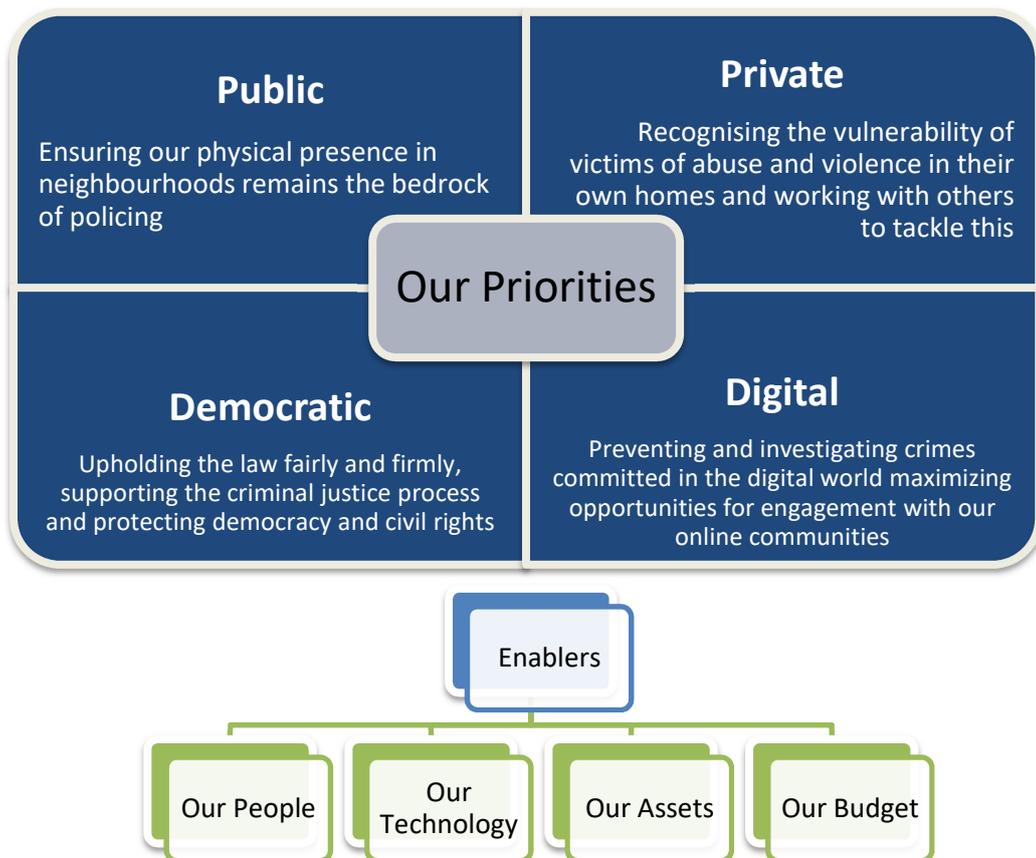


# Police and Crime Strategic Board

Date: 27<sup>th</sup> June 2019



## Chief Constable's Report



### 1. Public

#### 1.1 Channel 5 Documentary

**1.1.1** Mentorn TV continue with the filming for the Channel 5 Documentary which is based on policing under pressure. Filming is scheduled to finishing mid-June. This is being co-ordinated and facilitated by Judith Kent from Corporate Communications.

**1.1.2** Mentorn have said they are pleased with the material they have gathered. There have been numerous challenges, but these seem to have been overcome by Judith Kent's diplomacy and commitment.

