



Performance and Accountability Board (PAB) 5th May 2022 13:00 – 14:30

Venue: Media Suite, Police HQ (attendance is in person for officers of the OPCC and Constabulary only)

Members of the public can access the meeting via the link below

<https://bit.ly/37SweKq>

Attendees:

- **Police and Crime Commissioner**
- **Deputy Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **OPCC Chief of Staff**
- **OPCC Deputy Chief of Staff**
- **OPCC CFO**

AGENDA

Item No	Item Name
1	PCC Key/Topical Issues: including themes from PCC Contacts and Engagement
2	Performance: PCC Quarterly Performance Report (SIO) and Performance against Priority 1 – Preventing and Fighting Crime
3	Identifying Disproportionality Report: Update on Recommendations <u>Link to the report https://www.avonandsomerset-pcc.gov.uk/wp-content/uploads/2022/01/Identifying-Disproportionality-Report.pdf</u>
4	Areas for Further Discussion as identified through HMICFRS reports/recommendations, super complaints or other audit functions

Date of the next Public Accountability Board: 3rd August 2022, 13:00 – 14:30



Avon and Somerset Police and Crime Commissioner PCC Oversight Boards - Terms of Reference

Purpose

The Police and Crime Commissioner (the 'PCC') for Avon & Somerset has set up two boards (the 'Boards') to support the carrying out of his statutory functions including overseeing delivery of the Police and Crime Plan. This includes holding the Chief Constable to account for Avon and Somerset Police, as set out in Chapter 1 – Section 7 of the Police Reform and Social Responsibility Act 2011. These Boards replace the Police and Crime Board held from 2016 until April 2022.

The PCC must hold the Chief Constable to account for the exercise of: (a) the functions of the Chief Constable and (b) the functions of persons under the direction and control of the Chief Constable.

The aim of the Boards is to

- ✓ Hold the Chief Constable to account for delivering policing that is efficient and effective.
- ✓ Enable the PCC and the Chief Constable to openly and publicly demonstrate accountability, transparency and value for money over a broad range of police functions, decisions and national publications and inspections
- ✓ Demonstrate progress made against the policing and crime objectives set out in the PCC's Police & Crime Plan.
- ✓ To further support the requirements of the Specified Information Order by enabling the PCC to openly hold the Chief Constable to account in relation to the performance against the National Crime and Policing Measures.

The PCC discharges his responsibilities through two Boards:

1. The Performance & Accountability Board
2. The Governance & Scrutiny Board

The dates of the PCC Oversight Boards for the calendar year will be shared with Avon and Somerset Police in advance. These dates will also be published on the PCC's website.

Performance & Accountability Board (PAB)

Aims

- To increase public confidence, transparency and engagement by carrying out effective scrutiny and accountability in relation to core policing functions, especially in relation to performance against the PCC's Police & Crime Plan, the National Crime and Policing Measures and other areas as appropriate.

The PAB will be a formal meeting held at Avon and Somerset Police Headquarters, Valley Rd, Portishead, Bristol BS208JJ that will also be broadcast via a digital platform live and retained on the PCC website. Members of the public will be able to attend the PABs digitally, unless a fault with technology prevents this from happening. Members of the public are not able to attend the PABs in person.

The first meeting will take place in May 2022 and will occur quarterly thereafter, scheduled to last 1.5 hours.



Attendance

The Board will be chaired by the PCC and regular membership will include:

From Avon and Somerset Police: the Chief Constable ('CC'), Deputy Chief Constable ('DCC'), and where required any other member of the Chief Officer Group ('COG'). Other parties will be invited on an agenda dependent basis.

From the Office of the Police and Crime Commissioner ('OPCC'): the Deputy Police and Crime Commissioner, the Chief of Staff, Deputy Chief of Staff & the Chief Finance Officer and other parties as invited on an agenda dependent basis.

Either party may invite key partners or representatives to attend with agreement. The meetings will be administered and supported by the OPCC.

Agenda

As a minimum the agenda will include:

- Key/topical issues – National/Regional/Local
- PCC quarterly performance report incorporating ASP performance against the Police and Crime Plan; with a thematic focus each quarter.
- Identifying Disproportionality (will include local implementation of NPCC Police Plan of Action on Inclusion & Race when published)
- HMICFRS reports and recommendations.

Optional:

- Super complaints, reports and recommendations

The agenda will be ratified by the OPCC Chief of Staff and the Deputy Chief Constable ahead of the scheduled PAB. The proposed 'areas of questioning' will be shared with Avon and Somerset Police ahead of the questions being finalised, to assist the Force with their preparations. The final questions will be shared with Avon and Somerset Police no less than 7 days before the scheduled PAB. Any follow-up or supplementary questions over and above those shared in advance of the scheduled PAB will remain at the discretion of the PCC. Any topical items can be added to the agenda by the PCC as required. It is accepted that in these circumstances there may be limitations to the information that can be provided by Avon and Somerset Police at that time (for example, in respect of 'live' or ongoing police operations).

Transparency

A recording of each PAB will be published and retained on the PCC website accompanied by a written set of minutes and actions that will be available to the public.

Any other reports submitted to the PAB that require publication should be agreed 10 working days prior to the Board.

Governance & Scrutiny Board (GSB)

Aims

- A forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary. The Constabulary will have a responsibility to refer matters to the GSB in accordance with the Scheme of Governance (as currently referenced as the Police and Crime Board).



The GSB will be a formal meeting held at Avon and Somerset Police Headquarters, Valley Rd, Portishead, Bristol BS208JJ.

The first meeting will take place in May 2022 and will occur monthly thereafter, scheduled to last 1.5-2 hours. After May 2022, the GSB will be replaced by the PAB on a quarterly basis.

Attendance

The Board will be chaired by the PCC and regular membership will include:

From Avon and Somerset Police: the Chief Constable ('CC'), Deputy Chief Constable ('DCC'), and where required any other member of the Chief Officer Group ('COG'). Other parties will be invited on an agenda dependent basis.

From the Office of the Police and Crime Commissioner ('OPCC'): the Deputy Police and Crime Commissioner, the Chief of Staff, Deputy Chief of Staff, the Chief Finance Officer, the Strategic Planning and Performance Officer and other parties as invited on an agenda dependent basis.

Either party may invite key partners or representatives to attend with agreement. The meetings will be administered and supported by the OPCC.

Agenda

As a minimum the agenda will include:

- Chief Constable Risks & Issues
- OPCC Risks & Issues
- IPQR
- Assurance reports
- Leadership Academy update
- Approvals process
- Finance discussions
- Decision Notices

A quarterly update from the Joint Audit Committee ('JAC') will be provided to the Governance and Scrutiny Board.

The agenda remains fixed and the full agenda and minutes of the previous GSB should be finalised and circulated no less than 7 days in advance of the meeting.

Transparency

The GSB will not be a public meeting but summary minutes, including key points and actions, will routinely be published along with the agenda. Minutes will be produced within 5 working days of the GSB meeting and circulated for comment/amendment. Minutes will be agreed at the next GSB for publication within 5 working days.

Decisions should be referred to the OPCC so that they can be logged and scheduled for agreement at the GSB. The OPCC will issue a template decision notice for completion and a log number.

Completed decision notices should be submitted to the OPCC no later than 7 working days before the GSB along with other reports for inclusion in the Papers for the meeting. Decision notices will state



whether any background information is also for publication – if it is for publication it will not be marked restricted. Approved decision notices will be published within 5 working days of the GSB.

Any other reports submitted to the GSB that require publication should be agreed at the Board.

Preparation & Planning

An annual agenda setting meeting will be held in December between the Chief of Staff ('COS') and Deputy Chief Constable supported by relevant representatives from each agency to map out the agendas for both the PAB and GSB for the following reporting year starting in April.

Other meetings between OPCC and ASP

The PCC will continue to meet with the CC and representatives from ASP regularly and request other briefings from ASP as provided for under Section 36 of the Police Reform and Social Responsibility Act 2011. OPCC leads will also continue to attend Committee meetings, Constabulary Management Board and meet their ASP counterparts regularly with a special focus on priority areas. The DCC will continue to attend OPCC SLT. The OPCC will continue to have a standing invite to other Constabulary meetings including Gold Groups but will attend on an occasional/exceptional basis. When attending Constabulary meetings, OPCC representatives will not be attending in a decision making capacity. Formal decisions by the PCC will be taken at the Governance and Scrutiny Board.



Performance Report

Quarter ending March 2022

Glossary

Action Fraud – is the UK’s national reporting centre for fraud and cybercrime where victims should report fraud if they have been scammed, defrauded or experienced cyber crime in England, Wales and Northern Ireland.

ASP – Avon and Somerset Police

Cyber dependent crime – these are offences that can only be committed using a computer, computer networks or other form of information communications technology.

CPS – [Crown Prosecution Service](#).

Disproportionality of Stop Search – this looks at the number of people subject to stop and search, based on the five high level ethnicity groups, as a percentage of the population of the respective groups in Avon and Somerset (based on 2011 Census data). The figure displayed is the ratio of how many times more people were stopped - if they were Asian (or Asian British), Black (or Black British), Mixed or Other (collectively called Other than White) - compared with if they were White.

