

### Operational Benefits of Investments

The table below outlines the main areas of investment over the last three years as a result of the police budget including the police precept. Areas for investment are based on the threats, risks and demand pressures identified in Force Management Statements. The table outlines the impact this investment has had and the residual threat that remains.

Function	2018/19	2019/20	2020/21	Impact of investment	Residual Threat
<b>Districts</b>	Y			The investment in additional Police Officers has seen numbers increase since 2016. Crime is now on a long term reducing trend, with reductions in key categories such as residential burglary, vehicle crime, most serious violence, robbery and knife crime. Victim Satisfaction has improved and Public Confidence is stable.	Numbers of police officers in 2020 are still below those in 2010 and at the same time since 2015 crime has more than doubled (impacted particularly by crime recording). Whilst over the last two years, volume crime has reduced, demand is increasing in both volume and complexity around safeguarding, serious and organised crime and online demand, which FMS3 predicts will all increase.
<b>Neighbourhood Policing</b>		Y	Y	HMICFRS assess West Yorkshire Police as Good for preventing crime. Investment in Neighbourhood Policing over the last two years has strengthened the Neighbourhood Policing model and enabled West Yorkshire Police to focus more on problem solving, community engagement and early action. ASB and criminal damage have been on a reducing trend and public confidence is stable. Corporate Services are further developing the approach to Early Action (with a new strategy developed) and innovation and good practice is being embedded in Strategic Boards and is a fundamental principle of the Early Action Forum and Neighbourhood Learning Forum.	The Neighbourhood Policing preventive model is threatened due to financial pressures on policing and Local Authority partners (e.g. PCSO funding and prevention/early action programmes). Over last 12 months ASB has increased. West Yorkshire has some significant areas of high crime/multiple disadvantage which may worsen as a result of the economic recession and potentially lead to increases in crime, ASB and demand.
<b>Contact and Response</b>		Y		HMICFRS assess West Yorkshire Police as good in meeting demand. Performance around 999 is	West Yorkshire Police has one of the highest rates of incidents per 1000

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				<p>excellent and 101 performance has significantly improved. West Yorkshire Police has one of the highest telephone resolution rates nationally and satisfaction with Force Crime Management Unit (FCMU) is improving. Over 1250 contacts are resolved per day without a log created. West Yorkshire Police has strong and improving performance around emergency and priority attendance.</p>	<p>population compared to peer forces and also has higher rates of incident attendance. Whilst calls for service are reducing this is not necessarily leading to reduced demand on Districts as rates of attendance are actually increasing. The uplift in officers over the last few years is leading to higher levels of inexperience. PEQF will worsen this as officers going through the PCDA route will take longer to become operationally competent.</p>
<b>Investigations and Safeguarding</b>	Y	Y		<p>West Yorkshire Police has a cause for concern from HMICFRS around its standards of investigations and capacity/capability of vulnerability investigations. The investment of Investigative Officers has enabled West Yorkshire Police to maximise workforce modernisation opportunities to improve investigative resilience and a significant amount of work has been undertaken to improve capability through the Investigations Review, Victims Journey and Safeguarding Review. The investment of officers and staff into safeguarding functions has been critical to address the cause for concern and associated recommendations. Compared to other forces, West Yorkshire has more officers/staff in Safeguarding functions, which reflects West Yorkshire Police's strategic decision to invest resources in this area given the threat, harm and risk faced.</p> <p>The capacity to manage RSOs had been an issue with West Yorkshire Police exceeding the "50/20"</p>	<p>Investigative capacity remains an issue and may worsen due to PEQF, the financial situation and PUP (as West Yorkshire Police may lose experienced detectives to the ROCU share of the Uplift).</p> <p>Safeguarding remains a key threat area for West Yorkshire Police and whilst volume is now stabilising in some areas, demand is still increasing (e.g. more domestic abuse recorded as a crime, more high risk Mispers). We anticipate that mental health and adult safeguarding will increase as these are likely to be under reported/recorded. Non-recent CSEA is predicted to increase and there are currently 47 investigations which are complex and time consuming and have resulted in the abstraction of officers.</p>

