

## West Yorkshire Police Operational Benefits

### Local Policing

Growth in the area of Early Intervention will ensure that West Yorkshire Police keeps pace in a volatile, uncertain and complex area of Early Interventions. Currently, Early Intervention sits within the Reassurance and Prevention portfolio as part of the Neighbourhood approach. The work stream of Early Intervention is significant, fast paced and complex to understand and each District is working at a different pace with their own complications to consider.

Recent reports such as the 'Collaborative Approaches to preventing offending and re-offending in children (Capricorn)' outlines methodology required to work with partners in a Public Health approach. The report also evidence the need for a firm understanding of partners, whole system working and creating the right environment through asset based mapping and use of skills within communities. The report outlines how to provide the best starts in life through upstream prevention or reducing re-offending, downstream – both elements necessary to reduce demands on the policing service. As already alluded to, this one report is complex, but the benefits if the contents could be realised are significant.

In January 2020 the College of Policing in conjunction with the National Police Chiefs Council (NPCC) launched the principles of a Public Health approach, this approach will require investment to assist Districts to co-ordinate tailored and targeted action that prevents an issue emerging – reducing demand on the frontline, preventing an emerging issue from becoming an established problem – reducing demand on the frontline or an issue becoming a crisis – reducing demand on the frontline.

In order to digest information and formulate a coherent plan moving forward, it is necessary to provide time for those leading in Early Interventions within Corporate Services.

Opportunities: There are also links to the Strategy Team, the department manager is the Force Innovation Broker with the College of Policing, identifying new ground breaking ways of working with elements of risk to consider. In order to maximise the opportunities of innovation, we need people to channel the work streams to and engage with the frontline (as evident in the Front Line Review 2019). In addition, 'what works' within the Force can be enhanced, ensuring that each District capitalises through Organisational Learning and Best Practice.

The resources would develop our partnership approach to Early Interventions as seen in the Early Intervention Youth Fund submissions, each of which have recently been inspected by the Home Office, with positive feedback obtained.

### Operational Support

**Two Way Interface (TWIF):** Digital First is one of three national Digital Policing programmes. It aims to integrate digitised policing into the reformed Criminal Justice System, delivering the best service to the public by:

- Providing all case file information and evidence, including multimedia, relevant to a criminal prosecution, digitally captured, stored and secured once in a chain of evidential integrity
- Accessibility on demand to all criminal justice partners

There are a number of national and local initiatives to be delivered within Digital First including the Two-way interface (TWIF). TWIF is a key enabler for the Digital Case File workstream to be delivered in 2021. This growth will introduce a 24/7 multi-functional team of police decision makers. They would undertake the role of ERO for all pre-charge cases and transmit the files over the intranet as well as receiving and managing the return communication from the CPS. This will deliver improved performance in key areas such as file quality, outcomes, action plan management and disclosure. By having a dedicated team it will reduce the impact on operational policing that will be introduced by the Digital First programme.

Without the introduction of the 24/7 function we will be unable to communicate with the CPS out of hours in order to obtain charging decisions and advice. We will also not be able to fulfil our commitment to the remainder of the Digital First programme for which TWIF is a pre-requisite.

**Rape & Serious Sexual Offences (RaSSO):** Since the RaSSO team was created in 2014 the levels of recorded Serious Sexual Offences and rape have increased significantly but the numbers of referrals to the CPS have remained static. Whilst WYP achieve a good charge rate from those referrals due to the gatekeeper role, the outcome rate for SSO and rape has seen a long term decline. This additional role of a Detective Sergeant will primarily focus on the education and investigation training of the safeguarding teams. WYP have a young and inexperienced workforce who require expert support in building strong cases in this specialist area. Serious Sexual Offences is now a strategic priority of West Yorkshire Police and without this additional role to support and upskill the district investigators then we will struggle to achieve an improved outcome rate.

### **Digital Forensic Investigations**

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 (DFU) 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.

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.

A detailed Business Case has been developed and is currently being considered via the Change Delivery governance arrangements.

The Digital Forensics Unit Business Case now encompasses CCTV, Cyber Crime and the Digital Media Investigators (DMIs) this will provide a fully accredited (as required by the Forensic Regulator) Hub and Spoke model, thereby providing an holistic approach to digital investigations across West Yorkshire Police.

Demand analysis shows that both within West Yorkshire and Nationally there is a year on year increase of 30% in digital submissions. The investment is therefore required to both deal with current demand but also in anticipation of future demand.

Crucially the investment will enable West Yorkshire Police to remove the current eight month backlog in relation to the examination of digital devices which has a clear impact on victim satisfaction and the prosecution of offenders. This has been identified as one of the key Force risks as it impacts across all Districts and Departments and our reputation within the criminal justice process.

### **Digital Policing**

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.

### **People (Human Resources)**

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. This year sees the implementation of the Police Education Quality Framework (PEQF) which has been developed by the College of Policing to enhance the current training programme for Police Officers. West Yorkshire Police has partnered with Leeds Trinity University to deliver a Police Constable Degree Apprenticeship (PCDA) and Degree Holder Apprenticeship (DHEP).

In order to respond to the enhanced training programme under PEQF in parallel with the opportunity to recruit to additional police officer posts, the People Directorate identified the need for growth in a number of areas. The growth posts within the service delivery areas of Recruitment and Resourcing and Occupational Health will enable the teams to respond to the increased activity associated with additional police officer and staff recruitment and in the latter area of Occupational Health, supports the wider wellbeing agenda by enhancing the access to the service for those in most need.

The required growth in Learning & Organisational Development will firstly ensure that we are able to deliver the enhanced operational training and assess the competency of our frontline officers alongside the new academic requirements. The introduction of PEQF as a national strategic workforce development sees a significant change to the length and depth of the training programme for new police officer recruits across all areas of Learning and organisational Development initial core training programmes, including public order, driver training, health and safety and IT training. The growth supported in these areas will ensure the enhanced requirements can be met.

Of particular note will be the benefit of additional posts with the Crime Training team. With the shortage of experienced detectives and overall investigator resilience recognised as a national as well as a local workforce priority, the growth within this department will ensure that the internal training provision across the investigator workforce will continue in conjunction with PEQF delivery. This will ensure the internal training pipeline for those into detective and police staff investigator roles continues at the pace we require.