



Multi Agency Public Protection Arrangements

# WEST YORKSHIRE



# Annual Report 2020-21



# Introduction

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Welcome to the 2020-21 Annual Report of the West Yorkshire Strategic Management Board (SMB) for Multi-Agency Public Protection Arrangements (MAPPA).

The foundation of MAPPA is the partnership work between a whole range of organisations, both within and beyond the criminal justice system. By sharing information, jointly assessing risk, and co-ordinating activity, we are in a better position to protect individuals and local communities in West Yorkshire. These arrangements require a considerable investment of time and effort, but they are a key priority.

Whilst Police, Probation, and Prisons hold the prime responsibility for the effectiveness of MAPPA, they are actively supported by a diverse group of organisations including Youth Offending Teams, Children's and Adults Social Care, Health and Mental Health, Education, Home Office Immigration Enforcement, Accommodation and Electronic Monitoring providers, to name just some. The aim is to get the right organisations around the table for each individual case when necessary.

We have maintained our focus on violent and sexual offenders, but have also continued to develop arrangements to manage violent extremists and those convicted of terrorism related offences. The latter half of the year saw the creation of the National Security Division (NSD). West Yorkshire MAPPA has been involved in the formation of this specialist, dedicated and highly skilled service for Category 4 offenders which will provide an enhanced level of management and intervention for the most high-risk, complex

and high-profile offenders in the community. Specialist staff will deliver an enhanced set of national standards to the management of terrorist offenders, serious organised criminals and other critical public protection cases.

The involvement of and arrangements with Mental Health, Learning Disability and Personality Disorder Services have continued to be a significant focus with improvements despite ongoing pressures on all public services.

As well as pooling the professional expertise of these organisations, MAPPA also benefits from the involvement of the Lay Advisor. Their role is to represent the public, by asking questions of MAPPA on behalf of local communities and by developing a sound knowledge of the operation of MAPPA, including observation of MAPP meetings for individual cases.

The MAPPA process commences whilst the offender is in prison or detained in hospital. Victims are informed of key milestones during the sentence, and their views are made known and taken into account when decisions are taken. When release / discharge conditions are being considered, victim safety is of the highest priority. MAPPA processes become more intense when the offender is released into the community, and the management of risk continues to be reviewed by agencies in accordance with the specific risk issues of each case.

# Implications of COVID-19

The past year has seen unprecedented challenges presented by the COVID-19 pandemic.

In order to work safely exceptional delivery models (EDMs) were created and implemented. Policy and practices were put in place to manage the safety of staff, MAPPA nominals and stakeholders. Monitoring and control in the management of MAPPA nominals still remained a priority to ensure that the protection of the public and victims and the risk management of some of our most dangerous offenders was not compromised. Measures included the introduction of social distancing, wearing of face coverings and use of personal protective equipment (PPE).

Safe working practices also included moving all local MAPPA Level 2 and 3 management Meetings online. All Strategic Board meetings and delivery of sub-groups were also held remotely. This supported interagency working and overall the feedback has been positive. Attendance from agencies has improved allowing us to continue with robust effective delivery of MAPPA across the region for the most critical offenders who present a risk of serious harm to the public.

All of our agencies and organisations have worked incredibly hard during a period of immense challenges and difficulties over the last year. The innovative and credible work undertaken to ensure safety was not compromised has allowed our MAPPA and other critical processes to continue uninterrupted. It is envisaged this period of exceptional demand and delivery of working practises and approaches to MAPPA will continue throughout the coming year to ensure we can support the management and rehabilitation of the most serious threats to our communities.

## SMB Board Members



**Maggie Smallridge**  
SMB Chair, Head of  
Service, National  
Probation Service



**ACC Catherine  
Hankinson**  
West Yorkshire  
Police



**Paul Fowweather**  
Yorkshire Prisons  
Group Director



# What is MAPPA?

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## MAPPA background

MAPPA (Multi-Agency Public Protection Arrangements) are a set of arrangements to manage the risk posed by the most serious sexual, violent and terrorist offenders (MAPPA-eligible offenders) under the provisions of sections 325 to 327B of the Criminal Justice Act 2003.

