



# EQUALITY REPORT 2017



# FOREWORD

Avon and Somerset Police works hard to provide a policing service to a rich and culturally diverse community of more than 1.6 million people. But we can only be truly effective if we understand and embrace the diversity of our communities, and work together to ensure our services meet all their needs and concerns.

Stop and Search is a good case in point; the rollout of bodyworn cameras to all frontline operational staff was a significant step forward. We record all stop searches now for review by supervisors and community representatives. A Community Scrutiny Panel reviews the grounds for searches, and panel members have focused in particular on searches of people from black and minority ethnic backgrounds. We encourage people to take up a space on our Ride Along scheme too to observe frontline officers at first hand, with a specific focus on stop and search.

Lighthouse, our integrated victim care service, continues to support victims of crime who are particularly vulnerable due to their ethnicity, sexuality, disability, mental health or age, offering casework and advocacy throughout the criminal justice process. In the last year, awareness raising briefings from our male rape lead, an honour based violence specialist and a representative from the transgender community have enhanced their understanding and support to victims.

In the control room, a mental health triage team staffed by NHS nurses informs our work with people in mental health crisis. Their support is a tangible demonstration of our commitment to work alongside partners to get the best possible outcome for people in crisis who are vulnerable and in need of our support.

Internally, our work continues to achieve a better reflection in our workforce of the

diverse communities we serve. We've seen an increase in the number of black and minority ethnic candidates applying to join the organisation as police officers although there's always more work to do; it's still not enough. Workshops to make our selection and assessment processes more accessible and easy to understand, mentoring by existing officers, and external support to change the wording in our selection processes are all designed to help increase this number further.

We value our staff and understand the importance of retaining them. Individual Chief Officers champion each key dimension of diversity, working closely with the relevant staff networks and associations to give visible leadership and advocacy of the culture and behaviours we expect internally and externally. Fairness and respect are at the heart of our Hallmarks of Leadership, designed by more than 1,000 people from across the organisation, which set the standard we expect of our staff, and are central to all of our training and promotion and continuous personal development programmes.

Mine is by no means an exhaustive summary and I hope you will see progress as you read through this report. But please rest assured, we are not complacent and our ambition is great. We know there is still a great deal to be done. Our commitment to achieving that is as strong as ever.

**DEPUTY CHIEF CONSTABLE**  
**SARAH CREW**

# EXECUTIVE SUMMARY

We serve a vibrant multi-cultural community. Not only do we aim to serve all its parts, we want very much as well to be an integral part of community life.

In our role to help people to be safe and feel safe it's essential we seek to treat everyone we come into contact with fairly and with dignity and respect.

Our Inclusion and Diversity Strategy is very much a live strategy and the foundation for driving our actions and behaviour. It's reflected in the outcomes and actions set out in this report and continually refreshed to reflect the prevailing issues and considerations alongside the needs of our communities.

The Police and Crime Plan 2016-2020 identified three strategic themes which are aligned with the national police service Equality, Diversity and Human Rights Strategy. They are:

- **PEOPLE AND CULTURE**

Building a working environment that includes everyone and encourages all staff to develop and make progress.

- **ORGANISATIONAL PROCESSES**

Building equality into the organisation's processes and how the service manages its performance.

- **OPERATIONAL SERVICE DELIVERY**

Delivering services that are easy to access and that respond to and meet the needs of all communities.

This report presents our progress in delivering against those objectives.

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## CONTENTS

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Foreword .....	2
Executive Summary .....	3
Overview of Avon and Somerset Constabulary.....	4
Summary of Equalities Duties and Legislation.....	6
Equality, Diversity and Human Rights Strategy for the Police Service.....	7
Equality Objectives .....	8
Progress against our Objectives .....	9
1. People and Culture – build a working environment that includes everyone and encourages staff to develop and make progress.....	9
2. Organisational Processes – build equality into the organisation's processes and how the service manages its performance.....	10
3. Operational Delivery – deliver services that are easy to access and that respond to and meet the needs of all communities.....	12

# OVERVIEW

## Avon and Somerset Constabulary

### GOVERNANCE AND TRANSPORT



# 1.6million

The Avon and Somerset Constabulary area covers 1,855 square miles with a population of over 1.6 million people and approximately 679,000 households.