Domestic abuse – [is where a person is abusive towards another, they are personally connected and are 16 years of age or older](#).

MSG – [Most similar groups](#). These are groups of police forces that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. They are designated by Her Majesty’s Inspectorate of Constabulary Fire & Rescue Service (HMICFRS). The forces ‘most similar’ to Avon & Somerset are Derbyshire, Essex, Hampshire, Hertfordshire, Kent, Staffordshire and Sussex.

Neighbourhood Crime – defined in the national [Beating Crime Plan 2021](#) as vehicle-related theft, domestic burglary, theft from the person and robbery of personal property.

Patrol – the department of Avon and Somerset Police which has most uniformed officers; these officers attend more incidents than any other department.

Project Bluestone – is the Avon and Somerset Police response to Rape and Serious Sexual Offences. A transformative pathfinder approach being rolled out nationally as part of the cross-governmental improvement plan Operation Soteria.

Serious violence – defined nationally these are offences that result in the death of a person, “endanger life” or “wounding offences”.

National Police and Crime Measures

(Priorities for Policing)

Contribution of Avon and Somerset Police

Reduce Murder and Other Homicide

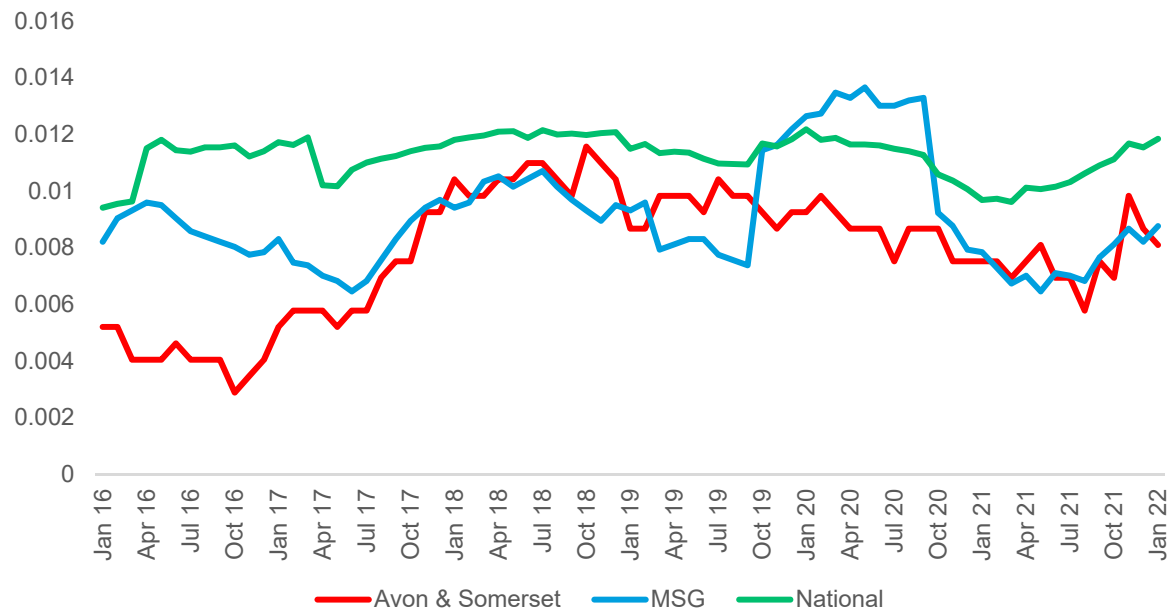
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded Homicide offences	Stable	4th/8 MSG (below MSG average rates)

Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across the ASP force area, utilising [Home Office Grip funding](#). (Grip funding will support intelligence and analytical capacity, to better identify serious violence hotspots and develop problem-solving approaches for those most at risk of violence).
2. Development of a refreshed homicide problem profile, and homicide suppression plan, to better understand and minimise the risk of serious violence and homicide in Avon and Somerset.
3. Enhancement of stalking protection order (SPO) application processes and associated guidance; thereby enabling the greater use of SPOs to prevent serious harm and homicide.
4. Development of refreshed sudden death procedural guidance, ensuring the thorough completion of investigative actions at the scene of every sudden death, and the early identification of any associated criminality.

Homicide - 12 Month Rolling Rates Per 1000 Residents



Comments

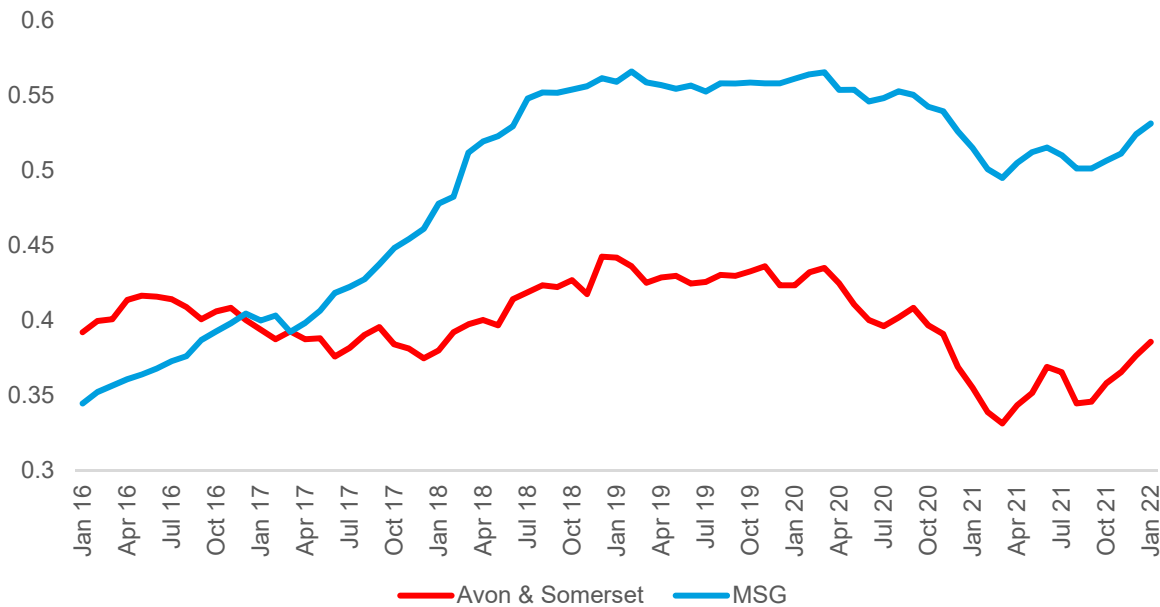
1. There are very low levels of recorded homicide within the ASP force area.
2. ASP have comparatively lower rates of homicide compared to the most similar group (MSG) of forces.

Reduce Serious Violence

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded serious violence offences	Stable	3rd/8 MSG (below MSG average rates)

Serious Violence - 12 Month Rolling Rates Per 1000 Residents



Planned Action to Drive Performance

1. Co-ordinated high intensity policing activity in serious violence hotspots, across the ASP force area, utilising [Home Office Grip funding](#). (Grip funding will support intelligence and analytical capacity to better identify serious violence hotspots and develop problem-solving approaches for those most at risk of violence).
2. Enhancements in intelligence and tasking capabilities, to improve the understanding of and operational response to intelligence surrounding serious and organised crime, and serious violence.
3. Investigations Transformation Project, to ensure that serious violence demand is appropriately allocated to and managed by specialist investigators. The pursuit and prosecution of offenders will reduce the likelihood of repeat offending.
4. Optimisation of the professional development of specialist investigators, to support improved investigative standards in cases of serious violence.
5. Embedding of the refreshed response policing model, to ensure that Patrol resources are deployed more effectively across the ASP force area; thereby ensuring that incoming emergency demand, including serious violence, is appropriately serviced.

Comments

1. The outlook for serious violence remains stable as we exit the COVID-19 pandemic and restrictions.
2. ASP benchmark well against the MSG group of forces, based on rates of serious violence per 1000 residents.