They bring together the Police, Probation and Prison Services in each of the 42 Areas in England and Wales into what is known as the MAPPA Responsible Authority.

A number of other agencies are under a Duty to Co-operate (DTC) with the Responsible Authority. These include Social Services, Health Services, Youth Offending Teams, Jobcentre Plus and Local Housing and Education Authorities.

Local Strategic Management Boards comprising senior representatives from each of the Responsible Authority and DTC agencies are responsible for delivering MAPPA with their respective areas. The Responsible Authority is also required to appoint two Lay Advisers to sit on each MAPPA area Strategic Management Board (SMB).

Lay Advisers are members of the public appointed by the Minister with no links to the business of managing MAPPA offenders who act as independent, yet informed, observers; able to pose questions which the professionals closely involved in the work might not think of asking. They also bring to the SMB their understanding and perspective of the local community (where they must reside and have strong links).

## How MAPPA works

MAPPA-eligible offenders are identified and information about them is shared between agencies to inform the risk assessments and

risk management plans of those managing or supervising them.

That is as far as MAPPA extend in the majority of cases, but some cases require more senior oversight and structured multi-agency management. In such cases there will be regular MAPPA meetings attended by relevant agency practitioners.

There are 3 categories of MAPPA-eligible offender:

- **Category 1** - registered sexual offenders;
- **Category 2** – mainly violent offenders sentenced to 12 months or more imprisonment or a hospital order; and
- **Category 3** – offenders who do not qualify under categories 1 or 2 but who currently pose a risk of serious harm.

There are three levels of management to ensure that resources are focused where they are most needed; generally those presenting the higher risks of serious harm.

- **Level 1** is where the offender is managed by the lead agency with information exchange and multi-agency support as required but without formal MAPPA meetings;
- **Level 2** is where formal MAPPA meetings are required to manage the offender.
- **Level 3** is where risk management plans require the attendance and commitment of resources at a senior level at MAPPA meetings.

MAPPA are supported by ViSOR. This is a national IT system to assist in the management of offenders who pose a serious risk of harm to the public.

The use of ViSOR increases the ability to share intelligence across organisations and enables the safe transfer of key information when high risk offenders move, enhancing public protection measures. ViSOR allows staff from the Police, Probation and Prison Services to work on the same IT system for the first time, improving the quality and timeliness of risk assessments and interventions to prevent offending.

working closely with local Strategic Management Boards to ensure the robust management of terrorism cases. The NSD also manages serious organised crime and the most high risk and high profile public protection cases.

All MAPPA reports from England and Wales are published online at: [www.gov.uk](http://www.gov.uk)

## MAPPA and Terrorism

In response to the terrorist attack committed by Usman Khan at Fishmongers' Hall on 29 November 2019, the Home Secretary and the Lord Chancellor commissioned Jonathan Hall QC, who is the Independent Reviewer of Terrorism Legislation, to undertake a review of MAPPA and the management of known terrorists and other extremist offenders (TACT Offenders). The terrorist attack committed by Sudesh Amman in Streatham High Road on 2 February 2020 served to reinforce the need for the review, since both Khan and Amman had been managed under MAPPA. The government published the report on 2 September 2020 and published a response to it on 9 December. Both documents are available at <https://www.gov.uk/government/publications/multi-agency-public-protection-arrangements-review>.

The report made a number of recommendations, several of which have been or are being implemented via the Counter-Terrorism and Sentencing Act 2021 and the Police, Crime, Sentencing and Courts Bill. Others have already been introduced by the creation of the National Security Division (NSD) in the Probation Service to manage terrorist offenders. The Secretary of State has also revised the statutory MAPPA Guidance on terrorist offenders.