It is governed by four unitary authorities: the City of Bristol, South Gloucestershire, Bath and North-East Somerset, and North Somerset; Somerset County Council and its constituent district councils - South Somerset, West Somerset, Sedgemoor, Mendip and Taunton Deane.

Bristol has a population of over 428,000 living in the city itself and just under one million people living in the Bristol conurbation as a whole. The remainder of the area is significantly more rural by comparison although Bath, Weston-super-Mare, Taunton and Yeovil are significant centres in their own right. Significant transport networks include national rail routes, the M4 and M5 motorways, Bristol International Airport and the Avonmouth Docks.

### A MULTI-CULTURALLY VIBRANT FORCE



# 110,000



The black and minority ethnic (BME) population in the Avon and Somerset area overall has increased since the 2001 Census from around 50,000 to just under 110,000.

People who identify themselves as BME now make up 6.8% of the force population. In Bristol the proportion has doubled to 16%. Chinese (9,000) and Indian (12,000) populations have grown by 75% since the 2011 census. Pakistani (8,000) and Bangladeshi (3,300) populations are largely concentrated in Bristol.

The census classification of 'White - Other' population, which contains many groups from Eastern Europe, has doubled in Bristol to 5.1%. The 'Country of Birth' question from the Census provides slightly different figures, but allows us to look at specific nationalities in more detail.

27,000 people were born in the 2001-2011 European Accession Countries. Of these, the largest group (with 16,000 or over 1% of the force population) is from Poland. Other notable groups include people born in China and Hong Kong (nearly 7,000) and Somalia (5,000, mainly in Bristol).

There are small populations of Portuguese and Lithuanian people living in Somerset. Most of the other nationalities are either concentrated in Bristol, or spread fairly evenly across the force area. Notable exceptions are Filton and Bradley Stoke (South Gloucestershire) with a higher number of Indian residents, and Weston-Super-Mare for people of Bangladeshi birth.

### ATTRACTIONS

The Avon and Somerset area attracts a large number of visitors. They visit holiday destinations in Bristol, Bath, Wells, Weston-Super-Mare, Brean and Minehead, or to pass through to other resorts. It is also home to a large number of students attending the four universities and other higher education institutions that creates a seasonal effect on policing demand.

The force area also hosts some significant annual events such as St Pauls Carnival in the heart of Bristol and the Glastonbury music festival in Somerset.

## AVON AND SOMERSET POLICE PROFILE

The police headquarters, based at Portishead in North Somerset, is shared with Avon Fire and Rescue.

The Chief Constable is supported by a chief officer leadership team of Deputy Chief Constable, two Assistant Chief Constables, Director of Finance and Director of People & Organisational Development.

At the end of 2017, the Constabulary comprised of 2,752 Police Officers, 2,276 Police Staff and 331 PCSOs, supported by 337 members of the Special Constabulary. The Constabulary runs a 'Citizens in Policing' programme offering a wide range of opportunities for around 230 Volunteer Police Cadets, 320 Special Constables, 300 Police Support Volunteers and approximately 750 roadside Community SpeedWatch volunteers. There is an ambition to grow all these participating opportunities.



# SUMMARY OF EQUALITIES, DUTIES AND LEGISLATION

Like other public bodies, we have a legal responsibility to tackle discrimination and promote equality on the grounds of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation. We have to consider these in everything we do. These responsibilities are referred to as the public sector equality duty.

**The general equality duty requires us to:**

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not share it.

**In addition to these general duties, the police service and some other public bodies have a number of specific duties which require public bodies to:**

- Publish information to show their compliance with the Equality Duty, at least annually; and
- Set and publish equality objectives, at least every four years.



# EQUALITY, DIVERSITY AND HUMAN RIGHTS STRATEGY FOR THE POLICE SERVICE

The first Equality, Diversity and Human Rights Strategy was published in September 2009 and represented the commitment of the Association of Chief Police Officers, Association of Police Authorities and the Home Office to promote a fairer society that benefits everyone.

More recently, the College of Policing has provided support to police forces through a Leadership Review, Codes of Ethics, Professional Qualifications and Education Framework to ensure equality, diversity and human rights are understood and police officers and staff value difference and full inclusivity with all our communities.

