WEST YORKSHIRE VRU NIGHT TIME ECONOMY TOOLKIT

APRIL 2023

Prepared for West Yorkshire Violence Reduction Unit
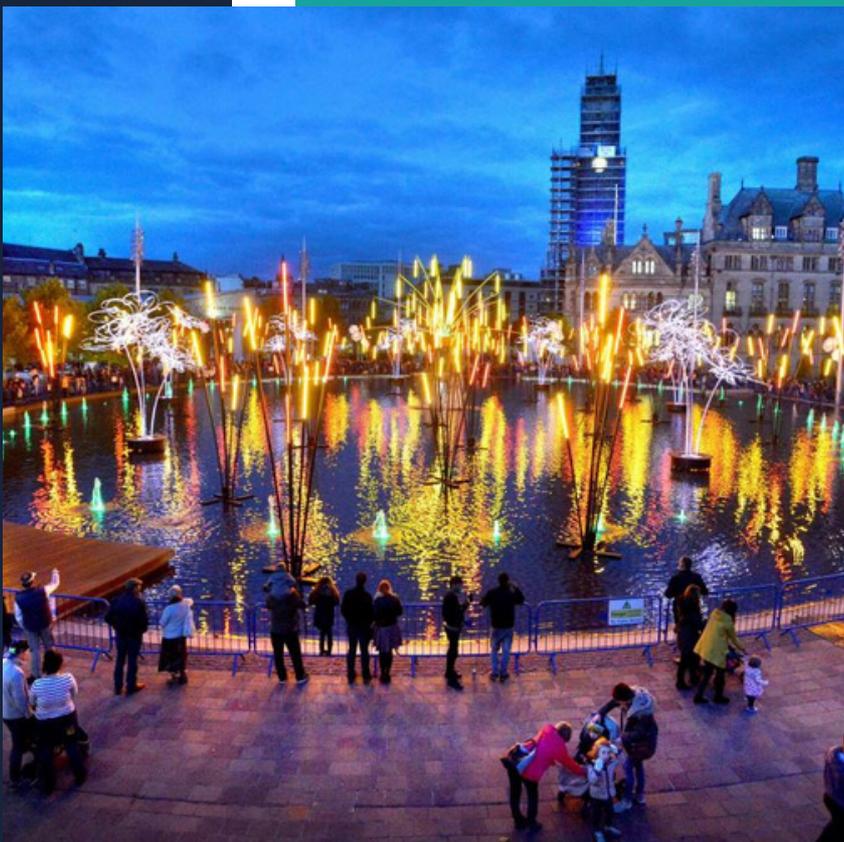
By Six Till Six Ltd and Dragonfly Place Management

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CONTENTS

1. INTRODUCTION

This toolkit has been commissioned by West Yorkshire Violence Reduction Unit (WYVRU) to support towns and cities in the region to evaluate the area's night time economy (NTE), secure the support of partners and create a strategic plan to address any issues needing support.

The toolkit content was developed using the outcome of research conducted with Bradford, Halifax, Huddersfield, Leeds, and Wakefield. Thank you to all who contributed to the research, this was crucial in the development of this resource.

The aim of the toolkit is to support the creation of a safe, vibrant and healthy night time economy across towns and cities in West Yorkshire. The diversity and uniqueness of the varied night time economies in the region was acknowledged by the project team, and so it was decided that this toolkit should take the form of a framework and template that each local authority could develop and use themselves in a way that reflects local circumstances and priorities.

The graphic below outlines the steps to follow when implementing the toolkit.

If you have any questions about the toolkit, please contact West Yorkshire Violence Reduction Unit on wyvru.knowledgehub@westyorks-ca.gov.uk.

Fig 1.1a Steps in this toolkit

Project inception: assemble NTE group → Establish governance & structure → Establishing a baseline and building an evidence base → Research the night time economy. Conduct spatial surveys. → Develop a shared vision and objectives → Publish draft vision and consult on this through a discussion paper → Publish the NTE group's vision → NTE group to deliver on the vision

2. THE NTE PARTNERSHIP GROUP

What's in this section

- **Governance structure**: consideration of the appropriate strategic and operational groups for managing your NTE.
- **Meeting attendance**: practical considerations such as who's involved, how often to meet.

2.1 Governance structure

The primary audience for this toolkit is operational NTE partners. It is useful for any operational NTE group to report to a strategic group, whether this is NTE specific or a wider group. This provides accountability for the operational group and options for escalation of issues if needed.

2.2 Meeting attendance

Consider who should be invited to partnership meetings and whether they should be regular attendees or invited as and when needed. Partners commonly involved include:

Local Authority	Police	Other
- Licensing - Highways - Street lighting - Street cleansing - Planning - CCTV - Community Safety Partnership - Homelessness (or can be charity representative)	- Licensing - Neighbourhood policing inspector - Other relevant officer(s) - Officer of Police and Crime Commissioner representative	- Business Improvement District - Pubwatch - Business Crime Reduction Partnership - Street Pastors - Safe space - Taxi marshals - Transport - University - Other appropriate stakeholders

NTE partnership action groups are normally chaired by a local authority or police representative, as this direct link to these key organisation helps to ensure buy in to the action plan.

The partners that are most commonly unrepresented are businesses that operate at night. If inviting individual operators would prevent partners from being candid in meetings, it is helpful for a representative organisation such as a Business Improvement District or a Pubwatch to be present.

2.3 Frequency of meetings

The partnership should decide how frequently to meet. Monthly is most common for NTE partnership groups but every six weeks was also tabled by some at the workshops. Additional meetings may be considered for specific dates/events such as Christmas or university welcome week.

3. ESTABLISHING PRIORITIES

What's in this section
- **Vision, goals and objectives**: The importance of being proactive and setting a common vision.
- **Determining priorities**: Exercises to conduct to understand and agree on the key areas of need in the NTE.
- **Addressing priorities**: practical considerations such as who's involved, how often to meet
- **Best practice and case studies**: Examples of best practice and case study approaches to common themes that the NTE group could implement or adapt to address priorities, these can be found in appendix 3

3.1 Vision, goals and objectives

A successful NTE partnership group shifts the approach to evening and night time management from reactive to proactive. It makes more efficient use of time, money, and resources, ensuring priorities are balanced between communities, wellbeing, environmental sustainability and economic growth.

