

Operation Remedy Assurance Report

14th October 2021
Det. Supt James Raphael

Q1 - What was the initial driver and purpose for Remedy when it was set up?

Background and Context

In April 2019, Remedy was launched to provide a force wide enhanced focus on proactivity for three identified strategic crime types - residential burglary, knife crime and drugs. The force received an additional £2m funding from the OPCC through an increase in the local tax precept and this was further complemented with Force funding. As well as enforcement, Remedy funds and focusses on community intervention and works closely with NPT teams.

Q2 - What were the original intended strategic aims for Remedy?

Strategic Aims

The strategic aims of remedy as confirmed by both the PCC and Chief Constable were as follows.

Increase the numbers of offenders brought to justice	Improve the confidence of the public around the activities of local police
Solve more crimes through an improved focus on intelligence, prevention and enforcement activities	Improve communication with the public
Reduce the numbers of burglary offences in people's homes	Increase the knowledge of Police and partners around those involved with crimes using knives as weapons
Increase the number of disruptions of Organised Crime Groups involved in the illegal supply of controlled drugs	Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways
Increase satisfaction levels for victims whose homes have been burgled	Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity

Q3 - What crime types are included in the remit of Remedy and what complexities are associated with those crime types, e.g. county lines?

Crime Types

From the outset there was no defined remit for what crimes Remedy would take ownership for rather it would focus on the following - residential burglary, knife crime and drugs.

When looking at Knife Crime and drugs there are clearly cross overs with multiple thematics including Serious Violence, Robbery, County Lines and Organised Crime Gangs. This has often meant Remedy resources have been pulled in multiple directions.

It is important to identify since April 2019 there has clearly been significant changes and direction through the Home Office and government including:

- Serious Violence funding and support for Violence Reduction Units with an emphasis on intervention
- National Policing Strategy – highlighting need to reduce Murder, Serious Violence, County line offending and Neighbourhood crime.

- Recently – Beating the Crime Plan and new Police and Crime plan.

These changes have never triggered a review of the Remedy strategic aims, for instance whilst VRU's now play a significant role and lead in relation to multi agency intervention a strategic aim of remedy remains as :- 'Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways'.

A review of 'One team tasking' requests for the last year show's remedy's core activity is geographically split and revolves primarily around the following core activity.

North

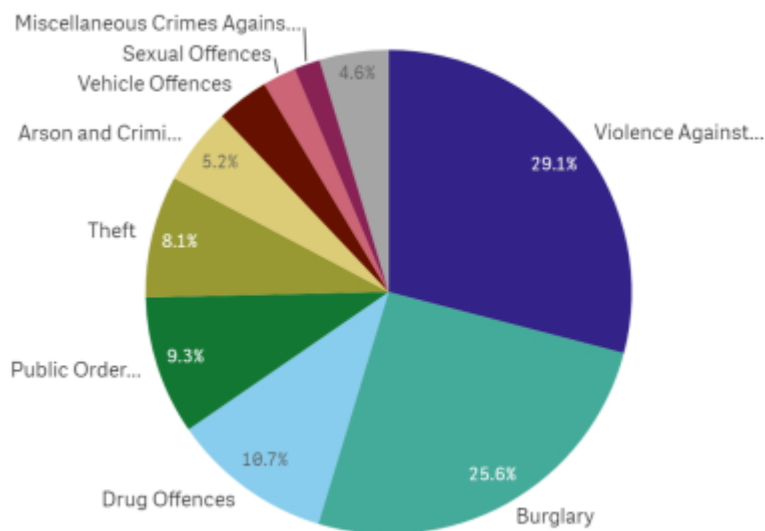
- Dwelling burglary restricted to burglaries from homes led by dedicated Focus team
- OCG disruption. In particular disruption of Bristol based gangs through 'Bristol Conflicts'.
- Proactive disruption in high harm hotspots for serious violence, knife crime and robbery.

South

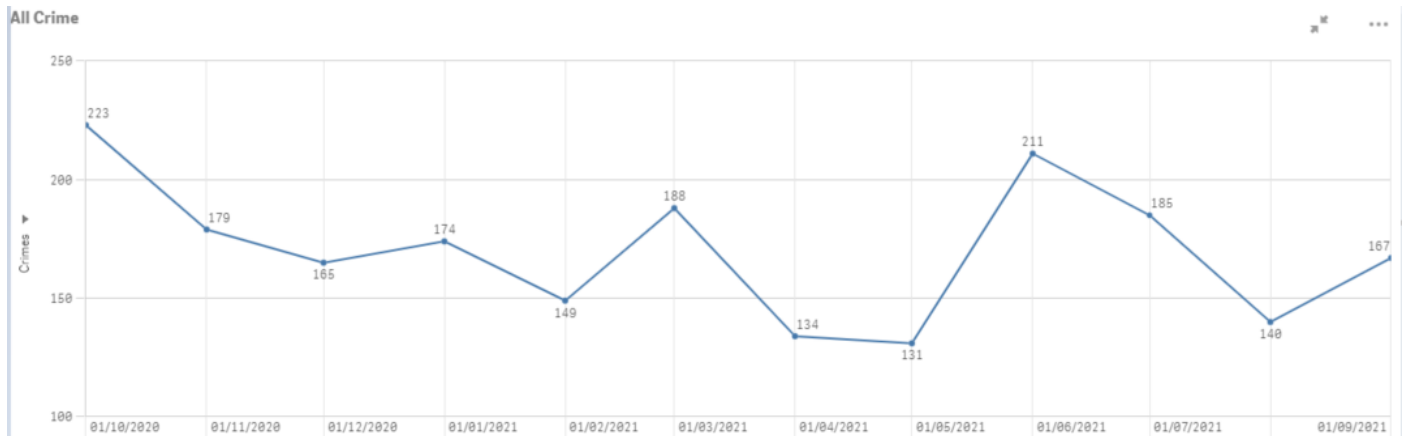
- Dwelling burglary restricted to burglaries from homes led by dedicated Focus team
- Proactive disruption of County lines e.g. Op Orochi and Op Toxic
- Proactive disruption in high harm hotspots for serious violence, knife crime and robbery.

As part of any one Team tasking request Remedy staff maintain responsibility for all crimes they identify. Since September 2020 Remedy have investigated 2046 crimes and 301 CRI's which are investigations linked to border force where education visits take place. The breakdown of these crimes are as follows with the majority aligned to the strategic crime types.

Crime Types



At present Remedy have 475 live occurrences (19/10/2021). The graph below highlights the monthly average of crimes allocated to Remedy staff which has remained relatively consistent despite the impact of COVID-19.



It is important to highlight outside of tasking deployment and the investigation of crime Remedy has continued to actively pursue offenders identified as 'Most Wanted', offenders identified as high risk by SIO's and Integrated Offender Management high harm offenders.

