# Serious Violence in North Yorkshire and York

# Response Strategy 2024 - 2029















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# 1.0 Introduction to North Yorkshire and York Serious Violence Strategy

#### **Foreword**

"Serious violence has a devastating impact on victims, families, and communities across the country and whilst we know that overall North Yorkshire is one of the safest places to live, we can't be naïve in thinking serious violence doesn't happen here – we know it does – and people across our county need to feel safe and be kept safe.

As a partnership of committed public sector agencies, North Yorkshire Community Safety Partnership and Safer York Partnership are proud to publish the North Yorkshire and York Response Strategy in line with the Government's Serious Violence Duty.

The Strategic Needs Assessment has effectively identified the areas in North Yorkshire and York where Serious Violence is the most prominent and where we most need to focus efforts to tackle it. This has informed our Response Strategy which will be implemented together over the next two years to tackle Serious Violence across our county and help keep our communities safe and feeling safe."

Superintendent Ed Haywood-Noble, Chair of Safer York Partnership and Chief Superintendent Fiona Willey, Chair of North Yorkshire Community Safety Partnership





# 2.0 Background

#### 2.1 The Serious Violence Duty

The Serious Violence Duty (SVD) introduced by the Home Office in January 2023 encourages Police, Fire and Crime Commissioners, Mayors and / or Deputy Mayors to convene specified authorities to collaborate and work in partnership to prevent and reduce serious violence that occurs in the local area.

To do this, the Duty should undertake a Strategic Needs Assessment (SNA) to understand the nature of serious violence in the area, and the causes of that violence, and prepare a Response Strategy to address it.

# The specified authorities include:

- North Yorkshire Police (NYP)
- North Yorkshire Fire and Rescue (NYFRS)
- North Yorkshire Council (and Community Safety Hubs Representatives) (NYC)
- City of York Council (including Youth Justice Services) (CYC)
- Probation Service Yorkshire and the Humber
- Humber and North Yorkshire Integrated Care Board (ICB)

This Strategy explains the local priorities agreed by the specified authorities to reduce Serious Violence in North Yorkshire and York and inform future delivery.

In addition to the specified authorities listed above, the strategy was produced in consultation with education and prison services, as well as members of the public through Serious Violence Surveys and a Violence Against Women and Girls (VAWG) Survey. The surveys helped to inform the Duty's understanding of the definition of serious violence, as well as how the public experiences serious violence and its impacts.

#### Our aims are:

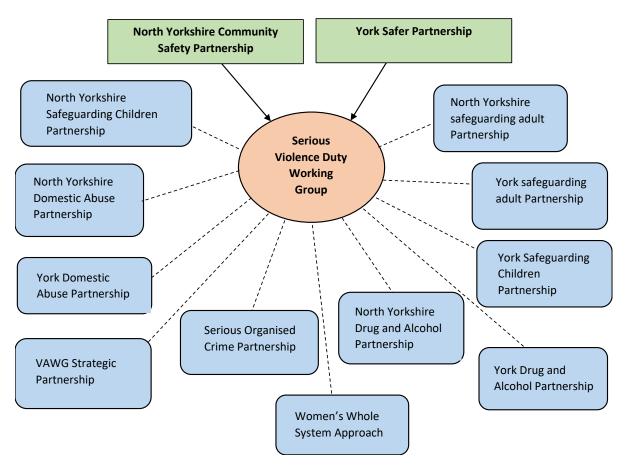
- I. To understand the extent of violence throughout North Yorkshire through the analysis of characteristics, patterns of behaviour and the impact on the wider community.
- II. To identify the risk factors that increase the likelihood of violence, and how these factors can be reduced through prevention, diversion, and early intervention.
- III. To establish effective interventions in a variety of settings and monitor the impact on reducing serious violence these interventions produce.

# 2.2 Governance and links to other Partnerships

To monitor progress of the Duty, local governance arrangements have been established through North Yorkshire Community Safety Partnership and Safer York Partnership.

The Serious Violence Duty Working Group reports into each Community Safety Partnership respectively and is responsible for delivery of the Strategic Needs Assessment and Strategy, monitoring progress and plays a role in sharing relevant data and best practice.

All specified authorities listed in section 2.1 sit on the working group, routinely attending working group meetings and workshops. The partnerships in the diagram below are represented through specific practitioners at the working group, or relevant information is fed in through the CSP chairs.



As noted in the diagram, York and North Yorkshire hosts many aligned local partnerships, that will have similar aims, priorities, and outcomes to that of the Serious Violence Duty Working Group and strategy.

Another function of the Working Group is to identify these aligned priorities, best practice and early intervention and prevention work already in place. The Duty will utilise these partnerships for coworking and co-commissioning of funded activities, so local priorities who sit within their expert area can take a lead on aligned priorities and activities funded through the strategy.

Further details on how existing partnerships link to the Duty are explained on page... Please see Appendix A 'Terms of Reference' for full details of the Working Group.

#### 2.3 Funding

Home Office funding of £519,112.00 has been allocated to North Yorkshire and York from 2022-25 to support the development of the Strategic Needs Assessment, Strategy, and development of interventions to address serious violence.

### January - March 2023

£30,000 funding between January 2023 to March 2023 covered labour costs only, as North Yorkshire and York doesn't have an established Violence Reduction Unit.

In this context, labour costs are costs associated with preparing and developing the Strategic Needs Assessment (SNA) and Strategy. These include meeting costs, analysis, and strategy development and include costs for Office for Policing, Fire, Crime and Commissioning (OPFCC) staff to convene the Working Group, manage the finances and support partnership collaboration alongside the North Yorkshire Police analyst undertaking the SNA and North Yorkshire Council administration support to the group.

#### April 2023 - March 2024

Funding during 2023-24 at £180,000.00 continued the arrangements above, as well as including the introduction of non-labour costs. These costs were associated with implementing the local solutions to reduce serious violence, through that of interventions.

The former Police, Fire and Crime Commissioner for North Yorkshire, together with statutory partners, committed to investing the non -labour cost allocated funding of £78,899.05 in evidence-based initiatives at a local level. These aim to reduce serious violence and achieve positive outcomes for individuals and communities, supporting the Duty's aim to establish effective interventions in a variety of settings.

The Serious Violence Duty Prevention and Early Intervention Fund Grant Programme was launched in September 2023, with the Funding Panel taking place in November 2023.

A summary of the process can be found here: <a href="https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/community-projects/svd/">https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/community-projects/svd/</a>. Details of the successful interventions can be found in section 6.0 Interventions.

#### April 2024 - March 2025

For 2024/25 £38,520.85 is allocated to labour costs and a further £221,692.32 for non-labour costs. Labour costs will continue the arrangements set out above.

The non-labour costs are all allocated to the successful interventions (detailed in the interventions section). These interventions are funded to support a long-term approach to tackling serious violence, and to support our prevention and early intervention method.

At the time of updating this Strategy, January 2025, there has been no confirmation from the Home Office of additional funding beyond March 2025.

#### 2.4 Definition of Serious Violence

The Serious Violence Duty was not given a set definition of serious violence, and each local area is encouraged to set their own definition.

The definition of serious violence for North Yorkshire and York reflects issues found within the local area, and the impact and prevalence of different types of serious violence.

Therefore, for North Yorkshire and York, the following crimes are included in our definition of serious violence and were used during the Strategic Needs Assessment (SNA):

- Homicide
- Violence with Injury<sup>1</sup>
- Domestic Abuse
- Rape and Sexual Offences
- Weapon Related Violence; including Weapon Possession
- Arson Endangering Life
- Stalking and Harassment; non-domestic

In addition, the following areas of thematic interest are considered within the wider profile:

- Violence Against Women and Girls (VAWG)
- Young People
- Alcohol and Substance Misuse
- Mental Health
- Deprivation and Employment
- Education

#### Rationale:

Some categories were considered for inclusion but excluded due to being covered by governance structures elsewhere.

- All HO Classifications under the 'Violence without Injury' subgroup have been excluded as they do not involve serious violence.
- County lines activity has the propensity for violence; however, this has not been included as a separate theme as it will be covered in the Drugs Market Profile, Drugs Strategy and Drug & Alcohol SNA.
- Modern Slavery has not been included, however any incidents with serious violence linked to victims of modern slavery will be picked up within the data set and noted within the SNA.

<sup>&</sup>lt;sup>1</sup> Attempted Murder, Endangering Life, Grievous Bodily Harm, Actual Bodily Harm, Administering Poison with Intent to Injure, Non-Fatal Strangulation and Suffocation

#### 3.0 Executive Summary

The main aim of the Serious Violence Duty is to reduce serious violence across York and North Yorkshire. One stage of this is to undertake a Strategic Needs Assessment (SNA) to understand the causes and nature of serious violence in the local area and any risk and protective factors linked.

The response strategy is then created to respond to the SNA. The response strategy for North Yorkshire and York takes a prevention and early intervention approach to focus on keeping levels of Serious Violence low in the area.

Two extensive SNA reviews have been undertaken to understand the risks, causes and impacts of violence in the local area. Based on the SNA findings, the local Partnership are focusing on five strategic priorities:

- Priority 1: Awareness Raising and Public Perception
- Priority 2: Children and Young people Under 18 (school age)
- Priority 3: Possession and Use of Weapons
- Priority 4: Alcohol, Violence and Night-time Economy (NTE)
- Priority 5: Violence Against Women and Girls

As part of the response strategy, the Serious Violence Duty ran the Prevention and Early Intervention Fund Grant Programme, which gave partners the opportunity to bid for funding for a variety of projects.

The Grant Programme has seen the successful funding of eleven evidence-based initiatives, all of which support a pro-active, sustainable, outcomes focused approach to reducing serious violence through prevention, early intervention, and diversion.

These projects, alongside their partners, will deliver interventions which tackle each of the priority areas, including educational programmes, awareness raising campaigns and weapon amnesties.