Setting a vision, goals and objectives for the NTE helps ensure the partnership are working towards proactive management of the NTE, and to the same objectives.

The vision should be a verbal image of what the partnership wants to achieve for the NTE
Goals are the desired results of the partnership in relation to the NTE
Objectives are the measurable targets on the path to achieving the goals

This is often set by the strategic group that the operational group feeds into but may be carried out as an exercise for the operational group to conduct or feed into.

3.2 Determining priorities

Many towns and cities commission research to determine priority issues in the NTE, however these can often be established internally by reviewing the current position relative to the vision and goals, through exercises such as the following:

- A SWOT analysis of the current position of your NTE against several factors. A template for this can be found in appendix 1. It is beneficial for the NTE partnership group to complete this as a group exercise.

- Conducting overnight audits with relevant partners to provide context to the perceived current position and the collected data on the NTE. These are often the single most useful exercise to inform the work of the partnership group. The Purple Flag criteria can be used as a framework to help partners plan and conduct audits. This criteria looks at five themes: wellbeing, appeal, place, movement and policy envelope. Partners could conduct overnight audits quarterly considering this criteria, taking notes on issues and opportunities they observe.
- Mapping partners and provision within the night time economy, noting any gaps. The infographic in appendix 2 can support this exercise.
- Surveys of users and non-users of the NTE. Some partners may already have conducted surveys that can be used, or one could be commissioned. The surveys should look to gather additional data on the issues and priorities identified as part of your SWOT analysis. Engaging a broad range of partners in the development of these surveys and conducting them with users and non users of the NTE will be beneficial to gather a broad range of views on the NTE. This will help ensure that the initiatives put in place will be representative of and effective for your local NTE.
- Reviewing available NTE data, both for context and to identify opportunities for further data collection and sharing. Section 5 provides guidance on the analysis of NTE data.

3.2 Addressing priorities

Once priorities are established, it can be helpful to group them under a small number of themes to bring structure to the action plan and identify potential initiatives that can address these priorities.

We have put together common themes and initiatives from the workshops that could support in addressing various priorities identified. These themes tend to be common in night time economies across the country and are not exclusive to West Yorkshire.

Improving safety and feelings of safety:
- **Provision of night marshals/wardens/hosts** - this increases uniform presence which can improve feelings of safety, night marshals can also be trained to support vulnerable people.
- **Taxi marshals** - providing taxi marshals supports safe dispersal from the NTE and can mitigate potential violence occurring as a result of queueing and crowding.
- **Street Pastors or other volunteering initiatives** - these schemes can support other initiatives within the NTE, they increase uniform presence and can support customers using the NTE too.
- **Pubwatch** - this can create a consistent approach to safety across venues within an NTE

Supporting vulnerable people:
- **Active bystander training** - this training gives people the skills needed to intervene (if safe to do so) in a situation where someone is unsafe
- **Vulnerability and safeguarding training** - provides people with the knowledge and skills to manage vulnerability and protect people from harm
- **Ask For Angela initiative** - this initiative ensures that venues within the NTE are prepared to support vulnerable people. It is also a useful communication tool to promote safety.
- **Safe Spaces** - hubs in the NTE where people can go if they're vulnerable, hurt or need any support.
- **Suicide prevention and mental health awareness campaigns**

Improving access, transport and wayfinding:

- **Accessibility audit** - an audit of your NTE to see how accessible it is to people with different access needs. It is important consider mental accessibility as well as physical accessibility in this process.
- **NTE wayfinding audit** - ensuring that wayfinding works at night will support safe dispersal.
- **Location specific hot spot area and plan** - developing bespoke plans and initiatives to address issues in hot spot areas identified through data. See section 5 for advice on data collection and sharing.
- **Late night transport** - considering whether there are sufficient and affordable transport options into the night and early hours for both customers and staff.
- **Gating e.g. of blind alleys** - this can remove blind spots where crime can sometimes occur.

Diversifying:

- **New business investment plan** aimed at NTE businesses and investors to create a more varied offer within the NTE.
- **Inclusivity projects** - aiming to improve inclusivity and representation including at a strategic level.

Internal and external communication:

- **Positive PR and media campaigns** - this will help create a positive image of the NTE, positioning it as "safe, healthy and vibrant".
- **Communicating important information to key partners** such as businesses, e.g. policing plans for peak times such as Christmas, activity and achievements of the NTE partnership group, etc.

Customer and staff wellbeing:

- **Best Bar None scheme** to accredit well managed licensed premises - this accreditation has a section dedicated to customer and staff wellbeing, it also provides advice to premises wishing to improve.
- **Defibrillators in licensed premises** across the town and city.

Cleaning and lighting:

- **Lighting audit** - an audit to see how effective lighting is in your NTE, both in terms of eliminating dark spots and improving the public realm.
- **Street furniture review** - this will allow you to see if there are any opportunities or issues relating to street furniture at night
- **Litter and waste management review** - reviewing litter and waste management should allow you to see if street cleansing is working effectively for the night.

4. DEVELOPING AN ACTION PLAN

What's in this section

- **How to use the action plan**: Guidance on how to use the action plan in appendix 4

Appendix 4 contains a suggested action plan format, with the following headings:

1. **Strategic priority -** if the action plan is grouped by theme, the first column can denote the theme e.g. safety, vulnerability management, access and movement, cleansing and lighting, etc.
2. **Concern/project -** The issues that needs addressing, or a short description of each project e.g. Lighting improvements on main street, Ask for Angela, etc.
3. **Lead partner -** The main delivery partner for the concern/project.
4. **Next step -** The next step to addressing the concern or progressing the project.
5. **Resources needed/identified -** Resources needed for the project to be successful, or if any have been identified.
6. **Priority -** assign it a priority level, 1 being highest priority.
7. **Target -** What does success look like when addressing this concern or on delivery of this project?
8. **Progress -** Notes on the progress towards addressing the concern or completing the project.
9. **BRAG rating -** Blue denotes a concern/project which has not yet started but was not yet planned to start, red indicates it should have started but hasn't or is otherwise severely behind deadline and requires strong intervention or a change in delivery date, amber that it is behind schedule/there are issues that might slow it down, green is on track. When a project is completed, the whole row could be greyed out to indicate this.
10. **Notes**

Action plans should be reviewed in their entirety at every operational NTE partnership group meeting, with particular attention paid to the red and amber items. It is important that partners are supportive but are also open and hold each other to account, working together to move the projects forward.