Our 2016-20 strategy acknowledges that the effect of inequality and discrimination varies depending on individual experience and circumstances. It recognises that the differences within communities are as wide as the differences between communities and acknowledges the importance and need for strategies and solutions that tackle inequality in an increasingly complicated and diverse society.

The Strategy sets out three themes which provide the framework for improving performance and delivering specific equality results at every level of the police service:

- **PEOPLE AND CULTURE**  
Building a working environment that includes everyone and encourages all staff to develop and make progress.
- **ORGANISATIONAL PROCESSES**  
Building equality into the organisation's processes and how the service manages its performance.
- **OPERATIONAL SERVICE DELIVERY**  
Delivering services that are easy to access and that respond to and meet the needs of all communities.

## HMIC PEEL - Police Effectiveness, Efficiency & Legitimacy

All police forces are regularly inspected by Her Majesty's Inspectorate of Constabulary (HMIC) and their PEEL inspection programme is designed to give the public a clear picture of how well their force is performing across the three pillars (effectiveness, efficiency and legitimacy). Some elements of the inspection criteria are particularly relevant to our Equality Strategy:

- Leadership capability (efficiency)
- Reducing Crime and preventing offending (effectiveness)
- Protecting those at greatest risk of harm (effectiveness)
- Tackling serious, organised and complex crime (effectiveness)
- Overall perceptions of the Force (legitimacy)
- Treating people equally without discrimination (legitimacy)
- Workforce act with integrity (legitimacy)

The findings of the HMIC assessments are released to their website at:

[www.justiceinspectors.gov.uk/hmic](http://www.justiceinspectors.gov.uk/hmic)

# EQUALITY OBJECTIVES

In April 2016 we set Equality Objectives within our 2016-2020 Equalities Strategy. These strategic objectives are defined by the College of Policing, the professional body for the police and reflect the three aims of the Public Sector Equality Duty - eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations. In 2017, the objectives were refined and aligned to our new operating framework. We have reported on our progress on these objectives later in this report.

## EQUALITY OBJECTIVES 2016-2020

### 1. PEOPLE AND CULTURE

Building a working environment that includes everyone and encourages all staff to develop and make progress.

- 1.1. Create a 5-year strategy and coordinate an annual programme of work to promote and improve recruitment, retention and progression of communities currently under-represented in our workforce
- 1.2. Build a culture that delivers a great service to a diverse public

### 2. ORGANISATIONAL PROCESSES

Building equality into the organisation's processes and how the service manages its performance.

- 2.1. Embed equality into our processes, policies, continuous improvement work
- 2.2. Effective use and scrutiny of stop and search

### 3. OPERATIONAL SERVICE DELIVERY

Delivering services that are easy to access and that respond to and meet the needs of all communities.

- 3.1. Make service and information available to diverse people and communities
- 3.2. Make vulnerable people/groups within diverse communities safer



# PROGRESS AGAINST OUR OBJECTIVES

## 1. PEOPLE AND CULTURE

Building a working environment that includes everyone and encourages all staff to develop and make progress.

- 1.1. Create a 5-year strategy and coordinate an annual programme of work to promote and improve recruitment, retention and progression of communities currently under-represented in our workforce

Our focus on the key areas of our 5 year diversity and inclusion strategy has continued unabated. In the last 12 months we've seen a further increase in the diversity of candidates applying to become a police officer; BAME candidates are now 8.3% of applicants (up from 5% in Sept 2016).

We've worked hard to improve our community engagement through events at schools, colleges and universities across the force area, at local Mosques and with other faith groups. We've encouraged leaders and members of our BAME communities to become assessors in our police recruitment processes and act as ambassadors to support activity.

A different pilot approach to Police Officer recruitment has seen us engage more closely with specific communities and the early indications suggest this has been successful in attracting a more diverse range of applicants – 8.3% BAME, 8.12% LGBT and 6.27% with a disability.

The chief officer gender champion has actively supported the creation of an internal force gender group where colleagues can come together to progress issues relating to gender to benefit the wider organisation.

A series of webchats continues to encourage the discussion of potential issues, such as work life balance, flexible working, menopause and tackling perceptions that some roles are less suitable for women.

