

COMMUNITY OUTCOMES MEETING

27 January 2026

**SUBJECT: Serious and Organised Crime (SOC)
Programme Precision**

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Serious and Organised Crime (SOC) under Programme Precision.
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police (WYP) report and the cover paper provide readers with a comprehensive understanding of work underway in support of tackling Serious and Organised Crime.

RECOMMENDATION

3. That the Mayor/DMPC uses the WYP report to scrutinise Force performance in respect of Serious and Organised Crime.

POLICE AND CRIME PLAN 24-28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Spotlight on Serious Violence – the Police and Crime Plan 24-28 has a spotlight on Serious Violence and in the Mayor's manifesto she stated she would make tackling serious violence a priority and deliver a Co-produced Serious Violence Strategy.
6. The definition for Serious Violence in West Yorkshire is: *Violence and serious violence includes specific crime types where there is the use of physical force or power, threatened or actual, against oneself, another person, or against a group or community.* The specific crime types for West Yorkshire include homicide, knife crime, violence against the person, personal robbery, gun crime, violence against women and girls (VAWG), organised crime (including county lines), sexual exploitation and domestic abuse.

7. As Serious Violence is a spotlight in the Police and Crime Plan 24-28, the topic sits across all 3 priorities:

- Keeping People Safe
- Safer Places and Thriving Communities
- Supporting Victims and Witnesses

and all 5 cross-cutting themes:

- Safety of Women and Girls
- Effective response to men and boys
- Children and Young people
- Reducing Vulnerability
- Equity, Diversity and Inclusion

8. There are specific objectives and outcomes regarding Serious Violence (Homicide, Knife Crime, Hospital Admissions, Knife Enabled Robberies and Serious Violence Duty Measures) within the Police and Crime Plan's performance measures.

9. There is also a specific theme of investigations around Violence Against Women and Girls which include positive outcomes and Offenders brought to justice (OBTJ), rape positive outcomes and OBTJ, domestic positive outcomes and OBTJ, sexual offences positive outcomes and OBTJ, other protective orders, and measures for the Local Criminal Justice Board

10. Priority 2 – Safer Places and Thriving Communities includes Serious and Organised Crime, SOC also links to Priority 3 – Supporting Victims and Witnesses (for preventing Child Criminal Exploitation).

11. Serious and Organised Crime covers many areas of threat including firearms, human trafficking, exploitation, fraud, cyber-crime, corruption, and organised acquisitive crime. Programme Precision is about delivering a co-ordinated response to SOC threats to help protect our local communities.

12. Serious and Organised Crime forms part of the Strategic Policing Requirement (SPR). The SPR document sets out the Home Secretary's view of the national threats that individual police services must prepare for. Details of the SPR can be found in the Police and Crime Plan, and also includes other priority topics such as, Violence Against Women and Girls and Child Sexual Abuse. Both of these themes are subject to separate papers and reviewed at COM.

A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:

[eqia-stage-1-pc-plan-final-web-version.docx](#)

[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

Notable activity by the Policing & Crime Team on this topic includes:

- The DMPC is the Chair of the **WY Serious & Organised Crime Partnership Board**. The group has formed to oversee West Yorkshire Police's work on SOC, in particular the developing *Clear, Hold, Build* approach to tackling organised crime in specific neighbourhoods. CHB represents an important partnership approach between the police, local authority, and the impacted communities to reduce offending and build community resilience. West Yorkshire currently has four CHB projects in place ('CommUnity', Harehills; 'LuvBD3', Bradford; SHAPE-UP, Ashbrow, Huddersfield; RevibeHX – Park Ward, Halifax). Wakefield has smaller scale SOC operations running in central Wakefield and Agbrigg.
- **The WY Anti-Slavery Partnership:** promoting collaboration across our local partners both in the care for the victims of slavery and trafficking, and in the response to the SOC threat of organised gangs engaged in illegal migration and labour market exploitation. Currently, WYP are running a Home Office funded operation against county lines offending (Op. Phoenix), which includes a victim care strand for criminally exploited young people co-ordinated by Catch 22.
- Building resilience through **promotional campaigns:** supporting through our own press engagement, WYP awareness raising campaigns on topics such as County Lines and students' vulnerability to 'Money Mule' scams. Much of this work is co-ordinated through the WY Safeguarding Communications Group.
- Drugs: with drug crime the dominant factor behind most of West Yorkshire's organised crime groups, we are leading on the West Yorkshire response to the government's 10-year drugs plan – 'From Harm to Hope'. The Combined Authority has established the **WY Combatting Drugs Partnership Strategic Board** to harness partner's work to reduce the demand for drugs; help people to access the right addiction treatment services; and tackle drug crime in our communities. Central to this is work to promote the carriage of Naloxone by WYP officers.
- Economic Crime: During 23/24 the WYP Economic Crime Unit seized criminal assets worth over £9 million, with a further £8.5 million YTD 24/25. WYP have targeted the perpetrators of courier fraud, and carried out important crime prevention work to raise awareness of romance fraud, and fraudsters who target international students.
- The Mayor's Safer Communities Fund supports the priorities and cross-cutting themes in the Police and Crime Plan. You can find out about how the fund supported the delivery of the 2021-2024 plan on our website. Monitoring delivery against the new plan (Grant round 7 onwards) has started.

- The Mayor's Safer Community Fund also supports projects which deliver the build element of Clear, Hold, Build (CHB) projects. CHB aims to clear criminal networks from communities, prevent their return, and build community resilience to reduce future crime. The fund has now supported 33 projects who have shared £478,249.82 in 4 pilot areas across West Yorkshire including BD3 Bradford, Park Ward (Calderdale), Ashbrow (Huddersfield) and Harehills (Leeds).
- In total, to date (GR1-8) the fund has supported 332 projects who have shared £517,579.46 in tackling SOC. This includes projects which tackle domestic abuse, knife crime, robbery, VAWG, sexual exploitation and gang crime

PARTNERSHIP CONTRIBUTION

- The Mayor, DMPC and the Policing and Crime team utilise various partnership mechanisms in order to drive change, convene partners and monitor progress. These are detailed above and include the WY Anti-Slavery Partnership and WY Combatting Drugs Partnership Strategic Board. Of particular note is the WY Serious Violence Reduction Strategic Executive Steering Group (below). Additionally, members of the Policing and Crime team attend CSP meetings in each district, which have sight of SOC matters.
- The West Yorkshire Serious Violence Reduction Strategic Executive Steering Group: Chaired by the Deputy Mayor for Policing and Crime, this meeting brings together senior strategic leaders who provide system leadership and accountability for key areas of responsibility, including the delivery of a public health whole systems approach and driving the strategic direction.
- The DMPC has directly supported work on SOC by the inclusion of Clear, Hold, Build projects in previous rounds of the Mayor's Safer Communities Fund.
- The DMPC and Policing and Crime team work closely with the VRP to link up on work on SOC and coordinate responses with partners.

Violence Reduction Partnership (VRP)

With partners, the WY VRP define serious violence as:

"Violence and serious violence include specific crime types where there is the use of physical force or power, threatened or actual, against oneself, another person, or against a group or community."

The specific crime types included in West Yorkshire include homicide, knife crime, personal robbery, gun crime, violence against women and girls, **organised crime**, sexual exploitation, and domestic abuse.

The definition focusses on geographic areas of criminality and specific groups where serious violence, or its threat or impact, is evident; this is children, young adults,

women and girls, public places, the night-time economy, gangs, **and organised crime groups**.

The VRP have been delivering against our agreed delivery plan for 25/26 to the Home Office based on the funding value of £4.34m (matched to 2024-25). Of this £2.38m has been allocated for commissioned community-based interventions which is over 50% of the overall budget.

A significant level of the VRP's work is targeted at preventing serious violence in communities and denying organised crime the space to thrive.

During 2025-26 a programme of 21 core VRP funded interventions have been delivered across West Yorkshire. These interventions include:

- A&E Navigator services in 4 hospital trust areas
- Education Inclusion mentoring programmes
- Focussed Deterrence (Police and Youth Workers operating together to identify those involved in or at risk of becoming involved in crime) in each of the five Districts
- Virtual Decisions – knife crime and gangs education package delivered through 'virtual reality'
- Support for Parents through the Ivison Trust (whose children have been affected by exploitation)

These have been complemented by locally agreed interventions led by Community Safety Partnerships as part of localities funding from the VRP.

The VRP are interconnected with the enforcement work against knife crime and serious violence under Op. Jemlock which aligns with WYP's response to SOC through their Programme Precision project.

Staff within the VRP have and are currently working locally with police and partners in Clear Hold Build areas across West Yorkshire.

Serious Violence Legal Duty (SVD):

The VRP continue to coordinate the West Yorkshire partnership response, providing intelligence, capacity and capability to duty holders, and with oversight still provided through the West Yorkshire Serious Violence Reduction Executive Strategic Steering Group.

This duty exists to ensure councils, and local services work together to share information and identify activities to prevent and reduce serious violence.

In addition, the VRP host the 'Partnership Dashboard' which collates a variety of datasets from numerous partners to allow an informed and detailed understanding of where, when, how and who is involved in serious violence. This data is used annually to produce the West Yorkshire Strategic Needs Assessment and Response Strategy for serious violence which when combined with the VRP's Influential Factors report provides insights to why serious violence occurs in West Yorkshire too.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUITY, DIVERSITY, AND INCLUSION

The Combined Authority and West Yorkshire Police commitment to EDI under the topic of Serious & Organised Crime can be illustrated by: grassroots-level interventions within communities impacted by serious violence through our engagement programme; support for neighbourhood-level projects across West Yorkshire. There is a requirement for community-based intervention providers to complete a EqlA for the funded provision.

POLICING AND CRIME CONTACT

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ATTACHMENT

[Chief Constable's report](#)



**Chief Officer Team
Briefing for COM**

Title: Road Safety
Report Author: Chief Inspector James Farrar / Paul Jeffrey
COT Sponsor: ACC Rob McCoubrey
Date: 27th January 2026

Summary

This purpose of this report is to provide a briefing in regard to Road Safety across West Yorkshire and details the current position along with emerging issues and anticipated challenges throughout 2026 and beyond.

It will cover:

- Vision Zero and Partnerships
- Governance and Scrutiny
- Collisions Data
- Roads Policing Unit
- West Yorkshire Camera Enforcement Unit
- Operation Snap – Dashcam Portal
- ANPR Unit
- District updates

ACC McCoubrey is the Chief Officer Team lead for Roads Policing, with Chief Inspector James Farrar being the head of the Roads Policing Unit and Paul Jeffrey being the head of Prosecutions and Casualty Reduction Unit.

The West Yorkshire Roads Policing strategy aligns our strategic aims with those of Vision Zero and will continue to be the foundation upon which all Roads Policing activity across West Yorkshire Police is based, as we continue to work closely with the WYCA led Executive Partnership towards our shared ambition of delivering 'Vision Zero' in West Yorkshire.

The Roads Policing Coordination Group meeting is held quarterly, chaired by Superintendent (Operational Support), with District roads policing leads attending.

Vision Zero and Partnerships

West Yorkshire Police Operational Support Department continues to support the delivery of operational activity across all 5 Districts in support of casualty prevention and the shared ambition of eliminating road death by 2040.

All five districts have developed or are developing their former road safety partnership arrangement to encompass a district-level Vision Zero strategic board and a mechanism for co-ordinating local operational delivery.

Operational Support provide Force level representation at the WY Vision Zero Board, WY Safe Roads Executive, Steering and Delivery Groups and in addition, support District leadership teams with the development and delivery of their local district partnership arrangements.

The Force Roads Policing Strategy 2023-26 focusses upon the five safe-system 'pillars' which are central to the West Yorkshire Vision Zero strategy which was launched in August 2024 and will be the subject of further review and development in 2026.

1. Safe Speeds: Street design to encourage lower speeds, improving compliance with speed limits, optimising the use of speed cameras. The Vision Zero Steering Group has now formed a sub-group to explore opportunities of developing a common approach to speed management strategies and is initially focusing on the challenge of managing speed on rural routes to prevent casualties.

2. **Safe Roads:** Safer junctions, optimising conditions for walking, cycling and public transport use. The Casualty Prevention Unit is supporting an academic research programme aimed at achieving clear empirical evidence on what constitutes a cycling 'close pass' scenario to better inform education campaigns and support prosecutions.
3. **Safe Vehicles:** Reducing the dominance of motor vehicles on our streets – reducing use and reducing the danger they pose (e.g., LGV's, buses, taxis, and private hire). The Steering group has also established a working group to identify opportunities to reduce the use of illegal electrically powered 2-wheelers.
4. **Safe Road Users:** Tackling high risk behaviour – inappropriate speed, risky manoeuvres, distractions, drink/drug driving. Operation SNAP has been extended to include submissions from WYFRS fleet drivers who regularly witness driving offences that pose a risk to road safety.
5. **Post collision response:** Learning, preparing, and adapting for a changing future. This pillar also encompasses the necessity to provide appropriate support to families of road death victims. WYSCP now provides the funding for a dedicated West Yorkshire victims advocate working within the national road safety charity BRAKE.