The Probation Service, via the NSD, has created a specialist dedicated and highly skilled workforce, which provides an enhanced level of management and intervention for the most high-risk, complex and high-profile offenders in the community. This will include the management of terrorist connected and terrorist risk offenders. Five Probation Service national security units have been established across England & Wales during 2020/21. The NSD and Counter-Terrorism Policing will be

# MAPPA Statistics

<b>MAPPA-eligible offenders on 31 March 2021</b>				
	Category 1: Registered sex offenders	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 1	2964	1019	-	3983
Level 2	36	13	10	59
Level 3	0	0	2	2
Total	3000	1032	12	4044

<b>MAPPA-eligible offenders in Levels 2 and 3 by category (yearly total)</b>				
	Category 1: Registered sex offenders	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 2	69	72	23	164
Level 3	4	8	8	20
Total	73	80	31	184

<b>RSOs cautioned or convicted for breach of notification requirements</b>	47
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<b>RSOs who have had their life time notification revoked on application</b>	22
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<b>Restrictive orders for Category 1 offenders</b>	
<b>SHPOs, SHPOs with foreign travel restriction &amp; NOs imposed by the courts</b>	
SHPO	177
SHPO with foreign travel restriction	0
NOs	5

<b>Number of people who became subject to notification requirements following a breach(es) of a Sexual Risk Order (SRO)</b>	1
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<b>Level 2 and 3 offenders returned to custody</b>				
	<b>Category 1: Registered sex offenders</b>	<b>Category 2: Violent offenders</b>	<b>Category 3: Other dangerous offenders</b>	<b>Total</b>
<b>Breach of licence</b>				
Level 2	4	3	1	8
Level 3	0	0	0	0
Total	4	3	1	8
<b>Breach of SOPO</b>				
Level 2	0	-	-	0
Level 3	0	-	-	0
Total	0	-	-	0

<b>Total number of Registered Sexual Offenders per 100,000 population</b>	<b>147</b>
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This figure has been calculated using the Mid-2020 Population Estimates: Single year of age and sex for Police Areas in England and Wales; estimated resident population, published by the Office for National Statistics, excluding those aged less than ten years of age.

# Explanation commentary on statistical tables

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## MAPPA background

The totals of MAPPA-eligible offenders, broken down by category, reflect the picture on 31 March 2021 (i.e. they are a snapshot). The rest of the data covers the period 1 April 2020 to 31 March 2021.

**(a) MAPPA-eligible offenders** – there are a number of offenders defined in law as eligible for MAPPA management, because they have committed specified sexual and violent offences or they currently pose a risk of serious harm, although the majority are actually managed at Level 1 without formal MAPPA meetings. These figures only include those MAPPA eligible offenders living in the community. They do not include those in prison or detained under the Mental Health Act.

**(b) Registered Sexual Offenders (RSOs)** – those who are required to notify the police of their name, address and other personal details and to notify of any subsequent changes (this is known as the “notification requirement.”) These offenders are assessed and managed by the police. They may also be managed by probation or health services if they are subject to licence or a hospital order. Failure to comply with the notification requirement is a criminal offence that carries a maximum penalty of 5 years’ imprisonment.

**(c) Violent Offenders** – this category includes violent and terrorist offenders sentenced to imprisonment or detention for 12 months or more, or detained under a hospital order. It also includes a small number of sexual offenders who do not qualify for registration. These offenders are assessed and managed

by the Probation Service, Youth Offending Team or Mental Health Services.

**(d) Other Dangerous Offenders** – offenders who do not qualify under the other two MAPPA-eligible categories, but who currently pose a risk of serious harm which requires management via MAPPA meetings. These offenders are assessed and managed by whichever agency has the primary responsibility for them.

**(e) Breach of licence** – offenders released into the community following a period of imprisonment will be subject to a licence with conditions (under probation supervision). If these conditions are not complied with, breach action will be taken and the offender may be recalled to prison.