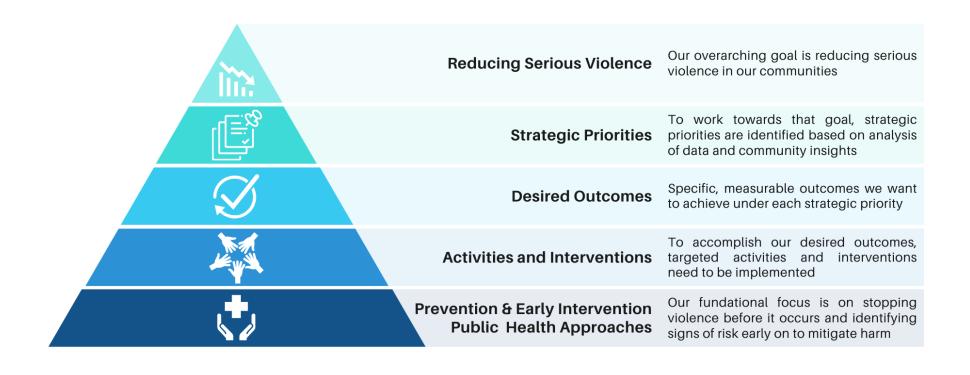
Full details can be found in section 6.0 Interventions.

A full evaluation framework has been drafted to demonstrate the outcomes this strategy will help to achieve as well as how the Duty plan to measure the progress of the strategy going forward.

This strategy and SNA will be reviewed annually and updated accordingly, however outputs and key indicators linked to specific interventions and activities will be measured quarterly where possible, to feed into the working group to keep the aligned partnerships aware of the on-going progress.

# Plan on a page

Our stra	tegic priorities	Our Serious Violence	Duty Grant Funded interventions	How they'll help
F	Awareness Raising and Public Perception		ventions and projects set out below reflect our aim to raise blic perception of our Serious Violence (SV) Strategy	<ul> <li>Increased public confidence and a greater feeling of safety among our communities.</li> <li>Overall reduction in SV offences</li> </ul>
	Children and Young People	JustB - Emotional Wellbeing Support in Schools	Therapeutic support and informal supervision to school staff to aid children's understanding of emotions/reactions. Targeting 20 high-risk young people in two schools	<ul> <li>Improved practical advice for schools and young people to reduce aggressive behaviour,</li> <li>Improve emotional understanding and prevent future violence.</li> <li>Improved social skills, school attachment and in turn attendance rates and educational attainment for at-risk cohort.</li> </ul>
•		Inspire Futures	Engaging 250 YP through mobile youth services - Harrogate	• Fewer reported incidents of SV among children and young people
		York Youth Bus	Continuing exsisting mobile youth outreach programme	Fewer reported incidents of SV among children and young people
<b>(%)</b>	Possession and Use of Weapons	Knife Bin Rollout	Expanding existing knife disposal programme across York and North Yorkshire	• Decrease in number of weapon possession offences, and a decrease in weapon-enabled serious violence offences
		Emergency Bleed Control Kits	Installing 29 emergency bleed control kits throughout York and North Yorkshire	Decrease in number of fatal or life changing injuries
	Alcohol, Violence and Night-time Economy	Operation Night Safe - Selby	Creating safety officer patrols on weekend nights in Selby city centre to identify vulnerability & provide safe spaces	<ul> <li>Reduction in SV and VAWG offences linked to alcohol and substance misuse</li> </ul>
		Operation Reach - York	Boosting police presence on peak nights in York and using social media for public reporting of potential crimes	<ul> <li>Prevention and reduction in serious violence and VAWG offences linked to alcohol and substance misuse.</li> <li>Increased reporting directly to officers in relation to suspicious and criminal behaviour.</li> </ul>
		Snickelway Lighting	Installing lights in alleyways and passages in York prone to criminal activity to improve public safety	<ul> <li>Improved feelings of safety among those in York, particularly at night</li> <li>Disruption of offender patterns, reducing criminality.</li> </ul>
Q	Violence Against Women and Girls	Behind Closed Doors	Creating a film to raise awareness of cultural harms victims and violence against BAME women & girls	<ul> <li>Increased confidence from victims to report VAWG offences.</li> <li>To change attitudes and beliefs for future generations to break the cycle of abuse.</li> </ul>
		She Was Walking Home	Theatre workshops in schools exploring harassment and abuse against women based on real testimonies	<ul> <li>Long-term reduction in VAWG and domestic abuse offences, and increased convictions of offences.</li> <li>Improved attitudes and behaviours in young</li> </ul>
		Libby Girls	On-the-ground community support for vulnerable young women and girls involved in crime and anti-social behaviour in Scarborough	<ul> <li>Decrease in crimes involving young people, girls, and women.</li> <li>Decrease in girls and women in vulnerable positions, and a greater understanding of support available through the wider community.</li> </ul>



#### 3.1 What we know about Serious Violence in North Yorkshire and York

The purpose of the Needs Assessment is to understand the extent of Serious Violence throughout York and North Yorkshire through the analysis of characteristics, patterns of behaviour and the impact on the wider community. Our aims are to establish the risk factors that increase the likelihood of violence, and how these factors can be reduced through prevention and early intervention.

As detailed in the Strategic Needs Assessment, between April and September 2024, 3 people lost their lives to violence in York and North Yorkshire. In the same period there were **3,101** serious violence offences committed. In addition to the tragic loss of life and impact that serious violence offences have on individuals, families, and the community, in monetary terms these offences have cost York and North Yorkshire over **£66 million** during the analysed period.

The following key findings show the picture of Serious Violence in York and North Yorkshire and highlight the factors that underpin violence; this is the first step to implementing a public health approach to tackling and reducing Serious Violence within our communities.

# York

#### Deprivation

- York is the 12<sup>th</sup> least deprived local authority nationally, ranked out of 151 upper tier local authorities.
- The score for Education and Training fell in the most recent IMD.
- York scores higher on most categories compared to North Yorkshire, showing lower levels of deprivation.
- York is the 6<sup>th</sup> least affected local authority in England for overall crime according to the Index of Multiple Deprivation score.

#### **Employment**

- 2% of the working population are in receipt of Jobs Seekers Allowance or Universal Credit.
- Both male and female claimants have seen a reduction in numbers.
- 11% of children are living in absolute low-income families, 4% lower than the national average.
- Those in York experience lower than average rates of pay, over 20% earn less than the national living wage.

#### **Education**

- As of August 2023, York Ofsted ratings were at a high level, and all secondary schools were rated as 'outstanding' or 'good'.
- 1.5% of sessions had children absent without the school's consent; 93% of children linked to a serious violence offence had been persistently absent.
- Only 1% of 16–17-year-olds were not in education or training.
- 19% of school children in York were eligible for free school meals; 62% of those linked to a serious violence offence were eligible.
- 82% of children cautioned or sentenced for a serious violence offence had been suspended and 3% had been excluded.

#### **Substance Misuse**

- York had a large proportion of those admitted to hospital for substance and alcohol misuse.
- Over 1,000 people from York are in structured treatment for drug and alcohol use; 22% of those people had children living with them.

#### **Mental Health**

- York has a higher-than-average proportion of residents who were admitted to hospital due to self-harm injuries; rates were particularly high for 10–24-year-olds.
- There has been a decrease in suicide rates, however there is over-representation from those living in more deprived areas.

## **Youth Offending**

- York had 27% of all Youth Outcome Panel referrals in 2023.
- As has been the case in the last 3 years, both York and Scarborough District had a higher percentage of referrals than their percentage of the 10-17 population (ONS 2021 Mid-Year Population Estimate). Using the same method of calculation, York is overrepresented by 19%.
- The overall percentage of referrals relating to females remained static at 37% in 2023, with the percentages from York (36%) and North Yorkshire (38%) very similar.
- There has been an increase in the number and percentage of pre-teens referred to the YOP in 2023.
- During 2023, the percentage of referrals dealt with outside of the formal criminal justice system for NY and York remained at a similar level of 71.5%. However, the proportion of referrals resulting in an Outcome 22 recommendation increased significantly, from 28.5% in 2022 to 59.7% in 2023.

#### **Violence Against Women and Girls**

- Offences such as 'coercive and controlling behaviour' continue to be on the rise, a trend seen within York.
- Half of women who are suspected of being victims of such crimes are non-visible to services and do not report crimes.

#### Violence

- Although Serious Violence crime has seen an overall reduction, York is heavily influenced by the night-time
  economy and the academic year. Peak times of Grievous Bodily Harm coincided with Race days and key
  academic calendar days.
- The clear link between serious violence, alcohol, and the weekend & evening periods; night-time economy will be a priority.
- Guildhall ward continues to be the most at risk ward across York, featuring highest in offence volume amongst most crime types within York. This area should continue to be a priority area of focus.
- Administering poison (aka spiking) is significantly higher in the Guildhall Ward than any other Ward in North Yorkshire, with the majority of offences occurring overnight.
- Possession of weapon offences has increased with Guildhall being the most at risk Ward. The peak month was August, the same as the previous year.
- Rape offences have decreased by 14%, however 87% of victims were over 16 years old, and of those offence, 62% of cases the offender was known to the victim.
- Serious sexual offences have not seen a change from the previous year. Guildhall again featuring as the most at risk Ward.

# **Domestic Abuse**

- York has seen a 12% decrease in the number of domestic offences comparing April to September figures; however, it still has the second highest rate of crimes at 3.7 per 1,000 of the population.
- Assault without injury and Assault with injury were the two most common crimes, followed by stalking and coercive behaviour.
- Offence numbers are high between current partners, which shows the need for support services.

#### North Yorkshire

#### Deprivation

- North Yorkshire is the 26<sup>th</sup> least deprived local authority nationally, ranked out of 151 upper tier local authorities.
- Barriers to services was a concern area, this can be partly explained due to the rural nature of the locality.
- Scarborough is significantly more deprived than any other locality within North Yorkshire, experiencing poor income, low employment, lack of educational attainment, poor health, and high crime rates.
- North Yorkshire is the 4<sup>th</sup> least affected local authority in England for overall crime according to the Index of Multiple Deprivation score.