We are very much aware that women are under represented at the rank of sergeant and Inspector in our force and for each promotion assessment process we now offer a workshop for female candidates to help them prepare for the process.

Focusing externally, we've tapped into the experience and enthusiasm of colleagues to build a group of people across the organisation – Diversity Champions – who will help us build confidence in our diverse communities and encourage them to see Avon and Somerset Police as their employer of choice, and support and mentor external candidates through all stages of our recruitment process.

Our plans for 2018/19 include evaluating and building on the success of our police officer recruitment pilot, extending it to a force wide approach, and encouraging more community engagement and ambassadors to support our ambitions for a more diverse workforce.

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## 1.2. Build a culture that delivers a great service to a diverse public

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### **Training**

During 2017 and into 2018, we've continued to deliver the "Taking the Hurt Out of Hate Crime" training to enhance our employees' awareness of how they think, their decision making and understanding of bias, including the potential impact of conscious and unconscious bias on their day to day interaction with people.

Whilst the core elements of the training – a compelling film based on the true story of a BAME victim of hate crime – are unchanged, the wider detail is tailored to focus specifically on aspects of the learners' field of work. Up to now over 2000 members of staff across Patrol, Neighbourhood Policing, Communications, and Custody have undergone the training and more sessions are booked for Investigations staff in the spring of 2018.

Our training package has been shared with forces in the region and beyond. Members of the local community and Advisory Groups have also attended and viewed various inputs. Sir Tom Windsor, HMIC, during a recent visit to the Constabulary, was shown the training package to demonstrate our commitment in this area of work.

Some recent misconduct meetings have

provided outcomes relevant to subjects covered in this training. We regularly review these opportunities to provide learning to staff and officers linked to real disciplinary and misconduct examples. In this way we help the force to absorb such learning and avoid any repetition of what caused the behaviour.

### **Mentoring and leadership**

Through the ASPIRE Leadership & Management Programme, we now provide mentoring service for our staff. The mentees are provided with coaching and mentoring on Unconscious Bias. During this year approximately 50 people have taken part in this Programme.

Working with more than 1,000 staff, the Aspire Leadership Programme has also created a set of 'Hallmarks of Excellence'. These set a benchmark against which we can measure our progress. The importance of diversity is clearly visible in the hallmarks which include 'promoting the value of diversity and difference'. Allied to this we are working with individual staff role models to promote each of the hallmarks and 'story tell' examples of their application and means of promoting them in our daily working environment.

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## **2. ORGANISATIONAL PROCESSES**

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Building equality into the organisation's processes and how the service manages its performance.

### 2.1. Embed equality into our processes, policies, continuous improvement work

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#### **Planning and governance**

Equality and diversity are incorporated into long term planning in several ways, and in accordance with good practice – we produce and publish an Equality, Diversity and Human Rights (EDHR) strategy.

Governance is through the Equality and Diversity Board, chaired by the Deputy Chief Constable, which brings together senior leaders and other key stakeholders to support, steer, scrutinise and oversee progress. The cyclical review and updating

of our strategy aligns with our approach to continuous improvement planning and is integral to it. When we set plans for each area of our business, equality and diversity matters are an intrinsic part of the situation review that informs them and their subsequent development.

Action planning for our diversity and equality initiatives is centrally compiled and the status of these actions are regularly monitored. In addition to these arrangements, each chief officer champions initiatives and our developments in each key dimension of diversity linked to the protected characteristics, including proactive engagement with the relevant staff networks and associations. This helps to ensure visible leadership and added impetus to delivery, advocacy and promotion of the culture and behaviours we expect, and engagement with key stakeholders internally and externally.

Our commitment is also fundamental to the consideration of new business and changes to the way we work. For example, in a business case setting out the justification for proposed

transformational change, the impact on diversity and equality matters is explicitly reviewed and taken into account as part of the preparation, planning and decision making.

### **Continuous performance**

As illustrated by the data elsewhere in this report we also collect and utilise equality monitoring data to help understand and improve our services. We are currently reviewing the collection and use of our suite of performance data, drawing on good practice from within policing, the public sector and more broadly. We have begun adapting our cutting edge business intelligence applications to bring together and visualise this management information to better support strategic and operational decision making. We are also engaged with a number of external bodies to inform and support our work and provide standards against which we compare and benchmark ourselves in developing our plans and initiatives. For example, we are already engaged with the Stonewall Workplace Equality Index. In the year ahead, we will look to build upon this.