5. DATA COLLECTION AND SHARING

What's in this section

- **Crime/ASB data analysis guide**: An explanation of how crime and ASB data could be analysed on an ongoing basis to inform the work of the NTE partnership group.
- **Introduction to VRU data hub**: Information on a data hub bringing together police, ambulance, fire & rescue and other data that can be used to inform the NTE partnership group's work.

5.1 Town centre crime & ASB analysis

This data analysis guide is presented with the recommendation that, where possible, partners within the NTE group have full access to police crime and ASB data via the relevant forces crime record management system. If this is not the case then some more detailed aspects of the template may not be possible.

The report template focuses on police beats or relevant small geographical locations located within the city/town centre, with a focus on crime volume by location, time of day, and victim and offender profiles. When there is a highlighted hotspot in terms of crime volume, a more detailed analysis of this location can be undertaken to try and understand if there are any patterns within the offence(s) that took place in this location that would benefit from targeted interventions.

A hotspot map for each police beat or relevant small geographical area is a useful visual presentation of offences. The colours for the heat map should be derived by volume of offence, not percentage of total offences committed in the area. This prevents artificial hotspots being identified when the volume of actual offences is comparatively low to other areas (e.g. two areas have 500 offences, a third has 100, and all others have 50, traditional hotspot mapping may identify the third location as a hotspot, whereas this is likely not to be the case at the present time. The group's would arguably be better directed at areas one and two).

5.2 Data analysis report introduction

The introduction to the data analysis report could direct the partnership group to specific areas of interest that would benefit from the group's attention. This could include a comparable analysis of beats to establish in general terms which beat(s) have higher volumes of different offence types, the crime profile of each beat compared to the others, any statistical change that has occurred in the overall area using statistical process charts. If there have been any statistically significant changes, it could list which beat(s) is/are mainly responsible for this, as well as the top five hotspot locations within the area in terms of volume of offences.

Analysis could be undertaken of the top volume offences across the whole area, with any statistically significant changes in offence volume analysed in more detail to discover the beat(s)/locations responsible for this. Partners within the meeting can then use their local knowledge to add further context where possible, with further investigation undertaken where necessary to fully understand why a change has occurred.

5.3 Beat analysis

Within the main section of the report, each beat could then analysed in turn, starting with the beat with the highest overall volume of offences. The type of analysis undertaken should be the same for each beat and could cover the following areas:
- Statistical significant changes in offence volume (all key offence volumes analysed)
- Volume of offences by street
- Volume of offences by specific location (e.g.on-street, shop, on-licensed premises, off-licensed premises)
- Day and time analysis
- Victim analysis (where possible)
- Offender/suspect analysis (where possible)
- Specialised tags (e.g. tag for alcohol - although please note this is usually applied inconsistently - see note below)

If there are any areas within this analysis that identify a trend or pattern this should be investigated further to identify the potential cause(s) of this trend. The high-volume streets and locations should also be analysed to identify the key offences behind these volumes.

The inclusion of specialised tags is to monitor the use of such tags and to give partners an idea of however accurate these tags may be (this is particularly relevant for tags such as alcohol, domestic violence, etc.). This is instead of using the tag to purely identify specialised crimes, as such tags have historically been known to be unreliable.

If specific operations have been undertaken within the time period, an additional section based on the operation and the areas/offences targeted is beneficial. If an operation lasts an extended period of time, then analysis could be undertaken once the operation has either been completed or has been active for over 3 months (where possible).

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In relation to hotspot heat mapping, once the report has been established then two heat maps could be provided, one showing the previous report period and the second showing the current report period, allowing any changes to be easily identified.

ASB analysis for each beat area could follow the crime analysis process described above.

In order to make the creation of the report as time efficient as possible an excel spreadsheet should be created to store data and all charts, which can then be added to when the next report period is added. This should take the time for the analysis and writing of the report to a maximum of two working days. The creation of the report spreadsheet and first version of the report is a more significant time invest, with this estimated at around five working days.

5.4 Violence Reduction Data Hub

The West Yorkshire Violence Reduction Unit (VRU) commissioned the Trauma and Injury Intelligence Group (TIIG), based at the Public Health Institute, Liverpool John Moores University to develop a VRU Violence Reduction Data Hub. This has launched in West Yorkshire and is accessible to the organisations listed below who have provided regular data feeds, in addition to partners from West Yorkshire local authorities. The VRU Violence Reduction Data Hub continues to run and develop, with regular feeds from:
- Yorkshire Ambulance Service - ambulance attendances to assault incidents within West Yorkshire.
- West Yorkshire Police – violent crime
- West Yorkshire Fire & Rescue Service - deliberate fire incidents and reports of attacks on crews
- Emergency Department data – assault attendances at hospitals within West Yorkshire and other Data Hub covered areas where the patient resides in West Yorkshire. This is currently received from:
  - Calderdale & Huddersfield NHS Trust
  - Leeds Teaching Hospitals NHS Trust
  - Mid Yorkshire Hospitals NHS Trust

Additional data is included on:
- Index Multiple Deprivation data (split by individual categories)
- Education & Schools data
  - Pupils eligible for free school meals
  - Persistent absence rates
  - Permanent exclusions and suspensions

Data is provided on demographics of those affected by violence, where those people reside, where incidents took place and details of the incident, such as whether a weapon was involved. The data hub provides maps, tables and chart functionality to allow users to present data in a format suitable for their work. It is updated monthly, with data cleaned, processed and collated by TIIG prior to sharing.

The hub continues to develop with recent additions including: a layer mapping sports provisions, additional columns in chart view to allow data to be viewed on a quarterly basis and police stop and search locations.