The key elements of the Force strategy are to:

1. Providing a visible roads policing presence.
2. The provision of an effective emergency service to deal with road related incidents.
3. Bringing offenders to justice.
4. Working with the public and partner agencies to promote safer roads and educate the road using public.
5. Reducing anti-social use of the roads and improving user behaviour.
6. Use of new technology
7. Building Capability and Capacity

The Safe System is a design-based approach. It seeks to draw all the elements of the road system together in such a way that:

- People make fewer mistakes on the road and so there is less chance of collisions happening in the first place.
- If collisions do occur, they will be more survivable, and people will not be killed or seriously injured as a result.

The strategic governance of partnership arrangements is provided by the Vision Zero Board, chaired by the Deputy Mayor for Crime and Policing, this scrutiny is directly influencing the co-ordinated delivery of operational activity by the police and other key stakeholders. Additional oversight is provided by the WY Vision Zero Executive.

At a West Yorkshire level, the Safe Roads Steering and Delivery Groups are responsible for co-ordination and implementation of county-wide education, training and publicity events which is now supported by the established multi-agency Communications Group. This group is working to co-ordinate and maximise the effectiveness of external communications relating to Vision Zero across all five districts.

The first anniversary of the launch of the West Yorkshire Vision Zero Strategy was marked in Millenium Square Leeds on 14th August 2025 with a multi-agency community event and stakeholder conference.

Internally, the Force Roads Policing Co-ordination Group, hosted by Operational Support provides direction, support and guidance and a means of identifying and sharing best practice across policing districts in the delivery of enforcement activity. Governance and scrutiny of Vision Zero activity is embedded within performance management processes at Operational Support and Districts, and through well-established corporate Force-wide accountability processes.

West Yorkshire Police remain a key stakeholder and is at the forefront of activity working to embed system-based thinking into daily business across the county.

The Prosecution and Casualty Prevention Unit is supporting academic research programmes aimed at improving understanding and supporting casualty prevention

initiatives involving electric two wheeled transport and 'close pass' events involving cyclists.

All 5 local authority areas have committed to delivering against the Vision Zero ambition and partnership activity has developed significantly in all districts.

Governance and Scrutiny

Portfolio Lead

The roads policing strategic portfolio lead is Nicola Brown, Superintendent (Partnerships), Operational Support Division. This function includes the former road safety and casualty prevention business areas which are now encompassed in operational activity associated with the delivery of the Force Vision Zero ambition. It is supported from within Operational Support by the Head of Roads Policing, Chief Inspector James Farrar, and Police Partnership Manager, Mr Paul Jeffrey (also Head of the Prosecutions and Casualty Prevention Unit and operational lead for safety camera operations.)

Each district policing areas has a named SLT lead officer for Vision Zero at Chief Inspector level supported by a local Inspector who are accountable for operational activity contributing to Vision Zero at a local level and engagement with the local Vision Zero Partnership arrangements.

Whilst the statutory responsibility for the delivery of road safety lies with Local Authorities, as the primary enforcement authority the police are a key stakeholder in the delivery of Vision Zero and in West Yorkshire have been instrumental in the adoption and development of the 'safe system' methodology that underpins the current Vision Zero strategic approach at a West Yorkshire level.

West Yorkshire Partnership Governance

Across the WY Vision Zero Partnership there are governance arrangements at Strategic, Tactical and Delivery levels and officers and staff from WYP are actively engaged at appropriate levels of seniority in these arrangements.

West Yorkshire Police representation at WY (Partnership) Boards directly supporting Vision Zero delivery is summarised as follows:

- **West Yorkshire Vision Zero Board:** ACC (Ops), Ops. Superintendent (Partnerships) and the Police Partnership Manager.
- **West Yorkshire Vision Zero Executive:** Ops Superintendent (Partnerships) and the Police Partnership Manager.
- **West Yorkshire Vision Zero Steering Group:** Head of Roads Policing and the Police Partnership Manager represent the Force at the.
- **West Yorkshire Police Safety Camera Partnership:** Police Partnership Manager.
- **Local District Vision Zero Partnerships:** CI/Inspector portfolio lead supported by Head of Roads policing and/or Ops. Police Partnership Manager

The Head of Casualty Prevention and Police-led Prosecutions and Head of Roads Policing also contribute to local authority scrutiny panels as required.

West Yorkshire Police - Internal Governance

Internal governance arrangements are clearly defined and co-ordinated through a Force-wide Roads Policing Group with representation from relevant stakeholders across the Force.

West Yorkshire Roads Policing Co-ordination Group

The West Yorkshire Police Roads Policing Co-ordination Group established in 2021 and redefined role of the former Safer Roads Strategic Board to reflect the development of 'safe systems' methodology and the emerging Vision Zero ambition in the road safety arena. The group provides the focal point for the development and co-ordination of the Force roads policing strategy and the delivery of all operational activity in support of Vision Zero across the Force.

It is chaired by the Operational Support Superintendent (Partnerships) and meets quarterly. This group comprises roads policing portfolio leads from each of the five district policing areas, Head of Roads Policing, Head of Casualty Prevention and

Police-led Prosecutions, HQ Performance Analyst, ANPR Manager, MCET representative, Ops Comms. Lead, WYCA Vision Zero Communications Officer and the WYCA Vision Zero Policy Officer.

The Terms of reference for this Co-ordination Group was refreshed in 2024, and its stated purpose is as follows:

- Monitor delivery of the WYP Roads Policing Strategy 2023-2026
- To develop consistent practice in relation to Roads Policing operations in line with the Police and Crime Plan, Vision Zero and Vision of West Yorkshire Police.
- To consider and agree key areas of development and improvement with District leads and WYCA Partnership.
- To develop and monitor local action plans towards achieving the WYP Roads Policing Strategy.
- Share good practice across the districts and ensure consistency.
- Ensure consistency in communication.

The standing agenda for this group covers the following key themes:

Item 1: Introductions and apologies

Item 2: Previous Minutes and Actions update.

Item 3: Strategic Lead - Highlights

Item 4: Action Plan updates and discussion

Item 5: Communications Update

Item 6: ANPR Up-date

Item 7: Performance

Item 8: Vision Zero Partnership Up-date

Item 9: Vision Zero Board Update

Item 10: Roads Policing Update/Fatal 5/NPCC Calendar updates/on the horizon

Item 11: Safety Camera Partnership and Op Snap Up-date

The group has developed and implemented the WYP Roads Policing Strategy 2023-2026 and supported the local development of the five district roads policing plans. These plans are distinct, from but complementary to, the West Yorkshire Vision Zero Strategy and emerging district Vision Zero Partnership Strategies. They focus specifically on the policing contribution to Vision Zero and how that will be delivered within the five pillars (safe roads, safe speeds, safe vehicles, safe roads users/behaviour and post collision response) of the Vision Zero 'safe system' delivery model.

Operational Support Local Performance Meetings (Quarterly - DCC chaired and ACC (Ops) in attendance.

The quarterly Operational Support Performance Meetings routinely include scrutiny of KSI performance and operational activity associated with Vision Zero. A suite of performance data has been established to provide accurate information on enforcement activity at a district, department, and team level. RPU officer activity levels in terms of incident attendance, arrests, vehicle seizures and traffic offence ticketing/reporting are examined in detail with trend data, capacity and capability being key areas of scrutiny.

District Local Performance Meetings (LPMs) – DCC chaired and ACC (Local policing) in attendance.

All District Commanders and received a detailed briefing on the progress of Vision Zero in December 2024 from the Head of Roads Policing and the Police Partnership Manager. Local Vision Zero Portfolio leads report on a regular to their own SLT on Vision Zero activity and this is now an established areas of discussion at district LPMs.

Team Performance Meetings and Individual Development Meetings

Specialist Roads Policing Officers across the Force are subject to regular Team Performance Meetings and Individual Development Meetings (TPMs and IDMs) where performance, training and areas for development are routinely discussed, actioned,

and subsequently reviewed by supervisors and managers. This operational scrutiny and supportive means of developing staff and performance focusses on a broad range of role related skills, outputs and outcomes and includes reference to roads policing enforcement activity associated with the Force roads policing strategy and Vision Zero ambition.

Performance Data

Local Performance Meeting (LPM) scrutiny is supported by the availability of a comprehensive suite of performance data which includes the following sources of information:

Enforcement – by Team, District, Department.

by offence type, 'Fatal Five' activity

by vehicle seizures (no insurance, licensing offences)

Collision Data – by incident reported (STORM based)

by casualty, location, severity, causation factor (CRASH data)

Proactive operations – NPCC calendar activity

Dedicated roads policing operations

Safety Camera activity – Camera deployment hours

Offences captured by district.

Community Concern site assessments

Core site assessments.

Community concern site enforcement - offences captured.

Static/Mobile/Motorways camera offence captures.

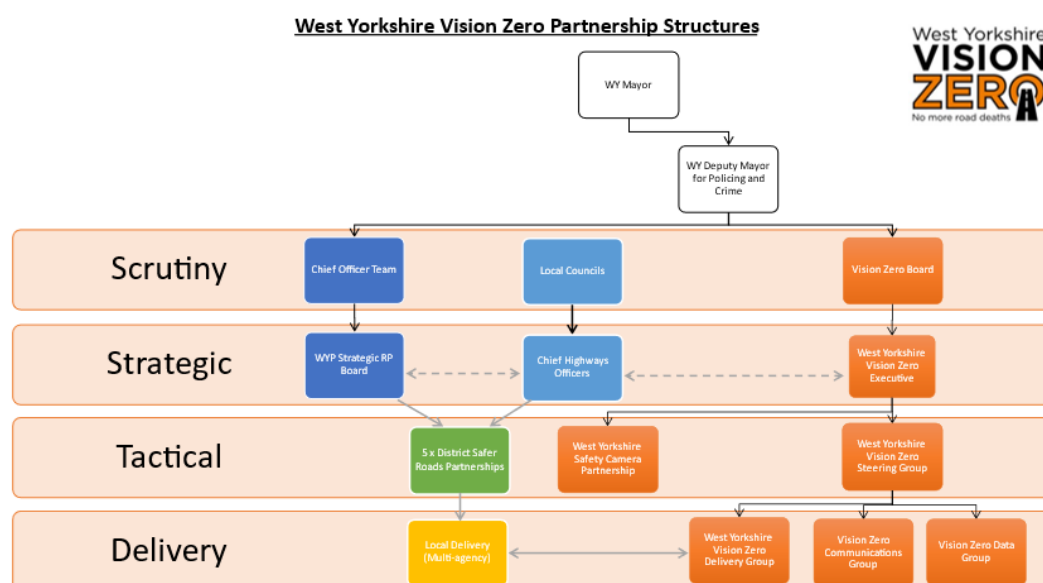
OFFICIAL
Average speed enforcement offence captures.

Offence disposals – course/conditional offer of fixed penalty/court

Power BI tools have been developed and launched in respect of collision data and Operation SNAP submissions. These tools support analysis of collision data and digital submissions. Department and districts now have the opportunity to use, in almost real time, collision data to establish collision hotspots, high- risk locations and potential intervention opportunities based on other causation factor down to individual street level. The application also provides a facility to compare KSI performance over time and supports the evaluation of the impact of specific operational activity. This functionality is also now supporting more effective daily tasking and co-ordination of both Roads Policing Officers and district resources. This data is also broken out to other stakeholders to support the effective development and co-ordination of operational activity.

Summary

The structures and accountability associated with the delivery of Vision Zero across WYP and the wider partnership arrangements are shown in the below schematic:



Collisions Data

The West Yorkshire Road Casualties report was published on 25th November 2025.

Headline Comments

In 2024, the number of road users killed or seriously injured (KSI) in West Yorkshire fell by 9%, from 1,453 in 2023 to 1,318, after rising slightly between 2022 and 2023. Total casualties also declined by 4%, dropping from 5,450 to 5,255.

Across Great Britain, there was also a 4% reduction in casualties between 2023 and 2024, with KSI casualties showing a decrease of 1%.

The West Yorkshire Vision Zero Strategy includes a target to reduce the number of people killed and seriously injured on West Yorkshire's roads by 50% by 2030 (compared with 2022), and to zero by 2040. Since 2022, KSI casualties have fallen by 7% in West Yorkshire – as indicated by Figure 1, continuation of current trends would not be sufficient to meet the 2030 target.