### **Employment**

- 1.9% of the working population are in receipt of Job Seekers Allowance or Universal Credit.
- The number of people claiming these benefits has decreased, however more women are now claiming.
- 12% of children are living in absolute low-income households; Scarborough had the largest amount at 37%.

#### Education

- 1.2% of schools' sessions had children absent without consent; 83% of pupils linked to a serious violence offence had been persistently absent.
- 1.9% of 16-17 years are not in education or training.
- 18% of North Yorkshire schools were rated as 'inadequate'.
- 17% of pupils are eligible for free school meals; 62% of those linked to a serious violence offence were eligible.
- 83% of children cautioned or sentenced for a serious violence offence had ever been suspended and 16% had been excluded.

#### **Substance Misuse**

- Over 2,450 people from North Yorkshire are in structured treatment for drug and alcohol use; 18% of those in treatment had children within the household.
- There are very low levels of people in structured treatment who complete and do not re-present within 6 months.
- There is a higher rate of hospital admissions for substance misuse for 15-24 years olds than the national average.
- Scarborough and Harrogate had high levels of hospital admissions due to alcohol misuse, which can be expected due to the urban nature of these areas.

#### **Mental Health**

• Scarborough has a higher-than-average rate of people experiencing depression or anxiety; 16% of the population.

#### **Youth Offending**

- North Yorkshire had 73% of all referrals to the Youth Outcome Panel in 2023.
- As has been the case in the last 3 years, both York and Scarborough District had a higher percentage of referrals than their percentage of the 10-17 population (ONS 2021 Mid-Year Population Estimate). Although it is positive that the percentage of referrals relating to Scarborough District has reduced from the high of 26.6% seen in 2021, it remains the most overrepresented location in 2023, with the percentage of referrals (24.0%) being 92% higher than its proportion of the York & North Yorkshire 10-17 population (12.5%).

- Richmondshire is the only other District in 2022 and 2023 where this is the case: in 2023 it had 7.7% of referrals against 5.9% of the 10-17 population an overrepresentation of 30%.
- The overall percentage of referrals relating to females remained static at 37% in 2023, with the percentages from York (36%) and North Yorkshire (38%) very similar.
- During 2023, the percentage of referrals dealt with outside of the formal criminal justice system for NY and York remained at a similar level of 71.5%. However, the proportion of referrals resulting in an Outcome 22 recommendation increased significantly, from 28.5% in 2022 to 59.7% in 2023.
- 13% of those referred to the panel from NY had been re-referred within 12 months.

#### **Violence Against Women and Girls**

- Offences such as 'coercive and controlling behaviour' continue to be on the rise, a trend seen within North Yorkshire.
- Half of women who are suspected of being victims of such crimes are non-visible to services and do not report crimes.

#### **Violence**

- North Yorkshire has seen a **23% reduction** in figures comparing April to September figures to the same time-period last year (157 to 121 offences);
- Unlike last year, there has been an **increase across the most serious crimes**; Homicide and GBH, However, rape and serious sexual offences has seen a decrease.
- The largest increase in possession offences was seen in Scarborough. Harrogate saw a decrease in offences, this correlates with OCG targeted operations and knife bin installation.
- Richmondshire's possession offences have doubled in volume in the previous reporting year and are predicted to double again. Further exploration as to the reasons for this required.
- Police data shows that there has been a reduction in weapon possession amongst youths.
- Castle ward continues to be the most at risk ward across North Yorkshire, featuring highest in offence volume amongst most crime types. This area continues to be a priority area of focus.
- Hambleton seems to be an emerging area with serious violence increasing in most crime types such as Grievous Bodily Harm (GBH), Rape, Weapon Possession and Assault on Emergency Workers,
- Rape and sexual offences have both seen a decrease in recorded offences.

#### **Domestic Abuse**

- Overall North Yorkshire has recorded a 12% decrease; with all areas showing a decrease with the exception of Ryedale. This could be a reflection of the focused Domestic Abuse campaign work completed in this area.
- Scarborough had the highest rate of offences at 6.2.per 1,000 of the population; second was Selby at 3.7, which is the same level as York.
- Assault without injury and assault with injury were the two most common crimes, followed by stalking and coercive behaviour.
- Offence numbers are high between current partners, which shows the need for support services.

# **3.2 Serious Violence Duty Survey**

To develop the SNA and Strategy and to understand communities' concerns and experiences of serious violence in North Yorkshire and York, the Serious Violence Working Group ran a Serious Violence survey in 2023. This was re-run in 2024 and was open to both public and professionals across the county between 22 July and 27 September.

The survey asked several questions relating to types of violence, how safe people felt in different locations and at times of the day and requested thoughts on how the Serious Violence Duty can bring together partners to best prevent serious violence.

A total of 81 fully completed responses were received (this is an increase from 67 in the previous year). Six responses have been partially excluded; excluded from the 'experience of police and support' as their experience did not fall within the Serious Violence definition and/or were in the North Yorkshire area. A further 118 partial responses were received but were incomplete and so they have not been included within the results figures.

Due to such a small sample size, the results of the survey do not represent the overall population of York and North Yorkshire and instead can be considered as a snapshot of a few. Because of this, comparisons have not been made between the two surveys.

In conjunction with the annual review of the SNA and the Strategy, the survey will be updated and rerun to compare responses since the initial survey and how the results will continue to inform the approach to tackling serious violence.

# A snapshot of results:

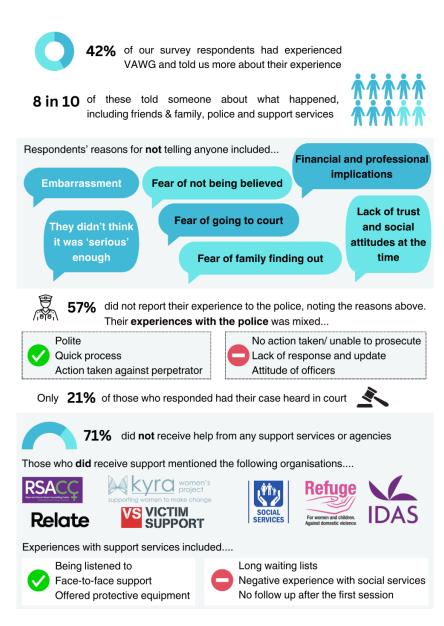


It is our aim that this Serious Violence Duty Strategy and associated interventions will reflect the needs of our communities, and this in turn will show through in the impact that these projects have on our local areas.

#### **3.3 VAWG Survey Results**

As mentioned previously, partnerships aligned to the Duty, which the same priorities will be conducting similar projects and interventions. An example of this is the VAWG Survey, conducted by the VAWG Strategic Partnership, which is run every six months.

34% of respondents were aware of the VAWG Strategy prior to completing the survey, which highlights that the VAWG strategy has influenced some of our population but will aim to expand this reach.



# 4.0 Our approach to Serious Violence

# 4.1 Public Health Approach

The Strategy takes a public health approach to addressing serious violence. A Public Health approach is a multi-partner approach, utilising knowledge from specialist areas such as education, healthcare, and social services. A public health approach is defined by using data, intelligence, and case studies to identify the extent of serious violence and what impact this has on perpetrators and victims of crime, and the wider community.

In using a public health approach, interventions are underpinned by partnership working through collaboration, coproduction, and cooperation.

'Partnership is central to public health approaches because the breadth of population need requires intervention across many disciplines and services. Different partners have access to different skills, levers, and mechanisms to effect change'.

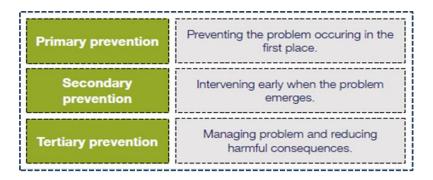
(Public Health England, 2019)

Public Health England's public health approach to serious violence identifies the '5 C's approach' – collaboration, co-production, cooperation in data and intelligence sharing, counter-narrative, and community consensus. This approach will be applied within the North Yorkshire Serious Violence Duty.

The Strategic Needs Assessment, produced by the Duty, has provided evidenced based information, which will underpin the Strategy, to take a public health approach to serious violence.

# 4.2 Prevention and Early Intervention

Due to the wide range of risk factors which contribute to serious violence, a public health approach naturally lends itself to the problem. Through the long-term reduction of these risk factors, the decrease of serious violence can be sustained.



Three levels of prevention are identified and can be applied to different cohorts of offenders or potential offenders. A high-risk cohort requires a reduction in offending and tertiary prevention, the at-risk cohort requires early intervention and therefore secondary intervention, and the low-risk cohort needs primary prevention.

Although the importance of preventative work is widely recognised, demand for services and reduced funding has resulted in some services having to be reactive and respond to crisis rather than at an

early intervention stage. By identifying the key risk factors, locations at risk and cohorts of offenders, targeted preventative solutions can be embedded into everyday work throughout the partnership services which already exist.

#### 5.0 Local Priorities

The local priorities have been chosen following consideration of the findings from the Strategic Needs Assessments and reflect the key issues surrounding serious violence within York and North Yorkshire.

The findings from both the Serious Violence Surveys and the VAWG survey were also taken into consideration throughout the consultation process.

Several priorities will be a focus across the whole of York and North Yorkshire, however there will be some that reflect the separate risk factors found within certain areas. These priorities again have been found due to analysis of data from within the SNA, which has highlighted that different localities present different areas of need.

Separating out the sub-priorities, will enable a more focused approach on specific priorities, ensuring the initiatives and funding is utilised in the most effective way.

The priorities have also been set out to reflect target cohorts, for example 18–24-year-olds, to again ensure that the prevention and early intervention approach is focused on the correct groups of people.