If relevant partners of the NTE partnership group are not yet registered to the hub, they should seek to do so as this will provide them with access to additional data that can inform the work they are doing and support the development of their NTE plans. In order to register for the hub, please visit https://tiig.ljmu.ac.uk/Account/Register

Relevant data from this hub, for example ambulance data, could also be incorporated into the report to inform the NTE partnership group of any improvements seen and of any areas of concern within the NTE.

5.5 Recommendations

The report could conclude with some recommendations if appropriate, based on the crime/ASB volume data analysed and any additional data, including alternative data such as perception data, footfall, use of initiatives e.g. safe spaces, and data from the Violence Reduction Data Hub, with partners expected to contribute further recommendations/action planning on reading the report.

6. MONITORING AND FUTURE DEVELOPMENTS

What's in this section

- **Monitoring suggestions**: Methods that can be used to monitor the progress of the NTE plan.
- **Future plans**: Longer term suggestions that could be implemented once the NTE plan is embedded and making good progress.

It is vital that the success of NTE initiatives is measured to assess the worth of the practices and provide details that can be shared with businesses, the public and the press to boost perception of the city/town at night (see section 7).

Success can be measured in different ways, for example quantitative data can evidence how widely a scheme or initiative is being used and qualitative data can be collected to assess perceived success.

Suggestions to monitor impacts:
- BRAG rated action plan in this toolkit.
- Continual audits, both the desktop SWOT analysis and overnight audits. These can be used to better understand the current position of the NTE and how the NTE plan is progressing against the objectives set by the partnership group. The Purple Flag framework could be used, which also encourages a score to be assigned to each theme (wellbeing, appeal, place, movement and the policy envelope), enabling changes/progress to be monitored.
- Collection and sharing of data relevant to the NTE, as suggested in section 5 of this toolkit, can be used to assess the progress of the initiatives implemented as part of the NTE plan. The data used and collected doesn't always have to be crime and ASB data, alternatives can be used. Other data such as perception data from surveys, footfall data, numbers of people using initiatives (e.g. safe spaces) is all useful for monitoring success of initiatives and the progress of NTE plans.
- The use of ongoing surveys can inform progress and provide context on perceptions of the NTE. As referenced at the beginning of this toolkit, these surveys should be shared with different partners, users and non-users of the NTE to ensure that the views gathered are representative.
- Initiatives should be assessed and audited regularly. Regular environmental mapping of the NTE could be conducted too. This can be done using the SWOT analysis presented in this toolkit and through the the continual audits referenced above.

Once a NTE partnership group has been set up and progress is being made, partners may wish to consider deepening and expanding the work. Future plans for the group to consider include:

- Review local authority policies with a "night test". In a similar way that the impacts on small businesses are considered when implementing a new policy, the night test ensures the impact of new policies on the NTE are considered.
- Consider embedding Agent of Change principle into planning policies to protect existing cultural and NTE businesses. The principle requires new developments, such as accommodation, to consider the impact on the local area. This is particularly prevalent when new developments emerge near already established NTE and cultural venues such as music venues. The principle places the responsibility of aspects such as noise mitigation on the developer, but must be carefully managed and implemented to be successful.
- Develop a local/regional Women's Night Safety Charter to further support the violence against women and girls agenda.
- Take a harm reduction approach to the NTE that focusses on welfare and safety.

7. COMMUNICATING SUCCESS

What's in this section

- **Internal communication**: The importance of good and effective internal communication across all NTE stakeholders.
- **External communication and PR**: Communicating the success of your NTE plan to NTE users, business and other stakeholders.

7.1 Communication between NTE stakeholders

Communication is key to strengthening relationships and improving perceptions. The need for communication goes both ways; it is important to encourage businesses to communicate back to the NTE partnership group, for example by reporting incidents or providing feedback on how to better improve the NTE.

Communication between different working groups within the NTE is also vital; for example between public health, the police, the local authority and any BID or business forum. The workshops identified many strengths in this area already, so maintaining and building on this is key. The NTE partnership group could be a helpful channel to facilitate good communication, and this could be listed as a standing item on the agenda and/or action plan.

7.2 External communications

Another area that was consistently mentioned in the workshops was the negative perception of the NTE caused in part by negative press. Sharing good news stories about the work being done to make the NTE safer can go a long way towards lessening the impact of bad press. Discussing communication strategies and, where possible, agreeing joint statements can help avoid comments being made which may exacerbate any negative perceptions.

Sharing updates and positive stories via social media and through local news outlets should allow the public and businesses to gain a clear picture of the good work being delivered to improve the NTE.

It might be useful for partners within the NTE partnership group to make connections between marketing departments of the NTE partnership group members, so that a process can be put in place to share positive messages about the NTE across all partner platforms.