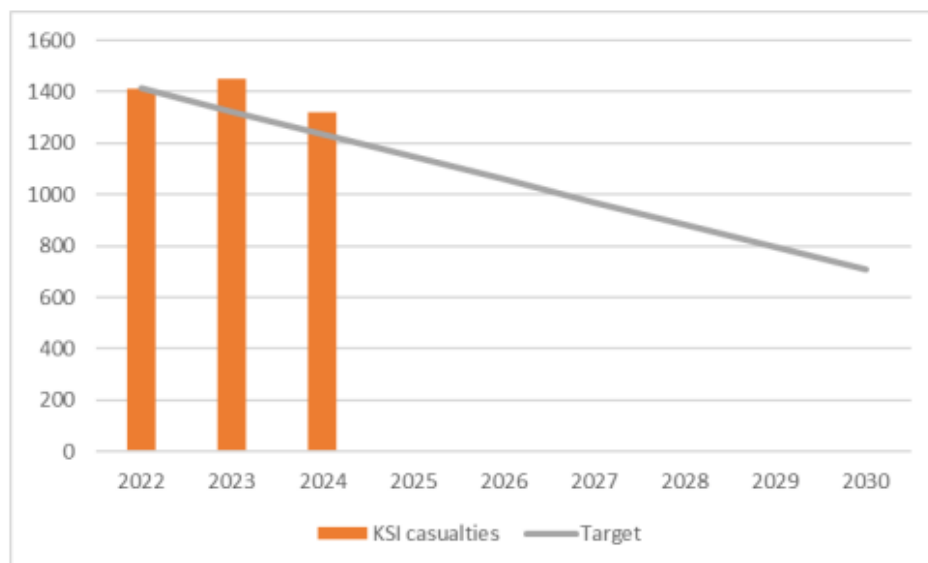


Figure 1. Trend in West Yorkshire casualties Killed and Seriously injured, versus West Yorkshire Vision Zero 2030 target.

In West Yorkshire, 40 people lost their lives in road traffic collisions in 2024, marking an 18% drop from the 49 fatalities recorded in 2023, and a 27% decrease compared to the 2017–2019 average.

Nationally, fatalities only fell by 1% in 2024, compared with 2023.

The number of children killed and seriously injured in West Yorkshire decreased by 5.5%, from 182 in 2023 to 172 in 2024, while total child casualties saw a slight decrease of 1%, from 696 to 689. Four children died in collisions in West Yorkshire in 2024.

The most at-risk road users, including pedestrians (18%), cyclists (9%), and motorcyclists (7%), accounted for 34% of all casualties in 2024. They also represented 47% of KSI casualties.

As reported in previous years, male drivers and riders predominated in personal-injury collisions in 2024, comprising at least 61% of those involved in all severity collisions in West Yorkshire and accounting for at least 84% of drivers/riders involved in fatal collisions. Despite involvement across all age groups from 16 upwards, adults aged 20-49 were disproportionately likely to be involved in personal-injury collisions as drivers/riders after adjusting for population size within each age group.

Driver or rider behaviour was a significant factor in most collisions. The "Fatal Five" behaviours— speeding, failure to wear seatbelts, driving under the influence of alcohol or drugs, driver distraction, and careless driving—were identified as major contributors to serious and fatal collisions. The analysis presented in this report underscores that each of these behaviours played a role in numerous serious collisions in West Yorkshire in 2024, with careless driving alone responsible for more than half of collisions resulting in fatal or serious injuries.

Although the 2025 collisions report is not expected until later next year, live collisions recording data (**as of 2/12/25**) shows that so far in 2025 there have been:

- 51 fatalities **+27.5% (+11)** on 2024
- 1153 KSI total **-12.5% (-165)** on 2024

The apparent increase in fatal collisions was noted early in 2025 with other Forces around the UK reporting a similarly unusual and unexplained upward trend.

CI Farrar commissioned an analytical report into the increase number of fatal collisions in order to identify any early patterns and emerging risks, however the report did not

identify any particular pattern or risk. The main causation factor remained consistent – careless driving.

Although the rate of fatal collisions decreased towards the end of 2025 the number had unfortunately already exceeded that of 2024 (40).

On a positive note however, KSI collisions as whole have seen a significant decrease of -12.5% (-165 less people) so far in 2025 compared to 2024.

Roads Policing Unit

As the Force's specialist roads policing capability, the RPU (including the Proactive Intercept Team) continue to lead on all general Roads Policing matters across the organisation. As Head of the RPU, CI James Farrar works closely with Paul Jeffrey in representing West Yorkshire Police when working with the WYCA on the Vision Zero strategy objectives.

The RPU work closely with national partners, in particular the NPCC and NRPOII (National Roads Policing Operations, Intelligence and Investigations) who are the National Roads policing coordination body and who produce the annual ROPSTRA (Roads Policing Strategic Threat and Risk Assessment), which informs our own local Force Roads Policing strategy.

The RPU's primary objective is to improve road safety and reduce the number of people killed and seriously injured on the roads in line with Vision Zero.

However, as a key cross cutting policing capability Roads Policing has an important role in many other policing areas including:

- Serious and organised crime
- Safeguarding of vulnerable people
- Economic crime
- Violent crime (including knife enabled and violence against women and girls)
- Serious acquisitive crime
- Counter terrorism



Roads Policing officers attend regular training days which provide an opportunity to increase awareness, knowledge and understanding in not only Roads Policing specialist areas but also wider policing themes and objectives.

Throughout 2024 and 2025 the RPU training modules included:

- Safeguarding
- Professional Standards / Code of ethics
- JESIP – Joint emergency services interoperability principles
- Wellbeing / Police treatment centres
- Nitrous Oxide
- Victim blaming language
- CBRN – Chemical Biological Radioactive Nuclear
- Contingency Planning
- Serious Organised Crime
- Counter Terrorism
- Life Coaching

Throughout 2026 further training modules to be delivered are:

- Attendance management
- Facial Recognition
- DARA (new DASH)
- Professional Standards
- Wellbeing day
- Active bystander

The RPU manage and coordinate various proactive Force wide initiatives throughout the year, many of which are in line with the NPCC National Roads Partnership Operations calendar.

One of the main operations each year remains the annual Xmas drink/drug drive campaign called Operation Limit.

The RPU also lead and coordinate a range of operations including Fatal 5, Motorcycle, 2 Wheels, Pedestrians/Horse Riders, insurance, HGV and vehicle crime, immigration enforcement, Violence Against Women and Girls, darker nights and several other multi agency operations.

During the last 12 months the RPU has seen an 8% reduction in the officer establishment, resulting from the Force's Priority Based Budgeting project. This equates to a reduction of 12 officers.

Headline RPU Figures:

- Investigations relating to dangerous driving sits at 1189 (12m to Nov 2025) decreased by 8.3%.
- Total traffic offence ticket enforcement activity in the 12m to Nov 2025 decreased by 5.4% to 16341 offences
- Of those, total Fatal 5 traffic offence enforcement activity increased by 0.1% in same period to 10,359 offences

NPCC Roads Policing Campaigns

West Yorkshire Police continue to engage with all the national NPCC Roads Policing campaigns. These are coordinated centrally within West Yorkshire by the Roads Policing Support team, with engagement across the Force from all five local Districts.

October 2025 – NPCC Operation Dark Night

NPCC National Roads Policing campaign between 27th Oct and 9th Nov 2025. The operation focussed on highlighting and combatting the threat to vulnerable road users, in particular pedestrians and horse riders, during the winter months and darker nights. Several operations were conducted by RPU in relation to eyesight tests. This was

complimented by a social media campaign, QR code for Officer's to complete to aide with collating results and a power point

November 2025 – MIB Op Drive Insured (10th – 16th Nov) / BRAKE Road Safety Week (16th – 22nd Nov)

Officers and staff from across West Yorkshire Police supported the Motor Insurer's Bureau (MIB) led Operation Drive Insured, which targeted those drivers using motor vehicles without insurance. Roads Policing officers supported BRAKE Road Safety Week through the delivery of several educational inputs to hundreds of young people at local colleges across the force. This year the focus was on safer vehicles and to assist with this RPU ran operations in company with DVSA that focused on our powers to examine vehicles and in relation to Prohibition (PG9) of vehicles.

December 2025 – NPCC Operation Limit (1st Dec - 1st Jan)

The Roads Policing Unit are leading on Operation Limit, the national annual campaign to target those who use our roads while under the influence of drink and/or drugs over the Christmas and New Year period.

The Force refreshed its '12 Excuses of Christmas' campaign, which was not only used to good effect last year, but was also highlighted as an example of good practice nationally by the National Police Chiefs' Council (NPCC), who oversee the national drink and drug drive initiative.

The force has also composed a new video incorporating an emotional excerpt from the family who's loved one was killed by a drink driver within our County. This is designed to provide an impactful message of the consequences and effects of drink driving. This will be published on social media on the 1st December 2025.

Static check sites will be set up across the Force throughout the campaign with the first one taking place on Monday 1st December where BBC and ITV will be attending. These will be run at different times throughout the day.

A presentation has been completed and cascaded to all RPU Officer's and promoted on the force homepage including the QR code to complete returns.

Commercial Vehicles – Partnership Operations

Working with NYP and DVSA regular proactive operations continue to take place to proactively target and enforce commercial vehicle offences. These operations are proving to be both successful and necessary.

As an example of the positive results of these regular CV operations, the most recent operation took place on 25th November 2025:

15 vehicles were inspected and categorised as follows:

CDG

1 x CDG (UK) Tanker. All in order.

AIL

No AIL vehicles were inspected on this occasion.

HGV (NON- CDG)

5 x HGV. All in order

1 x HGV Arctic. Advice given regarding insecure load that was rectified on site.

1 x HGV Arctic. Insecure load. Loose unused straps stowed hanging from chassis. Immediate PG9 and TOR issued and

1 x HGV Rigid. O-licence not displayed. Minor driver hours offences (daily driving and rest) disclosed. Advice given. Insecure load and dealt with on site. Advice given. Delayed PG9 issued for air leak on suspension bag.

1 x HGV Rigid. Advice given regarding issue with wheel nut torque.

LGV

1 x 4x4 and trailer combination. Service brake on trailer not effective on one roadwheel. Immediate PG9 issued.

1 x LGV transit. 0.3% overweight on axle 1. Advice given.

1 x LGV recovery. Exhaust loose and brake housing loose due to missing bolt. Delayed PG9 issued for both defects.

1 x LGV drop side. Insecure load on bed. Resolved on site and advice given.

1 x LGV recovery. Rear o/s indicator defective. Immediate PG9 issued. Rear lights on VRM plate defective. Delayed PG9 and TOR issued.

Proactive Intercept Team

The Proactive Intercept Team is comprised of highly trained roads policing officers dedicated to supporting local based crime issues and Level 2 organised crime nominals within the force area. Intelligence direct from local tasking and clients allows the early identification of opportunities to deploy operational resources to intercept vehicles and offenders.

The Officers work from intelligence to focus on priority crime nominals whilst using a number of Policing methods, including ANPR, to identify and locate them. This aims to lead to a reduction in Policing demand on colleagues across the Forces as the teams focus on the priority offenders by utilising early intervention methods in some cases and modern technology.

Deployments are both pre-planned and spontaneous and also utilise intelligence products that are produced from within the Force ANPR Unit.

The core roles and purpose of the Proactive Intercept Team is to:

- Disrupt Organised Crime Groups (OCGs) and Serious Acquisitive Crime activities
- Support Vision Zero
- Support Districts with their enduring crime and disorder issues
- Identify links across Organised Crime Groups. Provide strategic intelligence to assist in identifying emerging trends or investigative opportunities
- Respond to specific and focused tasking requests from SIO's and Crime syndicates
- Exploit intelligence to its full potential
- Exploit ANPR technology to its full potential
- Increase public confidence and reassurance

Since August 2020 the PIT have:

- Stop Searched 5326 people
- Stop Searched 1804 vehicles
- Submitted 2541 intelligence reports
- Seized 1796 vehicles
- Submitted 15 Traffic Offence Reports
- Seized £5,598,354 criminally held cash
- Seized drugs with a street value of £37,862,650

Pol-Ed – One Life Lost

West Yorkshire Police RPU remain committed to the delivery of the highly impactful 'One Life Lost' road safety education presentation, which to date has been delivered to approximately 20,000 post-16 students across West Yorkshire. The educational input is delivered by operational Roads Policing officers, often in their own time, and focusses on the Fatal 5 offences and their potential consequences and targets these age groups as new and future drivers. The input has received unanimous positive feedback since its introduction in 2017.

Within the last few months, we have completed further inputs during our road safety week at colleges and also Leeds United football academy.

The educational input is now included in the Pol-Ed package as an additional module for schools and colleges to access and book through the Roads Policing Support team.

West Yorkshire Safety Camera Enforcement Unit

The WYP Camera Enforcement Unit enforces speed limits across the urban and strategic road networks on behalf of the West Yorkshire Safety Camera Partnership (WYSCP). This area of operational activity directly supports the 'Safe Speed' pillar of the West Yorkshire Vision Zero strategy that was formally launched on 13th August 2024. The Camera Enforcement Unit uses a combination of mobile enforcement vans and fixed cameras at over 400 enforcement sites across the county. Using the latest average speed camera technology combined with 'spot speed' and red-light violation cameras the Unit detected 195,349 offences in the period April-November 2025.

The Unit continues to enforce at core sites where there is a history of speed related collisions that have resulted in death or serious injury, but the introduction of a new strategy in February 2023 increased the opportunity to respond directly to speeding concerns in communities *before* a collision occurs.

Between April and November 2025 an additional 84 community concern sites have been submitted for assessment of which 38 have been established as enforcement locations under the new enforcement criteria. Since the launch of the new strategy a total of 255 new enforcement locations have been identified in direct response to concerns from local communities and following assessment these sites receive periodic enforcement activity using additional enforcement vehicles funded by the WYSCP. A total of 43,179 offences were detected at community concern sites during the period April to November 2025.

