	3.8%	4.9%	1.1%	48
Burglary - business and community	5.8%	7.5%	1.7%	62
Criminal damage	8.7%	8.2%	-0.5%	-204
Homicide	56.4%	80.8%	24.4%	-1
Miscellaneous crimes against society	14.5%	18.5%	3.9%	292
Other sexual offences	8.7%	8.6%	-0.1%	-36
Other theft	2.7%	3.1%	0.4%	-2
Possession of drugs	68.4%	77.4%	9.0%	1249
Possession of weapons	32.7%	41.3%	8.6%	188
Public order offences	9.6%	9.5%	-0.1%	107
Rape	5.9%	4.3%	-1.7%	-54
Robbery	9.9%	12.2%	2.3%	19
Shoplifting	30.4%	29.2%	-1.2%	-309
Theft from the person	1.8%	2.4%	0.6%	16
Trafficking in controlled drugs	34.6%	47.2%	12.6%	309
Vehicle offences	2.5%	2.9%	0.4%	30
- Theft of motor vehicle	4.9%	5.0%	0.1%	-9
- Theft from motor vehicle	1.5%	1.8%	0.3%	20
- Vehicle intereference	2.2%	3.3%	1.1%	19
Violence with injury	13.3%	13.7%	0.3%	-189
Violence without injury	7.0%	6.6%	-0.4%	-87
Most Serious Violence	19.9%	27.8%	7.9%	127
Total	10.0%	10.8%	0.8%	1408

4.7 Nationally, there is increasing focus on high harm offences such as serious sexual offences and most serious violent crimes and bringing those offenders to justice. This focus is also reflected locally within Force accountability arrangements. The table below provides the very latest position for rape, robbery, most serious violence and residential burglary in relation to outcomes 1-8.

West Yorkshire	12 months to August 2019	12 months to August 2020	Change	
Rape	4.3%	5.5%	1.2%	
Robbery	11.0%	13.9%	2.9%	
Most Serious Violence	25.6%	28.2%	2.6%	
Residential Burglary	5.1%	5.8%	0.7%	

- 4.8 Disclosure in regards to Rape cases has changed following a high profile Court of Appeal ruling this year. In February 2019, a new Digital Processing Notice was launched across forces in England and Wales. This form was used to obtain permission from complainants and witnesses to search for relevant information on their digital devices. A report into mobile phone extraction from the Information Commissioners office was published in June 2020, found that the forms were not sufficient for their intended purpose, and the Court of Appeal judgment (Bater-James and Mohammed [2020]) further explained this position. The National Police Chief's Council replaced the original form in August 2020 and in response to claims of 'digital strip searching' stated 'It is important that this process is consistent for investigators across the country. No victim should feel discouraged from reporting a crime to the police. Searches of digital devices should not be automatic and will happen only when the investigating officer or prosecutor considers there to be a need to access information to pursue a reasonable line of enquiry. We will still explain this process fully to victims and witnesses." But this still continues to be a contentious issue and one of the obstacles to overcome when pursuing a positive conclusion for a case.
- 4.9 One huge milestone this year was the opening of the new state-of-the-art fully integrated service for victims of sexual violence and abuse. Work on the Sexual Assault Referral Centre (SARC) facility for West Yorkshire started in late 2018 and was opened in June of this year after some delays due to the pandemic. The SARC has been a personal ambition of mine since first being elected as PCC in 2012 and very much a shared vision between the Office of PCC (OPCC), West Yorkshire Police, NHS England and NHS Improvement and the Courts Service, with an aim of ensuring that we transform and improve the experience of vulnerable victims and witnesses by having all dedicated and accessible specialist services under one roof. Earlier this year, I launched my Victim's Strategy that put victims and witnesses at the heart of all that we do and the completion of this new SARC I believe is a huge step change in building on the good progress we have already made.