Alongside findings from the SNA, the Serious Violence Duty Working Group have consulted one another to discuss and finalise the selection of the priorities to ensure best practice across all areas of prevention and early intervention.

# 5.1 Local Priorities Tab

Prevention and Early Intervention Approach	Location	Priority 1: Awareness Raising and Public Perception	Priority 2: Children and Young People – Under 18 & School Age Children	Priority 3: Possession and Use of Weapons	Priority 4: Alcohol, Violence and Night-time Economy (NTE)	Priority 5: Violence Against Women and Girls & Serious Sexual Offences
	North Yorkshire and York	Priority 1a: Raise awareness of preventative approach and low risk in North Yorkshire and York, to improve public confidence  Priority 1b: Raise awareness of support services	Priority 2a: Reduce the number of young people as victims of serious violence  Priority 2b: Focus on Children & young people who are/or at risk of being suspended, excluded, and persistently absent by improving attachment and trauma awareness in schools.  Develop relational behaviour policies and focus on personalised and strengths-based re-integration planning  Priority 2c: Opportunities for alternative education to prevent exclusions, suspension, and persistent absence	Priority 3a: Reduce possession and use of weapons, with a focus on young people (18–24-year- olds)  Priority 3b: Reduce robbery with a knife or bladed article	Priority 4a: Reduce alcohol related violence, linked to the night-time economy.	Priority 5a: Reduce domestic abuse offences, particularly within Scarborough, York, and Selby
	North Yorkshire			Priority 3c: Increase knowledge of weapon hotspots and habitual weapon carriers, particularly within Scarborough		Priority 5b: Reduce rape and serious sexual offending in North Yorkshire
	York					Priority 5c: Reduce sexual offences linked to the night-time economy in York

# **5.1.1 Strategic Priorities and Intervention Rationale**

Our St	rategic Needs Assessment found	So we pr	ioritised	How will we do this?
57%	of our survey respondents didn't know how to access SV services	F	a) Raise awareness of preventative approach	All SVD Grant-funded interventions and projects set out below reflect our aim to raise awareness and improve public perception of our SVD
49%	of our recent survey respondents believe SV is getting worse			Strategy
93%	of York's children linked to SV offence had been persistently absent from school		Children and Young People  a) Reduce the number of young people who are victims of SV  b) Support students at risk of suspension, exclusion, truancy c) Alternative education opportunities to prevent exclusion	1) Emotional Wellbeing Support in Schools (Just B) - Providing therapeutic support and informal supervision to school staff to aid children's understanding of emotions and reactions
62%	of children across the county linked to an SV offence were eligible for free school meals			2) Inspire Futures Community Outreach - Engaging 250 young people through mobile youth services in community & school settings across Harrogate
83%	of children in North Yorkshire cautioned or sentenced for an offence had been suspended from school			3) York Youth bus - Continuing an existing mobile youth outreach programme in York with a focus on informal education around serious violence prevention
20%	rise in weapon possession offences in York		Possession and Use of Weapons a) Reduce weapon possession	<b>4) Knife Bin Rollout</b> - Expanding an existing knife disposal programme across York and North Yorkshire to get weapons out of circulation
8%	rise in weapon possession offences in North Yorkshire		b) Understand weapon hotspots and carriers	5) Emergency Bleed Control Kits - installing 29 emergency bleed control kits throughout York and North Yorkshire
31%	of York and North Yorkshire's violence with injury offences were alcohol related.		Alcohol, Violence and Night-Time Economy a) Reduce alcohol-relate violence linked to the Night-Time Economy	<b>6) Operation Night Safe (Selby)</b> - Creating Safety Officer patrols on weekend nights in Selby city centre to identify vulnerability and provide safe spaces
34%	of GBH offences in York & North Yorkshire were alcohol related			7) Operation Reach (York) - Boosting police presence on peak nights in York and using social media for public reporting of potential crimes
18%	of ABH/ GBH offences occurred in either York or Scarborough's city centres			8) Snickelway Lighting - Installing lights in alleyways and passages in York prone to criminal activity to improve public safety
21%	decrease in both rape and serious sexual offences. This is a trajectory change from the last reporting period.	Y	a) Reduce domestic abuse, particularly in Scarborough, Selby and York b) Reduce rape and serious sexual offences in York and North Yorkshire c) Reduce sexual violence linked to the nightlife in York	9) Behind Closed Doors - Created a film to raise awareness of cultural harm victims and violence against BAME women & girls
11%	decrease in Domestic Abuse (DA). However, DA Support Services are reporting high demands.			10) She Was Walking Home - Theatre workshops in schools exploring harassment and abuse against women based on real testimonies
68%	of offences in the Guildhall ward the offender was listed as a 'stranger' or 'not known' to the the victim			11) Libby Girls - On the ground community support for vulnerable young women and girls involved in crime and anti-social behaviour in Scarborough

#### 5.2 Local Priorities Rationale

Below are the list of priorities and the rationale. For details of the outcomes and impacts to date, please refer to section 6.

# **Priority 1: Awareness Raising and Public Perception**

**Priority 1a:** Raise awareness of preventative approach and low risk in North Yorkshire and York, to improve public confidence.

**Priority 1b:** Raise awareness of support services.

It was found within the initial Serious Violence (SV) Survey and the VAWG Survey that a large proportion of York and North Yorkshire's population were unaware of the topics surrounding serious violence, and violence against women and girls.

- o 57% of those completing the SV Survey said they would not know how to access support services, and 51% were worried about serious violence in their local area.
- o 34% of those completing the VAWG Survey were aware of the VAWG Strategy.
- 42% had experienced VAWG and a large majority stated they did not get help from support services.
- In the year to March 2023 there were 7,396 serious violence offences committed within York and North Yorkshire, all with a victim and a perpetrator who we aim to support with easily accessible support services.

In response to this, our aim is to raise awareness of the overall low levels of violence across the county to improve public confidence, and to promote the prevention and early intervention work throughout the area.

For those who are a victim of violence or sit within the risk factors linked to serious violence, we aim to increase awareness of the prevention and early intervention policies and partners linked to these initiatives, so the public can confidently find the support they require.

# Priority 2: Children and Young People – Under 18 & School Age Children

**Priority 2a**: Reduce the number of young people as victims of serious violence.

**Priority 2b:** Focus on Children & young people who are/or at risk of being suspended, excluded, and persistently absent by improving attachment and trauma awareness in schools.

Develop relational behaviour policies and focus on personalised and strengths-based reintegration planning.

**Priority 2c:** Opportunities for alternative education to prevent exclusions, suspension, and persistent absence.

As supported by the findings in both the previous and most recent SNAs, under 18-year-olds were highlighted as being vulnerable to multiple risk factors linked to serious violence, as well as featuring as victims of serious violence within the most violent crime groups.

- 93% of York's children linked to a serious violence offence had been persistently absent and
   83% in North Yorkshire.
- o 59% of children linked to a serious violence offence were eligible for free school meals.
- 82% of children cautioned or sentenced for a serious violence offence had been suspended and 3% in York and 16% in North Yorkshire had been excluded.
- o 13% of rape victims in York were under the age of 16.

National guidance for the SVD will be changing from April 2025. The full details of this are expected to be confirmed by March 2025. It is anticipated that Education Services will be required to play a more formalised role within the SVD.

The SVD Analyst will review the current identification and prevention processes in place to identify children at risk of and/or becoming perpetrators of Serious Violence.

Using prevention and early intervention within this cohort, we aim to break the cycle of violence, supporting those children who have lived experience of the risk factors associated to becoming involved in serious violence.

By aiming these interventions at school age children, we can create a benchmark for developing targeted and personal support for young people who are most at need from an early age, with the aim that these inventions protect them into adulthood.

## **Priority 3: Possession and Use of Weapons**

**Priority 3a:** Reduce possession and use of weapons, with a focus on young people (18–24-year-olds).

**Priority 3b:** Reduce robbery with a knife or bladed article.

**Priority 3c:** Increase knowledge of weapon hotspots and habitual weapon carriers, particularly within Scarborough.

Possession of weapon offences was the offence group with the largest increase across York and North Yorkshire. Similarly, this has impacted weapon enabled violence which has also seen a significant rise over the past decade. These offences can be fatal, and weapon carrying has become the norm among some groups of young people.

- Weapon possession offences increased by 26% in the year to March 2023, and has continued to increase (by 11%, when comparing April to September data from 2024 to the same time period in 2023), with the largest volume of offences being in the Scarborough locality.
- Comparing Q1 & Q2 data over the last three years, knife possession is reducing amongst youths. April to September data showed that 15% of weapon possession related to under 18s. This may be the impact of the work carried out under Op Divan North Yorkshire Police's partnership led initiative to challenge and discourage the carrying of knives by young people.

Through interventions and continued partnership working through the Duty, and by the continued analysis of police data we aim to reduce the number of those carrying an offence weapon long term.

Prevention and early intervention will be pertinent in allowing young people to gain knowledge of the risks of carrying a weapon, and to stop the cycle of violence before it has begun. In areas where knife carrying is highlighted as a present issue, further work will be conducted to improve knowledge on how we disrupt those already carrying a knife or bladed article.

# Priority 4: Alcohol, Violence and Night-time Economy (NTE)

**Priority 4a:** Reduce alcohol related violence, linked to the night-time economy.

During the completion of the SNA, a recurring theme around serious violence was the influence of alcohol as a precursor to violence. There is a clear link between serious violence, alcohol and the weekend and evening periods.

When locations were looked at, it was clear to see that these offences were grouped in locations where the night-time economy flourishes, such as city centres and close to licensed premises.

In addition, the link to serious violence, alcohol related substance misuse was found to be a risk factor within York and North Yorkshire.

- o 31% of North Yorkshire's violent with injuries offences were alcohol related. These offences can be associated to the late evening and weekend periods.
- Of the Actual Bodily Harm (non-permanent injury) and Grievous Bodily Harm (with permanent injury) the Castle Ward in Scarborough and the Guildhall Ward in York are the most high-risk areas. These two Wards are located in York's and Scarborough's city centres, where the NTE is prevalent.
- In York, in areas where the night-time economy is prevalent, administering poison offences remain particularly high.