The Camera Enforcement Unit works closely with National Highways and uses a range of camera technology to enforce speed limits and 'Red X' lane infringements on the motorway network. In addition to the long-term enforcement activity on the managed motorway sections of the M1 and M62 the Unit has also supported the enforcement of temporary speed limits during road works on sections of the M621 and M1 to provide protection for the contractors working on these schemes as well as other road users. A total of 17,563 offences have been detected on the motorway network following camera activations April to November 2025.

The implementation of the average speed enforcement schemes on the A6120 Leeds outer ring road, A647 Bradford Road and the A647 Stanningley Bypass are supporting efforts to deliver greater speed limit compliance on these routes. Since April 2025, 550 driver offenders have been detected exceeding the speed limit.

11 new digital red light violation cameras have been introduced at high-risk junctions resulting in the detection of 2786 offences between April and November.

Influencing improvements in driver behaviour by referral to accredited driver retraining courses remains the primary means of disposal for eligible offenders. Fixed penalty and court appearances remain in place for more serious or repeated speed violations. Since April 2025 over 91,000 driver offenders have completed accredited driver

retraining courses as a result of speed and red-light offences detected by safety cameras.

The aim of the Camera Enforcement Unit is to encourage drivers to drive safely and at speeds appropriate to the conditions across the road network and not just in areas where they know or anticipate the presence of police enforcement. Average speed technology and the introduction of community concern site enforcement, which may not always be accompanied by speed enforcement signage, forms part of the current strategy aimed at preventing the avoidable tragedy of speed related crashes.

WYP also continues to take positive action against individuals who seek to pervert the course of justice to avoid prosecution for traffic offences. Anyone who seeks to evade justice by using false or fraudulent details in response to a Notice of Intended Prosecution (NIP) for traffic matters is likely to be the subject of a criminal investigation by specialist officers working within the Digital Submissions and Investigations Team, within the Prosecutions and Casualty Prevention Unit. Offenders face the risk of prosecution in the criminal courts and the likelihood of a custodial sentence if convicted. Where potential irregularities in the response to Notices of Intended Prosecutions are suspected during case progression within the Prosecutions and Casualty Prevention Unit these are referred to the Digital Submissions and Investigations Unit for review and investigation.

Since its formation in 2020 the Investigations Unit has pursued evidence-led investigations into over 700 cases where offenders were suspected of seeking to pervert the course of justice. A significant proportion of these suspects have a history of criminal offending including offences of drugs supply and serious acquisitive crime and are frequently associated with organised criminal groups (OCG's) that advertise paid-for services to the public purporting to deal with NIP's and avoidance of traffic prosecutions. An emphasis is placed upon the identification and detection of OCG activity linked to these 'NIP Farms' as a means of tackling this form of criminality and consequent disruption of other forms of offending. However, there are also many offenders with no previous convictions from a broad range of socio-economic backgrounds who have chosen to pay for the services of a third party and conspired to avoid prosecution for comparatively minor road traffic offences, whilst failing to realise the gravity of offences associated with any action intended to perverting the

course of justice. The Investigations Team has now passed the milestone of securing over 110 years in custodial sentences following convictions for offences of perverting the course of justice.

A summary of the outcomes from cases that have been prosecuted to date is shown in the table below:

Outcome	Offenders	Duration	Fine/costs
Imprisonment (Immediate)	67	110years	
imprisonment (Suspended)	62		
Fines/costs	258		£154,795
Unpaid work	66	9898hrs	
Curfew	11	119 weeks	
Disqualifications	136	1743 months	
Penalty points	199	1226 points	
Rehabilitation programme	38	640 days	
Cautions	8		

Operation SNAP - Dashcam portal

Operation SNAP relates to the service provided to the public to facilitate the uploading of digital media footage (e.g. Dashcam clips) showing driving offences. This material is received, assessed, and processed by the Prosecutions and Casualty Prevention Unit.

Overall submissions for the period April 2025 to November 2025 have increased 8.1% compared to the same period the previous year (8116 compared to 7505).

Digital Submissions by Month				
Month	Vol (C)	Vol (S)	Vol +/-	% +/-
Apr	833	1002	169	20.3%
May	1053	1002	-51	-4.8%
Jun	962	1111	149	15.5%
Jul	932	1229	297	31.9%
Aug	1004	1034	30	3.0%
Sep	998	993	-5	-0.5%
Oct	1005	954	-51	-5.1%
Nov	718	791	73	10.2%
	7505	8116	611	8.1%

Submissions by district are as shown here:

Digital Submissions by District						
District	Vol (C)	Vol (S)	Vol +/-	% +/-	% of Total (C)	% of Total (S)
LD	2511	2756	245	9.8%	33.5%	34.0%
BD	1783	2130	347	19.5%	23.8%	26.2%
WD	1071	1110	39	3.6%	14.3%	13.7%
KD	1004	1067	63	6.3%	13.4%	13.1%
CD	982	826	-156	-15.9%	13.1%	10.2%
UNKNOWN	154	227	73	47.4%	2.1%	2.8%
Total	7505	8116	611	8.1%	100.0%	100.0%

Note: Calderdale submissions in 2024 were impacted by an individual who made over 150 separate submissions.

- 65.9% of all submissions have resulted in further action being taken following the initial assessment of the available evidence.
- 44.7% submissions resulted in the offer of a driver retraining course
- 19.3% resulted in a conditional offer of fixed penalty (points and a fine).

The below table shows a comparison of outcomes for April to November 2025 (Column S) to the same period 2024 (Column C). The marginal decline in out of court educational course disposals and increase in the use of conditional offer and court remedies suggests the nature or risk/severity of offences being submitted to the scheme is increasing with out of court disposals (course) not providing an appropriate disposal route with reference to the level of offending behaviour.

All Disposals by Disposal Type						
Disposal	Vol (C)	Vol (S)	Vol +/-	% +/-	% of Total (C)	% of Total (S)
EDUCATIONAL COURSE	3875	3628	-247	-6.4%	51.6%	44.7%
NFA	2323	2770	447	19.2%	31.0%	34.1%
CONDITIONAL OFFER	1262	1563	301	23.9%	16.8%	19.3%
COURT	43	148	105	244.2%	0.6%	1.8%
RPU INVESTIGATION	2	6	4	200.0%	0.0%	0.1%
DSIT INVESTIGATION	0	1	1	Infinity	0.0%	0.0%
Total	7505	8116	611	8.1%	100.0%	100.0%

Driver retraining course uptake

In common with offence disposal options for other traffic offences eligible driver offenders identified because of a submission to Operation SNAP may be offered a nationally approved driver retraining course. These courses can only be completed once in a three-year period, and they provide an education-based alternative to prosecution intended to reduce road related risk by encouraging positive behavioural change. The efficacy of these courses is supported by a broad range of academic study and independent evaluation. Eligible drivers receive either a course offer or a combined course offer or a conditional offer of fixed penalty which is dependent upon the offence in question. In either case the driver may choose to accept the course offer (a typical course fee in WY is £99), pay a fixed penalty (£100 and 3 penalty points) or elect trial at the Magistrates Court.

The completion rate of course offers amongst driver offenders is 85% for the period April to September 2025 compared to 77% for the same period the previous year. This reflects changes made to the communication process associated with these offences aimed at maximising course attendance to secure improvements in driver behaviour in preference to more punitive measures for lower levels of offending. Court appearances are reserved for those offenders who elect trial, and more serious or repeated infringements of road traffic legislation.

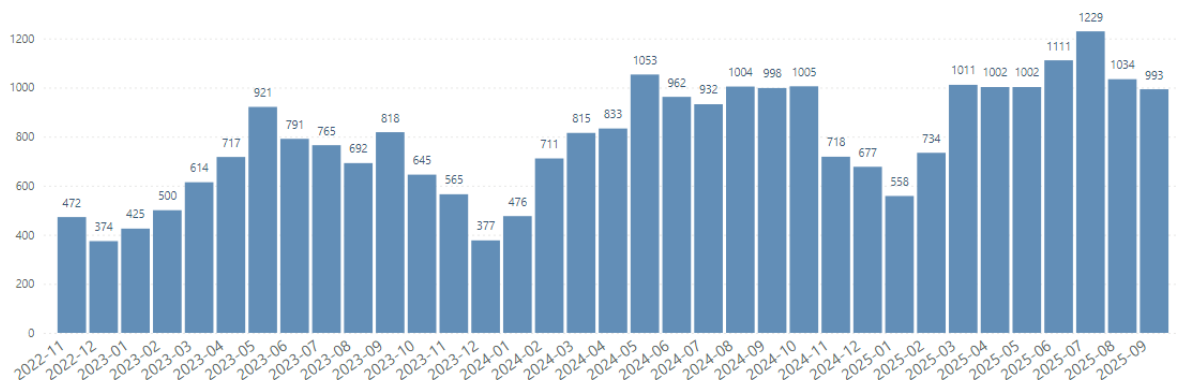
	April -Sept 2024/25	Apr to Sept 2025/26
Course Offers /Combined Course and Conditional fixed penalty offers sent	73346	81043
Courses attended	56752	69517
Course uptake %	77.38	85.78

Explanatory note: This data represents all traffic offence disposals and not just Op SNAP offences. There is no reason to suspect that Op SNAP course uptake rates would differ markedly from officer or safety camera generated offence processes.

Seasonal Variation in Submissions to Operation SNAP

The below table shows the rate of Operation SNAP submissions over the past 3 years and demonstrates a clear seasonal trend associated with higher volumes of submission associated with spring and summer months. This is likely to be associated with weather factors, daylight hours and traffic volumes rather than a direct correlation with driver behaviour trends. What is also evident from the data is the sustained upward trend in submission volumes during this period reflecting the continual marketing and promotion driving increasing uptake of the Op SNAP facility by the public.

Submission Volume by Month - Last 3 Years



All members of the public who submit digital media to the police via the Operation SNAP portal receive feedback on the outcome of their submission. This takes the form of an e-mail with the result of the initial evidential assessment of the footage. Any submitters who are subsequently required to give evidence in court proceedings also receive additional support and guidance from the Digital Submissions Team which is part of the WYP Prosecutions and Casualty Prevention Unit. Data relating to all submissions received is also published quarterly on the WYP Force website Operation SNAP reporting page and district specific information shared via social media.

Automatic Number Plate Recognition (ANPR) Unit

The ANPR Operations unit continues to provide a specialist service to all districts within West Yorkshire and specialist functions alike.

For the 2025 calendar year to November, there were 1305 arrests directly attributable to ANPR (+36% on 2023). 786 cloned vehicles have been identified with 406 of those being recovered by police. 1305 other vehicles have been recovered/seized.

51 missing persons have been located as a direct result of ANPR support. The University of Portsmouth research on the cost of missing person enquiries gave medium risk cases an average cost of £2415.80 meaning a potential cost saving of over £100,000 to West Yorkshire Police and numerous lives saved.

The development of an additional research function within the ANPR Unit focusing on Roads Policing related intelligence has allowed a greater focus on risks such as disqualified drivers, OPL drivers and serial speeders. This has resulted in an increase in the number of positive outcomes recorded based on the intel picture present – around 80% of vehicle stops have provided a positive result and there have been recent successes around the use of ANPR Intelligence used during the Op Topaz VAWG workstreams.

The National ANPR Service (NAS) has now been finalised, however many functions and features aren't available as originally planned. A further replacement (NSAP – National Strategic ANPR Platform) is now undergoing testing by three Early Adopter forces, West Yorkshire being one. As previously reported, the current national system does not meet our current specialist capability and as such the decision has been taken to continue using some of our current software alongside the NAS. Specialist users are still able to use Cleartone specialist capability alongside the NAS.

As the replacement NSAP system comes online in 2026 we will migrate from the hybrid approach to utilise NSAP in conjunction with Cleartone which then provides a specialist platform which supports all of our use cases whilst also continuing our use of the IAC app for frontline officers.

As regional ANPR lead at both strategic and operational levels, West Yorkshire Police are involved in the National Boards and technical workstreams influencing the system

development. The Force is highly regarded and respected by both the Home Office and National ANPR portfolio, with West Yorkshire Police's subject matter expert (SME) being the NPCC National Service Improvement Lead.

West Yorkshire SME's have been involved as the Policing SME representative on the British Standards Institute changes to BS145e, designed to remove 3D and 4D raised character and Ghost Plates from the UK Numberplate market as well as significant work as part of the DVLA and NPCC Numberplate working group, all around the response to ghost plates, cloned plates and misrepresented and unreadable plates. The changes coming in 2026 should make a significant impact on the issue. Some of this work has involved significant research alongside DSTL Scientists providing insights and scientific validation and scrutiny as to the scale of the issues experienced by policing.

During the year, the team have worked collaboratively with Northumbria to produce a 'Dashboard' system, and this has recently been showcased at the National ANPR conference in a workshop to show other forces the innovative use and the advantages of data visualisation it provides. This has had significant interest from other forces such as West Midlands, Met Police and Surrey and Sussex given the monitoring and visibility it provides across the ANPR Platforms for such things as KPI's for dispatchers.