Remedy currently play a significant part in tackling County Lines and also Organised Crime Gangs in particular those linked to Bristol Conflicts. This has primarily come about as a result of the tasking process and requests from the Neighbourhood Directorate who identify such areas as their greatest risk (THR). These investigations can be very complex and often require covert tactics and safeguarding

It has been recently recommended the remit for Remedy will be to tackle the greatest Threat Harm Risk as identified through One Team tasking. As highlighted from a review of the last 12 months it is anticipated the risk from County Lines and OCG's will remain as the predominant tasking request. In tackling these complex crimes Remedy has become less visible, however their efficiency and effectiveness has increased highlighted in particular for County Lines as the force are recognised nationally as leading the way in the work they carry out with Op Orochi and Toxic.

Overall Remedy are equipped and have the resources to make a significant impact on the highest harm threats, but without clear strategic objectives being set there is a danger that Remedy could be spread too thin across multiple crime types. It is for this reason the following recommendation is made.

Q4 Since Remedy was set up what progress has been made in recruitment and development does Remedy have the resources and skills needed to deliver against the original aims. Include detail about abstractions and other commitments serviced e.g. PSU duties and staff turn-over.

Recruitment and Resourcing

The initial structure of Remedy was as follows with the formation of five teams each consisting of; a DS & PS, 3 DCs, 12PCs plus 2 P's on rotation from patrol and 2 scale 6 Investigators recruited via previous Futures Programme activity.

The permanent establishment posts that made up the 100 Remedy police officers were at a cost of £5,301,300, the cohort being predominantly more experienced uniform staff recruited from response teams;

Rank	Role profile	FTE	Budget
CI	CI Force Duty Officer	1	
INSP	Insp Proactive	1	
DI	DI Investigations	2	
DS	DS Investigations	6	
SGT	PS Proactive	5	
PC	PC Proactive	70	
DC	DC Investigations / PC Investigations	15	
TOTAL ESTABLISHED POSTS		100	£5,301,300

Remedy also had a temporary central function comprising of 28.15 FTE establishment at a cost of £1,017,200.

Officers	Role profile	FTE	Budget
SUPT	P7305 Supt Catch and Disrupt	1	
DC	P5800 DC Policy & Support	1	
PC	P7701 PC Operational Planning	0.75	
	Total Officers	2.75	£197,300
Staff	Role profile		
PO 2-5	C4031 PO2-5 Senior Delivery Officer	0.8	
SO 2	C6130 SO2 Communications Officer	1.6	
SC 6	C7030 S6 SO Invest Support Officer Des	10	
SC 6	C4024 S6 Case Review Crime Officer Des	1	
SC 5	C2502 S5 Criminal Intel Analyst I	3	
SC 5	C2690 S5 Intel Researcher	3	
SC 6	Intel Investigators	2	
SC 4	C3933 S4 ASB Support Officer (in NHP)	3	
	Total Staff	24.4	
	TOTAL CENTRAL TEAM OFFICERS & STAFF	27.15	£1,017,200

In April 2020 Remedy became 'BAU' with the budget identified through central force funding. With this being the case a number of the temporary roles were removed including.

- SO2 Communications officer
- Scale 6 Case review officer
- ASB support officers
- DC Policy and Support
- PC Operational planning
- Business Analyst support

The removal of the dedicated business analyst and communications officer are relevant to the later assurance questions raised around performance and publicity of the Remedy brand.

Underspend

Remedy has never been able to fulfil its full time establishment (FTE) in relation to detectives. This has inevitably led to year on year significant underspend.

Last year Remedy spent £5,685K against a budget of £6,929K The underspend was mainly attributed to the following areas:

- Police Pay: £1,066k particularly detectives
- Police Staff Pay: £130k

The total underspend of £1,333k was built into the 2021/22 budget for Remedy.

On the 30th June 2021 Remedy Police Pay YTD was already underspent by £333k. It is anticipated underspend for this year will be in the region of £1 million again primarily due to the FTE not being reached.

Training and Development

An academic study carried out in relation to Remedy highlighted the high standard of training and CPD for its staff but also for those on attachment. Perhaps one of the unintended consequences from Remedy was how it supported force wide improvement in area such as Investigative standards.

Remedy has evolved as the complexity of the crime it tackles has increased, this evolution has included the training given both to permanent staff and those on attachment. Training has sought to improve investigative standards whilst also ensuring professional use of covert tactics and to ensure legitimacy.

Current training includes inputs around key strategic crime types, and either awareness or direct training inputs for specialist deployment.

Permanent and on attachment	<ul style="list-style-type: none"> • Burglary • Drugs which includes County Lines under Op Orochi • Knife Crime • CAB/RIPA/DSA • Identification/VIPER
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	<ul style="list-style-type: none"> • TSU Technical surveillance Unit • DFU Phone Digital Unit (SW Forensics) • DVU Digital Audio (SW Forensics) • DSU CHIS • FIU Financial Investigation Unit • DEAT Drug Expert Action Team
Permanent	<ul style="list-style-type: none"> • CPIA • Suspect Interviewing Courses (PIP 2 level) • ABE Witness and Victim Best Evidence Interviewing Course • Foundation Drugs course • Expert witness Drugs Course • Basic MOE and Intermediate MOE Course • UFED/Kiosk MSAB mobile phone data retrieval Course • File preparation and CJU • Initial Taser Course • Covert Taser Course • ANPR • National Foot Surveillance Course • National OP/Camera Course • National Log book keeping Course • Child sexual criminal exploitation/St Giles/Human Trafficking and Slavery Presentations • Stop and Search PACE presentation • Exhibits/Packing/Forensic presentation • Intelligence Tasking presentation

The Senior Delivery Officer plays a critical role in the management of training across the Remedy teams and more recently for 'Remedy local' which through uplift in NPT will see an increase in 62 staff. Support and the setting of clear development objectives are set for all staff including:

- 6 Month Attachments from patrol (10 in total)
- DHEP students (5 currently as part of pilot, 15 forecast for January)
- PCDA Year 3 students.
- Permanent Remedy staff

Turnover

Morale within Remedy is high with staff regularly approaching SLT from all Directorates to establish whether they can apply for Remedy posts.

When originally established the objective was for Remedy posts to be for a two year tenure period. Since being established Remedy have completed a number of recruitment drives with a significant number of applicants and staff accordingly identified. Often due to the skills held by successful candidates; Taser, Response driver and detective it has meant they have not been released. This now means there are staff currently in place who have been so for over two years.

On occasions, and not just as anticipated for detectives, staff have remained within selection pools for over a year and have not been released, often then applying for other roles in the meantime. This has not only then meant additional selection processes having to be completed but has also prevented staff development.

Abstractions

Many staff within Remedy are currently CMS trained and are regularly requested to cover such duties. Often staff are completing this requirement on rest days or as overtime. Taking welfare aside this does not often impact on delivery of objectives from Monday to Friday.

However, at weekends Remedy often find supervisors and staff are removed to cover public order events. This often results in minimal staffing levels and their ability to carry out tasking's is reduced. Over the COVID-19 lockdown period the level of abstractions increased especially in response to the rise in the number of 'Live Music Events' which attracted significant media attention nationally.