Investigations Review

5 Background

- 5.1 The Investigations Review was launched in February 2018, following publication of the 2017 HMICFRS PEEL inspection in January 2018.
- 5.2 The report concluded that West Yorkshire Police's approach to investigating crime and reducing reoffending required improvement. The report highlighted that the quality of investigation in more serious and complex cases was generally good, but the force were required to improve the quality and supervision of investigations for low level crimes, such as street robbery, burglary and vehicle crime.
- 5.3 A cause for concern was provided regarding initial investigations and handover packages. It further noted that officers and supervisors required further training in basic investigative skills.
- 5.4 The Review focused on a number of areas:
 - Organisational Culture promote and embed the concept of the 'investigative mind-set'. All West Yorkshire Police staff are investigators and will see themselves as such.
 - Strategic Governance establish central governance around volume crime through the Local Policing Governance Board and Force Policy.
 - Corporate approach establish a consistent approach to volume crime and suspect management across the Force.
 - The Journey of a Crime understand in forensic detail the journey of a crime from initial contact and ethical recording to appropriate and ethical finalisation.
 - Training ensure that WYP staff are trained in accordance with Authorised Professional Practice (APP) and have the skills and competence to deliver quality crime investigations.
 - Technology ensure that all current, and emerging, technology can be used to improve and support investigative activity.
 - Benchmarking establish and evaluate best practice through benchmarking with other Forces.

5.5 The OPCC internal audit team reported on progress of the review in their 2018/19 audit report concluding;

'The force has made significant efforts in recent months to address the issues raised during the HMICFRS PEEL inspection process in relation to volume crime investigations. Most notably these include the development and implementation of a corporate Standard Operating Procedure, the roll out of district front line officer investigative training and the development of standardised

and comprehensive new sergeant training. This has been consistently supported by the 'We Are All Investigators' communication and awareness campaign aimed at changing the mind-set and culture across the organisation and promoting improved service and outcomes for victims of crime. It is acknowledged that this change in culture and improvement of investigative skills and experience will take some time to achieve and embed and it is therefore vital that the performance management framework provides assurance regarding the desired continuous improvement.'

6 Review progress:

- 6.1 Improvements in investigations were overseen at a strategic level at the Investigations Gold Group chaired by the Chief Officer lead and supported at a tactical delivery level by the Local Policing Governance Board and locally at district Local Accountability Meetings (LAM's).
- 6.2 The review established a corporate governance structure around volume crime management with clear lines of accountability for districts and departments.
- 6.3 All front line staff attended a two day investigations training programme which focused on improving the standards of investigation. They were provided with ongoing investigative support in terms of guidance documents.
- 6.4 A consistent and corporate system of crime management was established and embedded across the force with the implementation of a Master task system.
- 6.5 Control and accountability for crime management was developed through existing systems. Unfinalised volume crime being reduced significantly and roles within the system clearly defined.

7. Three Areas for Improvement (AFI) from HMICFRS with progress for each one

7.1 AFI 1 - The force should ensure that supervisors are equipped with the necessary skills needed for effective supervision of investigations and that there is sufficient capacity within the sergeant rank for intrusive supervision to take place.

7.2 Progress to date:

7.3 The force programme for Sergeant's operational activities has been reviewed and now incorporates investigative skills training.

- 7.4 Safeguarding supervisors now attend an extended course which develops their skills around serious and complex investigations.
- 7.5 Joint training with CPS has delivered inputs to domestic abuse supervisors in relation to Evidence Led policing.
- 7.6 Officers interested in promotion, now have to complete a suitability document to evidence their skills and understanding around supervising investigations. Officers do not perform duties of a higher rank unless their evidence is signed off by district commanders.
- 7.7 Inspectors carry out monthly dip samples of investigations. The results are analysed centrally which can highlight areas of good practice and improvement. Individual feedback is provided to officers.
- 7.8 Local Accountability Meetings (LAM's) continue to take place across the force. Senior Leadership Teams (SLT's) are held accountable for their local performance. Much emphasis has been and will continue to be placed around standards of investigations and supervisory oversight.
- 7.9 A number of symposiums have been developed through the year to develop supervisors and officer's skills and knowledge around investigations.
- 7.10 The central audit team continue to quality assure investigations in a number of crime categories. The results being fed back to local SLT's for review and action.

7.11 AFI 2 - The force should ensure that all evidence is retrieved at the first opportunity and initial statements are completed to a high quality to maximise the likelihood of investigations being conducted successfully.

7.12 Progress to date:

- 7.13 A series of upskilling investigation symposiums have been delivered to officers and staff and are available on the force intranet site.
- 7.14 Standard Operating Procedures for key crime types have been distributed to officers.
- 7.15 Aide memoires and guidance documents have also been created to support officers with their investigations.
- 7.16 Frontline officers continue to attend District training days.