Disrupt Drugs Supply and County Lines

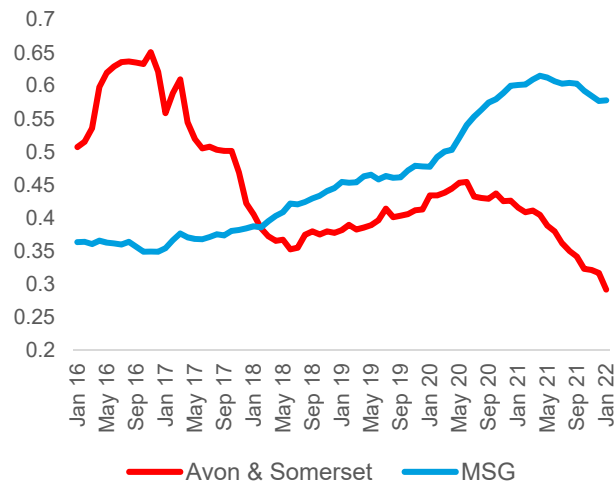
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Number of all drugs disruptions	Stable	Not available
Number of county lines disrupted	Reducing	Not available
Number of drug trafficking offences	Reducing	8th/8 MSG (below MSG average rates)

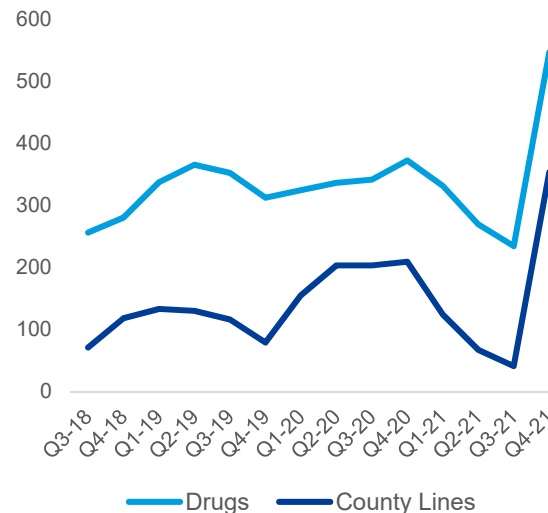
Planned Action to Drive Performance

1. Enhancement of the existing proactive capability within Remedy, to ensure that drugs supply and county lines within ASP is effectively disrupted. This will include an increase in policing capacity through the police officer uplift investment.
2. Continued proactive policing activity in the way that adults, who are at risk of exploitation through county lines criminality, are identified and safeguarded.
3. Operation Scorpion: Co-ordinated regional disruption activity to proactively disrupt county lines criminality; protecting communities from criminals engaged in drugs activity and improving community confidence through multi-agency partnership work.
4. Enhancements in the collection and analysis of data to assess the impact of tactics and approaches adopted in Operation Scorpion. This will enable the evidence-based identification of successful policing approaches, in reducing reoffending and improving community confidence surrounding drugs crime.

Drug Trafficking Crime -
12 Month Rolling Rates Per 1000
Residents



Drugs and County Lines Disruptions -
12 Month Rolling Rates



Comments

1. The force has a lower rate of drug trafficking offences per 1000 residents, compared to the MSG forces and this gap has been growing since mid 2020. This may indicate less proactive identification of the offending.
2. There was a significant increase in recorded disruptions in the latest quarter linking to intensification as part of Op Scorpion in March 2022

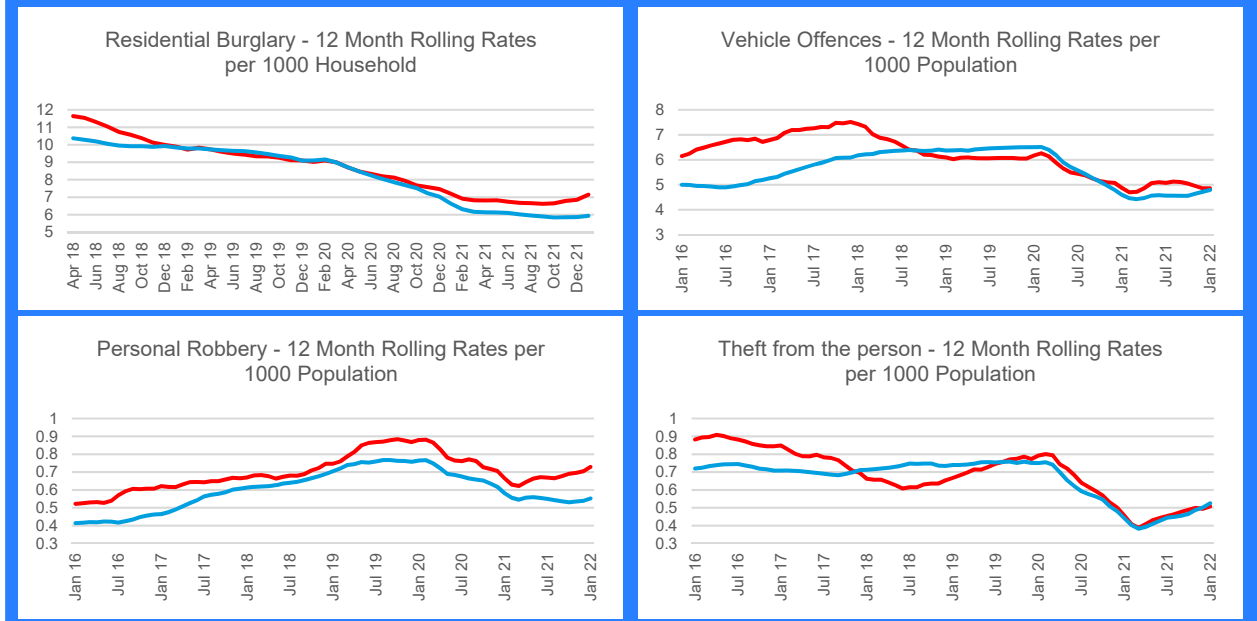
Reduce Neighbourhood Crime

Measures Summary

Local Measures	Trend / Outlook	Benchmark
Police recorded residential burglary offences	Stable	7th/8 MSG (higher than MSG average rates)
Police recorded vehicle crime offences	Stable	5th/8 MSG (similar to MSG average rates)
Police recorded personal robbery offences	Stable	8th/8 MSG (higher than MSG average rates)
Police recorded theft from the person offences	Stable	5th/8 MSG (similar to MSG average rates)

Planned Action to Drive Performance

1. Development and enhancement of problem-solving data analytics, methodologies and approaches to identify and target neighbourhood crime issues.
2. Embedding of improvements in the intelligence and tasking functions and processes, to better identify and respond to emerging trends associated with neighbourhood crime.
3. Enhancement of the existing proactive and reactive capabilities within Remedy, through structural and process improvements, to reduce neighbourhood crime in local communities across Avon and Somerset.
4. Development of a rural affairs delivery plan, to improve the recording of and operational response to neighbourhood crime; specifically in rural communities. The delivery plan will also focus on crime prevention activities, in conjunction with partners, to target-harden rural communities.
5. Enhancement of the Integrated Offender Management capabilities, through process improvements and police officer uplift investment; thereby better managing neighbourhood crime offenders, and reducing reoffending.



Comments

1. Recorded neighbourhood crimes were impacted significantly during the COVID-19 lockdown periods, and as a result saw large reductions. Crimes are anticipated to return to normal levels and therefore the outlook is based on 'pre-COVID-19' trends.

Tackle Cybercrime

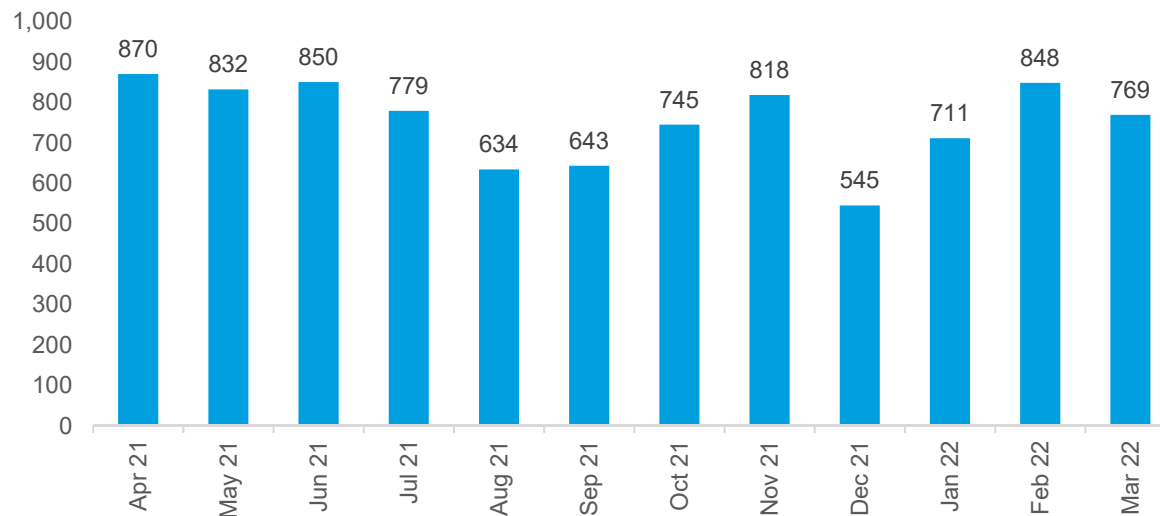
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Investigate 100% of all cyber dependant crime disseminated to forces	Stable (100%)	Not available
Provide 100% of all cyber dependant crime victims with specialist advice	Stable (100%)	Not available
Action Fraud Offences	Stable	Not available

Planned Action to Drive Performance

1. Delivery of cybercrime prevention advice and specialist victim support, through the cybercrime protect officer capability.
2. Promotion of fraud-awareness, linking to national campaigns, to increase public understanding of offending methods and to deliver appropriate crime prevention advice.
3. Embedding crypto-currency training within financial investigation, fraud and cyber teams; equipping staff with enhanced skills and capabilities for the seizure and investigation of offences associated with crypto-currencies.