The impact on Remedy at weekends has been raised with resources and SLT for CMS training. It is recognised that force wide there is a requirement to increase the number of suitably trained staff and currently an action plan is in place to address.

Q5 What is the gender and ethnicity breakdown of the officers who make up the Remedy team and does this reflect the communities they serve? Also what length of service have these officers had and how does that compare to the force as a whole?

The following tables show the current gender and ethnicity breakdown for Remedy in comparison with the other Departments within Operational Support Directorate.

	Police Officer		Police Staff	
	Male	Female	Male	Female
Intel	20	20	55	129
TST	166	36	10	6
Criminal Justice	49	14	119	224
Op Remedy	67	23	8	2
CAB	4	9	14	7
Ops	67	17	16	7
Total	373	119	222	375

	Male	Female
Intel	75 (33.5%)	149 (66.5%)
TST	176 (81 %)	42 (19 %)
Criminal Justice	168 (41%)	238 (59%)
Op Remedy	75 (75%)	25 (25%)
CAB	18 (53%)	16 (47%)
Ops	83 (78%)	24 (22%)
Total	595 (54%)	494 (45%)

Business Area	Asian	White	Black or Black British	Mixed	Any Other ethnic group	Prefer not to say
Intel and Tasking	1	200	1	1	1	22
TST/Ops	0	189	1	6	0	23
Criminal Justice	3	365	6	5	0	31
Op Remedy	0	91	0	2	2	7
CAB	0	28	0	0	0	6
Ops	0	92	0	0	0	15
Total	4	965	8	14	3	104

For comparison outside of the Operational Support Directorate, Investigations currently have a total BAME % of 4.3%. (28 members in total – 24 police officers and 4 police staff). For further comparison the current total for the force is 3% BAME.

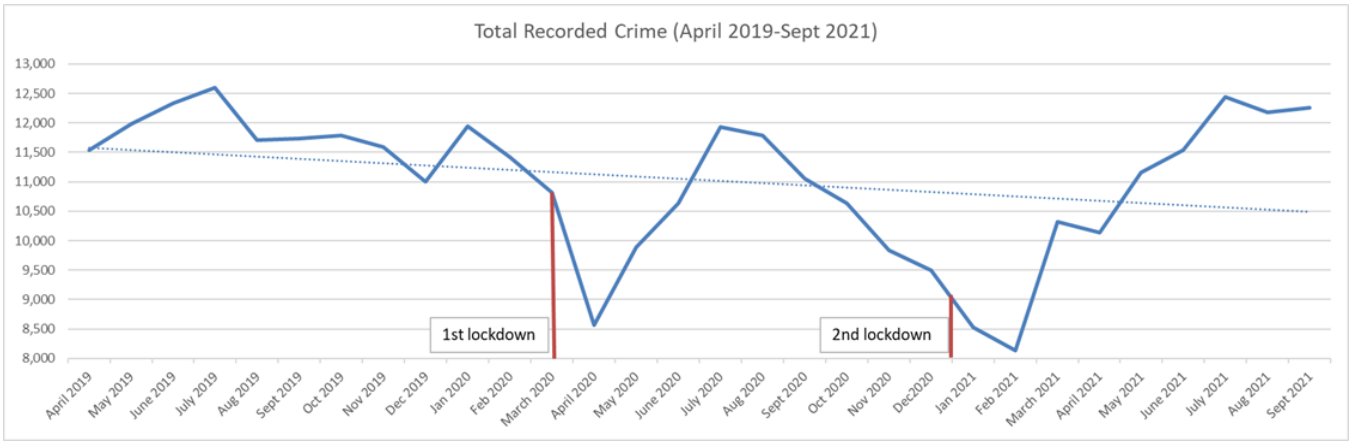
Whilst I await exact details of the experience level of staff within Remedy a brief review would suggest a large proportion have around 4 years' experience and therefore above the average of Directorates such as response.

Remedy is not representative of the community it serves however it must be noted the percentage levels within Remedy for both ethnicity and gender have improved year on year since inception. Ongoing work continues with the Force outreach teams to further enhance the diversity across all teams within the Directorate and is seen as a priority.

Q5 What impact has COVID-19 and the associated lockdowns had on the crime trends associated with the work Remedy have been doing?

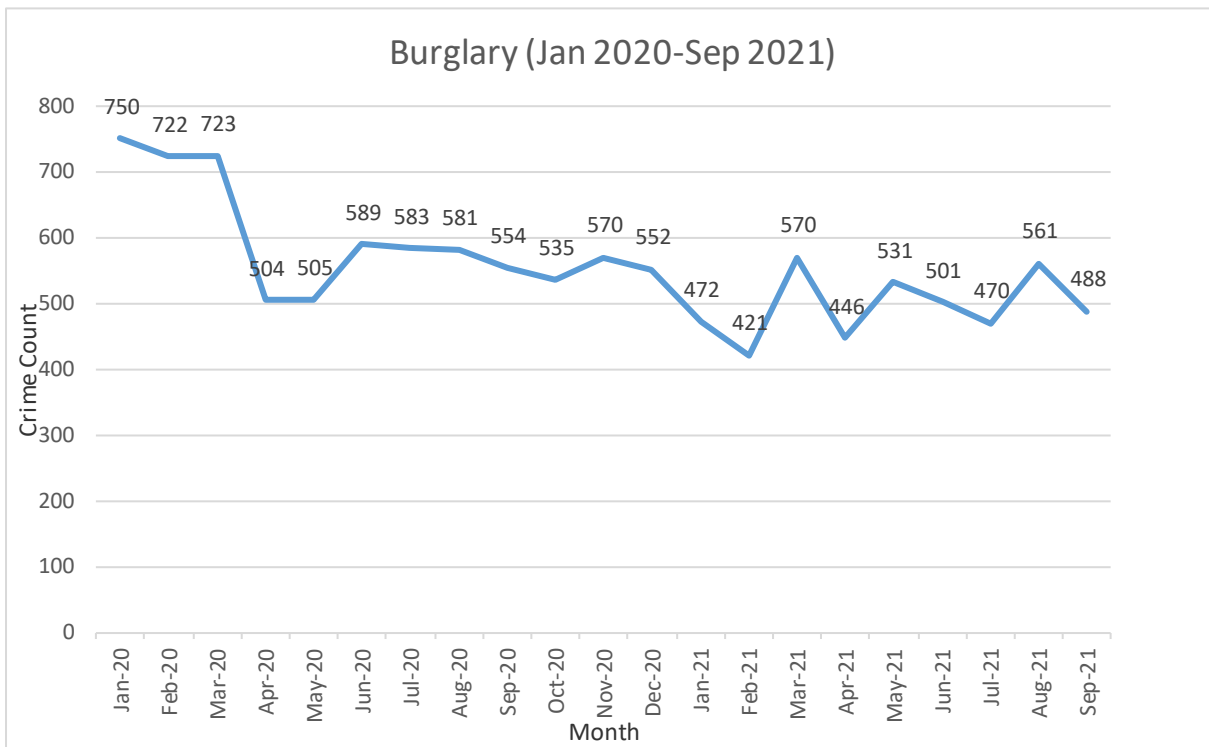
It has been recognised nationally the impact that COVID-19, and in particular national lockdowns has had on crime levels. However whilst remaining at home perhaps reduced residential burglary other crime types such as domestic assaults and county line offending increased. This primarily came about due to the usual safeguarding mechanisms in places like schools not being able to operate immediately 'on line'.