**(f) Sexual Harm Prevention Order (SHPO) (including any additional foreign travel restriction).** Sexual Harm Prevention Orders (SHPOs) and interim SHPOs replaced Sexual Offence Prevention Orders. They are intended to protect the public from offenders convicted of a sexual or violent offence who pose a risk of sexual harm to the public by placing restrictions on their behaviour. They require the offender to notify their details to the police (as set out in Part 2 of the 2003 Act) for the duration of the order.

The court must be satisfied that an order is necessary to protect the public (or any particular members of the public) in the UK, or children or vulnerable adults (or any particular children or vulnerable adults) abroad, from sexual harm from the offender. In the case of an order made on a free standing application by a chief officer or the National Crime Agency (NCA), the chief officer/NCA must be able to show that the offender has acted in such a way

since their conviction as to make the order necessary.

The minimum duration for a full order is five years. The lower age limit is 10, which is the age of criminal responsibility, but where the defendant is under the age of 18 an application for an order should only be considered exceptionally.

**(g) Notification Order** – this requires sexual offenders who have been convicted overseas to register with the police, in order to protect the public in the UK from the risks that they pose. The police may apply to the court for a notification order in relation to offenders who are already in the UK or are intending to come to the UK.

**(h) Sexual Risk Order (including any additional foreign travel restriction)**  
The Sexual Risk Order (SRO) replaced the Risk of Sexual Harm Order (RoSHO) and may be made in relation to a person without a conviction for a sexual or violent offence (or any other offence), but who poses a risk of sexual harm.

The SRO may be made at the magistrates' court on application by the police or NCA where an individual has committed an act of a sexual nature and the court is satisfied that the person poses a risk of harm to the public in the UK or children or vulnerable adults overseas.

A SRO may prohibit the person from doing anything described in it, including travel overseas. Any prohibition must be necessary to protect the public in the UK from sexual harm or, in relation to foreign travel, protecting children or vulnerable adults from sexual harm.

An individual subject to an SRO is required to notify the police of their name and home address within three days of the order being made and also to notify any changes to this information within three days.

A SRO can last for a minimum of two years and has no maximum duration, with the exception of any foreign travel restrictions which, if applicable, last for a maximum of five years (but may be renewed).

The criminal standard of proof continues to apply. The person concerned is able to appeal against the making of the order and the police or the person concerned are able to apply for the order to be varied, renewed or discharged.

A breach of a SRO is a criminal offence punishable by a maximum of five years' imprisonment. Where an individual breaches their SRO, they will become subject to full notification requirements.

Individuals made subject of a SRO are now recorded on VISOR as a Potentially Dangerous Person (PDP).

### **(i) Lifetime notification requirements revoked on application**

A legal challenge in 2010 and a corresponding legislative response means there is now a mechanism in place that allows qualifying sex offenders to apply for a review of their notification requirements. Persons do not come off the register automatically. Qualifying offenders may submit an application to the police to review their indefinite notification requirements. The police review the application and decide whether to revoke the notification requirements. This decision is made at the rank of Superintendent. Those who continue to pose a significant risk will remain on the register for life, if necessary.

Individuals will only become eligible to seek a review once they have been subject to indefinite notification requirements for a period of at least 15 years for adults and 8 years for juveniles. This applied from 1 September 2012 for adult offenders.

# West Yorkshire MAPPA in action

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## How MAPPA Operates Locally

**There are three MAPPA units in West Yorkshire – Bradford & Calderdale, Leeds, and Wakefield & Kirklees.**

The Strategic Management Board (SMB) in West Yorkshire is chaired by a senior manager from one of the Responsible Authority Agencies (National Probation Service, Police, Prisons) with the current chair being the Head of Service from the National Probation Service. The role of the SMB is to ensure the quality and effectiveness of MAPPA work in West Yorkshire.