7.17 All districts review the quality of statements regularly. Peer supporters are in place to support officers who require additional training and support. The results of the reviews are recorded centrally so progress can be monitored.

7.18 AFI3 - The force should take steps to understand its investigation outcome data and to ensure that it is pursuing justice on behalf of victims of crime.

7.19 Progress to date:

- 7.20 The Force Crime Management Unit conduct a THRIVE (Threat, Harm, Risk, Investigation, Vulnerability and Engagement) assessment of every recorded crime, screening each for suitability for investigation. Where the pursuit of a criminal justice outcome is appropriate, crimes are allocated, with an investigation plan. The underlying principle is that the best outcome for the victim is always paramount, which most often will mean striving for a prosecution.
- 7.21 In order to ensure an accurate baseline, the force have a bespoke team reviewing every crime finalisation and applying outcomes.
- 7.22 The data produced is presented in a variety of formats to facilitate performance and trend analysis, and comparison with similar forces.
- 7.23 Over the past two years, an investigations review has dip sampled investigations to ensure the best outcome for the victim has been pursued in each case, revising policies and standardising operating procedures where learning points are identified.
- 7.24 As a result, additional training has been provided to investigators including:
 - Offences taken into consideration
 - Investigation of State Based Crimes
 - Drugs Offence prosecution
 - Out of court Disposals
 - Early Intervention and Diversion
 - Evidence-led investigations
 - Disclosure in criminal proceedings
 - Cancellation of crimes
 - Victim Code of Practise
 - Antisocial Behaviour
 - Officer and PSCO upskilling courses

- 7.25 The force is currently undertaking a re-launch of the outcomes framework to affirm the victim focus, whilst raising awareness of alternatives to prosecution on a case by case basis.
- 7.26 This process continues, with the Victims Journey Delivery Group at its centre, and a mission to achieve the best outcome for the victim, public safety and offender management. The Force Crime Registrar conducts periodic audits of Outcome application to moderate the process. Relative outcome proportions are used to monitor the impact of changing investigative practises. The force continue to enjoy the confidence of the Home Office in our crime recording and outcome application functions and are cited as best practise, having been awarded an HMICFRS "Outstanding" grading in 2019.
- 7.27 Chief Officer Team oversight continues at the HMICFRS Improvement Board chaired by the Deputy Chief Constable where investigation progress is tracked.
- 7.28 The OPCC internal audit team reported on progress of the investigation review and outstanding AFI's in their September 2020 audit report concluding;

'Overall there is good evidence that the force is addressing and managing the key risks in relation to Investigations. Significant progress is being made in respect of the HMICFRS AFI's, with feedback from HMICFRS suggesting that the AFI's will be signed off by the end of 2020. It is vital that the force maintains effective governance and performance management arrangements to provide ongoing assurance regarding continuous improvement in respect of the investigation processes as well as ensuring that the appropriate escalation can take place, if and where necessary.'

8.0 Out of Court Disposals

8.1 The PCC hosts the West Yorkshire "Out of Court" Scrutiny Panel. The panel meets quarterly and consists of representatives from West Yorkshire Police, Crown Prosecution Service, Her Majesty's Court and Tribunal Service, Youth Offending Service, National Probation Service, Community Rehabilitation Company, Victim Support, West Yorkshire Criminal Justice Board, a defence solicitor, liaison and diversion and the Judiciary represented by the West Yorkshire Bench Chairs.

