



29th July 2025

Dear Home Secretary,

RE: HMICFRS PEEL Assessment of West Yorkshire Police 2025-27

As Mayor of West Yorkshire, I welcome and accept the findings and recommendations of this PEEL assessment. The report provides an important and independent assessment of West Yorkshire Police, highlighting both areas of good performance and opportunities for further improvement. I am committed to working closely with the Force, alongside my Deputy Mayor for Policing and Crime Alison Lowe, to ensure that the recommendations are fully embedded and that the necessary improvements continue to be delivered for the communities of West Yorkshire.

The report identified 25 individual areas for improvement across a number of key themes. In response, governance arrangements have been strengthened to provide greater oversight, scrutiny and assurance in relation to the areas highlighted. Existing governance structures have been adapted where necessary, and new reporting and scrutiny mechanisms have been introduced to ensure that progress is monitored and improvements are embedded across the Force.

Under the theme of Leadership and Workforce, it was pleasing to see the recognition of the good work of the force management statement and that the Priority Based Budgeting had matured. We have collaborated with the Police to strengthen the quality and consistency of performance data and to promote greater use of Power BI dashboards. We continue to work closely with partners, sharing up-to-date information and exploring opportunities to integrate this intelligence into the performance dashboards. Regular updates have been given on the digital transformation as well as reports to our governance meetings and Police and Crime Panel on the finances, with a particular focus on the management of reserves. We acknowledge the findings in this area and are considering how to strengthen our governance of risk, including its implications for the workforce.

For Use of Powers, we were pleased to see that the innovative practice regarding the community group in Kirklees was highlighted. We have worked closely with the Chief Constable throughout the implementation of the Race Action Plan in West Yorkshire, and we have taken an active role in establishing and supporting the rollout of the custody scrutiny board.

We continue to hold the police to account in public as part of our Community Outcomes Meeting for use of other powers and this is well received by both the public and our partners. We will continue to work with them to improve their use of force reports.

In relation to Preventing Crime and Anti-Social Behaviour, we were pleased to see innovative practice (junior detectives in Leeds) was highlighted here. We understand that there are some inconsistencies in this area across West Yorkshire and we strive to impress on our partners the need to have consistent practice across West Yorkshire. We are working with our partners to look at ASB reviews in West Yorkshire in order to initiate a comprehensive process in this area.

The areas of Responding to the Public and Investigating Crime are closely linked to the THRIVE and re-THRIVE risk assessment processes. This has been an area that we regularly speak to the police about and this was a key foundation for our Women's Safety Unit. It is now a regular



update for our Police and Crime plan measures and reducing vulnerability is a cross-cutting theme in the plan which speaks to this process. We also wish to highlight that we identified concerns with Op Rapid at an early stage and raised these with the police on several occasions. We would be happy to provide HMICFRS with a record of the points at which we challenged the force on this issue.

The area of Safeguarding has been of increasing importance for West Yorkshire Police and the previous Safeguarding Review has been supplemented by the Victim's journey work which looks at the areas of most risk in this arena. Our work with partners has highlighted the increases discussed in the report and we work with the Police to make sure that the right officers are investigating these high harm offences. The work of the Women's Safety Unit has delivered notable improvements in outcome rates for rape and sexual offences, alongside streamlined processes that have reduced the time between crime notification and charge by 40%. Some of the changes (such as the new allocation policy and the automating of Op Encompass notifications) will help with this area and we will continue to ensure that partners' perspectives are reflected in policing activity for this important area.

Overall, scrutiny and oversight across all identified areas for improvement have increased significantly. This includes attendance at the West Yorkshire Police HMICFRS Strategic Board, participation in Force Performance Meetings, enhanced safeguarding scrutiny through attendance at the Protecting Vulnerable People Board by experienced personnel from the Office, and the establishment of regular engagement between the Head of Safeguarding at West Yorkshire Police and the Deputy Mayor for Policing and Crime. These arrangements provide a stronger framework for monitoring progress, driving improvement and ensuring that the findings of the HMICFRS report are effectively addressed.

I am pleased to see that HM Chief Inspector Michelle Skeer has acknowledged the 'force's quick response to feedback we had already given' in relation to the PEEL report and I have witnessed the pace of change that is evident within West Yorkshire Police in response to the assessment.

Yours sincerely

Tracy Brabin

Mayor of West Yorkshire



Our response to PEEL assessment 'Areas for Improvement' (AFIs) alongside West Yorkshire Police

West Yorkshire Police accept the report in full and will use it to improve their service to the public. 25 areas for improvement have been identified in the PEEL report. The areas for improvement can be attributed to one of 8 areas within the report:

- Leadership and force management
- Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace
- Using powers fairly, appropriately and with justification
- Preventing and deterring crime and antisocial behaviour, and reducing vulnerability
- Responding to the public
- Investigating crime
- Safeguarding children and adults at risk of harm
- Managing fraud

The Deputy Mayor for Policing and Crime has held a series of meetings with West Yorkshire Police to examine the report in more detail and understand what the Force is doing in response to the findings, particularly the AFIs. We have addressed how the police are addressing the 25 AFIs which come under one of three themes below:

Leadership and management:

- 1) The force needs to make sure that governance arrangements appropriately identify and resolve areas of risk and underperformance.**
- 2) The force needs to demonstrate how it understands and addresses the impact of change on its workforce.**
- 3) The force needs to make sure that its operating model can address current and future demand.**

Governance between the PCC and the force has evolved from monitoring workforce numbers solely in relation to the Mayor's pledge contained within the first Police and Crime Plan to a broader workforce report. This report now provides oversight of workforce numbers, including attrition profiles, force sickness levels, wellbeing activity and professional development reviews (PDRs). Improvements in the management and completion of PDRs were recognised positively within the HMICFRS report.

Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace

- 4) The force needs to make sure that effective systems are in place to monitor workloads and provide support to officers.**
- 5) The force needs to make sure that it creates an inclusive culture where staff feel a sense of belonging and are able to speak out.**
- 6) The force needs to improve the training and support it provides for trainee investigators.**



- 7) The force should review the processes and procedures in place in relation to officers in high-risk roles who are identified as requiring additional support to make sure that appropriate action and support is in place.**
- 8) The force should make sure that it has an effective occupational health unit with suitably trained staff, and reduce the time from referral to appointment.**

Now that we sit on the HMICFRS Strategic Board in the Police, this gives us access to the data that shows the workloads and training information. We are using this insight to inform the questions for the aforementioned meetings to ensure these AFI's are addressed.

Using powers fairly, appropriately and with justification

- 9) The force needs to make sure all officers have up-to-date public and personal safety training (PPST) and that it has consistent processes in place to identify officers whose training has expired.**
- 10) The force should provide training for officers on how to safeguard children involved in stop and search or use of force incidents.**

We have ensured that the governance arrangements in this area provides both quantitative and qualitative scrutiny. Quantitative performance is monitored through the Performance Framework and reviewed within Performance Scrutiny Meetings, while qualitative oversight is undertaken through the Community Outcomes Meeting. We have ensured that the questions posed to the police on the back of this information is informed by these AFI's in PEEL.

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

- 11) The force should make sure its leadership and governance processes support a consistent approach to prevention activity.**
- 12) The force should do more to develop, quality assure and evaluate its problem-solving activity.**

Regular engagement has been established with the West Yorkshire Police ASB lead as part of the Neighbourhood Policing Guarantee. This collaborative approach has supported the development of the ASB Strategy and strengthened oversight of the commitments contained within the Neighbourhood Policing Guarantee, including through a new reporting paper to the Quarterly Governance Meeting.

Responding to the public

- 13) The force needs to attend calls for service in line with its published attendance times, update callers about delays and effectively supervise deployment decisions.**
- 14) The force needs to make sure that there is consistent and effective management of risk within its RE-THRIVE process.**

Investigating crime

- 15) The force doesn't consistently achieve appropriate outcomes for victims.**
- 16) The force should make sure that crimes are allocated to appropriately skilled officers to achieve the outcomes victims deserve.**
- 17) The force should make sure there is supervisory oversight of investigations and that officers pursue all investigative opportunities.**



18) The force needs to make sure that it complies with the requirements of the Code of Practice for Victims of Crime.

Effective risk assessment was a key foundation of the Women's Safety Unit and is now embedded within governance arrangements. The Unit's delivery plan is currently being reviewed to ensure that the observations and recommendations arising from the PEEL inspection are appropriately addressed.

Safeguarding children and adults at risk of harm

- 19) The force should make sure that it complies with statutory safeguarding processes to improve its response to children and adults at risk of harm.**
- 20) The force should make sure supervisors comply with its missing from home policy to make sure that missing people are identified and safeguarded.**
- 21) The force should apply consistent secondary risk assessment processes across all districts and provide a full picture, including cumulative risk, when sharing information about vulnerable children with children's social care.**
- 22) The force needs to make sure that it has sufficient staffing, processes and governance for the Domestic Violence Disclosure Scheme and the Child Sex Offence Disclosure Scheme to ensure compliance with legislative process and required timescales.**

Enhanced scrutiny for this area has been introduced through the Women's Safety Unit, including oversight of disclosure processes associated with protective orders. Risk assessments within the Public Protection Notification (PPN) process have also been subject to ongoing scrutiny, alongside work with local authority partners to strengthen data-sharing arrangements and improve safeguarding outcomes.

Managing fraud

- 23) The force needs to make sure it reviews fraud crimes so it allocates the most complex to experienced investigators and that investigators use the fraud investigation model.**
- 24) The force needs to adequately train investigators and call handlers.**
- 25) The force needs to identify and respond to vulnerable victims of fraud.**

This is a new area for PEEL and although we have regular updates from the Performance Report on the work of the Economic Crime Unit, this is one area that we will be looking at in detail. The data from the force's performance board will help with this understanding and also when this is discussed at the HMICFRS strategic board.

With regard to data, there was a recent decision that PCC's should not be given access to the data that HMICFRS use as part of these inspections. This would be useful in governance to be able to look at areas which we pick up as concerning to see if this is a West Yorkshire problem or if it is replicated across the forces. Without this data we are reliant on the police telling us the position and, as we saw with Op Rapid, it is easy to dismiss our concerns without any more data. I would ask that you reconsider this decision in the light of the PEEL inspection.