The following table shows the levels for all recorded crime.

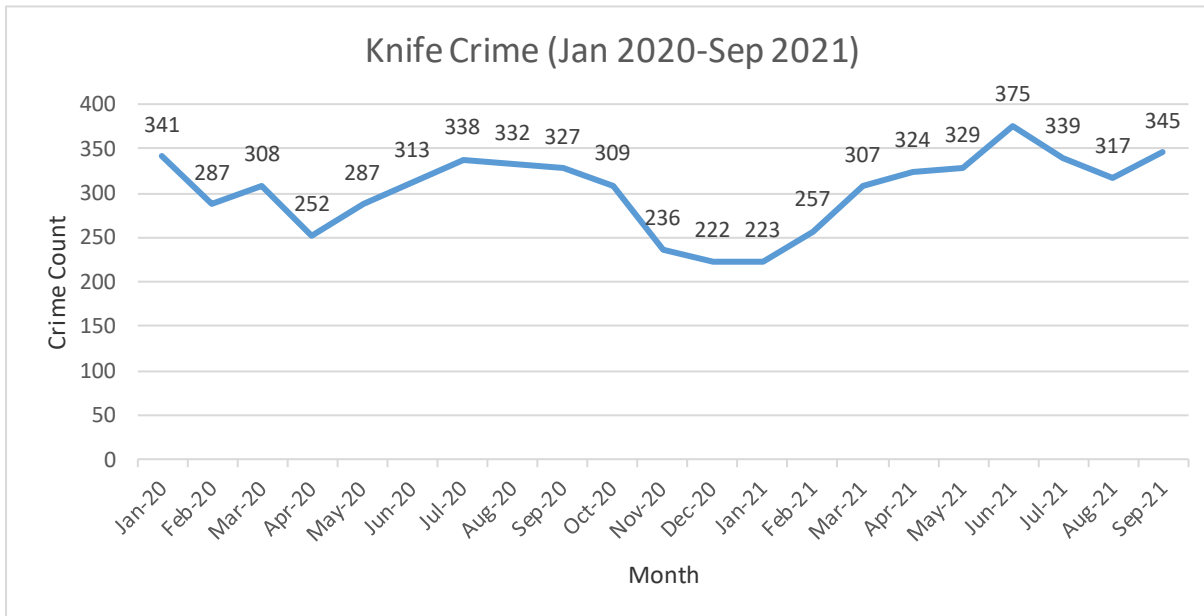


The tables below demonstrates the impact across the three strategic crime types, although as commented some offending such as County lines is unmeasurable due to current reporting systems in place.

IMPACT OF COVID-19 ON OP REMEDY WORK

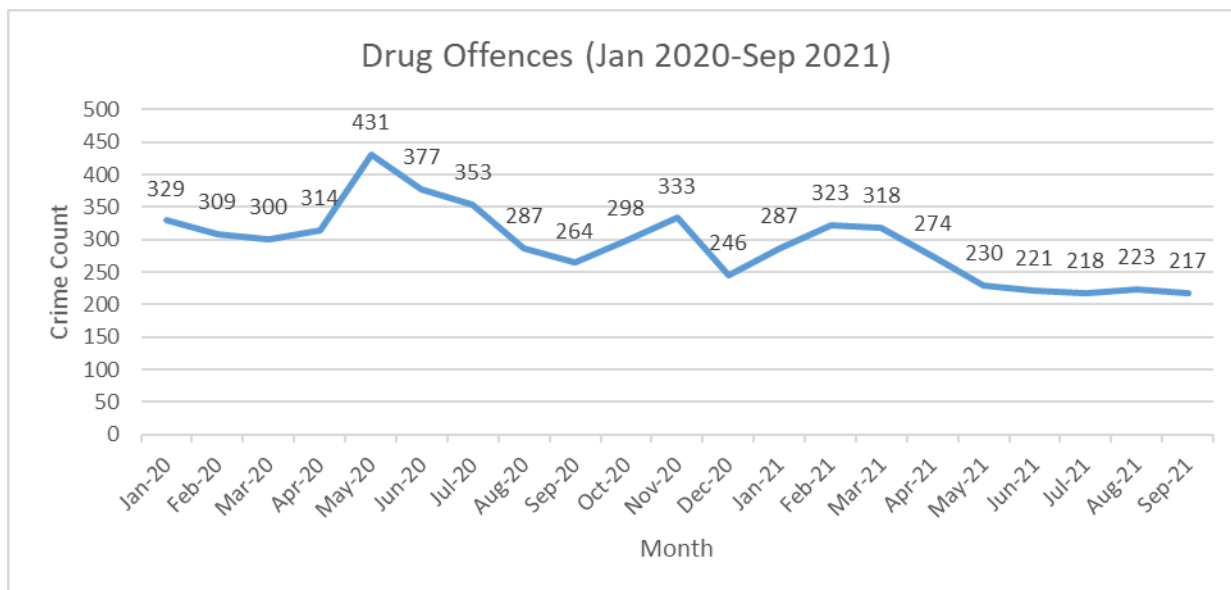


Data from Qlik shows that Burglary offences have continued to fall throughout the last 18 months and throughout the duration of COVID-19, with the most significant fall being in April 2020 to 504 crimes in comparison to 750 in Jan 2020. Sporadic rises in June 2020, and March, May and August 2021 indicate periods of easing of restrictions, where burglary crimes increased. The recorded crime count for burglary in September 2021 was 488, significantly lower than before COVID-19 in January 2020).



The above chart shows the recorded crime count for knife crime throughout the duration of COVID-19. This data is obtained from business objects and represents a count of 'possession of bladed article' and a count of crimes which have a knife crime flag. There is no guarantee all offences have been covered as it relies on individual officers recording/flagging appropriately.

The data shows a decrease in knife crime from Feb –April 2020 when the first lockdown started. A steady rise then continued until July 2020 when knife crime settled for a few months until a significant drop is evident again in November 2020, when the tier system was put in place. A further lockdown in January 2021, and from Feb 2021 a steady rise began, more significant in March 2021, from when knife crime has steady risen and has returned to similar numbers to pre- COVID-19 in January 2020.



Data specific to county lines crime is difficult to distinguish, as the county lines flag applies to a person rather than a crime, hence other crimes will be included and the data will be inaccurate. Therefore, the above chart shows the recorded crime count for drug offences; Trafficking in controlled drugs, Possession of controlled drugs (excluding Cannabis) and Possession of controlled drugs (Cannabis).