Number of Action Fraud offences



Comments

1. There is no local measurement similar to the national measures, which focus on 'Confidence in the law enforcement response to cyber crime' and 'the percentage of businesses experiencing a cyber breach or attack'. Both of these measures are captured at a national level.

Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse

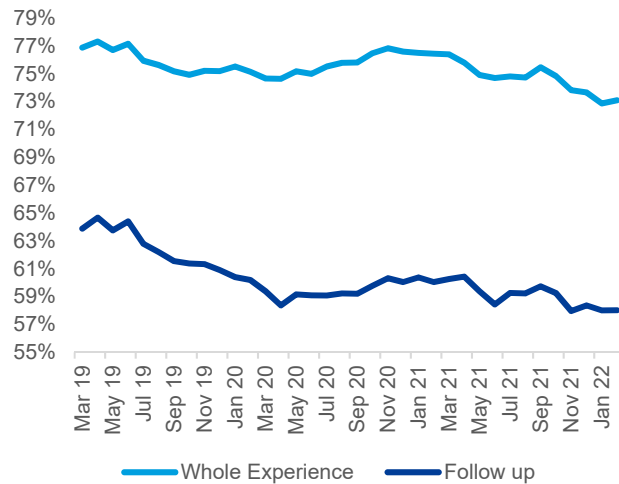
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Overall victim satisfaction rate	Stable	Not available
Hate crime victim satisfaction rate	Stable	Not available
Violent crime victim satisfaction	Stable	Not available
Burglary victim satisfaction	Stable	Not available

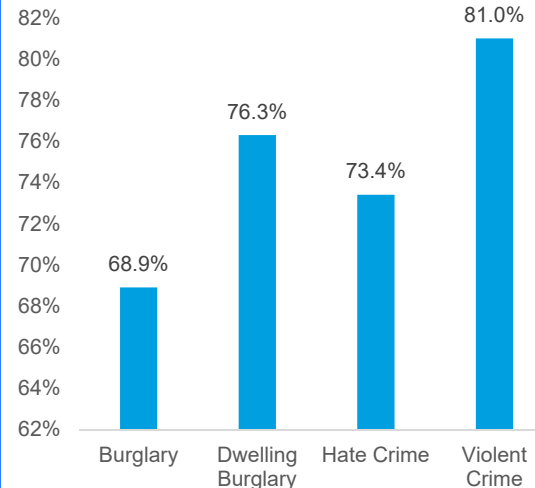
Planned Action to Drive Performance

1. Project Bluestone (see below slide). This will support victims of domestic abuse-related RASSO.
2. Creation of an enhanced capability within the Integrated Offender Management unit, utilising the police officer uplift investment, to identify and manage higher risk domestic abuse perpetrators.
3. Planning and delivery of comprehensive domestic abuse training ('DA Matters') for all staff who deliver front-line policing services.
4. Focused improvements on the consistent delivery of investigative updates for all victims of crime.
5. Creation of new victim information packs to ensure that victims of crime are provided with relevant information, guidance and support.
6. Enhancement of the victim survey provision, to ensure that victim experiences are better captured and responded to.
7. Establishment of an improved way of working within the Incident Assessment Unit to ensure that, whenever additional victim-based crimes are identified, they are correctly recorded at the earliest opportunity.

Victim Satisfaction Rates - Whole Experience and Follow Up



Overall Victim Satisfaction Rate (12 months to February 2022)



Comments

1. Overall victim satisfaction is stable in ASP.
2. There is no domestic abuse victim satisfaction survey currently in place in Avon and Somerset. A new survey is in the design phase and will be piloted later in the year.

Better Criminal Justice Outcomes for Rape Cases

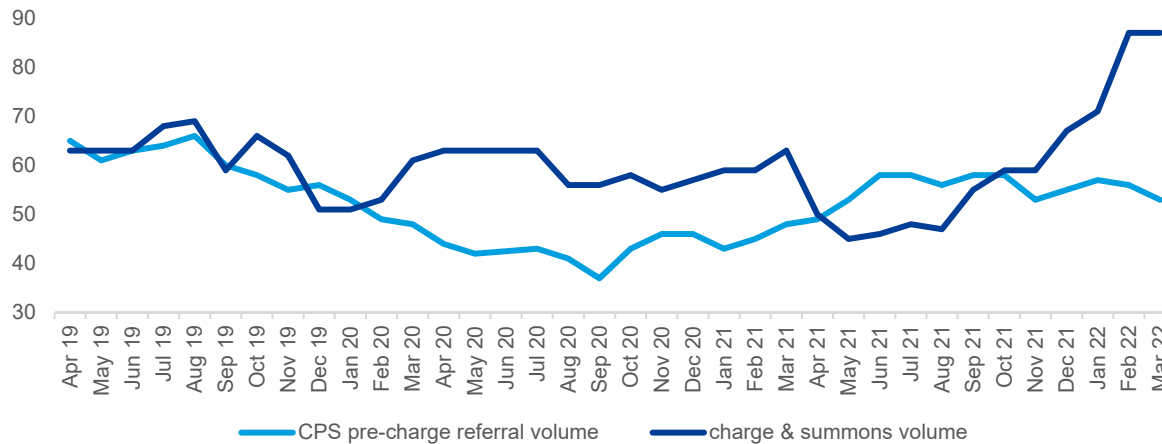
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Volume of rape referrals to CPS	Increasing	Not available
Charge volumes for rape offences	Increasing	Not available
Charge rate for rape offences	Stable	6th/8 MSG (below MSG average rates)

Planned Action to Drive Performance

1. Delivery of Project Bluestone, and the recruitment and implementation of specialist teams dedicated to the investigation of rape and serious sexual offences (RASSO). (Project Bluestone proposed the development of a 'gold standard' framework for the investigation of RASSO, using specialist investigators to enhance victim contact and disrupt persistent offenders).
2. Focused improvements for case file quality and the increased use of early advice from the Crown Prosecution Service, in order to improve criminal justice outcomes for RASSO.
3. Recruitment of a 'Special Measures Advisor' to support officers and staff in the application and use of special measures in RASSO cases; thereby improving criminal justice outcomes.
4. Development of an improved way of working within the Incident Assessment Unit to ensure that, whenever additional victim-based crimes (including RASSO) are identified, they are correctly recorded at the earliest opportunity.

Rape - 12 Month rolling
CPS pre-charge referral volume and
charge & summons volume



Comments

1. There has been a recent increase in both CPS pre-charge rape-referrals and police charges.
2. The current 12 month charge rate is 4.4% compared to 3.4% in the previous year.

Avon and Somerset Police and Crime Plan 2021-2025

Contribution of Avon and Somerset Police* Priority 1 – Preventing and fighting crime

*The national measures in the previous section also align with the local plan as shown below.

National measures	Local areas of focus
Reduce Murder and Other Homicide	Drug crime and serious violence
Reduce Serious Violence	
Disrupt Drugs Supply and County Lines	
Reduce Neighbourhood Crime	Neighbourhood crime and anti-social behaviour
Tackle Cybercrime	Fraud and cybercrime
Improve Victim Satisfaction, with a Focus on Victims of Domestic Abuse	Supporting victims of crime and anti-social behaviour
Better Criminal Justice Outcomes for Rape Cases	Male violence against women and girls

Vulnerable children and adults

		Impact				
		Not currently undertaking any work	Started work but requires considerable development and/ or improvement	At this current time, it is not possible to make a judgement about performance	Performing well but there are still areas which require development and/or improvement	Performance is advanced, all outcomes are being met and the areas for development are nil or negligible
Implementation	Action is a one-off, with the action perceived as not being helpful, not having worked or that it wouldn't work in practice					
	Action is tended to be thought about in response to a crisis or external stimulus		<ul style="list-style-type: none"> Evidence-Led Prosecutions Officer Norms Recruitment 		<ul style="list-style-type: none"> Working with Communities 	
	Delivery of the action is low cost or process focused rather than quality-focused (i.e. how many or how much, rather than how well)		<ul style="list-style-type: none"> Voice of the Victim 			
	Action is actively invested in and areas of improvement are always being sought		<ul style="list-style-type: none"> Data Collection 	<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Recognition and Response Mental Health Access to Services Appropriate Action Tasking and Review Process Analytical Capability Evidence and Investigation Resilient Staff Multi-Agency Hubs 	
	Action is a way of life and embedded in everything staff do, from the frontline to senior managers					

Planned Action to Drive Performance

1. Avon and Somerset Police have conducted a self-assessment (left) against the National Vulnerability Action Plan. A number of priority areas have been identified which continue to be the focus for improvement activity (highlighted).
2. Increases in the proportion of staff who have received training in the 'Specialist Child Abuse Investigator Development Programme;' thereby improving the investigative and safeguarding response to cases involving vulnerable children.
3. Embedding of the enhanced mental health triage capability; providing professional advice and support to officers and staff responding to incidents involving people suffering with mental illness.

Comments

1. This topic is too broad for performance to be captured in a couple of statistical measures. The self-assessment provides a better insight and vulnerability reports are scrutinised by the PCC on a quarterly basis.
2. Some of the most prolific types of vulnerability are covered separately in this report e.g. domestic abuse and RASSO.