The daily maintenance and development of capabilities of West Yorkshire Police ANPR cameras is currently managed in-house by the ANPR Specialist Technical Manager who is now supported by an ANPR Assistant Engineer following recruitment last year, delivering significant benefits across the force.

A significant camera replacement upgrade project has largely completed, with the last tranche being rolled out in the next month with completion by end of February 2026. This means the infrastructure within West Yorkshire is up to date and not affected by the national 3G switch off. The upgrade has also provided further opportunities to ensure coverage across West Yorkshire is enhanced where possible as well as being proportionate, justified and utilising the best technology available.

During the year, the ANPR unit were successful recipients of a joint STAR fund application with West Midlands Police and the funded work has progressed extremely

well throughout the year, cementing West Yorkshire Police's innovative and collaborative approach, being one of only eleven successful projects awarded funding from the STAR fund which will provide further new capabilities and opportunities to detect, deter and disrupt criminality of all types.

Local Districts

All Districts have proactive operations targeting Fatal 5 offences which continue to operate. These District operations are managed locally and provide an additional capability in addition to duty officers.

Bradford – Op Steerside / Op Scribestoke / Op Soundwood / Op Jog On

Wakefield – Op Mindstoke

Calderdale – Op Hawmill / Op Heelfield

Kirklees – Op Torrbank / Op Twinetre / Op Trimborg

Leeds – Op Sparc / Op Amberland / Op Ashfield

Bradford – CI Nick Haigh

West Yorkshire Police representation is embedded within Vision Zero governance at appropriate levels: senior police representation on the Strategic Board, operational attendance at the Delivery Group, and joint working through Operation Steerside and neighbourhood policing coordination.

There have now been two local Strategic Boards held and on the 4/12/25 the proposed governance and accountability structure for Bradford District Vision Zero strategy was presented to Corporate Overview and Scrutiny and approved. Full details of the approved proposal can be found in the below report:

Road Safety and Vision Zero – Governance, Programme Structure and District-Wide Progress report.



VZBIS ROAD SAFETY REPORT TO SCRUTIN

This report sets out the proposed governance model, work programme and cross-council arrangements for delivery of Vision Zero across the Bradford District. It explains how the programme aligns with the West Yorkshire Vision Zero framework, clarifies operational and political ownership, and describes the strategic work underway across the five Vision Zero pillars.

It also provides an overview of ward-level casualty patterns, school engagement coverage, micromobility issues, enforcement partnerships, and preparations for the public-facing Vision Zero dashboard. This report does not constitute the full performance or casualty-trend analysis, which will be presented in a separate dedicated scrutiny paper.

The West Yorkshire Safety Camera Partnership, operating under the governance of the Office of the Police and Crime Commissioner, provides speed enforcement across the county. Bradford benefits from both fixed camera sites and mobile enforcement deployments. Operational questions relating to camera locations, prosecution thresholds, and pursuit policies should be directed to the police representative attending this Committee.

Operation Steerside

Operation Steerside is the joint Bradford Council and West Yorkshire Police initiative targeting antisocial driving and vehicle-related nuisance. The operation utilises Public Spaces Protection Order powers alongside police traffic legislation to address dangerous driving, cruising, and vehicle-related ASB. Performance data and case outcomes are reported through the Vision Zero Bradford Delivery Group on a monthly basis. Op Steerside has supported a number of multi-agency events working with internal and external partners including DVLA, DVSA, council taxi licencing, CVET (Children Vulnerable to Exploitation Team) & Special Constables. Events have

included support to Op Spittlemoor (Eid celebrations) and cross border patrols with Calderdale District.

Headline Figures: November 2024 – October 2025:

97 pre-planned operations

1785 Fixed Penalty Notices, Traffic Offence Reports & Vehicle Defect Notices

61 Reports to DVLA for no tax

274 Reports for Summons / Charged to Court

107 S.59 Warnings

271 Vehicles Seized

40 Arrests

22 PSPO breaches

Wakefield – CI Emma Hooks

Wakefield Vision Zero Board partners continue to meet on a regular basis and the current pillars are been worked through, adopting an outcome based approach to develop this business area. The group continues to develop but has key partners from the council, highways, public health and police attending and the group continues to expand to include other agencies. A localised bronze group has been set up to ensure cohesiveness between local authority and police, with attendance from the Highways and Engineering department, as well as representation from the NPT Inspectors. Agreement for the local authority to attend Pact meetings is in place to discuss localised issues specifically in relation to speeding, traffic and parking issues that contribute to the Fatal 5 offences.

Wakefield District continue to utilise proactive Operation Mindstoke which supports the Fatal 5 strands.

Over the last 12 months Wakefield District has seen a reduction in all road collisions by 9.7 % with serious road traffic collisions reducing by 19.4 %. Total casualties have

reduced by 8.2% from 780 to 716 and those seriously injured from 206- 165 making this a 19.9 % reduction.

Wakefield District continue to invest in Roads Policing and have seen positive result in terms of road policing activity undertaken and tickets issued. Whilst we have some way to go due to previous under investment in roads policing at Wakefield, we have seen a 7.7 % increase in tickets issued in the last 12 months for Fatal five related offences and an increase in vehicle seizures of over 6%. This work has been supported by the Roads Policing Unit who have accommodated attachments of Wakefield District officers which has upskilled over 80 staff, with further attachments planned for more officers in the New Year.

Wakefield District have recently secured a Public Space Protection Order (PSPO) in conjunction with the local authority which went live on 8th December 2025 and covers the whole of Wakefield. This was in response to the increasing number of weekly car meets within the District that resulted in anti-social behaviour in the Pontefract and Castleford area. It is hoped that this will help to deter offenders and build on the joint partnership work already undertaken by Wakefield neighbourhood officers and the Roads Policing Unit.

The Wakefield District Vision Zero Partnership made a promising start in 2023-24, but due to key partner restructures and budget cuts there has been a fragmented approach over the last 12 months with a lack of momentum. This has been raised a s strategic level however we maintain regular contact with the local authority as required. This can be demonstrated through joint speeding operations, targeted activity and safer streets patrols around the schools.

In September all schools were written to highlighting the issues regarding off road bikes and electric scooters and advising parents of the law regarding these, supporting the wider work undertaken as a District to reduce anti social behaviour linked to off road bikes and scooters. The District has seen a 20% reduction in calls for service linked to such issues over the last year.

Calderdale – CI May Preston

The Calderdale Road Safety Partnership brings together key partners from Fire, Police, Council, Health. Highways and Education to promote Vision Zero principles in Calderdale - to ensure that by 2040 no one is killed or seriously injured on our roads.

The group aim to make the roads of Calderdale as safe as possible for all users – including pedestrians, cyclists, and drivers – through coordinating a combination of measures based upon:

- Education and engagement to promote safe & sensible behaviour.
- The use of effective engineering interventions to make networks safer.
- Robust and proportionate enforcement to deal with dangerous and irresponsible behaviour.

This approach is underpinned by strong partnership working between statutory agencies, voluntary organisations, and local communities.

The Group report on progress made to both Calderdale's Vision Zero Strategic Board and the Community Safety Partnership identifying good practice and any risk and/ or threat to operational delivery.

PSPO for Antisocial vehicle use now live in Calderdale (as of July 2025.) While it's primary focus is Anti-social use of vehicles it also includes prohibitions of driving inconsiderately, stunts, cruising, and sexual language / suggestions towards another person (or encouraging any person to do any of these things.)

Operation Hawmill

Operation Hawmill is a partnership funded Road Safety operation, which aims to deploy twice a week into the district of Calderdale. The operation is well established and has run for a number of years.

1 RPU officer (working overtime) is crewed with a PCSO (duty time) to deploy on the operation. The unit is deployed to a specific ward area, and briefed on the local priorities for that area, any road safety issues, or concerns of note. A road safety risk

matrix has been completed to ensure that the resources are deployed to those area which present the greatest risk of KSI collisions and or community concern.

The last 12 months has seen a 31% (690) reduction in the number of tickets issued compared to the previous 12 months, down 690 tickets / 31%. This reduction is difficult to account for specifically why we have seen such a reduction, but current numbers appear more in line with similar Districts (WD/KD) when compared to the previous year where Calderdale District appeared to issue significantly more than usual.

Days of Action / NPT Activity

Throughout the year Calderdale NPT officers and PCSO's are tasked with creating and deploying road safety operations. These are often in response to collision data, SCG priorities, or thematic areas of intensification from the NPCC Road Safety calendar.

PCSOs take the lead in educational activity at each of the schools in the district, and SID deployments. Days of action will often include partner agencies, such as VOSA, Taxi licensing and the Local Authority.

Leeds – CI Jon McNiff

Vision Zero Activity

Police enforcement activity is delivered in partnership between specialist roads policing teams, district police officers and the local authority.

A number of budgetary reviews and some changes in establishment has led to real uncertainty through the year, but overall, the district has been left better able to respond to increasing pressure to support Vision Zero principles.

Increasing and inconsistent call demand limits opportunities for local officers to lead on this work, meaning that at times we rely upon our Off Road Motorcycle Team. They in turn have been under scrutiny and faced the prospect of being curtailed and absorbed into local neighbourhood policing teams. Strong support from District Commanders across the Force determined the benefit of maintaining a bespoke team though, which will at present continue.

An uplift through the year of neighbourhood policing officers has led to an increase in the size of some NPT's, with Leeds City NPT especially benefitting, allowing the district to tackle recurring issues relating to anti-social behaviour in the city centre.

As with Vision Zero, direct enforcement is just one element of the district approach to reducing serious injury collisions and road deaths.

District Meetings

Leeds Safer Roads Partnership Meeting, chaired by Gillian Macleod (Leeds City Council) is well embedded in Leeds and has a number of sub-working groups focussing on individual pillars of Vision Zero.

Police representatives at Leeds District Partnerships Chief Inspector/Inspector level sit on these sub-groups, which include Safer Behaviours and a Safer Behaviours sub group. This meeting is well attended, has a visible structure and has political support from elected members and others including the Deputy Mayors for Policing.

An educational subgroup has been created in the past 12 months which includes Highways, Transport, WYFR and LCC. The group is reviewing the current delivery of road safety towards those 16+, including sixth form and college students and targeting new drivers.

An E- Bike/ E-Scooter working group has also been created. Whilst relatively new, a comms strategy has been developed. WYP provided images of seized bikes and scooters will form part of a series of messages delivered by the local authority, Leeds City Council. This will be undertaken prior to the Christmas period to emphasise the importance of safe and legal riding, the risk of non-compliance, and the range of penalties likely to be imposed where breaches are identified. Messaging will also highlight risk associated with battery use and the possibility of fires being started.

Work is being undertaken with POL- ED and West Yorkshire Fire & Rescue to create and deliver a new lesson which would focus on E-bikes and E- scooter safety.

The Inspector lead has approached Trading Standards as an attempt to formulate joint working and enforcement activity. Further, work has been undertaken in conjunction

with City Centre managers and the Leeds Business Improvement District to develop a local best-practice charter for those delivering fast-food in the city.

A number of city-centre operations have seen around 90 E-Bikes seized, and appropriate training to officers allows them to check whether bikes have been adapted to increase their power and speed. To illustrate the potential risks, one machine when checked was capable of reaching a potential top speed of around 90mph. As a district, we are currently reviewing national best-practice and legal advice as to whether such bikes should be returned to their owners later. The alternative, as seen in some forces, is to have them destroyed.

Operation SPARC

This proactive operation targeting the Fatal 5 offences across Leeds District was funded by Leeds City Council Highways department and ran for several years delivering significant positive outcomes. However the funding ceased in September 2024 causing the operation to come to an end. Leeds City Council are exploring alternative funding options with a view to re-commencing this operation.

Op Amberland

This operation targets activity towards Hackney Carriages, Private Hire and Uber drivers. Whilst this activity is weighted towards road safety concerns, Leeds district recognises the opportunity to improve messaging and undertake reality testing in relation to safeguarding and VAWG concerns. The operation is supported by neighbourhood policing officers, the off-road bike team and local authority Taxi Licensing, and also forms part of regular NightSafeLeeds partnership operations during the night-time economy period.

Dedicated Off Road Bike Team

The ORBT has resulted in a reduction in motorcycle related ASB. The 'Enough is Enough' campaign, consisting of posters and leaflets given out on crime prevention

days is one example. These resources are given to offenders to explain the legalities of riding motorcycles and how people can report such behaviour to the police.

The team continue to work with partner agencies such as housing, LASBT and LeedsWatch to target individuals and addresses of concern. PCSO's aligned to the team are supporting our work to tackle theft of and theft from motor-vehicle offences, especially those relating to motorcycles.

Kirklees – CI Rebecca Calpin

Road Safety, Vision Zero & Operational Activity Update:

Kirklees continues to work closely with local and regional partners to deliver the key strands of the **Kirklees Road Safety Partnership (KRSP) Plan** in support of **Vision Zero**. Regular partnership planning meetings take place, ensuring sustained progress and early identification of emerging risks.