8. APPENDICIES: TOOLKIT TEMPLATES

What's in this section

- **Appendix 1**: SWOT Analysis of your NTE - Desktop exercise.
- **Appendix 2**: Infographic
- **Appendix 3**: Best practice and case studies
- **Appendix 4**: Action plan template
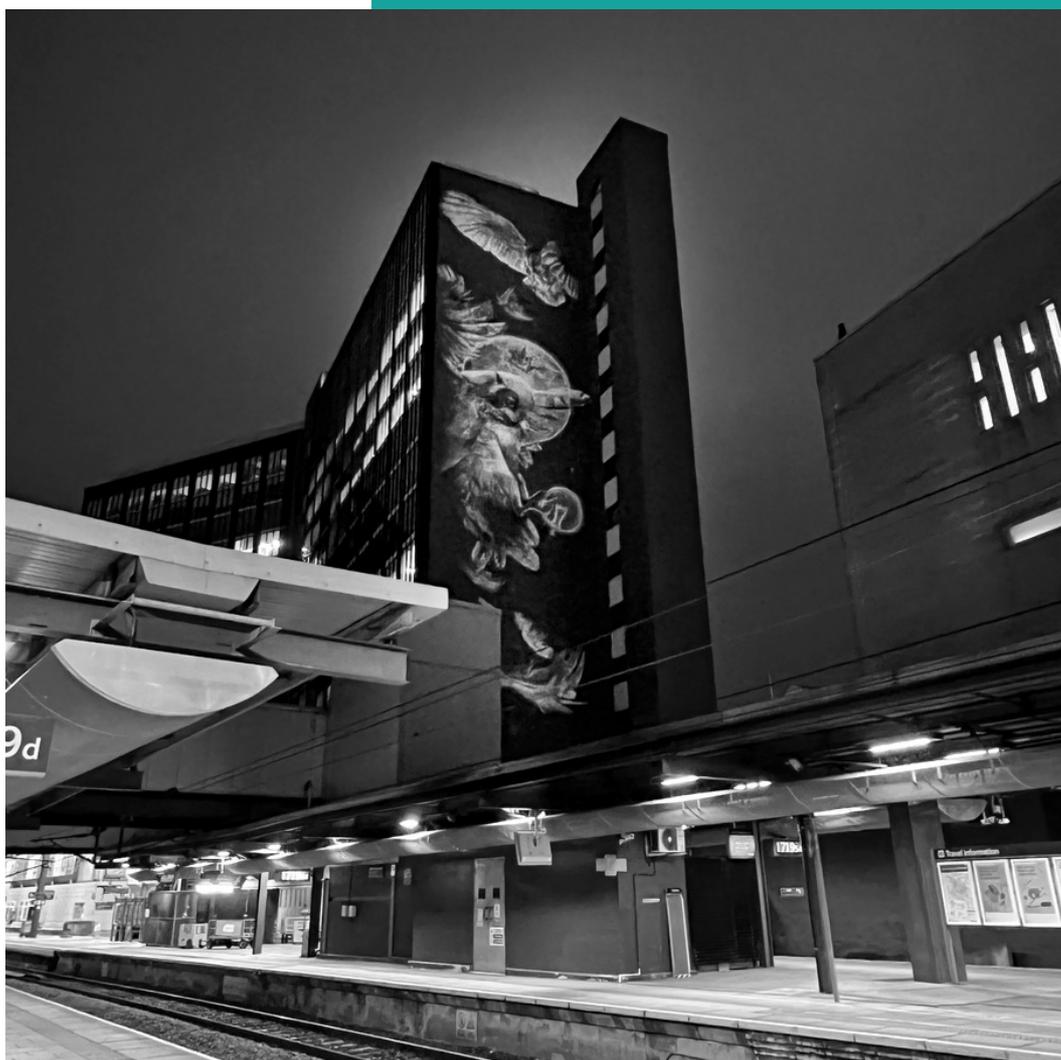
APPENDIX 1: SWOT ANALYSIS OF YOUR NIGHT TIME ECONOMY: DESKTOP EXERCISE

Completed by (names and roles):

Cleanliness, safety and welcome - current standard

In the table below, consider what is at a good standard and what needs improving in relation to how clean, safe and welcoming the NTE is:

At a good standard	Needs improving

Rate your NTE in terms of cleanliness. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

Rate your NTE in terms of safety. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

Rate how welcoming your NTE is. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

Cleanliness, safety and welcome - recent and planned commitments

List any projects planned or recently completed to support cleanliness, safety and ensuring people feel welcome in the NTE:

Cleanliness, safety and welcome - your comments

Record additional comments on safety and cleanliness and the overall welcome within the NTE below:

Providing a secure transport offering for arrival, circulation and departure

In the table below, consider what is at a good standard and what needs improving in relation to secure transport for arrival, circulation, and departure:

At a good standard	Needs improving

Rating your place for secure movement within the NTE offer. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

List any projects planned or recently completed to support a secure transport offer, with easy movement/crowd management in the NTE:

Movement: arrival, circulation and departure - your comments

What is your impression of your transport offer within your NTE? Do you feel you have well organised through circulation and safe departure routes – i.e. well-lit taxi ranks, late buses?

A stimulating destination and a vibrant choice and mix

Rating the NTE for its choice and offer. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

A stimulating destination and a vibrant choice and mix - recent and planned commitments

List any projects planned or recently completed to support a good mix and vibrant offer in the NTE:

A stimulating and a vibrant choice and mix - your comments

What do you feel shows your NTE as stimulating and vibrant? What is missing from your NTE to ensure it has a vibrant offer & mix?

Policies, partnerships and good NTE strategies for your place

In the table below, consider what is at a good standard and what needs improving in relation to the policies, partnerships and NTE strategies currently in place for the NTE:

At a good standard	Needs improving

Rating your strategies and partnerships within your NTE. 1 is poor, 5 is excellent.