It is impossible to eliminate all risk when offenders are being managed within the community, but the three responsible authority agencies are fully committed to ensuring that, through MAPPA partnership, risks are reduced. Those agencies, West Yorkshire Police, National Probation Service - West Yorkshire and the Prison Service in Yorkshire and Humberside, have worked hard to develop clear and effective communication mechanisms and to build a strong professional relationship with other agencies.

The **Prison Service in Yorkshire and Humberside** prepares offenders for release from prison and provides key release information on hundreds of prisoners each year in advance of their release back into Yorkshire and Humberside, as part of an agreed and managed joint process with community agencies.

Through the **National Probation Service - West Yorkshire (NPS-WY)**, MAPPA has access to a range of interventions and group activities, some of which seek to restrict offenders' actions and behaviours, others try to help offenders change the way they behave. Licence conditions can impose restrictions on offenders such as exclusion zones. National Probation Service - West Yorkshire also works closely with victims of crime who have been affected by either a serious violent or sexual offence.

MAPPA enables **West Yorkshire Police** to coordinate with other agencies and contribute to the effective risk management of sexual and violent offenders. West Yorkshire Police take a lead in the management of Category 1, Registered Sexual Offender MAPPA cases. Officers who know the offender will contribute to risk assessment and action planning. Regular contact takes place between Probation Officers and Police staff across West Yorkshire.

The MAPPA Units coordinate meetings, undertake administration of MAPPA and provide a MAPPA Chair who objectively guides the meeting to develop a robust Risk Management Plan for each MAPPA Offender and holds agencies to account for completing the actions they have agreed to undertake. There is also a WY MAPPA Coordinator who acts as a bridge between the SMB and MAPPA agencies, supporting operational, policy and strategic development in accordance with SMB requirements and national MAPPA guidance, as well as acting as a single point of contact for other MAPPA areas and forging links at regional and national levels.

# Case Study

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In Nov 2020 Mr X received 15 months YOI for offences of Affray and Possession of a Bladed Article (a knife). He made threats with a kitchen knife, towards his pregnant partner who was only 16 years old at the time. The offences took place in the victim's home with family members present. Mr X threatened to harm the baby. The victim was very vulnerable due to her young age and other circumstances. She declined input from the Victim Liaison Unit and despite a Clare's Law disclosure by West Yorkshire Police, she had indicated she had no intention of ending the relationship with Mr X. Mr X has a long history of domestic violence callouts but is not heavily convicted. Domestic incidents have also involved his mother and there have been threats made by him to kill and rape her. He also has convictions involving carrying offensive weapons.

As the Probation Practitioner gained more information about Mr X, his risk was increased to high. It was identified that Mr X was likely to be released of no fixed abode. The addresses he had provided to this Probation Practitioner were deemed unsuitable due to his offending history. Without a place to reside Mr X was likely to gravitate to the victim's property, which increased the risk of harm linked to domestic abuse. Although, his baby had been born and taken into Care for assessments to take place, there was concern that Mr X's presence might undermine the victim's motivation to engage with Social Services. He was also struggling with his own feelings about being a father, his trauma from childhood and the likely loss of his child through adoption. There was concern that his feelings of anger and his inability to manage his emotions, likely due to specific learning disabilities and developmental trauma, would increase the risk he posed to his partner/victim.

Given Mr X's high risk and the safeguarding issues relating to the case, as well as him not having a stable address to go to on release, the Probation Practitioner made a referral into MAPPA to enable all agencies involved to share information and formulate a risk management plan that would include victim safety planning. The Prison Probation Practitioner, Children's Social Care Services, the Learning Disabilities team, Housing, the Community Probation Practitioner, Victim Liaison Unit and the Police came together for the Initial meeting. The result was a referral to an Approved Premise (AP) for Mr X's release endorsed by the MAPPA panel as necessary to manage Mr X's risk, additional diagnostic assessments put in place for Mr X's learning disabilities, an appropriate 'person posing a risk' assessment undertaken by Children Services to feed into the care assessment for Mr X's child, relevant referrals were identified for housing providers to anticipate Mr X's move on from the AP, a further visit by a Victim Liaison Officer was agreed to try and engage the victim but also provide her with advice and signpost her to support networks should she need it in the future. Relevant Police markers were put on the victim's address should an incident occur and restrictive licence conditions such as a curfew and exclusion zones were put in place to protect the victim.