Partnership Governance & Data-Led Activity

- KRSP meets every six weeks, attended by:
 - West Yorkshire Police (WYP) – Insp Nicholls- now Insp Sadiq
 - West Yorkshire Fire & Rescue Service
 - National Highways
 - Kirklees Council
 - Safer Kirklees
 - Yorkshire Ambulance Service
 - Kirklees Road Safety Team
 - Operation Snap lead (Paul Jeffery)
 - Public Health

Operation SNAP

This continues to be promoted across neighbourhood policing channels and wider social media. Collision and intelligence data is routinely analysed using the new CRASH Power BI tool, supporting targeted prevention and risk-reduction activity across the district.

Partners are now using a shared calendar to coordinate activity and ensure representation at engagement events across Kirklees.

Workshops have been held to refine short- and long-term strategic objectives linked to Vision Zero.

Speed Management & Community Activity

Safer Kirklees SID devices continue to be deployed by NPTs in collaboration with Safer Kirklees. Additional SIDs purchased by ward councillors are used at hotspot locations, feeding into the wider intelligence picture.

Operation Torrbank (Batley & Spen)

- Councillor-funded speed-reduction initiative.
- Problem locations identified by councillors are patrolled by Ops teams on overtime.
- Pro-laser enforcement and school visibility patrols carried out, supported by NPT engagement and education.

Operation Twinetre (Dewsbury)

- Councillor-funded initiative tackling Fatal 5 behaviours.
- Patrols conducted as part of extended tours and daily tasking; overtime used to increase visibility.

These two operations have now been merged to form **KD – Operation Steerside**.

Safer Streets Funded Operations:

Operation Teakshot / Operation Taskabbey

- Both are ORB-related operations funded via Safer Streets.
- Funding enables increased coverage, complementing daily NPT/ORB operational work.

The ORB team – (as was)

- Responds to ASB/ORB-related logs
- Develops intelligence packages
- Conducts disruption visits
- Secures further funding
- Carries out environmental surveys
- Works with partners to prosecute persistent offenders and review hotspot locations

District-Wide Enforcement & Fatal 5 Activity

NPT and ward officers regularly conduct 8–10 Fatal 5 focused days of action per month. Multiple additional operations are delivered through Safer Streets funding and councillor-funded initiatives.

Vision Zero Activity & Flashpoint Locations

Partners have undertaken several multi-agency traffic operations in the Batley & Spen area at known “flashpoint” sites, including:

- A650 Drighlington Bypass
- Whitehall Road, Birkenshaw & Birkenshaw Village
- Bradford Road and Halifax Road, Batley (notably 01:00–03:00 hrs)
- Bradford Road near Wilton Park
- Upper Batley Lane, Leeds Road, Healey Lane, White Lee Road
- Staincliffe area, Oak Rise, Hunsworth, Chair Bar Roundabout, Cleckheaton
- Thorncliffe Road, Batley

A PSO remains in place (Ref: 500862) for mobile targeted patrols across Batley & Spen.

Operation Dark Nights – Vision Zero Campaign (27 Oct–9 Nov 2025)

- High-visibility patrols
- Leaflet drops aimed at:
 - Pedestrians
 - Cyclists
 - Motorcyclists
- Older driver eyesight awareness
- Young driver eyesight checks
- Fatal 5 education
- Engagement activity across priority communities

Recent Traffic Operations

18/09/2025

- 2 × Section 59 warnings issued
- 1 vehicle seized for documentation offences
- Bike FTS incident in Dewsbury (log 1845) – pursuit aborted due to safety concerns
- Stolen VRMs recovered in Gomersal (Ref: 13250526424)
- Patrols conducted in Batley, Birstall, A650 corridor – no vehicles of concern identified

24/10/2025 (Batley Town Centre)

- Focus: pavement-parking and nuisance ASB
- 6 tickets issued (pavement parking and defective headlights)

ORB Team Outputs to Date

420 vehicles recovered

580 prosecutions, including:

- TORs
- 192 reports for summons
- Case files covering:
 - Disqualified driving
 - No insurance
 - Licence offences
 - Tax/MOT offences
 - Fatal 5
 - Ghost plates (linked to speed offences)
 - Window-tint breaches
 - Various other road-traffic matters

Significant work targeting motorcycle criminality, including:

- Warrants
- Arrests
- Investigations into motorcycle theft series
- Handling stolen goods
- Dangerous driving
- Additional arrests arising through proactive patrols (PWITS, possession of blades, OPL, domestic-related offences, child neglect linked to driving conduct)
- 157 Section 59 warnings issued to riders/drivers.

COMMUNITY OUTCOMES MEETING

27 January 2026

SUBJECT: Road Safety

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Road Safety.
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police report and the cover paper provide readers with a comprehensive understanding of work underway in support of Road Safety.

RECOMMENDATION

3. That the Mayor/DMPC uses the report to scrutinise Force performance in respect of Road Safety.

POLICE AND CRIME PLAN 24 - 28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Priority 2 – Safer Places and Thriving Communities. Road Safety continues to be a priority for the public of West Yorkshire and the good work of the [Vision Zero Strategy](#) needs to progress to meet targets. The Mayor has said she will embed the Vision Zero Strategy across all areas of West Yorkshire and advance the delivery plan to see a wholesale change in this area.
6. The Police and crime plan highlights key performance measures in relation to Vision Zero which include: Killed in Road Traffic Collision (RTC) Seriously injured RTC, Use of Vision Zero modules in Pol-Ed (Police Educational Programmes), Local Authority infrastructure measures and awareness raising in schools [Police and Crime Plan 2024-28](#)

7. All of the cross-cutting themes in the plan impact this priority:

- Safety of Women and Girls
- Effective response to men and boys
- Children and Young people
- Reducing Vulnerability
- Equity, Diversity and Inclusion

A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:

[eqia-stage-1-pc-plan-final-web-version.docx](#)

[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

8. Mayoral/DMPC activity to date includes:

- In the 2022 Your Views community safety survey, undertaken by the Mayor's Policing and Crime Team, road safety was the top concern for residents in West Yorkshire and underlines the importance that we work together as a partnership to improve the situation safety on our roads.
- We had continued to engage with the public about their road safety concerns in 2023, including our face-to face surveys over the summer, and in our 'Safety on the Roads of West Yorkshire' consultation.
- The Mayor is committed to delivering the Vision Zero ambition in West Yorkshire. Vision Zero is a Safe Systems approach bringing together five aspects of a safe road environment: safe roads, safe vehicles, safe behaviours, safe speeds and, when a collision occurs, the response to the collision.
- The main objective will see us working towards eliminating all traffic fatalities and severe injuries while increasing safe, healthy, and equitable transport for all partly through the leadership of the new Vision Zero Strategic Board, which oversees the ongoing efforts to deliver an effective Vision Zero approach across all the districts. The first meeting of the Vision Zero Board took place in December 2021 and has then taken place quarterly since this time.
- The Mayor's Transport Strategy prioritises work through our Vision Zero Partnership (previously the Safer Roads Partnership) to reduce casualty

numbers on our roads. During the COVID-19 pandemic we saw increased take-up of cycling and walking. This mode shift is welcomed and has been sustained by interventions supported by Active Travel funding, but injuries to pedestrians and cyclists continue to be a barrier, and a business-as-usual approach with existing levels of funding will not be adequate. We will embed road safety into our design and interventions (alongside education, training, and publicity programmes) and strengthen relationships with key stakeholders such as West Yorkshire Police.

- Funding provided through the City Regional Sustainable Transport Settlement for the Safer Roads Programme is allowing districts to implement key infrastructure changes, with £25 million allocated across five years for safety projects. As we move towards the end of this settlement period, we focus on the Transforming City Regions settlement that is planned moving forwards.
- We are working through the Vision Zero Partnership meetings to bring new sources of data together to support the programme, and colleagues in the Combined Authority's Research and Intelligence Team progressed with a pilot of 'near miss' technology which was hoped to inform a preventative approach for future highways interventions. The technology has been reviewed and it has been identified that there are currently concerns, but we will continue to monitor developments in the technology moving forwards.
- The Combined Authority was successful in a bid to the Home Office for the Safety of Women at Night Fund. This is funding a project to support women and girls' safety on the West Yorkshire transport system, with a particular focus on the night-time economy. The first project is a web-based safety feedback tool on the MCard Mobile App, to allow customers to feedback their bus journey experiences and for us to use this insight to inform future investments and interventions.
- Commissioned services to support victims are available to all victims of road traffic collisions where a crime may have been committed, including those who do not report to the police. This includes the core referral and local support service and the restorative justice service.
www.westyorkshire-pcc.gov.uk/how-we-work/supporting-victims
- The Mayor has supported the road safety charity BRAKE which provides a specialist national service to victims of road traffic collisions resulting in death or serious injury. Following this initial support from the Mayor, the Vision Zero Partnership have expanded their work with BRAKE and now fund an Independent Road Victim Advocate to support victims and their families.
- As part of the Mayor's leadership on the road safety agenda, the Combined Authority's Vision Zero Policy Manager and Vision Zero Policy Assistant

developed the West Yorkshire Vision Zero Strategy with feedback from partners, following consultation and engagement during 2023. The strategy provides a common direction across the county in reducing the harm caused by road traffic collisions and outline objectives for the next three years.

- These posts are funded through the West Yorkshire Safety Camera Partnership and underline the momentum that all partners are bringing to this agenda to achieve the ambition of no one killed or seriously injured on West Yorkshire's roads by 2040.
- The Vision Zero communications officer role was filled by David Iveson, who moved from the Policing and Crime Team's communications team.
- The [Vision Zero strategy](#) was launched on the 13 August 2024. Vision Zero is a road safety aim to eliminate all traffic deaths and serious injuries, while increasing safe, healthy, equitable mobility for all in West Yorkshire. It advocates that no deaths or serious injuries are acceptable and argues for the joint responsibility of all road users for safety, alongside all those who plan, design, build, maintain, legislate, and enforce the transport system.
- The strategy was launched by the Deputy Mayor at an outdoor public event at Lister Park, Bradford. The event was well attended by the public who engaged with other key road safety stakeholders, such as West Yorkshire Police, West Yorkshire Fire and Rescue Service, Safety Camera Partnerships and all five local authorities, as well as essential Voluntary Community and Social Enterprise sector organisations such as Brake and Naomi Cheri Gough Foundation. Members of the public were able to make personal pledges towards the strategy.

9. Mayor's Safer Communities Fund

The Mayor's Safer Communities Fund continues to support road safety; details of projects funded can be found here: ([Mayor's Safer Communities Fund - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/mayors-safer-communities-fund))

PARTNERSHIP CONTRIBUTION – POLICING AND CRIME

The Mayor has representation on the West Yorkshire Vision Zero Partnership which includes all five districts, West Yorkshire Police, West Yorkshire Fire and Rescue Service, and National Highways working together to tackle road safety. The partnership is a strong example of partnership working, incorporating the VCSE sector and people with lived experience. Please see Appendix A for more detail.

Information also comes into Community Safety Partnerships via district-level arrangements, where the Policing and Crime team have a representative attending. This ensures that information can be triangulated across the different arrangements.

VIOLENCE REDUCTION PARTNERSHIP (VRP)

The role of the West Yorkshire VRP is to lead and coordinate a preventative, whole-system approach to violence reduction, with a particular focus on children and young people under the age of 25.

Staff continue to work with colleagues from the Policing and Crime Team to understand where we can support activity linked to Vision Zero and how this may overlap with our priorities.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUALITY, DIVERSITY, AND INCLUSION

There are significant equality, diversity, and inclusion aspects to the road safety agenda. Some communities, including those impacted by multiple deprivation, are much more affected by the issues than others. Younger people are deterred from taking out insurance by the high costs involved.