The data shows there has been a reduction in numbers of drug offences from Jan 2020 (329 crimes) to September 2021 (217 crimes). A significant spike is evident in May 2020, however since then there has been a steady decrease. Unfortunately we are unable to ascertain the full effect COVID-19 had on County lines, due to the inability to obtain specific reporting in this area.

Overall whilst crime levels have reduced and then risen again in line with restriction enforcement and easing Remedy work as a whole has not reduced perhaps demonstrated within the response to questions 6 and 7.

During lockdown the force was able to invest more time into proactivity which saw a significant rise in the number of arrests which Remedy played its part. Remedy also continued to tackle crime types such as county lines dismantling 21 lines since September 2020, a significant increase on previous years.

Q6 To what extent have the intended benefits of Remedy been realised?

1. Quantitative and qualitative data
2. Case studies

Q7 To what extent have the performance and outputs of Remedy been captured and recorded?

1. Define what the desirable outcomes of Remedy are – include disruption as well as crime outcomes and offences brought to justice
2. What performance is recorded?
3. What gaps and issues are there in performance recording? What more can be done to demonstrate successes and where improvements are needed?

Overview

Remedy was set up to tackle three strategic crime types Burglary, Knife crime and Drugs with ten objectives having been set as highlighted in question 2.

Whilst Qlik has been used a significant proportion of the performance data has come about through remedy staff recording work daily on ‘one note’, staff physically reviewing pocket note books and the maintaining of word documents. The lack of the forces ability to track positive outcomes should not deflect away from the hard work and professionalism demonstrated by staff on a daily basis.

A number of the objectives are themselves immeasurable. Often with no previous benchmarking having taken place and the inability to differentiate between work carried out by Remedy and the rest of the force obtaining quantitative and qualitative data has been extremely difficult. For example, the following objective ‘Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons’ whilst in itself difficult to quantify any increase could itself have been through work carried out by Neighbourhood or through the introduction of the violence reduction units.

Despite these challenges the data below demonstrates the current performance against each objective.

OBJECTIVE - Solve more crimes relating to dwelling burglary, knife crime and drug related offences, through an improved focus on intelligence, Prevention and Enforcement activities.

Residential Burglary

	Pre Remedy	Current Performance
Outcome Rate	3.8%	7.8%
Crime Occurrences	-	-19.2% (Rolling 12 months)
Whole Experience Sat.	81.7%	82.5%
Follow Up Satisfaction	69.9%	76.1%
Iquanta Position - Outcomes	April 2019 – 35th	April 2021 18 th

Drugs

	Pre Remedy	Current Performance
Drug Offences Total Last 12 months	-	-21.8%
Drug Crime outcome rate (6 month rolling ave.)	63.5%	68.1 %
Drug Trafficking outcome rate (6 month Rolling ave.)	73%	72.1%

Knife Crime and serious Violence

	Pre Remedy	Current Performance
Iquanta Knife Crime Offences	-	16% percent reduction in recorded knife crime offences in the Jan –March 2021 quarter compared to the previous quarter (Oct- Dec 2020)
Iquanta Knife Crime Offences	-	13% year on year reduction in knife crime offences (April 2019/March 2020 compared to April 2020-March 2021)
Knife Crime outcome rate	-	20.9%

Serious Violence/Knife Crime

Current Force wide crime performance for each serious violence (street based) crime type between 1st April to 20th Oct 2021

Offence	2019	2020	2021	% Change from 2019 to 2021
Wounding / GBH	187	132	159	-18%
Knife Crime	477	386	427	-12%
Robbery	1009	939	958	-5%
Murder	3	3	4	+25%
Attempt Murder	15	13	9	-67%
Aggravated Burglary	55	44	46	-20%
Total	1746	1517	1603	-9%

OBJECTIVE - Increase the numbers of offenders brought to justice specifically in relation to dwelling burglary, knife crime and the supply of illegal drugs

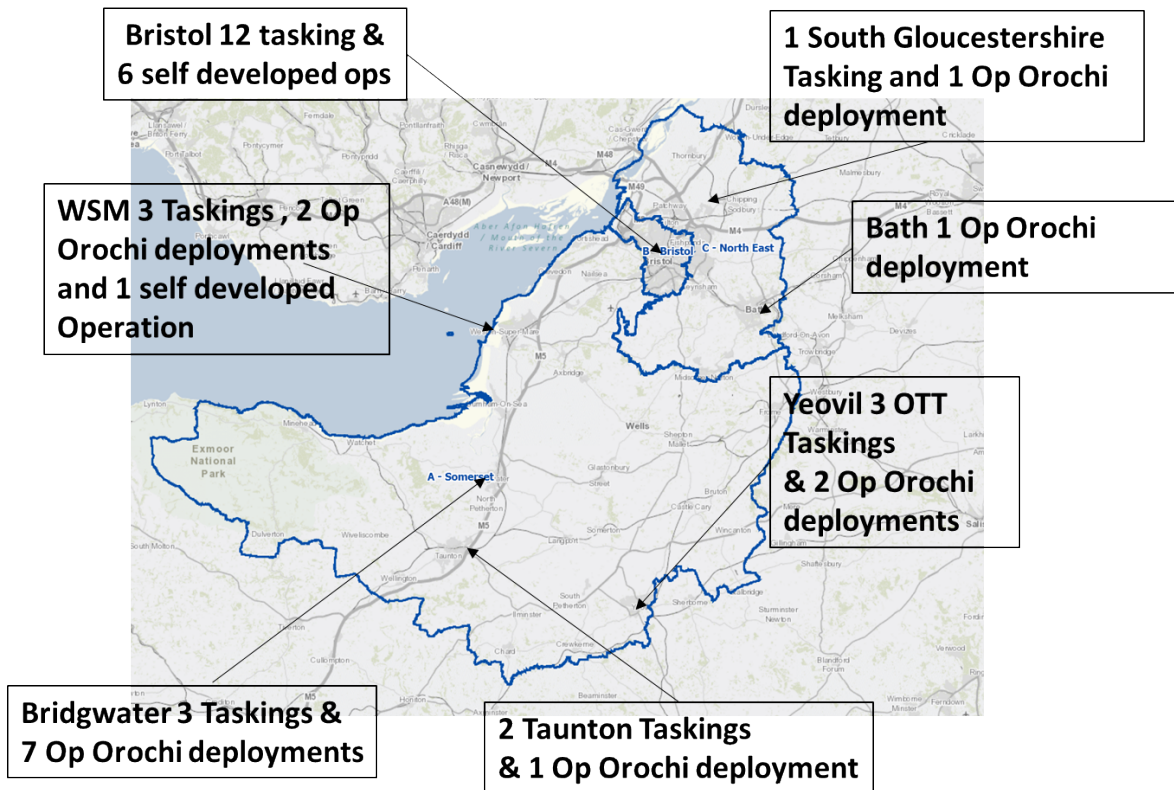
Burglary	<ul style="list-style-type: none"> 178 arrests in last 12 months including 22 IOM offenders
Drugs	<ul style="list-style-type: none"> 21 County lines dismantled in last 12 months including 49 arrests - 36 charges + 3-RUI + 3 bail + 1 recalled to prison Drugs/ Assets seized £166K Cash, in excess of 1000 wraps of Class A, 35kgs Class B (Since 1st Jan 2021) 713 drug related stop and Search with a positive outcome rate of 32.2%
Knife Crime	<ul style="list-style-type: none"> 28 direct knife crime arrests –1st Jan Outcome rate – 20.9% 350 violence related stop and Search 85215 Visible Hours Patrolling force wide in last 12 months 967 Border Force crimes reviewed 967 for knives and drugs intercepted in the post.