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				rule (no more than 50 RSOs per officer and no more than 20 high risk or very high risk). This risk has now been mitigated given the investment of officers and staff into RSO Management	West Yorkshire Police still has the cause for concern from HMICFRS and the Safeguarding Review is likely to recommend increased investment in these areas as workloads remain particularly high. It is anticipated that the numbers of RSOs will increase slightly over the next four years. Supervision in PPU is an issue and is being included in the Safeguarding Review.
<b>Serious Crime</b>	Y	Y	Y	Investment in DMIs/DFU/cyber is ensuring West Yorkshire Police improves its capacity and capability to respond to the changing nature of crime/investigations. The DFU backlog is reducing as staffing has increased in this area, but this still remains an issue (November 2020 backlog was reported as 5 months compared to 8 months in last year's PCP Precept report). The DFU Business Case has been approved by COT and will improve capacity and capability, better manage demand, reduce the length of investigations, speed up justice and safeguard victims.	The exponential growth in technology necessitates enhanced capabilities around digital investigations. The DFU Business case seeks to significantly increase capacity and capability but long term trends mean this is an area that is likely to require further investment. The NCA articulates that technology is an enabler in most SOC threats and fraud/cyber are estimated to account for 44% of all crime. There is a shift in crime from public to the virtual sphere and policing investigative capabilities will need to respond to this.
<b>Operational Support</b>	Y	Y	Y	The investment in road safety over the last few years has led to a reduction in KSIs which are now at their lowest for 5 years.  The investment in Project Servator has increased visible presence to disrupt criminal activity including terrorism and reassure the public.	Threat around terrorism has increased to SEVERE and Serious and Organised Crime remains a key threat in West Yorkshire.

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				The investment around Taser reflects the uplift in the number of officers who are now authorised to carry taser.	
<b>Criminal Justice and Custody</b>	Y		Y	Significant reform of criminal justice has/is ongoing and investment in this area has meant West Yorkshire Police has been prepared for the changes. Investment in staff to support Two Way Interface (TWIF) means that West Yorkshire Police now meets the pre-requisite to enable roll out of Digital Case File. This will have significant benefits for case file progression, disclosure and more efficient and effective working with the CPS. Further investment in the RASSO Team and a strong focus on Rape and Serious Sexual Offences has led to reductions in offences, improvements in outcome rates and West Yorkshire Police now has the fifth highest charging rate nationally for rape. A strong focus on Criminal Justice has improved West Yorkshire Police position regarding use of RUI and Bail, whilst outcomes 1-8 performance have shown improvement particularly in relation to residential burglary, robbery, rape, and most serious violence.	The transformation of Criminal Justice is ongoing and includes Revised Attorney General Guidelines on Disclosure and CPIA, Digital Case File and Two Way Interface (TWIF), Review of Pre Charge Bail and RUI and a new strategy for Integrated Offender Management and use of electronic tagging. A Royal Commission on Criminal Justice will be undertaken which may lead to further changes. Such is the scope of criminal justice change that a review of CJ demand is proposed to ensure West Yorkshire Police can proactively plan for and better manage
<b>People/ Training</b>	Y	Y	Y	The investment in an Apprenticeship Manager has ensured that West Yorkshire Police has been able to manage the requirements/complexity of the move to PEQF.  Investment in DEI has enabled West Yorkshire Police to undertake positive action work and focus recruitment campaigns on under-represented groups particularly BAME.	Demands around PEQF will remain as West Yorkshire Police recruits large numbers of officers as result of the PUP programme.

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				<p>There has been some investment in Occupational Health capacity to ensure that West Yorkshire Police supports the wellbeing agenda and in particular those officers/staff in roles potentially exposed to trauma.</p> <p>The investment in training is enabling West Yorkshire Police to meet the significantly increased demand around training as a result of the recruitment of a large number of officers and to meet PEQF requirements. Investment in key areas of training such as crime and investigations is helping West Yorkshire Police to meet the cause for concern around standards of investigations. A significant amount of training has been undertaken as a result of the Safeguarding Review and Victims Journey.</p>	<p>Mental ill-health accounts for the highest proportion of sickness and remains a high amber risk on the Strategic Risk Register. The People Services Review of Roles for Psychological Screening and Support has identified 25 roles (around 2800 staff) who would benefit from assessment. The implementation of the Business Case will improve wellbeing provision and help address outstanding HMICFRS recommendations (relating to safeguarding and road policing welfare) however, it will also create additional demand on Occupational Health.</p>
<b>Business Operations</b>	Y	Y	Y	<p>Investment in Digital Policing recognises the importance of digital transformation to improve the efficiency and effectiveness of policing and enables West Yorkshire Police to better respond to the large number of local and national digital programmes. The investment in digital security has strengthened Force capability to mitigate the increasing threat of cyber-attacks against its' digital systems. The investment in information management is enabling the Department to meet the increasing year on year demands around FOI, Subject Access Requests and DPIAs, whilst also ensuring West Yorkshire Police meets its' statutory and ethical responsibilities regarding data (e.g. GDPR).</p>	<p>Demands around digital policing will only increase as West Yorkshire Police/policing seeks opportunities to embrace digital solutions such as robotics, analytics and automation to more efficiently and effectively deal with demand.</p> <p>Cyber incidents are a SPR threat and also a Tier 1 national security threat. It is predicted that cyber-attacks (including those against the public sector) will increase in the future. As policing maximises the opportunities that digital solutions (e.g. Artificial Intelligence, Robotics and Automation) bring, threats</p>

Appendix J

Function	2018/19	2019/20	2020/21	Impact of investment	Residual Threat
					around security and data become even more important.