☆ ☆ ☆ ☆ ☆

Policies, partnerships and NTE strategies - recent and planned commitments
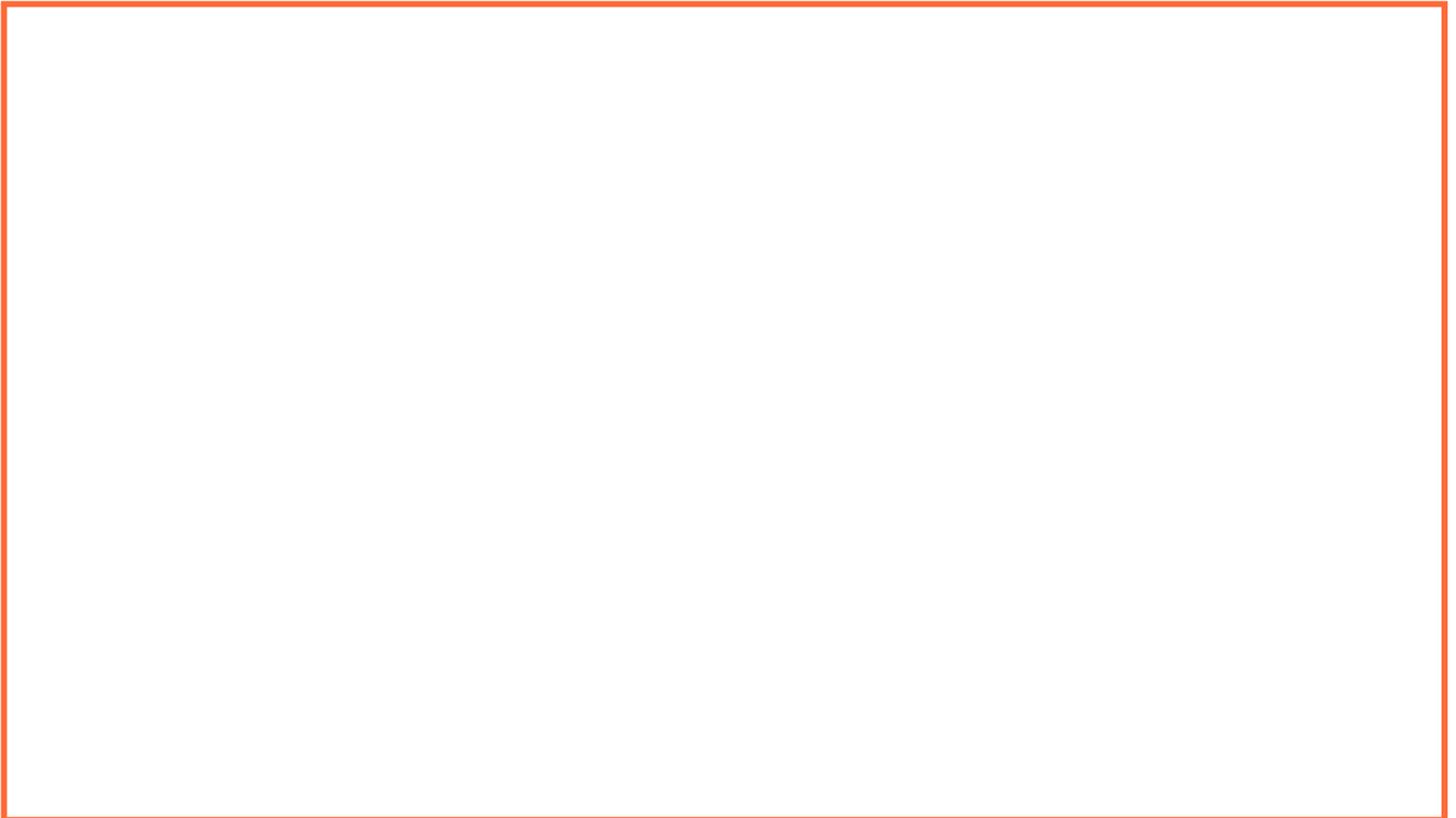
List any projects planned or recently completed that showcase the partnerships and the policies/action plans currently in place in the NTE:

Policies, partnerships and NTE strategies - your comments

What do you feel would support your NTE in delivering projects and action plans more efficiently?

Any further comments you would like to add?

APPENDIX 2 - INFOGRAPHIC

Using an infographic developed by Wales Health Impact Assessment Support Unit, an infographic mapping the NTE journey/ecosystem and the 6Ps: Partnership, Planning, Promote, Prevent, Protect and Pursue has been developed for West Yorkshire.

The infographic highlights the main aspects of a journey through a West Yorkshire NTE and includes suggestions and guidance about the resources, initiatives and tools available to the NTE partnership group which can be used to set up or enhance initiatives.

The infographic can also support areas communicating the work they are doing and how this fits into the NTE ecosystem as a whole. The infographic is presented below - a full A3 copy will be provided alongside this toolkit as well.
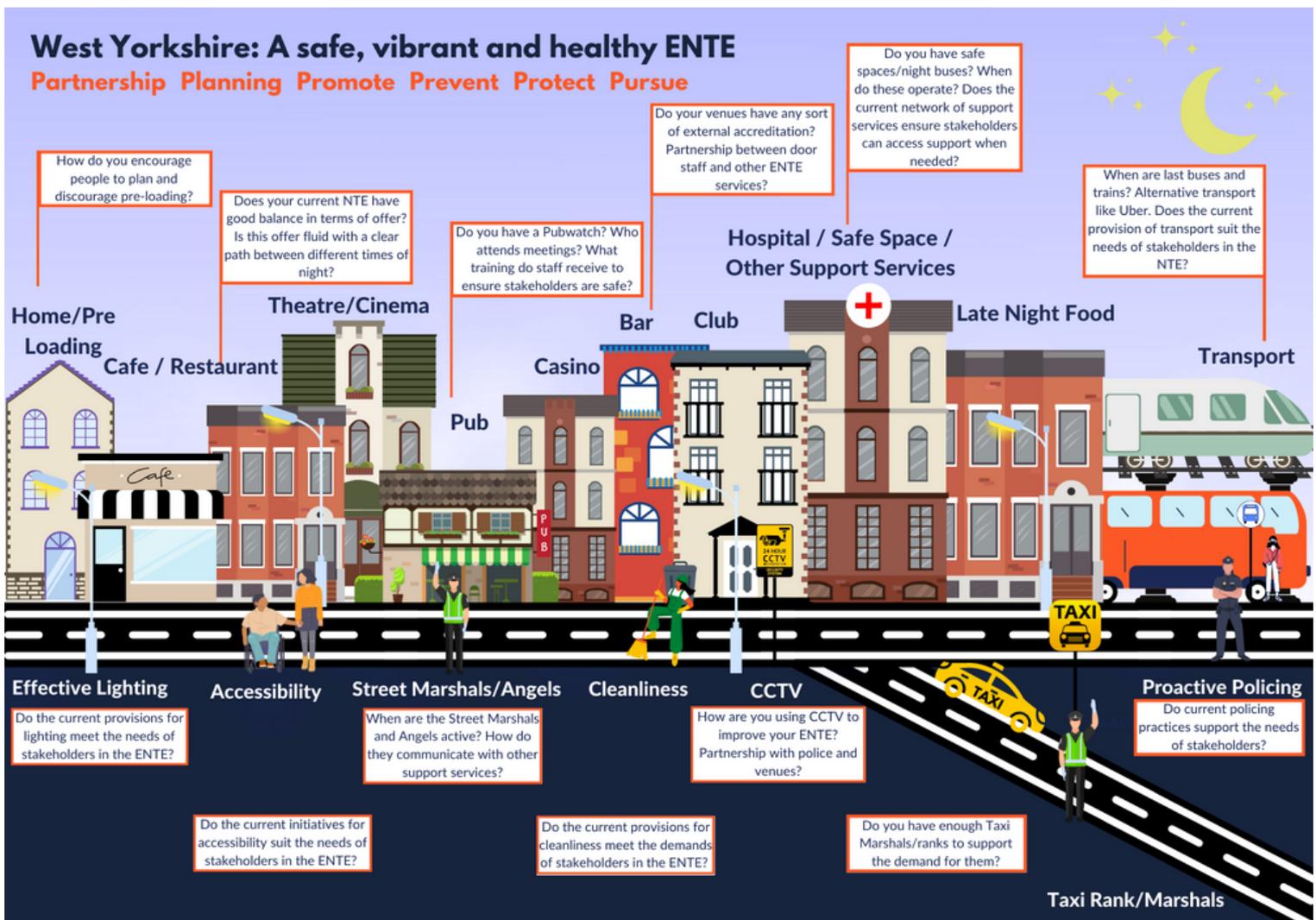
APPENDIX 3 - BEST PRACTICE AND CASE STUDIES