POLICING AND CRIME CONTACT

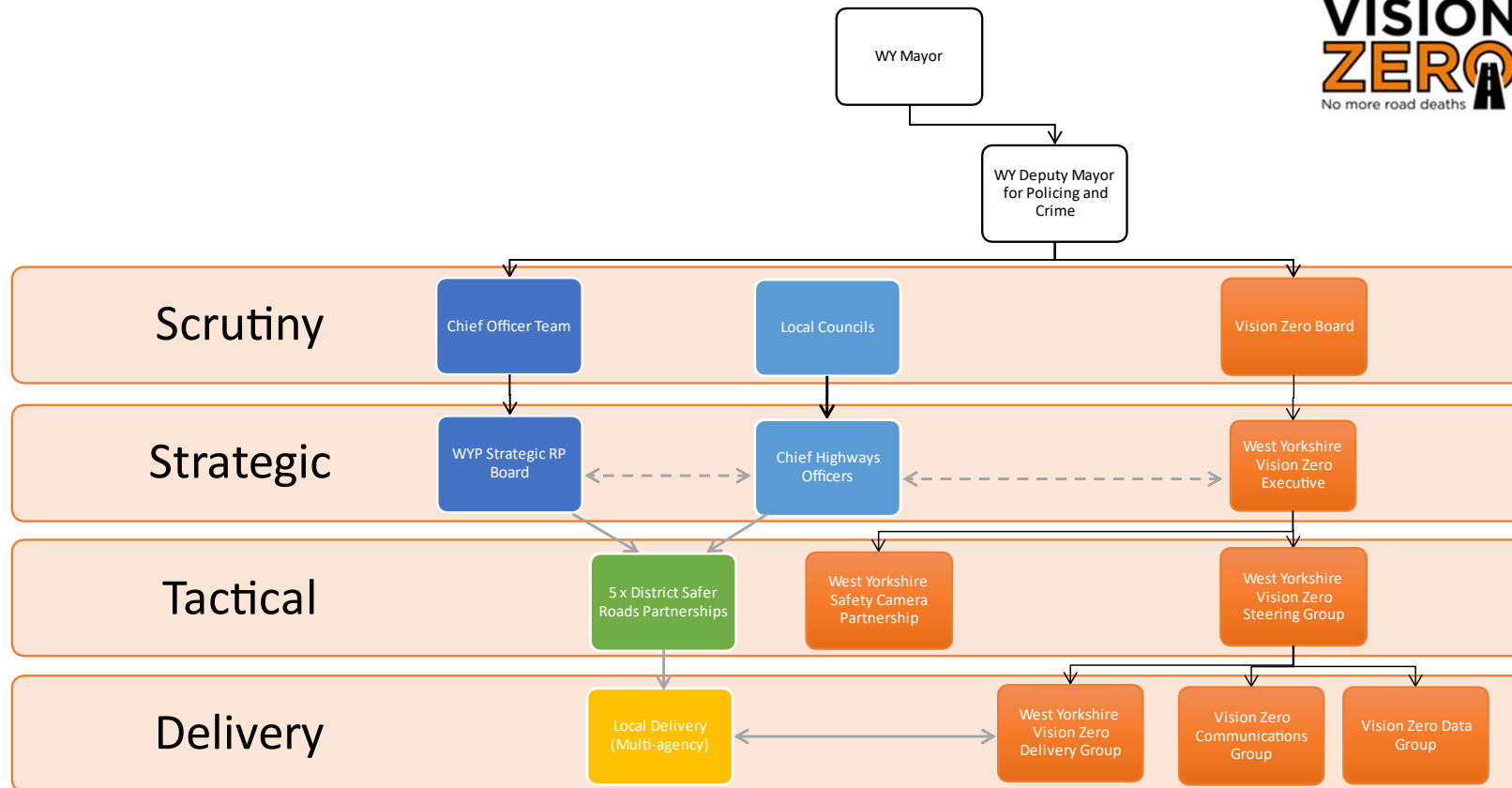
Sharon Waugh – Sharon.waugh@westyorks-ca.gov.uk

ATTACHMENT

[Chief Constable's report](#)

Appendix A

West Yorkshire Vision Zero Partnership Structures



COMMUNITY OUTCOMES MEETING

27 January 2026

SUBJECT: Neighbourhood Policing and ASB

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Neighbourhood Policing and Anti-Social Behaviour (ASB).
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police report and the cover paper provide readers with a comprehensive understanding of work underway in support of Neighbourhood Policing and the work to tackle ASB.

RECOMMENDATION

3. That the Mayor/DMPC uses the WYP report to scrutinise Force performance in respect of Neighbourhood Policing and ASB.

POLICE AND CRIME PLAN 24 - 28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Priority 2 – Safer Places and Thriving Communities includes ASB. The needs assessment states that ASB should be looked at holistically and should be measured not just by the volume of crimes and incidents, but also by public perception of safety including the safety of those that work as well as live in that area. The Mayor has said that she will continue to work with Local Authorities to understand the extent of ASB case reviews and ASB hotspots across West Yorkshire improving confidence and satisfaction. The Mayor recognises the importance of Neighbourhood policing in supporting this priority.
6. The Police and crime plan highlights key performance measures in relation to ASB [Police and Crime Plan 2024-28](#)
7. All of the cross-cutting themes in the Plan impact this priority:
 - Safety of Women and Girls

- Effective response to men and boys
- Children and Young people
- Reducing Vulnerability
- Equity, Diversity and Inclusion

A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:

[eqia-stage-1-pc-plan-final-web-version.docx](#)

[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

8. Mayoral/DMPC activity to date includes:

- The Mayor continues to maintain a focus on Neighbourhood Policing. The quarterly performance report from West Yorkshire Police contains a section that looks at recent developments in Neighbourhood Policing. As part of the Police and Crime plan the performance matrix looks at a number of performance measures linked to Neighbourhood Policing including Confidence and Satisfaction figures as well as ASB incident numbers
- Updates on all of these areas are included in the quarterly report to the West Yorkshire Police and Crime Panel and the papers are published [here](#).
- The Mayor/ Deputy Mayor visits all Neighbourhood Policing Teams and Senior Leadership Teams across West Yorkshire, speaking to staff, communities and members of the public.
- The Mayor and DMPC feed into consultation which supports the reduction of ASB through Public Space Protection orders.
- The Immediate Justice 2-year pilot ended on 31 March 2025 following the Home Office funding coming to an end.
- A mid-point evaluation of the pilot has been undertaken by Workforce Development Trust and all reports and findings can be found on the website: <https://www.westyorks-ca.gov.uk/policing-and-crime/anti-social-behaviour-asb-immediate-justice/>
- Funding was approved to undertake a final evaluation to build on the first phase and even though the Immediate Justice Programme ended on 31 March 2025, ASB remains a priority, and future work with similar ambitions and delivery may return. Phase 2 evaluation will build on Phase 1, and pull forward the key features, good practice, and evaluation strategy to support any future approaches or projects. The intention of Phase 2 is as follows

Quantitative Analysis and Evaluation: Assimilate, cleanse, re-run the full/complete project data, supplementing with new analytical models.

Qualitative Analysis and Evaluation: Focused re-engagement with delivery and secondary partners (where possible) to secure and blend insights, and explore the 'Key Line of Enquiry': "What lasting impact has Immediate Justice had on tackling ASB in West Yorkshire?"

Reporting: Phoenix structured, summative evaluation with recommendations, insights and good practice useful for any future programmes.

The Mayor's Safer Communities Fund supports the priorities and cross cutting themes in the Police and Crime Plan. You can find out about how the fund supported the delivery of the 2021-2024 plan on our website. Monitoring delivery against the new Plan (Grant round 7 onwards) has started. In total, to date (GR1-8) the fund has supported 164 projects who have shared £1,730,297.82 in tackling ASB.

PARTNERSHIP CONTRIBUTION - POLICING AND CRIME

Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing.

Strong partnership arrangements exist in relation to Neighbourhood Policing and ASB, as evidenced by the effective implementation of the ASB Immediate Justice pilot project and the legacy it has produced. The Mayor/DMPC are able to receive updates on Neighbourhood Policing and ASB by multiple routes, including attendance at Community Safety Partnership meetings by members of the Policing and Crime Team, and via visits to Neighbourhood Policing Teams across West Yorkshire.

Measures around ASB are included in standard performance monitoring of the Police and Crime Plan, and in the refreshed public perception Your Views Survey. Recently, work has begun by the Policing and Crime team to look at how best to work with statutory partners on the ASB Case Review process, to ensure it is effective and provides West Yorkshire residents with the best possible service.

VIOLENCE REDUCTION PARTNERSHIP (VRP)

The key role of the West Yorkshire VRP is to lead and coordinate a preventative, whole-system approach to violence reduction, with a particular focus on children and young people under the age of 25.

Home Office guidance for VRU funding 2025-26 outlined activity should (if not already) support the Government's Safer Streets Mission, which includes work to prevent:

- Serious Violence, especially public space knife crime;
- Broader knife crime, including Knife Enabled Robbery;
- Violence Against Women and Girls
- Anti-Social Behaviour.

As of 19 January 2026, the VRP are still awaiting confirmation of funding for 2026-27 from the Home Office and the grant conditions we will need to meet against any funding.

During 2025-25 using evidence from the VRP published SNA and the Youth Endowment Toolkit, a programme of 21 core VRP funded interventions have been delivered across West Yorkshire, with funding also provided to each Community Safety Partnership for locally commissioned interventions. A further 10 interventions as a result of Home Office funding for Serious Violence Duty holders are also being delivered.

Up to end September 2025 these interventions combined had worked with a total of 3997 children and young people aged 24 years and under, 212 aged 25 or older and provided workforce development/training to 90 professionals. Monitoring information for October to end December 2025 is due by end of January.

The WY Adversity, Trauma and Resilience programme provided initial advice to the Immediate Justice planning activity to support a trauma informed approach.

In 2025-26 the Government have launched their Young Future programme, with Young Futures Panels being driven by the Home Office and Young Futures Hubs now sitting under the Department for Digital Culture, Media and Sport rather than the Department for Education. The Young Futures programme will intervene early to stop young people being drawn into crime, create enrichment and career careers opportunities and provide improved access to mental health and other support to young people within their communities. This Young Futures Programme will consist of Young Futures Hubs and newly rebranded Young Futures Panels.

The VRP have secured funding for a pilot site (in Leeds) to establish a prevention partnership with regular panels triaging new referrals and referring children and young people into services to address their unmet needs. The team then secured additional funding for Wakefield to be a Pathfinder Pilot Site to deliver the same, with a focus on utilising Youth Workers to increase levels of consent from CYP and their families for those referrals to take place.

In addition to the 2 HO funded trials, the VRP are also locally funding Bradford and Kirklees to establish panels too. All pilot sites were operational by October 2025.

The HO have commissioned external research partner RAND Europe to conduct an evaluation of the panels consisting of two elements – a process evaluation and feasibility study for impact evaluation. A number of Pathfinder Pilot sites will be considered to develop case studies, with Wakefield being selected. Locally the VRP have commissioned EAP Research Consultancy Limited to support and understand delivery of the panels during this pilot year.

Regional meetings are convened by the Home Office to understand progress with all local panel coordinators joining to share practice.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUITY, DIVERSITY, AND INCLUSION

There are significant Equity, Diversity, and Inclusion aspects to the Neighbourhood Policing and ASB agenda. Some communities, including those impacted by

multiple deprivation, may be much more affected than others. There is a requirement for community-based intervention providers to complete a EqlA for the funded provision.

POLICING AND CRIME CONTACT

Sharon Waugh – sharon.waugh@westyorks-ca.gov.uk

ATTACHMENT

[Chief Constable's report](#)

COMMUNITY OUTCOMES MEETING

27 January 2026

SUBJECT: Neighbourhood Crime

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Neighbourhood Crime. The Home Office defines Neighbourhood crime as Burglary, Vehicle crime, Theft from the person and robbery.
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime Plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police report and the cover paper provide readers with a comprehensive understanding of work underway in support of Neighbourhood Crime.

RECOMMENDATION

3. That the Mayor/DMPC uses the WYP report to scrutinise Force performance in respect of Neighbourhood Crime.

POLICE AND CRIME PLAN 24 - 28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Priority 2 – Safer Places and Thriving Communities. Neighbourhood crime was ranked in the top three issues for communities along with ASB and Road Safety. Neighbourhood Crime links with deprivation which highlights the needs to work with partners to deal with societal issues, not just focus on the actual crimes.
6. The Police and crime plan highlights key performance measures in relation to Neighbourhood crime [Police and Crime Plan 2024-28](#)
7. All of the cross-cutting themes in the plan impact this priority:
 - Safety of Women and Girls
 - Effective response to men and boys
 - Children and Young people

- Reducing Vulnerability
- Equity, Diversity and Inclusion

A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:

[eqia-stage-1-pc-plan-final-web-version.docx](#)

[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

8. Mayoral/DMPC activity to date includes:

- Internal governance meetings to review the metrics on Neighbourhood crime through regular performance monitoring.
- Strategic Crime Prevention and Neighbourhood Watch.
- Working with the business community to tackle assaults on shop workers and associated crimes.
- Community Safety Partnerships, Local Authorities, West Yorkshire Police and VCSE sector organisations are working together with the Mayor to deliver distinct and localised aspects.
- Meetings with WYP Senior Leadership teams in districts to discuss the impact and challenges of Neighbourhood Crime.
- Support the Safeplace scheme and Public Space Protection Orders (PSPO's).
- The Mayor's Safer Communities Fund supports the priorities and cross cutting themes in the Police and Crime Plan. You can find out about how the fund supported the delivery of the 2021-2024 plan on our website. Monitoring delivery against the new plan (Grant round 7 onwards) has started. In total, to date (GR1-8) the fund has supported 27 projects who have shared £454,763.30 in tackling Burglary, Vehicle Crime, Theft and Robbery.

PARTNERSHIP CONTRIBUTION - POLICING AND CRIME

Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing, this may include PCSO partnership funding arrangements and other local initiatives to address neighbourhood crime.

Strong partnership arrangements exist in relation to Neighbourhood Policing. The Mayor/DMPC receive updates on Neighbourhood Policing through multiple routes, including attendance at Community Safety Partnership meetings by members of the Policing and Crime Team, via visits to Neighbourhood Policing Teams across West Yorkshire, and through emails from members of the public and elected officials via the Casework team.