Male violence against women and girls

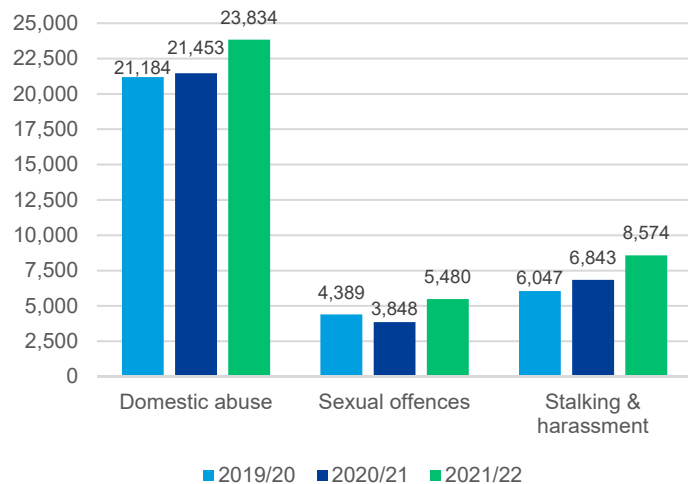
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Domestic abuse recorded crime	Increasing	Not available
Sexual offences recorded crime	Increasing	4th/8 MSG (below MSG average rates)
Stalking & harassment recorded crime	Increasing	3rd/8 MSG (below MSG average rates)
Positive outcome rate	Decreasing	Not available

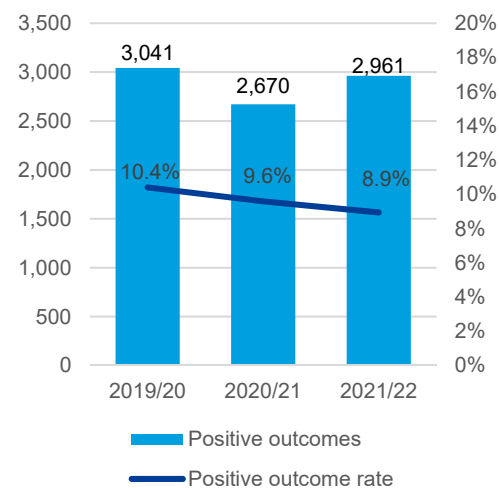
Planned Action to Drive Performance

1. [Local Delivery Framework](#) which reflects the [national framework](#). The plan has 34 actions against three pillars: build trust and confidence; relentless perpetrator pursuit and safer Spaces.
2. Supporting victims, tackling perpetrators and prevention all form part of the plan. It also seeks to address the internal culture of policing to ensure there is no place for misogyny within the force and robustly addressing police perpetrated violence against women and girls.
3. Training – nationally recognised and comprehensive package called DA Matters being delivered to all front line personnel. Supported by monthly learning packages on domestic abuse, stalking and harassment.
4. Project Bluestone (see previous slide) will improve the response to RASSO.
5. Additional officers in Integrated Offender Management to manage higher risk domestic abuse perpetrators.

Recorded Crime



Positive Outcomes



Comments

1. Improved crime recording processes, within Avon and Somerset Police, have driven the increases in 2021/22 recorded crime for domestic abuse and stalking and harassment.

Hate crime

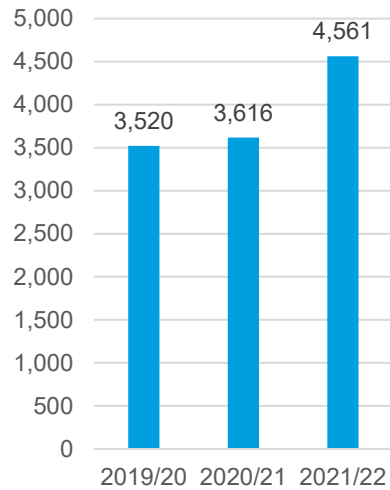
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Recorded crime	Increasing	Not available
Positive outcome rate	Stable	Not available

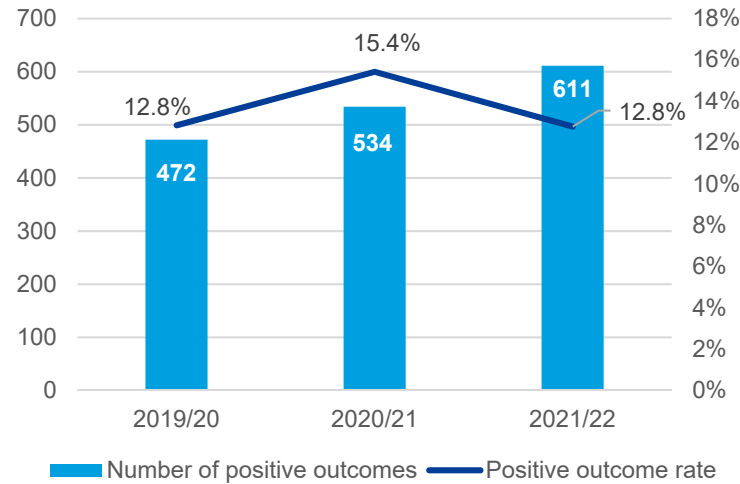
Planned Action to Drive Performance

1. Fully resume the delivery of hate crime sessions in secondary schools to help as early education children and young people is essential in reducing and preventing hate crime.
2. Increased community engagement on the topic in order to further increase reporting of hate crime.
3. Embedding of an internal hate crime assurance panel, with attendance by intelligence staff to identify opportunities to improve hate crime intelligence submissions.
4. Increased targeting of repeat offenders, particularly for disability hate crime, through neighbourhood policing.
5. Enhance the network of tactical, advocate champion officers/staff with specialist knowledge, to support colleagues in dealing effectively with hate crime.

Recorded Crime



Positive Outcomes



Comments

1. Unlike overall crime, recorded hate crime increased during the pandemic. Hate crime has continued to increase at a national level as well as locally.
2. The increases in crime are thought to be caused by a combination of more offending, more reporting to the police and better recording practices.
3. Although the positive outcome rate has decreased to pre-pandemic levels the number of positive outcomes has increased in line with the volume of crime.

Rural crime

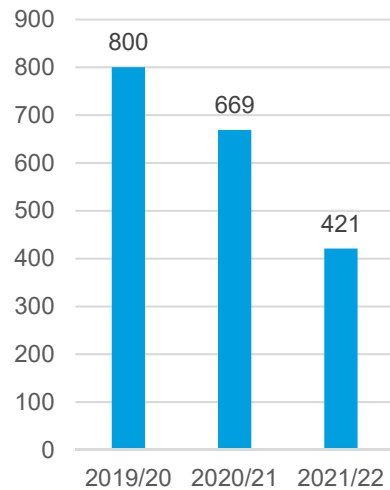
Measures Summary

Local Measures	Trend / Outlook	Benchmark
Recorded crime	Decreasing	Not available
Positive outcome rate	Increasing	Not available

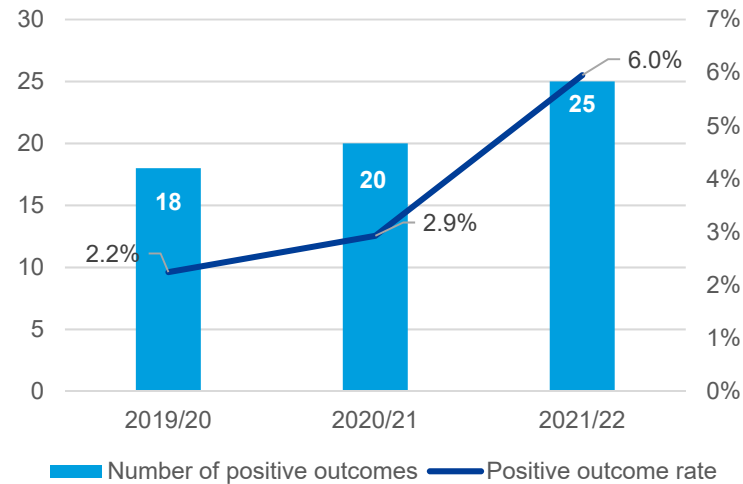
Planned Action to Drive Performance

1. Expanding the Rural Affairs Team to provide this specialist resource across all rural areas of Avon and Somerset.
2. Avon and Somerset Police Rural Affairs Delivery Plan with key actions below.
3. Improve training and internal communications about rural affairs.
4. Improve collection and analysis of rural crime data.
5. Co-ordination of force resources to tackle rural crime.
6. Increased collaboration across the South West forces with a focus on disrupting Organised Crime Groups.
7. Better crime prevention by upskilling the workforce and working with partner organisations and community groups like Farm Watch.

Recorded Crime



Positive Outcomes



Comments

1. About two thirds of rural crimes are acquisitive crimes. All acquisitive crimes reduced as a result of COVID lockdowns.
2. However the further significant reduction in rural crime in 2021-22 is not in keeping with other crime and needs to be explored.