Aligned to this priority, and tackling the above issues, North Yorkshire Police are completing a Night-Time Economy Strategy, which will be available in April 2025.

#### **Priority 5: Violence Against Women and Girls**

Priority 5a: Reduce domestic abuse offences, particularly within Scarborough, York, and Selby

**Priority 5b:** Reduce rape and serious sexual offending in North Yorkshire

**Priority 5c:** Reduce serious sexual offences linked to the night-time economy, in York.

Violence against women and girls remains a high priority topic within York and North Yorkshire, as well as nationally. Offences linked to VAWG are becoming more widely understood and more widely reported.

Findings from the initial SNA highlighted that domestic related offences were still prevalent; rape and serious sexual offences remained high across York and North Yorkshire. In the most recent SNA, Rape and Serious Sexual offences rates (against both genders), have shown the offence volumes are decreasing as highlighted below:

- In York and North Yorkshire there has been a 21% decrease in Serious Sexual offences, a 21% decrease in Rape offences and a 11% decrease in Domestic Abuse offences.
- However, SafeLives research showed that there are 50% more victims of VAWG and domestic related offences who are not known to support services.
- Support Services, such as IDAS, report they are operating at full capacity.

Through early intervention we can quickly capture those who are at risk of becoming a victim of domestic abuse or are in an abusive relationship and provide those with support to break the cycle of violence.

Work will continue to highlight the importance of reporting domestic, sexual and VAWG offences; VAWG specifically will continue to be a focus through the VAWG strategy in collaboration with our partners, and this will be detailed further in section 7.

#### **6.0 Interventions and Evaluation**

As a result of the Prevention and Early Intervention Fund Grant Programme, the following interventions were chosen as successful projects to be funded by the Serious Violence Duty.

The evidence-based initiatives have been aligned to the priorities chosen by the Working Group, as listed below.

The evaluation of the interventions will sit with the Serious Violence Working Group and will be presented annually, within this Strategy, and a more detailed version provided in the Spring 2025.

The Working Group will monitor the interventions more frequently to assess the effectiveness of the projects, alongside reviewing data linked to serious violence to keep members of the working group to ensure a collaborative approach remains at the forefront of delivery.

The interventions will be assessed using Output, Outcome, and Impact Key Indicators -

Output: Measures the effectiveness and efficiency of implementation.

Outcome: Measures the benefits of delivering the outputs.

**Impact:** Measures the result of an intervention and assesses the extent to which the intervention has delivered its intended outcomes.

# 6.1 Successful Interventions and Key Indicators

# **Priority 1: Awareness Raising and Public Perception**

This priority will be a focus for all the interventions listed below. We hope, as the Duty, that the creation of the Serious Violence Duty Working Group and the associated work will highlight our commitment to reducing serious violence across our local areas.

We aim to raise awareness through the continued partnership work and promotion of the funded interventions and will monitor this through another Serious Violence Survey.

We aim to improve public confidence by showing a reduction in serious violence offences, and in positive impacts from the support being offered to those in our communities.

#### All projects will reflect this aim to raise awareness and improve public perception.

Output: Number of overall reach of interventions and on-going work of the Serious Violence Duty.

All eleven SVD funded projects are based in either York or North Yorkshire and deliver focussed prevention / early intervention work, linked to the aims of this Strategy.

**Outcome:** Increased number of survey completions, with more positive results of services and support.

The National Crime Survey<sup>2</sup> of England and Wales (which measured public perceptions for the year ending 2024) showed that out of the 43 Police Forces, North Yorkshire Police is rated highest in the country in four categories:

- Having the confidence of its communities
- Treating the public with respect
- Doing a good or excellent job
- Understanding local concerns.

Our local survey was re-run between July and September 2024, and although a higher volume of completed surveys was achieved, the numbers were still relatively low and would not allow for a statistically fair comparison.

Lessons learnt with regards to the survey is to allow for a much smaller question set, as a high volume of the questionnaire was started but not completed and therefore were not included in the results.

Despite North Yorkshire Police crime figures showing that there has been an overall 10% reduction in violent offences, the 2024 survey showed that 49% (40) of respondents believed that Serious Violence is getting worse, with the biggest concern being Anti-Social Behaviour with fear of Serious Violence or Weapon present.

**Impact:** Increased public confidence and a greater feeling of safety among our communities. An overall reduction in serious violence offences.

<sup>&</sup>lt;sup>2</sup> The survey, published by ONS, measured public perceptions for the year ending June 2024

There has been an overall 10% reduction in violent offences when comparing recent April to September 2024 figures to the same period in 2024. As detailed in the SNA most offence sub-groups have seen a reduction.

# Priority 2: Children and Young People – Under 18 & School Age Children

1. JustB - Emotional Wellbeing Support for Children and Young People at Alternative Provision Secondary Schools

The provider is North Yorkshire Hospice Care / Just B. The project is focused within Hambleton, Richmondshire and Selby and runs from January 2024 to March 2025.

This project enables the existing emotional wellbeing support service for vulnerable children and young people in alternative provisions to be provided at two further identified secondary schools, with limited mental health provision.

The service consists of one-to-one emotional wellbeing sessions through a dedicated support worker, using therapeutic, child-centred approaches. The service adopts a holistic approach to support, alongside parents, carers, and school staff, including informal supervision for school staff. The project aims to aid children's understanding of their reactions and support them to manage change and confrontation.

The project is supporting 20 young people, working in partnership with the North Yorkshire Safeguarding Children's Partnership and North Yorkshire Police School Liaison Team to ensure a joined up, targeted approach to the project.

**Output:** Number of schools, teachers and parents able to provide emotional wellbeing for young people. Number of young people who complete the intervention.

From April 2024, JustB has provided support for vulnerable children and young people in two alternative provision secondary schools: in Selby and Harrogate, which have limited mental health provision.

In the first six months, the project has reached 16 young people and has a projection to grow.

**Outcome:** Improved mental health and wellbeing through a holistic tailored approach, supporting emotions and behaviour.

The project continues to report positive news on the mental wellbeing, emotional regulation and attitude of those students working with Support Workers. In addition, where students are experiencing issues at home, support workers have been able to engage and support them through this, acting as an anchor and stable adult. This is evident in the increased support outside of the one-one sessions.

**Impact:** Improved practical advice for schools and young people to reduce aggressive behaviour, improve emotional understanding and prevent future violence.

Improved social skills, school attachment and in turn attendance rates and educational attainment for at risk cohort.

Both Support Workers have also been supporting staff and parents at both schools, with advice and guidance. This helps the other key stakeholders in a young person's life feel equipped to support the emotional wellbeing of the young person both at school and/or at home.

Examples have been provided with regards to Support Workers de-escalating issues and encouraging students' learning and development in ways to manage anger, as well as noticeable incidents where students made better decisions compared to past behaviour.

# 2. Inspire Futures - Harrogate District Inspire

The provider is Inspire Youth Yorkshire (IYY) and is running between December 2023 and March 2025.

The project covers four elements of delivery: Community provision, Secondary school pop up / drop in, intervention and Primary School intervention through delivery at North Yorkshire Police Crucial Crew.

The community based mobile project aims to engage with 250 young people across 48-weeks of delivery, including school holidays as appropriate, two nights a week. The project will offer positive activities to engage in, being active or creative including informal education through a full programme of activities in relation to serious violence prevention.

Secondary school-based provision from the mobile youth base, has initially been introduced through school assemblies and offers weekly drop-ins over break and lunch at each school. This enables those that may not get access to community provision to access informal education on the topic of the week. This is alongside a referral-based rolling 8 sessions targeting group intervention; providing more in depth tailored informal education on serious violence topics, with flexibility to be responsive to local need.

Primary school interventions are delivered through NYP Crucial Crew to provide a rounded approach to staying safe, raising awareness of serious violence, available provision in their community and potentially at school. All elements of the project run parallel to each other where possible. Inspire Youth work in partnership with agencies to ensure a joined up, targeted approach to all elements of the project: planning, delivery (including identified locations for mobile provision and educational work) and onward referrals.

**Output:** Number of young people engaging with the intervention. Number of practitioners becoming an Attachment, Regulation and Competency (ARC) champion.

1480 young people aged 24 and under (approx. 900 from Crucial Crew) have been reached to date. And approximately 180 people aged 25 and over.

Two Inspire Youth Yorkshire (IYY) team members have attended the Children and Young People's Trauma Informed Care Programme training in the Attachment, Regulation and Competency (ARC) framework which is being cascaded down to the other members of the team.

**Outcome:** Understanding the experience of young people and the impact that serious violence can have on young people lives on their education. Improved consistency in support and educational tools for young people, to promote positive choices.

The project has maintained consistency within the community, providing support on a weekly basis. Ripon's average attendance over 12 weeks was 28 young persons per session, with 217 registered. Knaresborough's average attendance over 12 weeks was 52 young persons per session, with 250 registered.

Informal education on the following topics has been delivered: sleep, mental health awareness, drugs and alcohol awareness including vaping, transition, jobs, choices, consequences, stress, legal ages, consent, body images, disabilities awareness, sex, sexual health, relationships including porn, money education and understanding of lending money.

**Impact:** Fewer reported incidents of serious violence among children and young people.

IYY is working closely with North Yorkshire Police and partners. Inspire Futures continues to provide general emotional support and advice to young people, referring when necessary.

Detailed analysis on the impacts of the project to be provided in the Evaluation & Monitoring reports, Spring 2025.

#### 3. York Youth Bus

The provider is Inspire Youth Yorkshire (IYY), and the intervention is running from January 2024 to March 2025 in York.