OBJECTIVE - Reduce the numbers of dwelling burglary offences and increase satisfaction levels for dwelling burglary victims

	Pre Remedy	Current Performance
Crime Occurrences	-	-18.1% (Rolling 12 months)
Whole Experience Sat.	81.7%	82.5%
Follow Up Satisfaction	69.9%	76.1%

OBJECTIVE - Increase the number and effectiveness of disruptions of OCG groups involved in the illegal supply of controlled drugs, SAC and violence involving the use of knives

The following map demonstrates the key disruptive activity that has taken place across the force since April 2020. In Bristol this has primarily concentrated around gang related violence and in particular those linked to 'Bristol conflict'. Within the South of the force activity has concentrated on OCG's linked to County lines (Op Orochi).



In the last twelve months Remedy have dismantled 21 county lines resulting in 49 arrests, 43 having been charged and remanded into custody. Where offenders have been convicted they have received significant sentences of around seven years and recent successes have included convictions for Human Trafficking.

Through disruption activity a significant number of gang nominals have been arrested, charged and remanded as a result of proactive activity. It is worth raising that the reporting mechanism for recording 'Gang disruptions' in the force remains a significant challenge and as a result identifying effectiveness of Remedy has been difficult. An indicator of success however does come through the Bristol Conflict process where the top 5 high harm offenders has been seen to change on a regular basis due to the arrest of offenders targeted by Remedy resources.

OBJECTIVE - Improve communication with the public around the offences of dwelling burglary, knife crime and illegal drug supply

This objective is unclear in its intent, although it must be highlighted that significant communication has gone out to the public to raise awareness in relation to these crime types.

Communication in relation to the 4' P' approach for these crime types is led by the force Thematic leads rather than by remedy itself. The response to question 8 perhaps highlights the community messaging delivered by Remedy demonstrating its successes, however I am not sure this was the purpose of this objective which was around Crime prevention messaging.

Outdated Objectives due to Organisational change

- Collaborate with partners to deliver effective education, early intervention and harm-reduction opportunities and pathways

At its infancy in 2019 Violence Reduction Units had not yet been established and the concept very much within its infancy. By April 2020 Violence Reduction Units were established supported by police officers and also police staff with a key emphasis set around intervention and diversion. This multi-agency function in effect superseded the objective set for Remedy and to this day the Violence Reduction Unit continues in this role leading on the development and implementation of pathways.

Immeasurable Objectives

- Improve the confidence of the public around the activities of local police, in response to reports of concerns relating to dwelling burglary, knife crime and supply of illegal drugs
- Increase the knowledge of police and partners around those involved with crimes involving the use of knives as weapons
- Seek opportunities to use innovative and partnership approaches to improve the gathering of intelligence and delivery of prevention and enforcement activity relating to crimes connected with dwelling burglary, knife crime and drugs supply

As highlighted in the overview section above a number of the objectives set, although clear in their intent were in effect immeasurable as no direct means of either quantifying the outcome or being able to demonstrate was as a direct result of Remedy work.

Qualitative Data and Case Studies

Whilst perhaps it is difficult to demonstrate the true value of Remedy against the original objectives, due to significant gaps in data recording it is perhaps a qualitative and case study approach that demonstrates its value.

Since Remedy's creation its ways of working and activity has covered many areas of policing assisting all Directorates as well as tackling offending outside of the force. The breadth and depth of their work is highlighted in the following tables and case study examples.

The first table demonstrates the daily activity of staff driven through daily 'pacesetters' and following overnight critical incidents. This demonstrates how this activity links into the core national strategic policing aims and more recently the 'Beating the Crime' and 'Police and Crime Plans.

Daily Remedy Activity outside One Team Tasking	Reduce Murder and Homicide	Reduce Neighbourhood Crime	Disrupt Drug Supply and County Lines	Improve Victim Satisfaction	Reduce Serious Violence
Arrest IOM Offenders	X	X			X
Arrest Force Most wanted	X	X			X
Review and allocation of Dwelling Burglaries		X		X	
Prisoner processing Dwelling Burglary		X		X	
Serious Violence Hotspot Patrols	X	X	X		X
Intelligence Development to support Op Orochi		X	X		X
Review of Border Force crimes for drugs/ weapons intercepted in the post and intervention	X	X	X		X
Crime Investigations following Proactive deployment	X	X	X	X	X

The following demonstrates some of the direct taskings that have come through the One Team tasking process. These clearly are in line with the strategic crime types for which Remedy was created and demonstrates how Remedy have been involved in tackling offenders and protecting the most vulnerable force wide. It shows how they are aligned to '4 P' approaches to support Thematics such as Serious Violence, Knife Crime and County Lines.

- Bristol Conflicts – targeting of offenders linked to gang violence and OCG's – Pursue, Prevent
- Robbery Series Bristol – Response to increase in Robbery within Central Bristol – Pursue, Prevent
- Support for NPT directorate in mitigating against community threats particularly linked to drug supply and subsequent serious violence. – Pursue, Prevent
- Community reassurance including High Visibility patrols, weapon sweeps, stop and search. – Pursue and Prevent
- Community safeguarding including Cuckooing visits to mitigate against the threat of criminal exploitation particularly linked to County Lines – Protect and Prevent.
- County Lines – Targeting and disruption of those involved in criminality and exploitation – Op Orochi, Op Toxic and A&S own county line disruption – Pursue
- Burglary linked series targeting and investigation – Distractions, Rural Burglaries, Shed and Garage breaks – Pursue, Prevent
- Knife crime – working with Border force – pursue, prevent
- Grip Funding high visibility patrols in Serious Violence Hot spot areas. Prevent.

Remedy have also been involved in much more and are very often the go to resource to assist, track down offenders and tackle those causing the greatest harm. Below are a few more examples of work Remedy has carried out over the past 12 months.

- Assisted Major Crime Investigation Team in relation to homicides
- Bath rapist – outstanding for 3/4 months – Remedy arrested within 5 days – 22yr sentence
- Cycle track sexual assaults – arrested within 90mins – admitted 12 sexual assaults
- Bristol top 5 – numerous arrests and interventions meaning the top 5 had necessary intervention and targeting. This has meant the top 5 have been refreshed and for the past 2 months have only consisted of 2 people as the others are in prison.
- Assisted SOT, CCU, ROCU with arrests as well as The Met, D&C and more
- Assisted NPT – 5 jailed in Barton Hill for supply, conspiracy to supply, Southmead OCG and Albanian OCG network
- Patrol of serious Violence hotspots in line with 'Grip' funding.
- Supported front line with high demand over the summer.
- Supporting high demand in CID.
- Rural crime – 17 rural crimes detected – 2 charged with conspiracy. Plant in excess of £300,000 seized and £250,000 assets frozen.