Anti-social behaviour

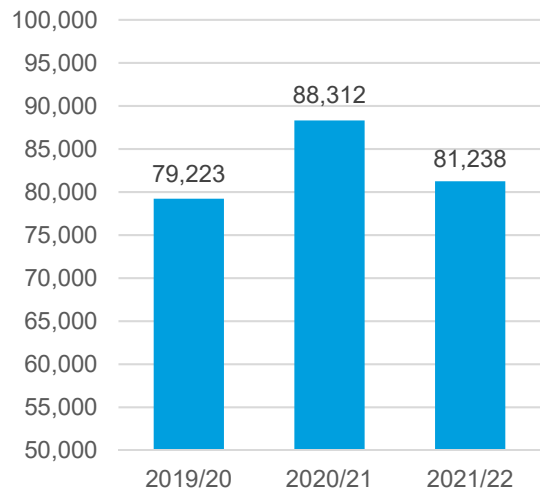
Measures Summary

Local Measures	Trend / Outlook	Benchmark
ASB incidents	Stable	Not available
Victim satisfaction	Stable	Not available

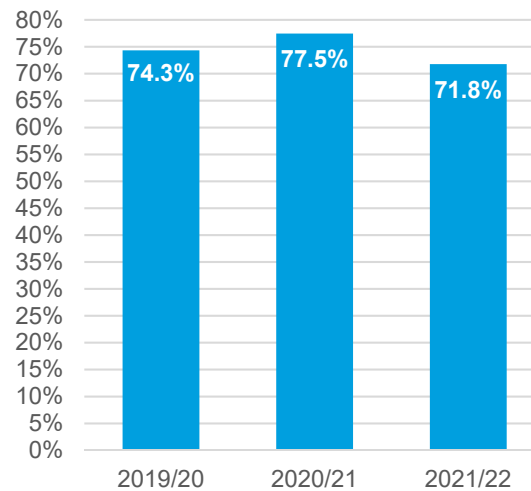
Planned Action to Drive Performance

1. Enhancement of the Early Intervention capability to focus on, divert and support children and young people who are becoming involved in crime and anti-social behaviour.
2. Effective, and progressive, use of ASB preventative orders which can be used without needing a criminal justice outcome e.g. Community Protection Notices and Warnings.
3. Working with the PCC's office to promote the use of the Community Trigger and make the process more consistent across different local authority areas.

ASB Incidents



Victim Satisfaction Rate



Comments

1. Unlike recorded crime, ASB incidents grew in 2020/21 by 11.5%. They have returned to lower levels in 2021/22 as pandemic restrictions were eased.

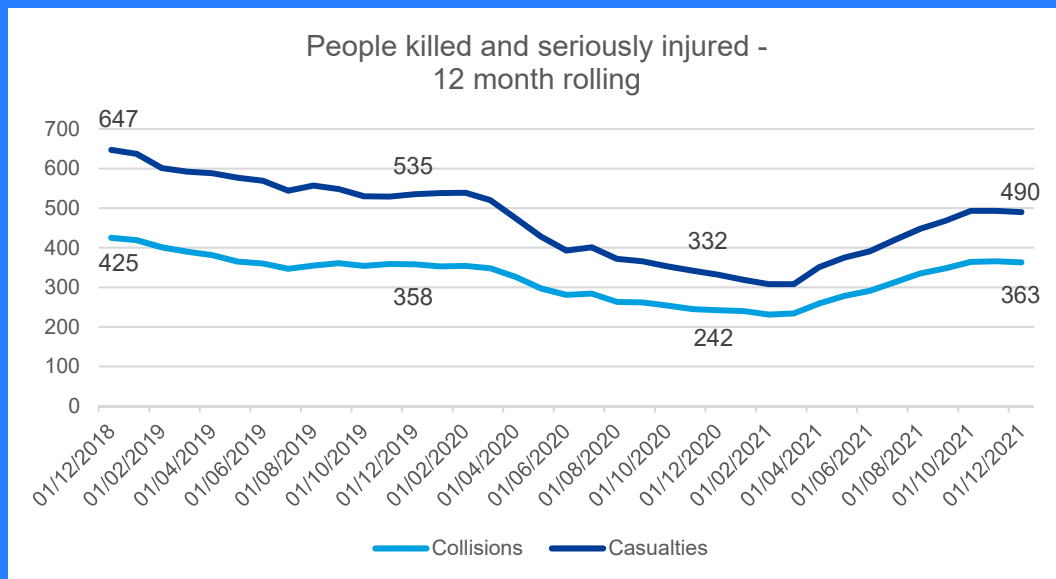
Road safety

Measures Summary

Local Measures	Trend / Outlook	Benchmark
People killed and seriously injured	Decreasing	Not available
Collisions involving death or serious injury	Stable	Not available

Planned Action to Drive Performance

1. Enhancement of proactive road safety policing capability, through police officer uplift investment in the Tactical Support Team function.
2. Enhancements in intelligence and tasking capabilities, to improve intelligence-led policing approaches to issues impacting upon road safety.
3. Enhancement of Citizens in Policing programme, including Police Support Volunteers for Community Speed-watch, thereby improving road safety. (Community Speed-watch is particularly active in rural communities).
4. Achievement of Forensic Collision Investigation Network (FCIN) accreditation; thereby professionalising and improving the investigative response to serious collisions.



Comments

1. The significant reduction in 2020 from the previous year was as a result of the pandemic and lockdowns. The 2021 figures have returned to similar levels to pre-pandemic.



Avon and Somerset Police

HMICFRS

Recommendations Update

April 2022

STATUS SUMMARY OF ALL RECOMMENDATIONS

Year of recommendation and report titles	Number of recommendations	Recommendation status – Number of recommendations as each stage as follows:			
		With Force	With FLL	With HMICFRS CoS	Further work req.
2014-15					
The Strategic Policing Requirement	1	0	1	0	0
2017-18					
Living in fear – police and CPS response to harassment and stalking	2	0	2	0	0
2018-19					
PEEL 2018/19	5	1	4	0	0
Understanding the difference - The initial police response to hate crime	5	2	3	0	0
Joint Inspection of the Handling of Cases Involving Disability Hate Crime	4	2	2	0	0
2019-20					
Stalking and Harassment Updates National Recommendations	2	0	2	0	0
Fraud: Time to Choose	4	4	0	0	0
Cyber: Keep the light on	1	1	0	0	0
PEEL Spotlight Report - Shining a light on betrayal: Abuse of position for a sexual purpose	2	1	1	0	0

The poor relation: The police and CPS response to crimes against older people	3	3	0	0	0
Evidence led domestic abuse prosecutions	5	2	3	0	0
National Child Protection Inspections 2019 thematic report	2	1	1	0	0
A joint thematic inspection of Integrated Offender Management	4	4	0	0	0
2020-21					
Getting the balance right? An inspection of how effectively the police deal with protests	6	6	0	0	0
Disproportionate use of police powers - A spotlight on stop and search and the use of force	6	3	3	0	0
Roads Policing: Not optional An inspection of roads policing in England and Wales	10	9	1	0	0
Hard Yards - Police to police collaboration	1	0	1	0	0
An inspection of the National Crime Agency's relationship with regional organised crime units	1	0	1	0	0
An inspection of the effectiveness of the Regional Organised Crime Units	2	0	2	0	0
Pre-charge bail and released under investigation - Striking a balance	2	2	0	0	0
Safe to share? Report on Liberty and Southall Black Sisters' super-complaint on policing and immigration status	4	4	0	0	0
2021- 22					
Custody services in a COVID-19 environment	2	5	0	0	0

Policing in the pandemic - The police response to the coronavirus pandemic during 2020	5	2	0	0	0
The hidden victims - Report on Hestia's super super-complaint on the police response to victims of modern slavery	3	3	0	0	0
Review of the policing of DA during the pandemic report	3	2	1	0	0
A joint thematic inspection of the police and CPS's response to rape Phase one: From report to police or CPS decision to take no further action	9	9	0	0	0
Spotlight report - A review of Fraud: Time to Choose - A revisit of the 2018 fraud inspection to assess progress of the recommendations and AFI's	2	2	0	0	0
Super Complaint - A duty to protect Police use of protective measures in cases involving violence against women and girls	7	7	0	0	0
Police response to violence against women and girls - Final inspection report	4	4	0	0	0
A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders	9	9	0	0	0
TOTALS:		87	28	0	0

Key:

FLL: *HMICFRS Force Liaison Lead*
 HMICFRS CoS: *HMICFRS Chief of Staff*

PROGRESS UPDATES ON RECOMMENDATIONS FOR SELECTED INSPECTION REPORTS

Roads Policing: Not optional An inspection of roads policing in England and Wales

- This report was published on 15 July 2020. HMICFRS examined how effectively the road network of England and Wales is policed in seven forces, ASC were not one of the forces included in the inspection.
- The inspectors found that spending on roads policing has been cut by 34% resulting in fewer officers dealing with offences that cause road deaths. However, there is a clear, and pressing, need for government, police and crime commissioners, chief officers, and the College of Policing to recognise the importance of roads policing in reducing death on the roads.
- With some notable exceptions, forces were unable to demonstrate that their enforcement activity was based on a comprehensive understanding of the causes of deaths and serious injury on the roads in their area. Best practice, such as problem-solving approaches to reducing serious collisions, is not being shared effectively.
- Almost half of local crime plans did not include reference to roads policing. This, along with an unclear national strategy, is doing little to help reduce the number of deaths and life-changing accidents, which occur on our roads.