The project has been delivering community-based youth provision from the mobile youth base in target locations within York area, establishing positive relationships with young people and breaking down barriers. YYY want to add value by providing a more robust approach to serious violence prevention, combining provision, and offering consistency within the communities, using learning to date and to have a more established presence and relationship in the locations.

The community-based youth provision will be open access weekly over 54 weeks for 8–16-year-olds from the mobile youth base. Offering positive activities to engage in, being active or creative including informal education through a full programme of activities in relation to serious violence prevention. Providing a recognised safe space that offers engagement opportunities with trusted adults and enables those young people to engage that are not in education to access this information or awareness.

All elements of the project run parallel to each other where possible and Inspire Youth will work in partnership with agencies to ensure a joined up, targeted approach to all elements of the project; planning, delivery (including identified locations for mobile provision and educational work) and onward referrals.

**Output:** Number of young people engaging with the intervention. Number of practitioners becoming an Attachment, Regulation and Competency (ARC) champion.

Over 1010 young people aged 24 (approx. 760 from Crucial Crew) have been reached to date. And 50 professionals were engaged. The project has also provided holiday provision and sessions at Barwick Parade and Selby Leisure Centre.

The project has seen a huge improvement in behaviour particularly challenging new young people, especially those with adverse childhood experiences. The consistency of York Bus attending each week is still very valued by young people by their eagerly awaiting IYY arrival; even with the weather is really poor, or when you might expect attendance to be less.

**Outcome:** Understanding the experience of young people and the impact that serious violence can have on young people lives on their education. Closer working relationship with neighbourhood policing teams, and other partners.

Project has delivered informal education in the following topics Keeping safe, showing respect within the community, safety plans, family conflict, healthy sleep and eating, impact of prison, reporting Vs. snitching, Self-awareness / affirmations, Drug, smoking and vaping awareness, transition next steps / future aspirations, discrimination and Gender / Identity and Violence Against Women and Girls (VAWG), bereavement, loss and managing emotions whilst also exploring different coping strategies.

Young people are now seeking staff out to talk but also are more aware of the topics and/or discussions that can take place.

# **Impact:** Fewer reported incidents of serious violence among children and young people.

IYY is working closely with North Yorkshire Police and partners, and discussions are continuing with regards to exploring two further locations in York. Inspire Futures continues to provide general emotional support and advice to young people, referring when necessary.

Detailed analysis on the impacts of the project to be provided in the Evaluation & Monitoring reports, spring 2025.

# **Priority 3: Possession and Use of Weapons**

# 4. Knife Drop Bin Roll-Out

The project is jointly owned between the Community Safety Hubs and North Yorkshire Police. The initiative will be run countywide between January 2024 and March 2025.

The Knife Bin is an existing 12-month pilot project currently being delivered within Harrogate. The funding is to extend the initiative across York & North Yorkshire, to expand the targeted audience and reduce knife crime on a larger scale.

The Knife Drop Bin project aims to serve as a method of primary prevention and early intervention by reducing injuries and violence associated with knife related incidents and crime.

It allows members of the public to properly dispose of knives, bladed articles, or sharp tools in a safe and anonymous way. The correct disposal of these items ensures they are kept out of circulation and ultimately prevents them from falling into criminal hands. The project will be delivered by Community Safety Hubs and North Yorkshire Police within their localities, and they will be responsible for finding a suitable location, carrying out community engagement/consultation and promotion, as well as the maintenance and emptying of the bin once installed.

Since its installation in January 2023 to the last reporting period of September 2024, the initial knife bin has collected 1630 bladed articles. A further 20 knife bins have been ordered through the Serious

Violence Duty funding and will be rolled out across the county from January 2025 onwards. The exact locations of these bins will follow from analysis and discussions with key partners.

Output: Number of Knife Bin's available across the county.

A further 20 knife bins have been ordered through the Serious Violence Duty funding and will be rolled out across the county from January 2025 onwards.

**Outcome:** Increase in knives and bladed articles properly disposed of. Improved knowledge of the impacts of knife crime for the community.

To be reported once the bins have been in place.

**Impact:** Decrease in number of weapon possession offences, and a decrease in weapon-enabled serious violence offences. Reduce demand on services, such as A&E for knife related admissions.

Weapon Possession looks on course to exceed last year's figures. This mirrors national trends. **The Harrogate District however, has seen a decrease**. As previously detailed, our current knife bin is located in the Harrogate District and has collected 1630 bladed articles between January 2023 and September 2024.

Q1 & Q2 data comparison over the last three years, shows that knife possession is **reducing amongst youths**. This may be the impact of the work carried out under Op Divan – North Yorkshire Police's partnership led initiative to challenge and discourage the carrying of knives by young people.

The vast majority of offences relate to possession of bladed implement in a public place (118). Figures for imitation firearm/air weapon in a public place more than doubled, however the numbers are small in number (5 to 13). Possession of a weapon in an education setting decreased, which correlates to the decrease of youth related offences, as detailed above.

The National Crime Agency says that "violence at street level is often linked to drugs supply" and "continues to be associated" with county lines drug dealing. Therefore, it is recommended that further work is completed around offenders who commit violence and their vulnerability to exploitation and/or links to organised crime, especially in the localities that have are seeing in an increase is GBH and weapon possession.

# 5. Emergency Bleed Kits

This project is funding the installation of 42 emergency bleed control kits throughout North Yorkshire and City of York. Currently there are no kits situated in the footprint of North Yorkshire, except in the City of York. These kits will add value to communities by providing specialist medical equipment to control catastrophic bleeds, predominantly aimed toward knife inflicted injuries but also other emergencies, such as car accidents. These kits aim to provide a form of tertiary prevention by managing an already inflicted injury – to reduce the chances of these injuries proving fatal whilst medical help arrives. This potentially life-saving equipment can be accessed by any member of the public by calling 999 and gaining the code, to utilise and increase the chances of survival to someone suffering from significant blood loss. This project is an extension of the knife drop bin project. The bleed kits will mediate an already inflected injury and reduce the harmful consequences.

Output: Number of Bleed Kits available across the county.

Outcome: Reduced consequences of any harmful injury through the use of the bleed kit.

**Impact:** There are currently consultations with North Yorkshire Police Intelligence Analysts to establish potential locations.

# Priority 4: Alcohol, Violence and Night-Time Economy (NTE)

#### 6. Operation Night Safe (Selby)

The Provider is North Yorkshire Police, on behalf of a wider partnership; the project is running between December 2023 and December 2024 in the Selby area.

Operation Night Safe is a new initiative in Selby Town Centre with visible patrols alongside a safe space and help for anyone who is out in the night-time economy. The initiative has visible staff in the form of Town Safety Officers, engaging with the public and focusing on early intervention and prevention.

Their focus is on hot spot areas in Selby town which are of concern in relation to VAWG, Serious Assaults and Substance Misuse. They have acquired access to a safe place to take persons who require assistance and are trained to signpost individuals to relevant key services if they require them or contact family or friends to assist them in a safe onward journey.

This project aims to address the concerns around violence in the night-time economy in Selby town and violence against women and girls. The staff engage with the public patrolling hotspot areas, providing a place of safety, and work with partners who can support the operation so that the right people deliver the right intervention at the right time. This initiative fills a gap identified through an Environmental Visual Audit which highlighted vulnerable areas in the town of alleyways, lack of CCTV covering those areas and a concentration of licensed premises which increases the risks of crime and disorder.

The project works in partnership with local statutory agencies and those businesses involved in the night-time economy to ensure a joined up, targeted approach to project planning, delivery (including identified locations and times of operation) and onward referrals around vulnerability and to address the safer street concerns.

**Output:** Number of visible patrols in the night-time economy. Number of referrals into safe spaces and key services. Number of practitioners trained in a trauma informed approach.

There have been various deployments since December 2023; in the last quarter, Police and Town Safety Officers (TSO) were deployed consistently over a weekend night during evening/night-time hours. TSOs have been provided information to sign post individuals to relevant key services.

**Outcome:** Improved community engagement with safety officers, and improved community unity. Initiation of use of safe spaces.

A local venue is in use as a place of safety for anyone in need during the Night-Time Economy (NTE), and monthly Selby Pub-watch meetings are continuing.

There has been increased engagement and community unity, in the following areas:

- Town Safety Officers have set up partnership working with Licensed premises, assisting in ejecting banned PubWatch nominals from venues and reducing risk of criminality in NTE.
- Increased confidence in Licensed Premises reporting criminality empowering them to ban nominals who cause issues, preventing risks of harm at venues.

- Members of public are more aware of Town Safety Officers (TSO) since the launch and are approaching more to aid with intervention (queries for advise on suspicious behaviour of persons loitering, enabling TSO to approach and investigate).
- Increased CCTV monitoring of town during NTE.

**Impact:** Reduction in serious violence and VAWG offences linked to alcohol and substance misuse which will in turn improve the communities feeling of safety.

Preventative action has also been evident: altercations have been de-escalated, prevention of drink driving, first aid on injured parties, safeguarding, amongst others.

# 7. Operation Reach (York)

The provider is North Yorkshire Police, and the intervention will run in York between December 2023 and March 2025.

Operation Reach is designed to address the current lack of high visibility police presence in the Night-Time Economy (NTE). Officers provide a holistic approach to early intervention and prevention in the NTE addressing VAWG, Serious Assaults and Substance Misuse alongside engaging with the public by ensuring a visible presence in hotspot areas.

This complements wider work being undertaken by City of York Council in relation to their alcohol behaviour change initiative, and the use of 'micro-hotspots' will also complement the planned environmental improvements.

Planned deployments under Operation Reach will also coincide with known peaks in demand related to the NTE. The project seeks to focus on those who commit crime, and the ethos is to prevent crime from happening in the first place. The operation will operate through a combination of plain clothes and uniformed officers patrolling together to detect and prevent potential offending from occurring in the night-time economy.

The initiative consists of 20 deployments over 12 months. The second phase of the operation is the launch of targeted social media campaigns which ask the public to 'speak up' if they see a crime taking place or behaviour that is suspicious and report it.