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## 2.2. Effective use and scrutiny of stop and search

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Statistically, people aged between 16 and 34 are more likely to be searched and that search is more likely to result in a positive outcome.

Positive outcome rates are broadly similar across ethnicities, although statistically based on population numbers there is still a disproportionate number of stop and searches for BME members of the public. We continually work to understand the reasons for this and focus much work around unconscious bias training, perception of stop and search activity, and working closely with our communities and IAG's.

External scrutiny of Stop and Search is overseen by the OPCC and an independent scrutiny group.

A comprehensive set of data is available internally and externally, which includes find rates, age groups, ethnicities and geographical locations. We are committed to ensuring this important operational activity in the prevention of crime is carried out fairly, and seen to be fair by all concerned.

### 3. OPERATIONAL DELIVERY

Delivering services that are easy to access and that respond to and meet the needs of all communities.

#### 3.1. Make service and information available to diverse people and communities

##### Community and citizen engagement

In 2107 we revised our Citizens and Community Engagement Strategy with practical guidance that offers simple and effective engagement techniques to help local police officers and staff deliver better services to local people. We've been extremely grateful for the support from our Independent Advisors in developing and refining these engagement tools.

The strategy sets clear expectations of the level of service whilst still allowing flexibility to use engagement opportunities that are relevant to local communities or particular communities of interest. We have simplified our approach to concentrate on three key areas:

- **INFORMING**  
Sharing information to help communities better understand policing issues and our work in tackling crime and keeping people safe.
- **CONSULTING**  
Asking communities for their views on how we can better deliver policing and make best use of the resources within Avon and Somerset Constabulary and the community we serve.
- **COOPERATING**  
Developing meaningful and productive partnerships with communities and individuals to help make communities safer.

Ultimately, our aim is to increase our legitimacy and public confidence. In 2017 we ran an 'Insights' workshop with 50 participants from a range of diverse backgrounds. We asked them about their experience with us, how we can better work together and what improvements we might make. The learning from this is helping to shape a range of locally based community engagement plans that were subject to scrutiny by the local Independent Advisors and an external audit which took place in February 2018.

##### The important role of Independent Advisory Groups

IAGs are a crucial touchstone and a bridge with our communities; they help us to improve our service by advising on policing issues that may cause concern to local people and communities. They play a vital role in helping us build trust, confidence and legitimacy with our communities, especially our diverse ones. IAG volunteers from various backgrounds are drawn from our community. Whilst they have an interest in policing and its effect on communities, they are independent and not political or representative of any other body.

Their role is to give advice and support on a range of policing matters such as the impact of critical or major incidents on our communities. They act as a 'critical friend', helping to improve our effectiveness in community safety and cohesion.

Six location-based IAGs are aligned with local council areas; a further two groups, which are not geographically restricted, cover the entire force area, one - the Disability Independent Advisory Group (DIAG) - reflects the needs of disabled service-users and the second - the Strategic Independent Advisory Group - covers matters of strategic and force-wide significance. Its representation includes the Chair persons of the other IAGs.

During 2017, our Independent Advisors were closely involved in our introduction of Spit and Bite Guards and we used their advice to guide our implementation. They have also helped us to launch our revitalised Safe Places Scheme where people with particular communication needs can apply to become a member. We hold key information about their needs and their contact person on our database. We now have over 300 people in the scheme and it will continue to grow in 2018. Find out more about Safe places at [www.avonandsomerset.police.uk/services/safe-places-scheme](http://www.avonandsomerset.police.uk/services/safe-places-scheme).

### 3.2. Make vulnerable people/groups within diverse communities safer

#### **Lighthouse Victim Care**

Lighthouse Victim Care Service works closely with locally commissioned providers, including Stand Against Racism and Inequality (SARI), A Voice, and Young Victims Service to offer the best possible access to support services for both casework and advocacy for people who are victims of crime due to ethnicity, sexuality, disability, mental health or age. Working closely with commissioned partners and independently we ensure the victims receives the service that best meets their needs and wishes. A public facing victim services website [www.lighthousevictimcare.org](http://www.lighthousevictimcare.org) is kept up to date with information regarding local and national support available.