3.1 Best Practice

Best practice examples of projects and initiatives from West Yorkshire, across the UK and internationally have been identified and grouped by theme. These may support or inspire partnerships across the West Yorkshire area in their work towards addressing the common priority themes.

- **Improving safety and feelings of safety:**
  - **West Yorkshire Police, Leeds Licensing Matrix** - This is a points based matrix system for licensed premises in Leeds city centre. Premises have points added when issues arise and deducted for addressing or proactively preventing issues occurring. Amber rated premises (30+ points) are worked with the reduced their points and red rated premises (60+ points) could be supported to address issues. This should be considered in a proportionate way, e.g. applying a weighting based on capacity/footfall, to ensure that it is not just the large capacity venues that are highlighted. Contact Leeds District Licensing at ca.licensing@westyorkshire.police.uk to find out more.
  - **WYVRU SmartTag Forensic Spray** - SmartTag uses a pressurised canister to deploy a stream of SmartWater forensic liquid to tag an offender with a unique forensic code. This can be used by the police to link back to a specific criminal incident.
  - **Colchester Ask For Angela** - Our Colchester BID recently launched a bespoke Ask For Angela campaign. This approach saw staff training together with a workbook for venue managers to develop a venue specific approach to identifying and supporting vulnerable people, together with a worksheet for staff to become trained which they can complete during quiet times on shift, rather than attending a training session which can be a barrier for businesses at the moment to find time to send staff to.

- **Supporting vulnerable people:**
  - **Bradford Walksafe** - Bradford BID has teamed up with WalkSafe to introduce a free personal safety app. It enables users to pick safer routes home as well as share them with family and friends so they can monitor their safe arrival, sending automatic alerts if they fail to reach their destination. The WalkSafe+ app also shows the location of safe space premises and the live location of Street Angels and the Evening and Night Marshalls.
  - **Huddersfield Night Safety Bus** - A new Night Safety Bus has been introduced in Huddersfield town centre where anyone who feels vulnerable on a night out to seek refuge.
  - **Devon and Cornwall Police approach to spiking** - An innovative and comprehensive approach to tackling instances of spiking whilst addressing feelings of safety.

- **Improving access, transport and wayfinding:**
  - **Plymouth Best Bar None Night Bus** - From October until the end of December, Plymouth Best Bar None (in partnership with Plymouth Pubwatch and Devon and Cornwall Police) funded a night bus that ran multiple routes in the early hours of the morning to get people home safely.

- o **Request Stop Program, Toronto** - The Request Stop program is available to all customers travelling alone by bus between 9pm and 5am. Request Stop allows any customer feeling vulnerable to get off the bus between regular stops.
  - o **Tralee taxi drivers Ask For Angela** - Taxi drivers in Tralee were trained on Ask For Angela and the 'See Something, Say Something' protocol to help keep their customers safe.
  - o **Transport for London Active Bystander Campaign** - This campaign empowers those travelling on London transport to intervene if they see someone that needs help.

- **Diversifying - offer and representation:**
  - o **Halifax Piece Hall** - This sprawling 18th-century cloth hall now houses history exhibits, shops, bars & restaurants. When events are hosted here, the local licensing and police teams develop operational plans accordingly.
  - o **Cheltenham Minster Exchange (MX) Regeneration Project** - The Minster Exchange is a unique urban rejuvenation scheme that will enable a variety of activities and initiatives benefitting Cheltenham and its community.
  - o **Local Youth Council Network** - Local youth councils are forums that represent the views of young people at a local level. Run by young people for young people, they give young people a voice and enable them to make their views heard in the decision-making process.

- **Internal and external communication:**
  - o **Project Spotlight** - Project Spotlight is a proactive, preventative initiative that utilises traditional methods of community style policing with modern tactics with a goal to be a reassuring presence for the public whilst robustly tackling crime (case study p.26).
  - o **Wakefield Council and West Yorkshire Police Licensing Co-location** - Both licensing teams are co-located in the same office, this fosters good communication, partnership working and a cohesive approach to licensing.
  - o **Bradford at Night** - Bradford at Night is a strong, respectful, honest voice for the evening and night time economy, working to promote business development and investment for the benefit of its members and other businesses within the evening and night time economy. It aims to support and offer a vibrant and rich mixture of entertainment and leisure options at night as well as developing and delivering strategies to support new and established NTE businesses. Through partnership working it works towards a vibrant, varied, and safe environment, delivering projects to increase business in the evening and night time economy
  - o **Colchester Leisure Recovery Board and NTE action group** - Our Colchester BID launched the Leisure Recovery Board, and NTE action sub group to produce a focused and dynamic recovery strategy for Colchester leisure businesses. It is supported by an NTE action sub group.
  - o **Bristol Nights** - Bristol Nights is the NTE partnership group for Bristol. It has developed public facing campaigns to support people to go out safely. One example is Bristol Rules, highlighting Bristol as a top NTE destination whilst setting out key rules to follow to have a good night.

- **Customer and staff wellbeing:**
  - o **Bradford Best Bar None** - The award winning Bradford Best Bar None scheme accredits local licensed premises against national criteria, including customer and staff wellbeing.