## 1.2 Additional Resources

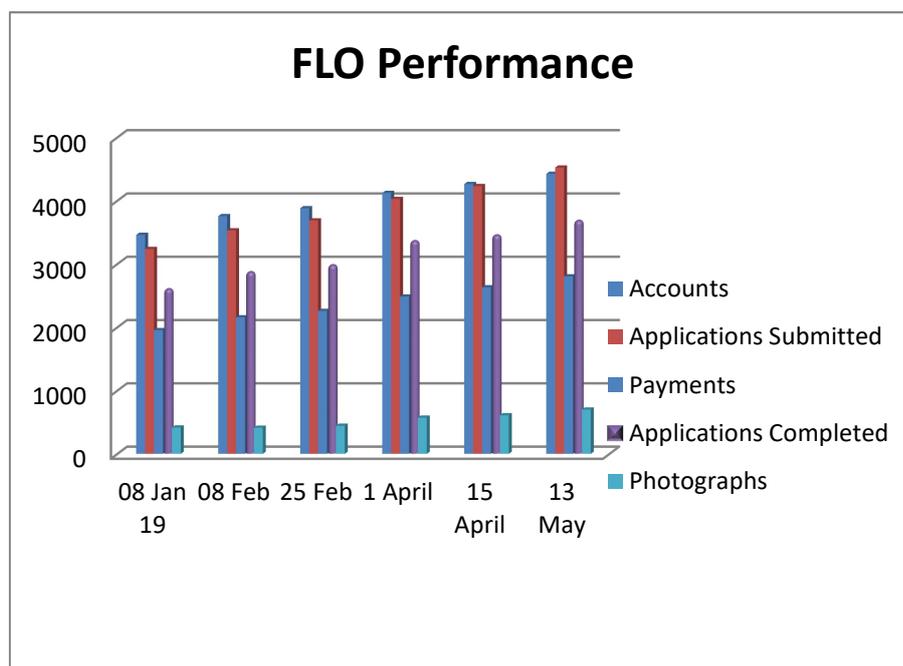
**1.2.1** The PCC and CC were recently interviewed following the joint announcement that 30 extra police officers will be recruited following additional funding of £1.8m which was secured by the Police and Crime Commissioner and Chief Constable

**1.2.2** This extra funding has been bolstered by additional Council Tax receipts of £400,000, and with £370,000 added from the force's reserves. This means an extra £2.57m will be put into the policing budget this year. There was positive coverage of this including the main two television stations in the region.

## 1.3 Firearms Licensing Online (FLO)

**1.3.1** Firearms Licensing performance has continued to be very positive in the last period. Compliance with all Key Performance Indicators (KPIs) has remained at 100% for several months.

**1.3.2** In May the Firearms Licensing Team processed 56 Grants, 129 Renewals, 51 Variations and 583 Notices of Sale.



- 1.3.3** The General Practitioner (GP) Policy relating to Registered Firearms Dealers which Lincolnshire pioneered last year will now become a National stance effect from June 10th 2019, again demonstrating our status as innovators in the area of risk management around Firearms Licensing. This closes a loophole which existed where to own a single shotgun/firearm as an individual there was a requirement for a GP letter, however to own a shop selling potentially hundreds of such weapons and ammunition no such letter was required.
- 1.3.4** Staff from the department attended the Northern Shooting Show in Harrogate, where they engaged with a number of Lincolnshire holders and other key stakeholders.

## **1.4 Rural Crime**

### **1.4.1 Hare Coursing**

**1.4.2** The Hare Coursing Season runs from September through to March and we have been making good use of the time in between.  
We commissioned a national overview of the Policing of Hare Coursing, and on the basis of that work identified the Top 12 forces (by volume of incidents).

**1.4.3** On 31<sup>st</sup> May at Grantham, we brought together those forces along with the Crown Prosecution Service (CPS) and the National Wildlife Crime Unit (NWU) and have made good progress on agreeing a common approach to preventing offending, sharing & developing intelligence, enforcement using criminal (ASB) & civil powers and how we engage with our communities to tell them what we are doing.

**1.4.4** Operation Galileo has been adopted as the National Brand for Policing Hare Coursing.  
We are now in a position to commission a piece of work by the National Wildlife Crime Unit to identify our (national) top offenders and to coordinate intelligence and enforcement against them – We already know our local picture, but a national approach will be the theme for 2019/20.