By bringing all agencies together MAPPA ensured a robust risk management plan (RMP) was agreed and put in place to protect the victim. The RMP also incorporated the needs of Mr X to provide him with the right support package for him to better manage his emotional wellbeing. In turn this helped to reduce the risks of him re-offending against his partner. The plan didn't just involve Mr X having a place to stay on release but AP staff who used a psychologically informed approach to support Mr X through his difficulties. Alongside this he had the right support from the Learning Disability team and the probation practitioner used the Offender Personality Disorder Services (OPDS) to work with a psychologist who recommended the best approach to use when working with Mr X to help him overcome his difficulties. This then enabled Mr X to work effectively with Children Services to support the adoption of his child as a means of doing the best he could for his child.

Mr X successfully moved on from the AP into his own tenancy. There have been no further incidents of domestic abuse and he continues to use the support of professionals to develop his skills in managing his emotions and managing his anger.



# Lay Adviser's Perspective

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As I put together these remarks in latter part of 2021, as the pandemic working has finally become the new norm, it feels like public services are finally arriving into the 21st century. Colleagues are enjoying being able to be more productive, using technology, overall wisely and well.

I am happy that HMPPS has overall adapted well to the change brought about by the pandemic and staff members are enjoying the new way of working. HMPPS, and the Probation Service in particular, has been undergoing another change, or shall we say unchanging a change made during the 2010-15 parliament, and again the Service is, overall, happy to see this and adapting to it relatively well. This year, I have also welcomed our new MAPPA SMB chair and two new district MAPPA chairs. Thanks to adoption of technology by MoJ, I have had detailed introductory conversations with all of them and wish them every success.

Last year I reflected on the turmoil caused following systemic failures in management of those under the Terrorism Act 2006. After initially promoting them all to level 3, now a national approach is emerging of managing them separately, through the National Security Division. I hope the national team will develop expertise in this field while liaising well with the local teams.

Last year I had also expressed the hope that with the Windrush Review, the Black Lives Matter protest, and public health inequalities highlighted by the pandemic, a culture of empathetic root cause analysis and better understanding and imagination in understanding the society as a whole might begin to emerge. In a number of Select Committee Inquiries I have contributed to, among them the Home Affairs Committee Inquiry reflecting on 20 years since The Macpherson Report and Wider BME Relations with the Authorities, I have facilitated such empathetic root cause analysis. I hope findings of the Home Affairs Committee Inquiry, including my contribution, now in the public domain, will be heard and acted on and, if the optimist in me dares to hope, prove transformative.

Over the last two decades, I have researched and, up to a degree influenced, how inclusion and diversity are viewed as part of national and local policy and strategy. I have recommended that diversity monitoring should include open questions that allow individuals to reflect on what factors they have found as greatest sources of discrimination/barriers to inclusion, rather than seeing the world simply through the prism of the protected characteristics, which are often not the greatest sources of discrimination in modern Britain. I have shared my observations and concerns with the SMB and I am pleased to see that agencies are showing willingness to become more open in how they approach inclusion & diversity – giving people opportunity to reflect, through open questions, on whether and how they have felt discriminated against, rather than simply limiting it to a statistical form-filling exercise. I am glad that after some discussion and reflection this has been agreed as part of our MAPPA Policy, Strategy and Business Plan. I am working to persuade the national team to make similar change, and hope that the agencies who have agreed to this in principle, will put this into practice with energy and rigour and be proactive in understanding the greatest sources of discrimination in modern Britain. In my research and writing, I have highlighted these as:

- 1.Compounding Effect of Multiple Disadvantages
- 2.Disadvantages on characteristics lacking protection
- 3.Disadvantages caused through narrow procedures unsuitable for the diverse (as I have seen increasing examples of discrimination through mechanically equal application of procedures conceived with only the narrow mainstream in mind, I have replaced “Equality”, with “Inclusion” & “Empathy”)
- 4.Digital Exclusion and Discrimination
- 5.Exclusion caused by reinforcing effect of poverty (including energy poverty) and living conditions
- 6.Compounding effect on BMEs when factors like nationality, upbringing, networks, are not taken into account and success of the system judged through “more British than the British” BMEs only

7. Narrow approach to skills & affiliations resulting in poor boards, besides creating a fragmented society
  8. Effect of revolving-door and connected appointments narrowing talent and independence
  9. Effect of a breadth of factors, including growing up conditions/epigenetics on health inequalities
  10. Effect of establishment symbolisms and affiliations as barriers to social mobility
- These are all important factors in managing today's offenders and creating/avoiding the offenders of tomorrow.

I want to stress the increased impact of digital inequality over the last year. The pandemic began with digital inadequacy across the board though over the first 12 months many agencies were able to modernise so that digitally they are in a better place now than they were at the beginning of this crisis.

While this progress is pleasing, it is my view that agencies became more inward focused and less well connected with their service users. In my advice to the DCMS Parliamentary Select Committee, last year, I highlighted emerging discrimination, including a "post code lottery" and different access to digital facilities based on a range of factors like one's affluence, abilities, training, housing conditions, etc.

We know that, among other things, these factors, and access to high quality education in one's formative years, have historically affected not only people's attainment but also their judgement and prospect of being trapped in chronic cycle of crime and incarceration. It was therefore sad to see that ~six months after this advice, the children in my inner city neighbourhood became "vulnerable children" during the lockdown, not because there are no caring parents here but because there are almost no families that are not digitally poor.

Partners from Children's Services have long been warning us of the potential future rise in complex and dangerous criminals among children and young people and I have myself seen increasingly young and broken lives being flagged up through MAPPA during my nearly two terms. While the lockdown over the last year might have slightly brought down some of the traditional crimes, I fear newer crimes will take their place leaving agencies several steps behind, unless we, as a society, are able to invest in early intervention and development of children into responsible citizens of tomorrow, with access to resources and infrastructure.

I ask all MAPPA agencies, not only in West Yorkshire but across England and Wales, and central funding bodies that sponsor them, to reflect on whether they have become less accessible to their service users – often the most vulnerable in the society, and how they are going to bring services back up to pre-pandemic levels.

I also reflect on whether agencies were able to hold themselves equally open to public scrutiny, accountability and value analysis. The British system thrives on the contribution of independent public-spirited citizens holding public service bodies to account. Besides my SMB Lay Advisor role, I have seen other roles like Prison Visitors and Appropriate Adults performing vital public functions and have myself offered similar services to a range of organisations in Public Protection, Health, Children's services, etc, which are all linked, in some way, to multi-agency working.

I commend the way agencies adapted during the pandemic, but would stress the importance of ensuring that, especially during difficult times, changes to procedures should always ensure that public scrutiny and accountability can be maintained. Something for all MAPPA agencies across and beyond WY to reflect on.

In spring, I contributed to the National MAPPA Research being conducted at Anglia Ruskin University, with researchers including close colleagues of those who died in the Fishmongers' Hall terror attack. I hope the research will continue to improve multi-agency working and public protection.

As I progress through my second term, I am mindful of the need for succession planning, resilience building and well-managed handovers. It will be important to have a recruitment campaign, with enough breadth, diversity and independence on the selection panel, to achieve multiple high-quality appointments and retain resilience in the system after I am gone in 2023.



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