Scrutiny and Accountability

Following the election of a new PCC reassurance has been sought regarding the effectiveness of Remedy in terms of value for money and making a difference to the communities we serve.

Resetting the strategic objectives presents a timely opportunity to update the performance framework to ensure outcomes are measurable and are in line with national strategic, beating the crime and police and crime plan aims. To support this a performance analysts would need to work closely with Remedy to ensure performance is clear, transparent and accountable.

Q8 To what extent have the outputs of Remedy been publicised and promoted both internally and externally?

1. Internal and external communication of performance – how do we demonstrate outcomes to the public and what do we show to justify the cost of Remedy to the public?

In the period 01/04/20 – 31/03/21, **521 press releases*** on Remedy activity and associated crime types were issued to media and added to our website, a weekly average of 10 stories. During the same period, **51 stories of Remedy activity were shared via our social media** channels.

In the last six months (01/04/21– 30/09/21), a **further 206* press releases** relating to Remedy have been issued to media, a weekly average of 8 stories. A further nine stories directly relating to activity have been shared on our social media channels.

In the past year, we have delivered a number of proactive, high profile campaigns relating to the crime types under Remedy's remit, and to support frontline operational policing.

Our youth engagement campaign [Knife crime: A new way forward](#) was delivered using resource from Remedy and Serious Violence Surge Fund. An audience-led communications campaign engaged priority schools in a crime animation challenge. This resulted in a multi-channel communications campaign including radio, bus and bus stop

advertising, supported by social media and influencer engagement. The campaign has since been recognised with multiple awards and recognised as good practice by other police forces.

Also of particular note are:

- Working with partners such as Crimestoppers to support a social media campaign on Snap Chat and Instagram about how to report signs of county lines activity or exploitation.
- Various pieces of work to promote our youth engagement in schools on drugs and knife crime, as well as to promote activity taking place via the Violence Reduction Units. We link in with partners whenever the opportunity arises to continue the narrative that a multiagency approach based on early intervention is the only way to tackle serious youth violence.
- Support for campaigns from partners such as Unseen, focusing on modern slavery.
- Outlining the signs to spot that a child may be being groomed or exploited for National Child Criminal Exploitation Day in March 2021.

Communications played an active role in planning and achieving operational objectives during weeks of action supported by Remedy including:

- County Lines Intensification Week (Sept 2020)
- Op Sceptre (Nov 2020)
- Op Sceptre (April 2021)
- County Lines Intensification Weeks (May 2021 and Oct 2021)

We supported with internal communication during the launch and initial milestones of Remedy to engage and inform the wider organisation. Our internal communications structure enables all teams to blog their own news and successes for the entire workforce to read. For example, in April 2021 our intelligence DS wrote an educational blog around tackling County Lines.

At Remedy's inception in 2019, we were granted funding for two FTE communications officers. This was reduced to one FTE from April 2020 onwards. During the pandemic (from March 2020) non-critical communications was scaled back or stopped to focus resource on COVID-19 and the crimes which were most apparent during lockdown.

We continued to provide press office support to issue updates about drugs enforcement operations and burglary convictions as well as key court cases relating to serious violence and knife crime, as part of our daily business. From 01/04/20 – 30/03/21, an additional 40 press releases relating to Remedy areas of activity were issued compared to the previous year.

**The activity recorded above has been captured by searches by crime type (burglary/theft, drugs, knife crime, robbery, violent crime) and Remedy miscellaneous mentions across all crime areas on our media and social media databases. This will not capture stories that may have been issued but were otherwise categorised outside of these crime types.*

2. Is all Remedy work “badged” as such – what have we done to embed the brand of Remedy with the public?

Communications activity supports strategic objectives, particularly;

- Improve the confidence of the public around the activities of local police
- Improve communication with the public

During the introduction of Remedy, the decision to improve confidence in the Avon and Somerset Police ‘brand’ among the public, rather than Remedy was agreed at Chief Officer level and with the PCC.

The name Remedy is used in corporate updates at a strategic level, for example during the launch, significant projects and outcomes (e.g. SmartWater rollout), one year review etc. Day-to-day updates about operational activity and positive outcomes generally do not to use the operational name, so it's not an appropriate measure of performance.

Remedy was referenced in 13 per cent of the 521 stories issued around burglary/theft, drugs, knife crime, robbery and violent crime issued between 01/04/20 – 31/03/21 and in 9 per cent of the 260 press releases issued from 01/04/21 and 30/09/21.

It has also been referenced in all 51 social media posts on the same crime types shared between 01/04/20 – 31/03/21 and in the further 9 social media posts from 01/04/21 and 30/09/21.

3. Have Corporate Communications actively engaged with Remedy?

Since the launch of remedy Corporate Communications has:

- Attended Gold and Silver meetings
- Attended daily calls (while they were active until around April 2020)
- Provided weekly activity updates (and stopped when told it was no longer required around April 2020)
- Provided a mailbox and guidance for positive new stories

We continue to:

- Attend team meetings once/twice weekly
- Attend strategic board meetings
- Attend planning for weeks of action etc.
- Provide support and guidance to the team as needed, from preparing for interviews to press release content guidance

Remedy is included in our Corporate Communication Strategy for this year (until March) and we're launching a strategy which aligns communication themes, audiences and key messages across knife crime, serious violence, drugs and burglary/theft to provide a consistent and impactful message for the public.

Q 9 What are the intended structural uplift changes for Remedy and how will they impact on delivery?