**Output:** Number of visible patrols in the night-time economy. Number of trauma informed practitioners.

There have been various deployments since December 2023, with additional focused deployments in partnership with City of York Council and BID staff during predicted key times such as the weekend of the Ebor Races. Their Continuous Professional Development (CPD) incorporates trauma informed responses.

**Outcome:** Increased knowledge of crime hotspots, and criminal behaviour indicators. Engagement from the public through targeted social media campaigns and the Operation Reach website.

Over 70 different licenced premises have been engaged with, promoting Op Reach's aims and objectives, and consequently increased partnership working with said premises.

**Impact:** Prevention and reduction in serious violence and VAWG offences linked to alcohol and substance misuse. Increased reporting directly to officers in relation to suspicious and criminal behaviour.

Between April to September, a total of eight deployments have brought about 9 arrests for offences including drunk & disorderly, criminal damage, sexual assault, and drink driving, and 7 dispersals.

There are numerous examples of pre-emptive and de-escalation of incidents as well as intelligence submissions.

# 8. Snickelway Lighting Project

The applicant is York Business Information District and aims to be implemented between April and September 2024.

The Project aims to improve and enhance main passageways or 'snickelways' in York to increase activity and support people to be and feel safe. The project is installing permanent lighting in eight of York's major snickelways, aiming to prevent and deter criminal activity, improve appearance and public perception, and increase feelings of safety, particularly on dark nights.

In addition, the project is initiating an educational history-based project, in partnership with the Civic Trust. The project is working with Safer York Business Partnership and linking in with Operation Reach, to ensure a wider focus on violent crime as well as create a joined-up approach in identifying and delivering on the locations.

Output: Number of 'snickelways' which are deemed safer due to installed lighting.

This project is currently underway; Research and location identification has been conducted with partners, Civic Trust and University of York, as well as liaison with Op Reach. York University have completed a historical analysis of the chosen snickelways to determine interpretative themes for the history trail, which will focus on lost buildings, market city, and Medieval York. As partners emphasised, the history trail materials should be more visually attractive and engaging, rather than text-heavy information panels - it will take the form of graphic panel murals. The artist brief is in development and local creative design consultants have been hired to manage the curation.

**Outcome:** Improved reporting on Safer Street data, showing less criticisms about public spaces in York City Centre.

Analysis on the impacts of the project to be provided in future Evaluation & Monitoring reports, once the work on the snickelways has been completed.

**Impact:** Improved feelings of safety among those in York, particularly during dark nights. Disruption of offender patterns, reducing criminality.

The project has been highlighted by the BBC, please see here.

Analysis on the impacts of the project to be provided in future Evaluation & Monitoring reports, once the work on the snickelways have been completed.

#### **Priority 5: Violence Against Women and Girls**

# 9. Behind Closed Doors

The provider is Halo, and the intervention was delivered countywide through January to December 2024.

The project scoped, wrote, produced, and launched a professional film featuring black and minoritised (BAME) victims of cultural harms. The project was be co-produced with local BAME women survivors aged up to 25 years who have faced cultural violence and abuse.

A trauma informed North Yorkshire specific film about the serious hidden violence and abuse faced in black and minoritised communities by women and girl which is often misunderstood by many professionals.

Halo worked in partnership with the North Yorkshire and York Violence Against Women and Girls (VAWG) group to ensure the project aligns with the VAWG strategic approach and supports community engagement in priority areas.

**Output:** Number of services and practitioners engaging with the produced film.

Following scoping, writing and production, the film was premiered at a private launch on the 12<sup>th</sup> September at the Everyman Cinema in York. An audience of circa 120 area professionals fed back after attending the launch.

A direct email campaign was delivered to all schools and colleges across North Yorkshire with the password protected link to the film and a full lesson plan and student handouts supplied. A social media campaign was also designed and delivered to raise further awareness with young people. A film trailer for "Behind Closed Doors" was produced and promoted through a paid advert campaign on Facebook and Instagram, targeting individuals under 25 in and across North Yorkshire. The campaign achieved the following results:

Total Views: 16,144Reach: 16,790

Impressions: 14,344

• Link clicks to Halo Website: 252

A bespoke training session was delivered in December for area professionals and gained excellent feedback. The session also generated more relevant safeguarding discussions/questions from attendees than Halo's usual accredited It's not Culture its Abuse training.

**Outcome:** Increased awareness and knowledge of cultural harms by victims, families and those who aren't directly impacted.

Analysis on the impacts of the project to be provided in future Evaluation & Monitoring reports, following the presentation of the film to area schools.

**Impact:** Increased confidence from victims to report VAWG offences. To change attitudes and beliefs for future generations to break the cycle of abuse.

Analysis on the impacts of the project to be provided in future Evaluation & Monitoring reports, following the presentation of the film to area schools.

# 10. She Was Walking Home

The Provider is Next Door But One CIC, and the intervention is being run countywide from January 2024 to March 2025.

The project expanded on the existing performance of 33 real-life testimonies of women living in York, with detailed follow-on workshops that explore language, behaviour, reporting and support, so that the impact is embedded, and the young people and young adults are equipped with the tools needed.

The script has been developed from the direct testimonies of women in York who have experienced harassment and abuse. The project is delivering 10 awareness raising performances and education-based workshops in 10 schools or youth settings across York and North Yorkshire identified by partners, to ensure alignment with wider approaches, including VAWG.

This approach ensures targeted delivery to specific audiences and supports engagement in priority areas to maximise reach. The project will engage a minimum of 700 young adults across York and North Yorkshire. Each setting has/will receive a performance, workshop, and follow up engagement (recorded resource of the performance, workshop booklet and student conversation card).

# **Output:** Reach of project across young people and schools.

The project has delivered 9 performances and workshops in October and November at Malton School, Ermysteds Grammar School, Skipton Girls School, Ryedale School, and Norton College. All students have been provided a Conversation Card to continue the awareness raising and signposting to support. Four performances and workshops have been delivered for the girls and young women of Kyra.

This has reached approximately 1290 secondary and college students across North Yorkshire and 12 16-24 year old girls/young women of Kyra.

In addition, the project has reached five survivors of gender violence.

**Outcome:** Positive response from young people around their knowledge of VAWG, with an increase in survey responses indicating so. An increase in reporting of VAWG and Domestic Violence offences.

# Student's evaluation report:

- 100% would give the workshop and performance 5/5 stars.
- 100% would say it is very important 'that this project is happening in their school.'
- 100% would strongly agree that 'This performance was thought provoking and helped me gain new insight or knowledge'
- 100% would agree or strongly agree that 'This performance was absorbing and held my attention', they feel 'informed on the experiences of women and their safety' and 'feel more confident in keeping myself and others safe'.
- 100% would agree or somewhat agree that they feel more confident in taking action and that they know how to access support.

• 100% of male students agree that they 'have more awareness of how their behaviour comes across to others'.

**Impact:** Long term reduction in VAWG and Domestic Violence offences, and increased convictions of offences. Improved attitudes and behaviours in young people to inform decision making, breaking the cycle of abuse.

Teachers have reported a notable impact on "how it has equipped male students with more awareness of their own behaviours and actions".

Direct positive feedback has been received and the positive impact of the project has resulted in a group of inspired young women writing a letter to their local MP on what change they would like to see in relation to Violence Against Women and Girls (VAWG).

Examples from the pledges of action made within the workshops from every student engaged are:

- 22% were related to Active Bystander and Interventions: 'This has given me the confidence to call out insensitive or harmful comments'.
- 22% were related to Speaking Up, Speaking Out, Supporting and Reporting: 'I know to speak out when something is wrong and find someone I trust to talk to about it.'
- 17% were specific actions related to changes in male behaviour: 'I'll be more aware of how the decisions I make can impact women I won't run close to them, I'll drive sensibly to not make streets feel scary...I'll always take 'no' as the answer.'

## 11. Libby Girls

The Provider is St Giles Trust, and the focus will be within Scarborough. The project is running between January 2024 to March 2025.

St Giles have taken some of the learning from their existing Liberty Links project to test an approach of grassroots community engagement with young women and girls in Scarborough's highest crime area, enhancing wider work including VAWG strategy, Female Whole Systems Approach, Clear Hold Build and Humber Coast and Vale project.

There are large numbers of vulnerable young people who travel into Castle Ward on a regular basis, who are at risk of being involved in anti-social behaviour and crime. Twice weekly deployments are providing ground presence that can engage with young girls and women in the area reducing their risk of involvement in crime whilst improving community safety overall.

The team are working with individuals to address their personal support needs and with groups to co-produce solutions to the challenges the local community face. The intelligence that is informing deployment locations is being obtained from the Scarborough Community Safety Hub, local partners and information disclosed whilst on deployment. Where a higher level of risk has been assessed, workers will offer individual support to that young person which may include support with disclosure, referral into services, assistance with benefits and housing claims.

The project aims for 2,400 engagements with 480 unique individuals during the life of the project. This will include speaking to young women and girls on the streets but also engaging with local business owners and concerned members of the public.

#### Output: Number of referrals and overall reach of the project.

To date, the project has reached 605 young people aged 24 or under (this includes 81 young males), and 63 professionals have attended/supported the provision. Libby Girls delivers weekly deployments, providing an on the ground presence to engage with young girls and women in the area, reducing their risk of involvement in crime whilst improving community safety overall. Project is engaging with 5 new young people per deployment.

A wide form of support is provided, including individual assistance to providing activity courses, sports funding and engagement at key locations such as at a local primary and secondary schools, a hostel, and key public spaces attended by young women and girls and key events. Flyers have also been distributed to GP surgeries, community centres, dance schools, libraries and other locations.

**Outcome:** Young people, girls and women, will be aware of the risks of involvement in crime and be aware of the ways they can avoid involvement through support services.

Pro-active work is being done to raise awareness of serious violence amongst young women and girls and professionals in the local area. Trusted relationships are being built with young women and girls in the local area, with data being collated around their views/thoughts/feelings.