Rec No	Recommendation	Current progress / response
16253	<p>Force-level support to national roads policing operations and intelligence structure is an area for improvement.</p> <p>Context – Forces were unaware national road policing campaigns visible to forces.</p>	<p>Force level support will be gained through the STRA. It will provide a benchmark for everything we do. The first draft of the STRA is due to be complete soon; once it has been reviewed and signed off by COG we can provide a copy to HMICFRS for their review. The force STRA will include roads policing and will identify areas of highest harm and risk and therefore allocate the appropriate resources for those areas.</p> <p>We attend and contribute to a quarterly regional roads policing and safety meeting. National Campaign information has been incorporated into the roads policing calendar.</p>
	Status: In Progress	
16292	<p>The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.</p> <p>Context – CoP progress in making the PIP 2 programme accessible and relevant to all investigators. However, it needs to go further in ensuring that appropriate training is available for serious collision investigators</p>	<p>ASC Road Safety have been working on improvements to capture better quality data and share of collision data. We share weekly reports with all five local authorities that sit within our force area of collision data and are in the process of moving old stat 19 collision data onto Niche.</p> <p>Currently three collision investigators are working to get PiP2 re-accredited and two who are not qualified are applying under 'grandfather' rights.</p>

	Status: In Progress	
16339	<p>The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement.</p> <p>Context – this recommendation relates to any changes following CoP work referenced in Rec 16292 above before the force can complete the recommendation.</p>	<p>We have adopted Authorised Professional Practice on road policing, investigating road deaths, as supplied by the College of Policing (CoP).</p> <p>We will note any changes and adopt them in force. All officers investigating serious collisions and fatalities are qualified in accident investigation.</p>
	Status: In Progress	
15990	<p>With immediate effect, chief constables should make sure that roads policing is included in their force’s strategic threat and risk assessments, which should identify the areas of highest harm and risk and the appropriate response</p>	<p>The first draft of the STRA is due to be complete soon; once it has been reviewed and signed off by COG we can provide a copy to HMICFRS for their review. The force STRA will include roads policing and will identify areas of highest harm and risk and therefore allocate the appropriate resources for those areas.</p>
	Status: In Progress	
16034	<p>With immediate effect, chief constables should make sure:</p> <ul style="list-style-type: none"> • their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area; • that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and • there is evaluation of road safety initiatives to establish their effectiveness 	<p>We have been working to develop and grow our analytical capability and along with the Road Policing Unit (RPU), create a 3-tier tasking process for RPU, Neighbourhood Policing Team (NPT) as well as Road Safety (RS) Resources and Special constables.</p> <p>Development had commenced under the Office for Data Analytics (ODA) programme to create a multi-agency data sharing portal bringing together road related data from Local Authorities, Highways England and Fire and Health Services. The ODA project ended and the concept was transferred to the force to move forward. Whilst the programme has yet to fully re-establish, Road Safety has already started discussions with the WoERSP Data Group to look at new solutions to improve the sharing and use of data for road safety.</p>

	Status: In Progress	The Road Safety team have re-engaged with local authorities over the last couple of years and as a result has seen improved relationships and shared working. However, there is still work to do to align our operations where we have shared objectives. We sit on the regional West of England Road Safety Partnership (WoERSP), and are currently involved in a review to assess its effectiveness and future direction.
16078	With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current version of) Department for Transport Circular 1/2007 in relation to the use of speed and red light cameras.	<p>ASC are compliant with the current version of Department for Transport Circular 1/2007 in relation to the use of speed cameras and red-light cameras.</p> <p>The four points that attention was drawn to within the DFT circular are below:</p> <ul style="list-style-type: none"> • Speed camera housings, the camera operator or the mobile enforcement vehicle should be clearly visible to the driver from 100m at speed limits above 40mph - All enforcement Officers carryout a risk assessment when setting up a site, which includes ensuring that the vehicles and the Officers are visible and meet this requirement. All static cameras are in compliance, and are listed on our website. • Fixed speed camera housings located within an area of street or highway lighting should be coloured yellow. All Fixed Speed camera housings within Avon and Somerset are coloured yellow, irrelevant of whether there is street or highway lighting. • Vehicles from which enforcement may take place should be liveried and clearly identifiable as an enforcement vehicle. All enforcement vehicles (bikes and vans) are liveried • Enforcement officers should be conspicuous by wearing high-visibility clothing. Enforcement Officers who operate from bikes or outside of the vans wear high visibility jackets.
	Status: With HMICFRS FLL for closure	
16121	With immediate effect, in forces where Operation Snap (the provision of digital video footage by the public) has been adopted, chief constables should make sure that it has enough resources and process to support its efficient and effective use	<p>We have adopted SNAP. ASC CJ Road Safety Support Unit manage and process all Dashcam submissions from the public, this has been in operation since 2017.</p> <p>We worked with the public to establish a satisfactory reply to submitters that is informative as well ensuring we do not breach the Data Protection Act. We are also a member of the National Dashcam user group that is working to come up with national guidance for forces to follow, which should meet a consistent approach across the country. Once this national guidance has been set we will adopt it.</p>
	Status: In Progress	

16164	<p>With immediate effect, chief constables should satisfy themselves that the resources allocated to policing the strategic road network within their force areas are sufficient. As part of that process, they should make sure that their force has effective partnership arrangements including appropriate intelligence sharing agreements with relevant highways agencies.</p>	<p>To ensure we can respond and deal with all matters requiring a police attendance and to support Highways England (who will also provide a response where appropriate) ASC currently parade a minimum of 1 Sergeant and 6 Police Constables at any one time in order to service demand on the strategic road network. This is supported by a Lead Investigator and a team of Collision Investigators able to respond and manage a minimum of 2 simultaneous fatal or serious road traffic incidents. Capacity will be supplemented following the Uplift programme.</p> <p>ASC and Highways England work independently of each other, however consultation and partnership arrangements are in place to ensure joint effective working at all times. This includes analytical forward facing intelligence scanning to identify and plan for expected demand.</p> <p>The STRA will provide evidence of current and future demand and therefore more comprehensive science to determine resourcing levels.</p>
11	<p>By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include:</p> <ul style="list-style-type: none"> • minimum national training standards; and • certification for all serious collision investigators. <p>Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.</p>	<p>We have adopted Authorised Professional Practice on road policing, investigating road deaths, as supplied by the College of Policing (CoP). We have a team of one police staff supervisor and four investigators, and they investigate all serious collisions.</p> <p>We are awaiting the CoP guidance on a serious collision investigation module, and will adopt their recommendations once published.</p>
	Status: In Progress	

Fraud: Time to Choose – an inspection of the police response to fraud

- This report was published on 2 April 2019, following a request in 2018 from The Home Secretary for HMICFRS to carry out an inspection of the police response to fraud.
- The inspectors found examples of local investigators providing victims with excellent service, but they were hampered by the lack of government or national policing strategies for tackling fraud.
- Eleven forces were included in the inspection, ASC was not one of them; some were unable to provide basic data on the demand fraud places on them.
- Despite good evidence, some cases were simply being dropped, with staff believing their function was to reduce demand.
- There was ineffectual use of intelligence products (such as monthly victim lists) given to forces by the National Fraud Intelligence Bureau.

Rec No	Recommendation	Current progress / response
16998	<p>Chief constables should ensure their forces improve the identification and mapping of organised crime groups in which the principal criminality is fraud.</p> <hr/> <p>Status: In Progress</p>	<p>ASC have improved the identification and mapping of OCGs where fraud is the principal criminality. We have done this in the following ways:</p> <ul style="list-style-type: none"> (i) Introducing a ROCU coordinator. (ii) The national fraud strategy is implemented. Regional Fraud Tracker is operated by RDO to highlight significant fraud cases across the region. This will be used to highlight OCGs who are not yet mapped. Proactive use of SARS (suspicious activity reports) by SWSIU to ID money laundering. Engagement with Force FIU's and partners to identify money-laundering OCGs. (iii) A Regional Strategic Assessment is to be produced by end of May 2022. An economic crime section will include recommendations for fraud and money laundering that will feed into a regional strategic meeting for action. We have completed further work to identify OCGs via interrogation of ARENA (Suspicious Activity Reports - SARS) or Action Fraud data so that they can be appropriately managed. (iv) Forces and ROCU to continue scanning of SARs for emerging threats to the region, in particular, how money is being laundered through cryptocurrencies. Through the South West Economic Tactical Delivery Group, we consider strategy to tackle high-volume and emerging threats, such as a study of SARs relating to gambling, in order to determine MOs and exposed vulnerabilities. Through the Strategic Governance Group (SGG), assess resourcing in forces and ROCU utilise SARs as part of investigations, but also proactively in both tactical and strategic work to identify emerging threats. Where applicable, opportunities exist for the regional SARs development team to assist forces in their proactive use of SARs where force resource is low. We have a force nominated SARs champion.