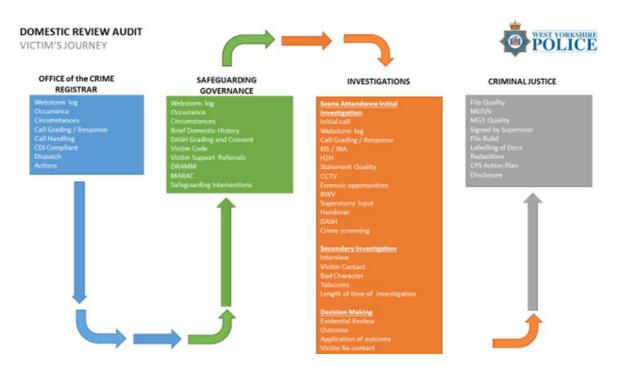
- 8.2 The national protocol released last year noted that the panel would benefit from a wider membership. Through this, representatives from the defence community and Liaison and Diversion were invited. Work is ongoing through the OPCC to provide an independent Chair and PCP representation. CPS are the current interim Chair.
- 8.3 The panel review 32 completed out of court disposals, 16 adult cases and 16 youth cases. Each case may involve more than 1 defendant. Cases are chosen at random by the Local Criminal Justice Board (LCJB) to represent the volumes in each district and type of disposal.
- 8.4 The WYP Criminal Justice Chief Inspector attends the panel and provides advice, praise and feedback to local district SLT and officers directly with the outcomes and findings from the panel meeting.
- 8.5 In line with the national protocol requirements, the panel also record gender and ethnicity to ensure that the cases reviewed are representative of the West Yorkshire population.
- 8.6 From time to time the panel will look at specific themes, these have included knife crime, domestic abuse and very young persons (age 10-12).
- 8.7 The most recent panel in January reviewed 32 cases with 39 defendants in total, 17 adults and 22 Youths. 1 received a Youth Caution, 9 received a conditional caution and 29 received a community resolution.
- 8.8 The panels finding were that in relation to 22 cases the disposal was appropriate. 4 were considered appropriate with observations. 12 were considered inappropriate or inconsistent with policies and procedures and requested further information to reach a decision.
- 8.9 6 of the cases considered as inappropriate and inconsistent with policies and procedures related to just two cases with 4 and 2 defendants. In all 12 cases, the panel thought that the cases should have been charged.
- 8.10 Following each meeting a public summary is created and agreed at the next meeting and is published on the PCC's website.
- 8.11 During July and August 2019, a team from Criminal Justice Headquarters (CJHQ) conducted a series of roadshows at police stations across the Force, in order to publicise the revised Force policy on OCDs and raise awareness of Restorative Justice. The format included a presentation following the morning and afternoon briefings, so that as wide a range of officers were given the opportunity to receive the input.

The schedule was facilitated at district level by the local PDU or equivalent.

- 8.12 79 visits were made, counting morning and afternoon shifts as a separate visit and a total of 674 officers are recoded as having attended. The majority of these were Patrol and NPT officers. Posters were displayed in report rooms and on training boards; handouts were distributed to attendees and spare sets were left with team sergeants.
- 8.13 As a result of the roadshows, awareness has been successfully raised and CJHQ have noticed an improvement in appropriateness of OCDs; the roadshows also highlighted areas for further work. CJHQ are relaunching OCDs during the first half of 2020 and have requested a slot on the summer round of training days to further embed the principles.

9.0 The Victims Journey

- 9.1 Running parallel to the Investigations Review is the WYP "Victim's Journey" review focusing on delivering a better service to victims. In order to achieve this over-arching purpose, the focus will be on improving the quality of investigations through a detailed whole systems review of the victim's journey from initial point of contact through to resolution, commencing with domestic abuse
- 9.2 A cross section of occurrences were selected at random covering the varying levels of Domestic Abuse throughout the month of December 2019. The review has been split into four areas, with the Office of Crime Registrar, Local Policing, Criminal Justice/Witness Care and Safeguarding governance departments looking at their own area of business throughout the Victim's journey



- 9.3 The Office of the Crime Registrar reviewed 98 cases from the initial call for service, how the call taker handled the call, despatch, response grading, information on the storm log, and ensured that crimes were CDI compliant
- 9.4 The Safeguarding Central Governance Unit audited 50 cases and specifically looked at the DASH grading, the victim's code, support referrals, the internal safeguarding processes (Multi Agency Risk Assessment Conference and Daily Risk Assessment Meetings) and any safeguarding interventions
- 9.5 The Investigations strand audited 91 occurrences, these varied from minor disputes to serious lengthy investigations. Three areas of investigation were audited, these being:
 - Scene Attendance (Initial Investigation);
 - Secondary Investigation;
 - Decision making.
- 9.6 The Criminal Justice department audited 25 prosecution files, (5 files per District) from the completion of the file summary and subsequent actions that took place as the file moved forward towards either conviction/ discontinuance or dismissal. As the files were domestic abuse in nature, CPS charging advice was sought in each case and the files were all allocated to a Prosecution Team Officer to be built.
- 9.7 For each of these areas, the points of learning were put into an action plan which is being driven by the West Yorkshire Police Safeguarding Board, and best practice has been shared across the whole of West Yorkshire.