Much of this work intersects with work around business crime, which is detailed in a separate paper. Efforts are made to ensure that work across neighbourhood crime, ASB and business crime is coordinated at both a West Yorkshire and district level and partners such as CSPs and Business Improvement Districts (BIDs) are vital for this.

The Mayor and DMPC focus on those topics of most concern to local people and shown through performance reporting to be the most important. Recent responsive work has included the support for PSPOs designed to tackle associated issues such as nuisance and dangerous driving and street drink and associated ASB.

VIOLENCE REDUCTION PARTNERSHIP (VRP)

A key role of the West Yorkshire VRP is to lead and coordinate a preventative, whole-system approach to violence reduction, with a particular focus on children and young people under the age of 25.

The VRP have continued to work closely with colleagues in the Policing and Crime Team on the extensive engagement programme to ensure the voice of our communities including children and young people inform our activity and decision making.

Home Office guidance for VRU funding 2025-26 has outlined activity should (if not already) support the Government's Safer Streets Mission, which includes work to prevent broader knife crime including Knife Enabled Robbery (KER) which aligns with West Yorkshire being a designated taskforce area for tackling KER.

From the VRP's January 2025 SNA analysed data showed:

- Overall knife crime was lower than last year (-0.4%) and 2018/19 (-11.7%). There was a small increase in numbers of assaults with intent to cause serious harm that involved a knife (0.4%) but robbery offences where a knife was used increased by 13.2% on last year, with the greatest increase in robbery of business property (28.8%).
- There were some local variances: robbery offences, including those involving knives, increased in Calderdale, Kirklees and Leeds. In Wakefield overall robbery numbers reduced, but numbers that involved the use of a knife increased. In Bradford all types of robbery offences reduced in number over the last year.

Work is ongoing to finalise our latest SNA and this is expected to be complete during early 2026. We are awaiting confirmation of funding from the Home Office for the 2026-27 financial year and requirements for this funding that we must meet.

Applying WHO's four-level social-ecological model (individual, relationship, community, and societal) to better understand violence and the effect of potential prevention strategies outlined in the RS, Priority 3 looking at the community level draws out a focus on - place based priorities and delivery including ASB, County Lines, organised crime, carrying a weapon, personal robbery, limited economic opportunities.

We work closely with policing colleagues, particularly those linked to Operation Jemlock and hot spot policing activity.

As a key workstream of the Adversity, Trauma and Resilience Programme, we are working with 20 local organisation/services to support them to become trauma informed. An element of this workstream also looks at workforce experiences, especially of those working in professions supporting individuals and communities, also picking up violence against staff.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUITY, DIVERSITY, AND INCLUSION

There are significant Equity, Diversity, and Inclusion aspects to the Neighbourhood Crime. Some communities, including those impacted by multiple deprivation, may be much more affected than others. There is a requirement for community-based intervention providers to complete a EqIA for the funded provision.

POLICING AND CRIME CONTACT

Sharon Waugh – sharon.waugh@westyorks-ca.gov.uk

ATTACHMENT

[Chief Constable's report](#)

COMMUNITY OUTCOMES MEETING

27 January 2026

SUBJECT: Business Crime

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Business Crime.
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police (WYP) report and the cover paper provide readers with a comprehensive understanding of work underway.

RECOMMENDATION

3. That the Mayor/DMPC uses the WYP report to scrutinise Force performance in respect of Business Crime.

POLICE AND CRIME PLAN 24-28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Priority 2 - Business Crime sits within Safer Places and Thriving Communities, the Mayor and DMPC will work with the business community to tackle assaults on shop workers and associated crimes.
6. Voice of West Yorkshire - business and retail crime was raised frequently when engaging with people who worked in business and retail along with hate related verbal or physical abuse. Those who worked for businesses also spoke about the impact of hate crime on their feelings of safety. Crimes Against Businesses don't just affect the business, they affect individuals, often vulnerable employees.
7. A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:
[eqia-stage-1-pc-plan-final-web-version.docx](#)
[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

8. Key work to date:

- The Mayor supports businesses across West Yorkshire e.g., via the Fair Work Charter. For more detail on the Mayor's work to support West Yorkshire Businesses please visit: [West Yorkshire Combined Authority](#)
- The DMPC is part of the Association of Police and Crime Commissioner's Business and Retail Crime Portfolio meeting.
- Social value refers to the broader, non-financial benefits an organisation creates beyond its core activities, encompassing the well-being of individuals and communities, social capital, and environmental impact. The Mayor/DMPC's Commissioning Strategy supports local West Yorkshire sustainability, regeneration, and champions social value. The DMPC also oversees the social value aspects of the WYP estates and station build contracts in line with the Police and Crime Plan.
- On 28 September 2024 the DMPC attended and spoke at a Fraud Prevention Partnership Event with WYP. The latest edition of the 'Little Book of Big Scams' can be found here: [The Little Book of Big Scams – 5th Edition](#)

9. Mayoral/DMPC Activity to date includes:

- The Mayor's Safer Communities Fund supports the priorities and cross cutting themes in the Police and Crime Plan. You can find out about how the fund supported the delivery of the 2021-2024 plan on our website. Monitoring delivery against the new plan (Grant round 7 onwards) has started which now includes Crimes against businesses e.g., Violence and shoplifting specifically. In total, to date (GR1-7) the fund has supported 7 projects who have shared £183,211.40 in tackling Business Crime.

PARTNERSHIP CONTRIBUTION – POLICING AND CRIME

The Mayor/DMPC will work with partners to continue to further embed early intervention and prevention projects to support safer communities.

The DMPC and the Policing and Crime team meet regularly with businesses, Business Improvement Districts, and NPTs covering town centres to stay up to date and informed on the concerns of West Yorkshire's business community.

VIOLENCE REDUCTION PARTNERSHIP (VRP)

The role of the West Yorkshire VRP is to lead and coordinate a preventative, whole-system approach to violence reduction, with a particular focus on children and young people under the age of 25.

The definition of serious violence agreed by the VRP and its core members allow for a focus on geographic areas of criminality and specific groups where serious

violence, or its threat or impact, is evident; this is children, young adults, women and girls, public places, the nighttime economy, gangs, and organised crime groups.

Based on our latest SNA in published in Jan 2025 robbery increased in the last year (2.2%) but remained at lower levels than 2018/19. Robbery of business property increased in the last year at a greater rate than offences involving personal property. Where a knife was used during the commission of a robbery, this was down on 2018/19 figures for both business and personal robbery offences, but offence numbers did increase in the last year.

Overall knife crime was lower than last year (-0.4%) and 2018/19 (-11.7%). There was a small increase in numbers of assaults with intent to cause serious harm that involved a knife (0.4%) but robbery offences where a knife was used increased by 13.2% on last year, with the greatest increase in robbery of business property (28.8%). There was an increase in robberies of business property where the victim was a child this year. Numbers increased from 1 last year, and 2 in 2018/19, to 8 this year - 5 of these offences involved the use of a knife. The proportion of business robberies that involved theft of food items also increased.

Through the ATR programme we have continued to work with in partnership with Lloyds Banking Group aimed at branch employees to provide staff with an understanding of trauma, its impact and how it manifests in behaviour so that they can adopt a more trauma informed approach when both engaging with customers but also when supporting staff following incidents of abuse or violence in branch.

Working with partners to support ongoing work in the NTE has continued.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUITY, DIVERSITY, AND INCLUSION

Some Individuals and communities may be more vulnerable to Business Crime based on their protected characteristics and or the communities where they live/work.

POLICING AND CRIME CONTACT

Sharon Waugh – Sharon.waugh@westyorks-ca.gov.uk

ATTACHMENT

[Chief Constable's report](#)

COMMUNITY OUTCOMES MEETING

27 January 2026

SUBJECT: Rural Crime

PURPOSE OF THE REPORT PRODUCED BY WEST YORKSHIRE POLICE

1. The attached report outlines work undertaken by West Yorkshire Police in respect of Rural Crime.
2. This cover paper highlights the importance of the report topic in respect of the Police and Crime Plan and also includes the delivery of the Mayor and her office. Together the West Yorkshire Police report and the cover paper provide readers with a comprehensive understanding of work underway in support of Rural Crime.

RECOMMENDATION

3. That the Mayor/DMPC uses the WYP report to scrutinise Force performance in respect of Rural Crime.

POLICE AND CRIME PLAN 24-28

4. The Police and Crime Plan was developed after extensive public and partner consultation culminating in the creation of 'The Voice of West Yorkshire'. The Voice of West Yorkshire represents the views of over 6,500 respondents and includes the views of children and young people. It is part of a series of documents which includes a summary needs assessment. You can review the documents here: [West Yorkshire Combined Authority](#)
5. Priority 2 - Rural Crime sits within priority 2 - Safer Places and Thriving Communities, as part of our commitment to neighbourhood policing across West Yorkshire. Through the Plan, the Police, Mayor, and partners aim to tackle the harmful behaviour that targets the different communities of West Yorkshire, whether they are rural or urban in nature.
6. Voice of West Yorkshire – feedback included in the Voice of West Yorkshire amplified the voice of rural communities. This was a major issue with links to ASB and Serious Organised Crime. Communities felt that Rural Crime was under resourced and increased police visibility was needed.
7. Rural Crime commonly effects areas on the boundary of West Yorkshire, namely: NE and East Leeds, Holme and Colne Valleys (Kirklees), areas of Calderdale, the Worth Valley, and SE Wakefield.

8. Common rural crime topics include:

- Farm machinery, plant, and vehicle theft - including quad bikes, tractors, tools, and equipment from out-buildings.
- Livestock offences - including theft, worrying, and attacks.
- Fuel theft - including heating oil, diesel, and petrol.
- Equine crime - including horse trailer and horse box theft, horse theft, tack theft, fly grazing and neglect.
- Fly tipping - including household and commercial waste, often linked to organised criminality.
- Wildlife crime - includes hare coursing, poaching, and interfering with protected species.
- Heritage crime – damage to historic monuments or buildings. Theft of Yorkshire Stone paving is a local example, which is [frequently in the news](#) at present.

9. Rural crime is often linked to Organised Crime Groups (OCGs) who target and exploit rural communities across a range of crime types for example organised plant theft, livestock theft, burglaries targeting firearms, poaching, and hare coursing.

A detailed Equality Impact Assessment which looked at how the themes and priorities impacted communities was completed for the 2024-28 plan, you can read it here:

[eqia-stage-1-pc-plan-final-web-version.docx](#)

[eqia-stage-2-pc-plan-final-web-version.docx](#)

KEY INFORMATION

10. Mayoral/DMPC Activity to date includes:

- Rural Crime issues tend to come to our attention through our Casework inbox, either from members of rural communities raising concerns about rural issues, or from rural interest groups contacting us about wildlife crime.
- Since the autumn, the CA have been members of the National Rural Crime Network, co-ordinated by the APCC to boost collaboration of rural issues.
- In June 2025, the DMPC visited the Kirklees Rural NPT to learn more about WYP's work with communities in Marsden and Slaithwaite.
- The DMPC encourages residents of rural communities to build strong links with their Neighbourhood Policing Teams, to help establish Neighbourhood or Farm Watch schemes which can play a key role in deterring criminality in rural areas.
- The Mayor/ DMPC engage with rural communities as part of their routine consultation and engagement e.g., via attendance at Parish Council meetings.

- As part of the Community Outcomes Meeting (COM) an action was agreed for WYP to ensure that rural communities received feedback on policing in their area. Rural Crime has now been added to COM as a core item to be reviewed annually.
- The Mayor's Safer Communities Fund supports the priorities and cross cutting themes in the Police and Crime Plan. You can find out about how the fund supported the delivery of the 2021-2024 plan on our website. Monitoring delivery against the new plan (Grant round 7 onwards) has started which now includes Rural Crime specifically.
- There are MSCF projects running in all communities across West Yorkshire which are delivering in or impact on rural areas (West Yorkshire wide projects or other projects in rural wards will support rural communities).

PARTNERSHIP CONTRIBUTION – POLICING AND CRIME

The Mayor/DMPC will work with partners to continue to further embed early intervention and prevention projects to support safer communities. We will continue to monitor rural crime and the response to it, triangulating information through casework enquiries, reports into Community Safety Partnerships, and meetings with and in rural communities.

VIOLENCE REDUCTION PARTNERSHIP (VRP)

A key role of the West Yorkshire VRP is to lead and coordinate a preventative, whole-system approach to violence reduction, with a particular focus on children and young people under the age of 25.

We are aware that organised crime groups may be exploiting rural locations in West Yorkshire for illegal activities, however this has not yet been specifically flagged regarding links to children, young people, and serious violent crime.

More detail about the work of the Violence Reduction Partnership can be found here:

[Needs Assessment, Influential Factors and Annual report documents](#)

EQUITY, DIVERSITY, AND INCLUSION

Some Individuals and communities may be more vulnerable to Rural crime based on their protected characteristics and or the communities where they live/work.

POLICING AND CRIME CONTACT

Sharon Waugh – sharon.waugh@westyorks-ca.gov.uk

ATTACHMENT

[Chief Constable's report](#)