**Impact:** A decrease in crimes involving young people, girls, and women. A decrease in girls and women in vulnerable positions, and a greater understanding of support available through the wider community.

The Team have attended ABC VAWG training and have access to useful resources around prevention of VAWG. Reports of impactful interventions and support with the young women and girls continue to be received as well as attendance at the women's multi-agency drop in session in Scarborough.

# 7.0 Alignment to Other Partnerships

Serious violence is a multi-faceted problem, which requires a multi-agency approach to address. North Yorkshire and York already have a range of strategies and partnerships established which address factors linked to serious violence. It is important this Strategy aligns with existing strategies and governance arrangements to ensure all agencies work together effectively to address serious violence and all risk factors associated with it. The key strategies and partnerships include:

# Safer York Partnership and North Yorkshire Community Safety Partnership

To monitor progress of the Duty, local governance arrangements have been established through North Yorkshire Community Safety Partnership and Safer York Partnership.

The Crime and Disorder Act 1998 places a statutory duty on local authorities to create multi-agency partnerships to tackle crime, disorder, anti-social behaviour, substance misuse, other behaviour adversely affecting the local environment and to reduce re-offending. The world of community safety continually changes and despite significant organisational change, the need for partners to work together is essential.

The strategic plan for North Yorkshire Community Safety Partnership aims to identify the national and local influences that affect the agreed priority areas for delivery during 2022-24. A new strategic plan is being developed for launch in 2025. Priority Areas for Delivery:

- Partnership development (link across safeguarding)
- Community safety hubs (operational hubs that support local community safety delivery across North Yorkshire)
- Domestic abuse/ Violence Against Women and Girls (VAWG)
- Early intervention and prevention (serious and organised crime)
- Hate crime and community cohesion.

Safer York Partnership is also in the process of updating its strategy. This will be the nineth strategy since it was established in 1998. The latest strategy was in November 2023 and the priorities included:

- Keeping City Centre Safe
- Counter Terrorism: Protect, Prepare, Prevent
- Domestic Abuse
- Safer Supported Communities
- Serious Organised Crime: County Lines, Exploitation and Modern Slavery
- Serious Violence.

#### Joint Violence Against Women and Girls (VAWG) Partnership

Whilst the Serious Violence Strategy recognises Violence Against Women and Girls as a priority, the joint Violence Against Women and Girls (VAWG) Strategy was launched in June 2022 and sets out how partners will address VAWG in North Yorkshire and York.

The joint VAWG Strategy also has its own governance arrangements, with bi- annual updates reported to the Commissioner's Strategic VAWG Governance Board, a delivery group and professionals' subgroup which are responsible for delivery of the strategy.

To avoid duplication of this work and governance arrangements, the local Partners response to Violence Against Women and Girls will continue to be led by these existing arrangements. The SVD Working Group and associated governance mechanism will be regularly updated as appropriate, to reflect this delivery under the Serious Violence Duty Strategy VAWG priority.

To access the VAWG Strategy as published on the OPFCC website, please click here.

## **Local Domestic Abuse Partnerships and Joint Commissioning**

Our priority surrounding VAWG has a focus on Domestic Abuse in targeted areas. The Duty recognises that both North Yorkshire and York have existing Local Domestic Abuse Partnerships and so these Partnerships will remain responsible for delivery of the local response to Domestic Abuse. Regular updates will be provided to the Serious Violence Duty Working Group and CSPs for oversight under this Strategy.

The joint North Yorkshire and city of York Domestic Abuse strategy for 2024-28 will detail how the two domestic abuse local partnership boards will work to create an environment where healthy relationships are the norm and where victims and survivors and their children have access to the right support at the right time.

This work will be detailed across 4 strategic priorities:

- Prevention and early identification
- Authentic and inclusive support for all
- Driving change together
- Accountability

The strategy will also cover funding through the Department of Levelling Up, Housing and Communities Safe Accommodation Grant.

To view the joint North Yorkshire and city of York Domestic Abuse Strategy for 2024-28, please click here.

# **Serious Organised Crime Partnership**

The SOC Partnership Board was convened between all statutory partners and a number of non-statutory partners under the Project Alliance banner. Its purpose is to create a system for the disclosure of crime data & information between North Yorkshire Police and all members of the North Yorkshire Police Project Alliance Partnership.

It addresses the threat, risk and harm posed by criminal groups, embedding a sustainable 4P approach in line with the National Strategy.

The Serious Organised Crime Partnership Board convenes on a quarterly basis and is chaired by Detective Superintendent Naughton.

# It reports on:

- Performance in the SOC arena on areas including disruptions.
- OCG mapping and scoring.
- Progress against Clear/ Hold/ Build.
- Results and judicial outcomes of operational activity.

It will complement the work of the SVD working groups by focusing on SOC, and circulating intelligence requirement which are pertinent to SVD as well as SOC.

#### **North Yorkshire Substance Use Partnerships**

The North Yorkshire draft Substance Use Strategy (due to be published in February 2025) sets out how partners across North Yorkshire will co-ordinate and deliver action to reduce substance use harms for the North Yorkshire population.

The North Yorkshire Substance Use Strategy is committed to "reduce harms associated with substance use across North Yorkshire – putting people, health and communities at the centre".

The priorities have been highlighted as:

- Drug supply and responsible retailing of alcohol
- Deliver effective support for all people who experience harmful patterns of substance use
- Prevention of use of substances

#### With partnership action focused on:

- Harm reduction Communications and engagement
- Workforce development
- Research and development
- Protective factors that prevent harmful patterns of substance use, and promote recovery
- Substance use in particular places in North Yorkshire.

The strategy has adopted a public health approach and looks to balance law enforcement responsibilities with compassionate leadership, policy, and practice. This co-ordinated approach directly reflects the work of the Serious Violence Duty, and so working together we can best approach alcohol related violence within the night-time economy.

#### Women's Whole System Approach

The Women's Whole System Approach has been developed to ensure that more women and girls are offered an appropriate gender-specific offer of support. This is aimed at women and girls in rural and isolated areas of the county and seldom heard women.

The Duty will work in partnership with the Women's Whole System Approach. Our priority on VAWG, will mean there will be overlap in the aims of this strategy and the aims of the Women's Whole System Approach. Where possible, interventions will be guided from the approach to ensure best practice and delivery of successful interventions.

# North Yorkshire Safeguarding Children Partnerships and MACE Strategy

The Children's Safeguarding Partnership undertakes the work formerly of North Yorkshire Children's Trust and North Yorkshire Safeguarding Children Board with the aim to ensure all children in North Yorkshire are safe, happy, healthy, and achieving.

The Children's Safeguarding Partnership includes three statutory safeguarding partners in North Yorkshire: North Yorkshire Council, North Yorkshire Police and Humber and North Yorkshire Integrated Care Board. In consultation with the relevant agencies, they agreed the multi-agency safeguarding arrangements for North Yorkshire as set out in the Children and Social Work Act (2017).

They are also responsible for the Multi Agency Child Exploitation and Contextual Safeguarding (MACE) Strategy 2020-2023. Prioritised under this strategy include:

- Enable Partners and Communities to work together to protect Children and Young People.
- Focus on Prevention and Engagement of Children, Young People, Parents and Carers.
- Strengthen Multi-Agency work in response to children and young people identified as at risk and the targeting and disruption of those who pose a risk of harm and locations of concern.
- Utilise Research, Innovation and Quality Assurance to strengthen practice.

## **York Safeguarding Children Partnerships**

The City of York Safeguarding Children Partnership (CYSCP) places a duty on three statutory safeguarding partners (namely: the Local Authority, the Police and the integrated Care Board) within the City of York, to make arrangements to work together, and with other relevant agencies locally, to safeguard and promote the welfare of all children. The vision of the partnership is 'for all the children of York to grow up in the safety and to always feel safe'.

As outlined in Working Together (2023) strategy, the CYSCP works with other strategic partnerships such as the Serious Violence Working Group in order to support children, young people and their families within the City of York. Full details here: Working together to safeguard children 2023: statutory guidance (publishing.service.gov.uk)

The CYSCP supports the work of the Serious Violence Working Group and the priorities within this strategy to achieve positive outcomes for children and young people.

A priority of the CYSCP for 2023/24 is in respect of Child Exploitation and the partnership are strengthening their current adolescent strategy to include serious youth violence as a theme.

Further information about the CYSCP can be found: Home – CYSCP (saferchildrenyork.org.uk).

# **Humber and North Yorkshire Integrated Care Board (HNY ICB)**

The Humber and North Yorkshire ICB has prioritised addressing the health needs of the victims of abuse as part of the current Joint Forward Plan 2023-2028. This aligns with our Priority 5 in which VAWG and Domestic Abuse is a focus.

The ICB will undertake duties in relation to serious violence as a specified authority and work with other specified authorities to prevent and reduce serious violence including sexual violence and domestic abuse. More details can be found in the full strategy: <u>Joint-Forward-Plan-How-we-will-deliver-our-strategy-from-2023-to-2028.pdf</u> (icb.nhs.uk).

#### This work will include:

- System working to align service response to domestic abuse and sexual safety in healthcare
  for patients and staff and sign-up to the new Sexual safety in healthcare charter:
   <a href="https://www.england.nhs.uk/publication/sexual-safety-in-healthcare-organisational-charter/">https://www.england.nhs.uk/publication/sexual-safety-in-healthcare-organisational-charter/</a>
- Acting on system-learning for health following Domestic Homicide Reviews
- In North Yorkshire, working with partners from Standing Together against domestic abuse as part of the Crossing Pathways project with IDAS to raise awareness of domestic abuse and response for older people in isolated rural communities.

# 8.0 Appendix

# 8.1 Appendix A – Terms of Reference



SVD Y&NY ToR -March 2023.pdf

# 8.2 Appendix B - Strategic Needs Assessment



Strategic Needs Assessment 2024-25