3.2 Case Studies

3.2.1 Project Spotlight

What is it?
Project Spotlight is a proactive, preventative initiative that combines traditional methods of community style policing with modern tactics with a goal to be a reassuring presence for the public whilst robustly tackling those within our communities who exploit the vulnerable and commit crime. Our drive with the public's help is to put the focus clearly on those who commit crime and prevent it from happening in the first place. Making places & spaces safer by removing those who are there for criminal purposes.

The initial focus is to reduce serious violent crime, knife crime, crimes against women and girls, and disrupt those involved in the drugs trade. However, these aren't exclusive, and it is the place that is important to us not the crime type.

Spotlight is data and evidence led using analysts to understand where and when crimes are being committed. This is then turned into 'hot spots', with 'hot locations' and 'hot times. This is to ensure that we are as efficient and effective as possible.

Out on Patrol
Once a place is identified as a spotlight hotspot such as a busy city centre street, officers are deployed in a combination of uniform and non-uniform. These officers will be highly visible and engaging to support the public feeling safe. They will also be on the lookout for those who are in the place for a criminal purpose, they will intervene early and depending on the nature of the engagement will use all options available to them to ensure a positive outcome. The emphasis is to make an early intervention to prevent crime happening.

As well as the spotlight patrols, targeted social media messaging will also be in operation during the initiative. The social media messaging will support the public to recognise that the 'we are here' police working in the area, to ask them to be 'speak up' and report any behaviour that they know to be criminal, or which raises concern. For people to think about 'your future' when making choices that might lead to criminal convictions.

Accompanying Campaigns
Although there are distinct communication strands which SPOTLIGHT would like to highlight, the primary objective is to raise awareness of the current hotpot policing initiative. This initiative is focused on the tight geographic areas which make up West Yorkshire's night time economy and account for a disproportionate level of drug crime, violent crime and crime against women and girls.
These campaigns include:
- Calling on the target audience to do the right thing and take action if they see something that is overtly crime related or is just suspicious.
- Focusing on the fact that your actions can have consequences that could impact on your life.
- Pure awareness raising, underlining the fact that enhanced hotspot policing is taking place and criminal activity in the night time economy is being targeted.

Early Impacts
- The early signs are that Spotlight is having a real positive impact in the locations deployed, reducing crime, and making people feel safer. The success of the Leeds pilot shows a 52% reduction in all crime in our micro-hotspots. This equates to 75 less victims and has resulted in 48 arrests and 7 weapons being removed in these micro-hotspots alone.
- When reviewing the data over a two year period it appears that the effects of Covid-19 pandemic began to diminish, and crime began to increase. Although results were variable when looking at the different tiers overall, a reduction had been when comparing the locations across the period of August-December 2021 to August-December 2022
- For when reviewing the data set of these locations at three tiers: Micro-Hotspots, Hotspots and Neighbourhood Patrol, there was an overall reduction in crimes, incidences and crime severity scores when comparing data from August-December 2021 to August-December 2022.
- There has been a more noticeable reduction in crime severity scores than in crime and incident occurrence. An average percent change for each tier is:
  - Crime Occurrence Rate: -25.59%
  - Crime Severity Score: -43.53%
  - Incident Occurrence Rate: -27.08%

More info: Project Spotlight

3.2.2 Smart Tag

Context
Over 100 security staff in bars and clubs across the county have been trained and equipped with the innovative forensic spray, designed to increase nightlife safety.

The West Yorkshire Violence Reduction Unit funded a 3-year membership for venues to use the SmartTag handheld tool, developed by the SmartWater Group.

What is Smart Tag?
SmartTag is a forensic marking spray that can be drawn to diffuse volatile situations and where necessary, deployed to tag an offender with a unique forensic code which can be evidentially linked back to a specific incident.

In police-supported trials the mere presence of SmartTag has been proven to act as a powerful deterrent. It has a noticeable calming effect on troublemakers even without a single canister having to be deployed.

Smart Water is a powerful tool as it provides the police with the evidence they need to prosecute, and hundreds of criminals are behind bars as a result.

More info: SmartTag

3.2.3 St John's Ambulance Mobile Treatment Centre

What is it?
This programme provides a mobile treatment centre in the run up to Christmas and through to the New Year, primarily operating on Friday and Saturday night. The programme aims to reduce harm and vulnerability within the city over the weekend, specifically: supporting vulnerable people, reducing demand on the NHS ambulance service, reducing A&E admissions, reducing the strain on the police resources, whilst enabling them to focus on critical or urgent areas.

The treatment centre offers first aid and welfare care, transferring to hospital where required. The health care professional can also discharge patients using the intoxication pathway. It also provides a place of safety to people socialising throughout the evening and early hours of the morning.

Findings
- Feedback from partners was positive from the pilot that ran over Christmas 2021, who felt the pilot- reduced pressures, qualified support with access to clinical equipment, correct use of services (not using other services to cover gaps eg Police).
- Partnership working developed quickly.
- Data showed that the pilot had a small impact on their work (12% fewer calls/19% decrease in ambulances dispatched), but was very limited to the geographical area in which it operated.
- Building in data from surrounding areas, the reductions were reduced/eliminated by increased calls from the wider area.
- Pitched as medical support and potentially prevented vulnerable people self-presentation.

Recommendations for improvement and future implementation.
- There was strong appetite amongst those interviewed for the service to continue, but with a fixed venue treatment space accompanied by a mobile unit to convey people where necessary to A&E – perhaps a vacant shop unit. This could be both a medical treatment space and a safe space for vulnerable people
- Importance of location selection - it was felt a fine balance is needed to make it more visible to night time economy users, but not to overwhelm St John Ambulance volunteers with people who do not need support.
- Ensure there is a communications strategy supporting future deployments – ensuring students are made aware of the service student unions for example.

APPENDIX 4 - ACTION PLAN

STRATEGIC PRIORITY	CONCERN/ PROJECT	LEAD PARTNER	NEXT STEP	RESOURCE NEEDED/ IDENTIFIED	PRIORITY	TARGET	PROGRESS	BRAG RATING	NOTES

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