All Lighthouse staff have had awareness raising briefings from the Male Rape lead, Honour Based Violence (HBV) specialists and a representative from the Transgender community to support their understanding and awareness of the needs of these victims.

Lighthouse supports vulnerable, personally-targeted, victims of Anti Sociable Behaviour to ensure effective support and case management, taking into account any repeat victimisation. Victim and witness care officers work closely with neighbourhood officers to manage any ongoing local case management or additional support victims may need. A referral pathway into Victim Support offers two structured face to face sessions to help cope with anti-social behaviour, either in isolation or alongside specialist support services where required.

#### **Mental health triage team**

Along with all operational staff, Lighthouse is working closely with the mental health triage team, staffed by NHS nurses who sit in the Police control room, to inform their work with victims whose mental health may increase their vulnerability. The team provides an essential source of support to officers dealing with people in mental health crisis who call the police seeking help. Where appropriate, they also work directly with individuals themselves to manage their crisis in the community.

The Control Room Triage team provides effective and timely advice to Police officers so that any decision relating to the patient's care is made using the most relevant health information and advice available.

The support of the mental health triage team reflects our wider commitment to working with multi-agency partners to improve the experience for those who are in crisis, in need of support or vulnerable for whatever reason.

#### **Action Fraud**

Prevention is an important part of our role. Work is underway to establish the most effective means of supporting crime prevention, especially targeted at elderly and vulnerable victims, where fraud is concerned. This will include preventative work with those who have already been targeted due to their age.

#### **Understanding and managing our response to vulnerability**

We understand very well the importance of continually improving our understanding and awareness of vulnerability. It's imperative that police officers and staff know and understand the NPCC and Victims Code of Practice (VCOP) definitions, especially public facing staff who must also have a good awareness of support services in their local area and when to make a referral to Lighthouse for those entitled to an enhanced service.

Masterclass training to help neighbourhood teams identify vulnerability and use the BRAG vulnerability tool was rolled out in 2017 and officers in Investigations and response will receive it in early 2018. When an officer attends an incident it's mandatory to consider the vulnerability of all individuals and carry out a BRAG assessment to record concerns, support already in place, the level of vulnerability and whether it can be managed locally through signposting to local services, or whether it requires referral into Lighthouse or SCU for more specialist overview and support. The information gathered

through BRAG will eventually support a new vulnerability app on QLIK, a useful tool to support local problem solving, safeguarding and engagement.

As a result we anticipate that referrals into Lighthouse and SCU will benefit from better information from the scene which will in turn support decision-making about onward action. A performance measure within another QLIK app - the officer 'my work' app - will measure compliance and quality of BRAG and vulnerability identification.

In addition:

- The template created on Niche, our incident and crime recording system, continues to help staff identify vulnerability and generates appropriate referrals.
- Lighthouse now provide input into new officer, transferee and PCSO training sessions.
- Vulnerability training for call handlers continues to be a core part of the induction of new staff.
- Call scripts (standardised, prescribed question sets) used by call handlers are continuously reviewed to ensure identification of vulnerability and crime type.

### **Victim reference group**

The Victim Reference Group met three times in 2017 - January, May and November. We actively scope attendance from victims via referrals from Victim and Witness Care Officers (VWCOs). The group provides the opportunity for victims to scrutinise force policy and processes, in order to improve outcomes for vulnerable victims.

### **Lighthouse supporting vulnerable victims**

Lighthouse North East (covering Bath & Northeast Somerset and South Gloucestershire) works closely alongside two housing providers whose staff are co-located within their hub. The arrangement supports closer partnership working for the benefit of all vulnerable victims, but in particular for tenants suffering from ASB or hate crime and whose tenancy or likelihood of being a victim of crime may be negatively impacted by mental health. We're working with key housing providers in Somerset to achieve a similar co-location within the Lighthouse Somerset hub. Within Bristol, where the picture is more complex due to the number and variety of housing providers available, full co-location hasn't been explored however communication structures have been drawn up to provide an efficient referral process supporting vulnerable victims.



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