		<p>(v) A new Niche fraud review template has been created, which is used by the Fraud Team when advising on any fraud investigation (outside of the Fraud Team) and this has links to the Pocketbook page, explaining CFS. This should create more visitors to the PB pages. There were 452+ Fraud Team reviews since March 2021.</p> <p>(vi) A Regional strategic prosperity analyst started in Jul 2021. They produce quarterly threat assessments for economic crime, and can be tasked with further strategic products, e.g. recently a cash-based money laundering baseline assessment for the South West assisting in our response to project PLUTUS.</p>
16999	<p>Chief constables should ensure that fraudsters are included among those considered for serious organised crime 'prevent' tactics, including by local strategic partnership boards and through integrated offender management processes.</p>	<p>Opportunities form part of LRO training for OCG management and part of the tactical options. Financial Investigators (FI) are appointed to all Tier 1, 2 and 3 OCGs to identify appropriate opportunities for disruption and prevention as well as prosecution. This includes, where appropriate civil orders.</p> <p>Accredited FI's are not routinely allocated for tier 4 OCG investigations. However, FI support can be requested by the LRO. Additionally, if an individual tier 4 OCG member is prosecuted for an offence that presents POCA enforcement opportunities then an FI will be appointed. There is a Financial Intelligence Officer embedded in the force's intelligence hub who provides intelligence research capability for tier 4 OCG investigations. NB. The force's FIU currently support 25 live tier 1-3 OCG investigations (March 2022).</p> <p>We do not currently have anything to show that fraudsters are included in OCG tactics. However, some of the force's most prolific fraudsters who are currently under investigation will have individual Serious Crime Prevention Orders applied for upon conviction. Consideration is being given for the force's Fraud Team to have embedded offender managers to enforce the SCPOs upon prison release.</p> <p>The Financial Investigation Unit and Fraud Team are jointly developing an anti-money laundering disruption capability. This utilises Suspicious Activity Reports to identify money mules who are laundering the proceeds of crime for OCGs (most typically fraud). In 2020-2021, 85 such SAR investigations were completed. The common outcome was parent intervention and cease and desist warnings to the child perpetrators. In the 2021-2022 year to date there have been 80 similar allocations.</p>
	<p>Status: In Progress</p>	

17000	Chief constables should increase their force's use of ancillary orders against fraudsters.	Opportunities form part of LRO training for OCG management and part of the tactical options. Financial Investigators are appointed to all Tier 1, 2 and 3 OCGs to identify appropriate opportunities for disruption and prevention as well as prosecution. This includes, where appropriate civil orders. Account Forfeiture Orders are being utilised against OCGs following the implementation of the Criminal Finances Act. The ROCU are developing capability to undertake civil recovery and unexplained wealth orders and a tasking mechanism is in place where cases are identified.
	Status: In Progress	There is a supervisor and three financial investigators in the ROCU. Of the four cases adopted to date, two are Avon and Somerset referrals. The linked evidence gives a table specifically showing the force's FIU use of Account Freezing Orders relating specifically to fraud against previous years.
17001	Chief constables should ensure that their force complies with the Code of Practice for Victims of Crime when investigating fraud.	This forms part of the back-to-basics measures that are regularly monitored via Qlik. A Fraud Protect officer has been recruited to support vulnerable victims of fraud. The Fraud Teams allocated investigations (Complex Fraud Team and Volume Fraud Team) are managed by the supervisors and quality assured by the DI. As of 22/02/22 for the Fraud Team, there are 5 back to basics errors for VCOP compliance (4 with no victim update in the last 28 days and 1 with no victim update within 5 days of allocation). 4 of these cases are linked and the victims require updating when the CPS have made a charging decision. The case is two and a half years old. Back to basics, VCoP compliance is managed by the Fraud Team supervisors in their monthly one-to-ones, which include crime reviews. These are also checked and reported on monthly by the Complex Crime Unit DI, who provides a summary of back to basics issues in his monthly manager returns. QLIK screen shots provided as evidence.
	Status: In Progress	There are two Fraud protect officers. They have little impact on VCOP, as they are not allocated crimes for investigation, but rather to provide bespoke protect advice/ help. Role profiles in evidence.

Fraud: Time to Choose and the linked follow up in 2021/22 Spotlight report

- This report was published on 5 August 2021. Following the inspection commissioned by the Home Secretary HMICFRS revisited that previous inspection to see how the police service had responded.
- The inspectorate found that the fundamental problem is a disparity between the amount of work fraud creates and the resources allocated to it. As funding is only confirmed a year at a time, and with relatively short notice, it makes it difficult to plan and invest for the long term.
- Inspectors found some pockets of good work, and were impressed by the dedication of people at all levels of the police service to improve how fraud is dealt with. Overall, too many victims of fraud still receive a poor service.
- The computer system currently used by the National Fraud Intelligence Bureau (NFIB) to collect and analyse intelligence about fraud is not fit for purpose. Rather than fix the current system, the plan is to replace it with a new one – but this will not happen until 2024.
- The length of time people have to wait for their call to be picked up by Action Fraud, and the number of people who hang up before they are answered, are still unacceptably high.

Rec No	Recommendation	Current progress / response
20302	By 30 September 2021, chief constables should make sure that their forces are following the guidance issued by the National Police Chiefs' Council Coordinator for Economic Crime about fraud-related calls for service.	<p>ASC do follow the guidance set by National Police Chiefs' Council Coordinator for Economic Crime about fraud-related calls for service. The Fraud Team Supervisors are working with the Comms Supervisors to quality assure this process. Due to the high volume of calls, dip sampling of relevant comms logs to check compliance with the process is currently being worked on at monthly meetings, designated for this purpose.</p> <p>The Fraud Team Supervisors have delivered 24 inputs from Feb 2021 - Feb 2022. These included:</p> <ul style="list-style-type: none"> - Ten 2.5hr inputs with the Incident Assessment Unit (IAU) Teams 1-5 - Six 2hr inputs with the HIGHASSESS Sgt's and Supervisors within the IAU - Five inputs with the Trainee Detectives on the ICIDP - Two inputs with the newly promoted DS/DI's on the ISDP

	<p>Status: In Progress</p>	<p>- One input with the force 'Outcomes' Team</p> <p>All inputs include a large section on what Action Fraud is, why we have it and the service it provides, how it links up to the NFIB, the NFIB remit, disseminations, what a call for service is and some case studies, VVF & Fraud Protect, A&SP Fraud Triage process and top tips on investigating Fraud.</p> <p>In terms of the training for the HIGHASSESS teams, they are now responsible for the triage of all newly created storm logs, in order to confirm whether there is a call for service or VVF safeguarding need before pushing the log to Niche. If they determine there is not a call for service (or VVF) then the person reporting will be contacted and advised as such and asked to report to Action Fraud accordingly. In addition, in respect of IAU and Comms initial training courses, the Fraud Team Supervisors have an embedded whole morning training slot on all courses and train all initial Comms Staff on their course.</p>
20348	<p>By 31 October 2021, chief constables should adopt the guidance issued in September 2019 by the National Police Chiefs' Council Coordinator for Economic Crime that was aimed at improving the information given to victims when reporting fraud.</p>	<p>ASC follows the guidance by the National Police Chiefs' Council Coordinator for Economic Crime that was aimed at improving the information given to victims when reporting fraud. There is a simple explanation of the fraud reporting process on the force's internet page. There is also a simple explanation to victims on the IVR. Call handlers are given training on Action Fraud's role and the Call For Service criteria.</p> <p>We still have the vulnerable victim of fraud role and two fraud protect roles. VVF Coordinator triages all level 2 & 3 vulnerable victims of fraud, whether via the AF victim list (sent by the NFIB) or if referred directly. This gives a consistent response to the level of safeguarding required for each victim and can include telephone contact, letter, NPT visit, or FP officer visit.</p> <p>Fraud Protect officers ensure the effective early identification of vulnerable victims of fraud, through: (i) an intelligence led policing approach and close partnership work with key stakeholders such as the National Fraud Intelligence Bureau (NFIB), financial institutions and adult safeguarding agencies,</p>

	<p>Status: In Progress</p>	<p>(ii) assessing the vulnerability of victims of fraud and coordinate the appropriate response through use of internal and external interventions, (iii) ensuring that any national best practice is used to develop force policy and procedures to enhance the delivery of fraud prevention activity, (iv) representing the Constabulary at meetings, seminars, conferences and other forums, (v) delivering briefings and/or presentations as and when required to partners, public and industry to raise awareness of fraud.</p> <p>The Fraud App went live in April 2021. It has delivered everything intended. It allows the Fraud Protect officers to be really in tune with the latest local victimisation trends for fraud. This application allows the force to have a better understanding of fraud in our policing area, how best to tackle fraud and provide a targeted, timely fraud protect response. It also enables us to understand how fraud is investigated providing performance and outcome data for analysis.</p> <p>A new Niche Fraud review template has been created, which is used by the Fraud Team when advising on any Fraud investigation (outside of the Fraud Team) and this has links to the Pocketbook page, explaining CFS.</p>
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