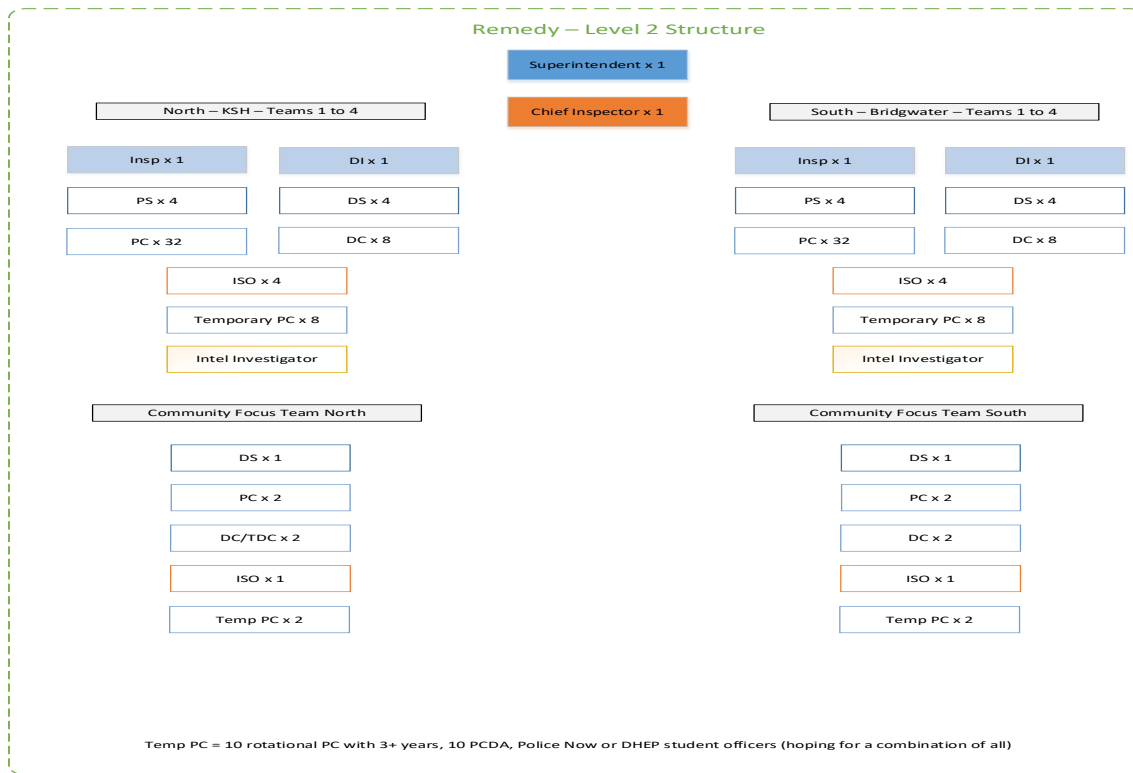
1. Overview of the proposed (?) structure for force and local tiers of Remedy – Remedy Force and Remedy Local
2. What are the intended changes and how will they impact on delivery?
3. What plans will be put in place to report on future performance measures of these changes?

As part of the organisational uplift programme a review of Remedy was undertaken and a proposal presented to the Chief Officer Group. This looked at the structure of Remedy and also looked at its current remit making the following recommendations which were supported.

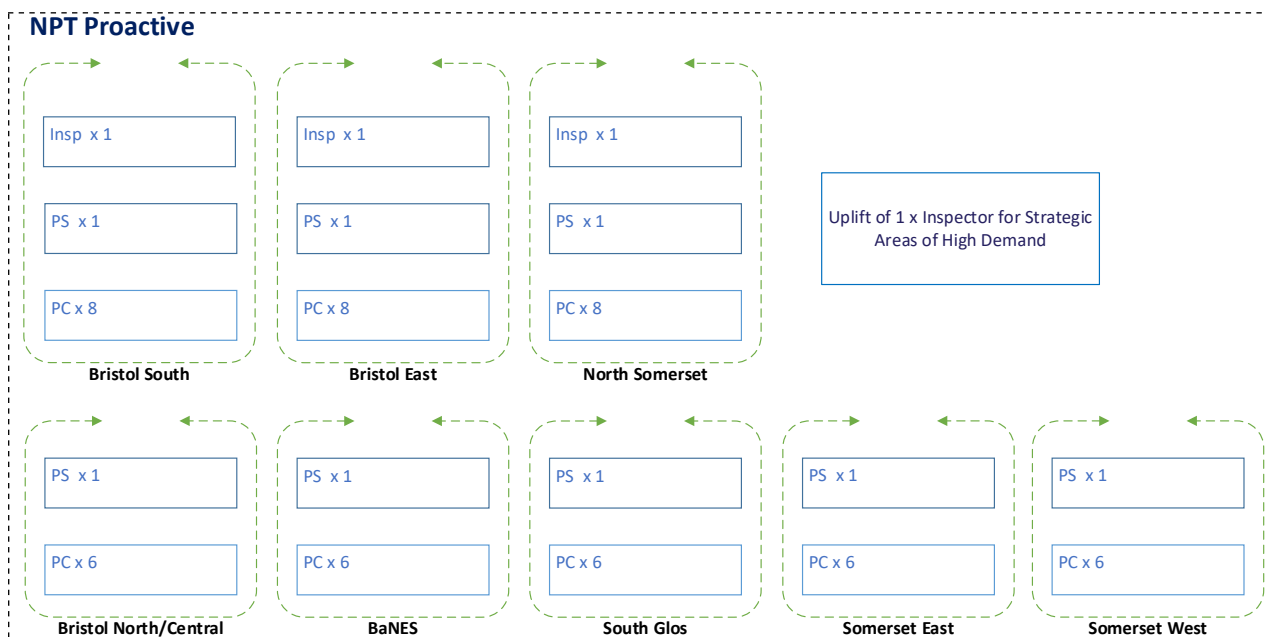
The new remit of Remedy would:

- Remove the strategic crime types of Drugs, Burglary and knife crime and ensure aligned to tackling 'greatest threat harm and risk' as identified through tasking process.
- Be expanded to ensure greater coverage 7 days a week
- Maintain Community Focus teams North and South who can provide a problem solving approach and ability to respond and flex directly to the public's greatest concerns and any strategic objective set via the OPCC's office
- Allow support to Neighbourhood team priorities through OTT process, hot bids through Pacesetter
- Support Level 1 surveillance bids (Foot surveillance and Static Observation posts only)

In short it would see Remedy move from three teams in the north and two teams in the South of the force to four teams in both the North and South. This would be achieved through an uplift in 12 staff with structure as per diagram below and would be defined as Remedy Central.



Recognising the need to support Neighbourhood policing teams as part of the 'Uplift plan' an uplift in 8 Sergeants and 54 PC's a neighbourhood proactive function would be created (Remedy Local) with the following structure.



The proactive teams created will play a critical role in crime reduction through early intervention, public reassurance by addressing issues visible to communities and disruption by dynamically responding to new issues or intelligence provided by the community. The individual teams will have the local knowledge and understanding of communities and able to make the most effective use of Force level resources such as Remedy in enforcement where necessary.

The future state will see an expansion of the current local proactive teams as a Level 1 resource under one new proactive model syncing them together with Remedy. These will be tasked via local tasking processes. Support would still be obtained via Force tasking processes from Remedy and other force resources such as OSU, horses, etc.

The resetting of the strategic intent of Remedy this would present a good opportunity to look at where Remedy is positioned within the force structure and utilising the current funding proposal how this could be maximised to ensure:

- The new National strategic, Beating the Crime and Police and Crime plan aims are met
- We avoid impact on staff welfare ensuring we do not implement multiple changes to shift patterns and structure.

- The intelligence review and other potential change programmes now agreed are factored in.
- We continue to ensure best value for money and continue to protect the Community we serve.

Constabulary Management Board in October

It was agreed at CMB that the strategic aims for Remedy will be reviewed ensuring they better reflect the new Police and Crime Plan as well as the national direction for policing. Once these aims have been agreed a performance and assurance framework will be put in place to allow for better monitoring and reporting of performance and to ensure value for money.