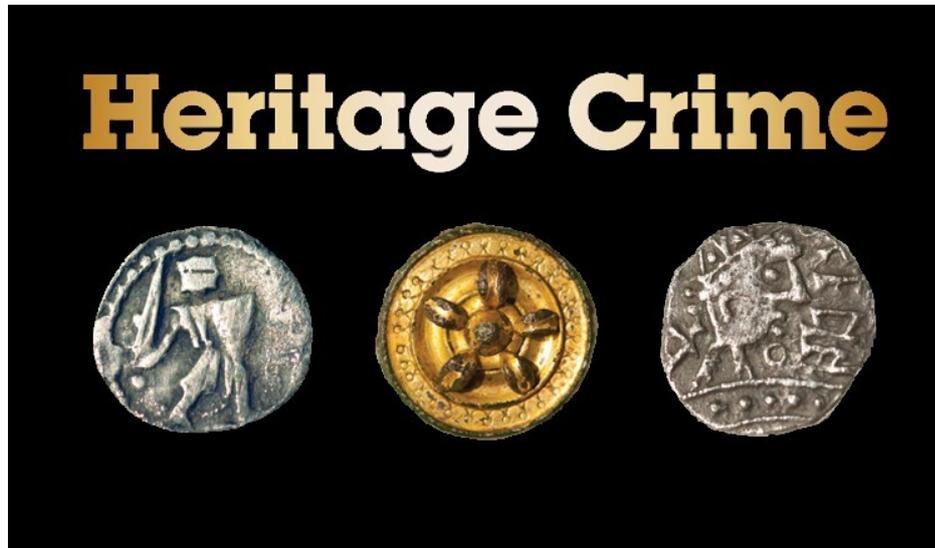
**1.4.5** Intelligence Development is positive – there will be opportunities in 2019/20 that have never been available to us before.

In Lincolnshire, we have finalised arrangements to allow the seizure of Dogs next year – this remains the single most effective operational tactic we use

### **1.4.6 Heritage Crime**

**1.4.7** Since the start of the year we have seen 28 offences where lead has been stolen from church roofs.

- 1.4.8** The operation to tackle this offending in Lincolnshire is Operation History, and we have two detectives coordinating investigations. A significant number of churches have been visited and measures put in place to prevent or allow enforcement against those responsible.



**1.4.9 Fly Tipping**

- 1.4.10** It is clear that the 21 Offences reported to the force so far in 2019 do not paint a representative picture of the offending that occurs, so we are working with partners to identify effective means by which offending can be prevented.

- 1.4.11** There are significant differences between forces as to the nature of the Fly Tipping they suffer, and a solution for Lincolnshire will need to address particular local issues.

## 1.5 Summertime Policing (STP 2019)



- 1.5.1** In recognition of the significant surge in demand in the Coast over the summer months, on 12<sup>th</sup> June we launch STP2019. This involved a shift change for all response officers working in East Lindsey. They moved to a four on four off shift pattern, which meant reducing from five teams to four. This in turn increased the numbers in each team and aims to better align resources to when demand is at its peak.
- 1.5.2** We will have a core number officers working earlies and nights, but there will also be an increased presence on the late shift. This will mean that for the duration of the late shift, which is the peak in calls for service, we will have almost double the resources. The intention being that we have police officers there and able to respond at the time of the demand and prevent calls stacking up.
- 1.5.3** It is hoped that this will allow the policing of East Lindsey to be self-sufficient in the main, preventing the need for pulling resources from other areas of the force that have their own demand to deal with.
- 1.5.4** In addition we are being supported by the Special Constabulary and Specialist Operations (Police Dogs and ARVS - armed response vehicles). There are dedicated Single Points of Contact (SPOC) for areas of work which presents significant challenges in the Coast during the summer months, such as Missing people, Management of officer workloads, custody, Night-time Economy (NTE) and the street to suite facility.
- 1.5.5** In May two leadership and direction days were held for all East Lindsey Sergeants and Inspectors to discuss plans and expectations.

- 1.5.6** This will increase the visibility of police in the Coast area at the key times, enable effective response to calls for service and provide reassurance to the local and tourist community.

## **1.6 Blue Light Collaboration**

### **1.6.1 South Park**

The main building is close to completion and East Midlands Ambulance Service and Lincolnshire Fire and Rescue will be operational from the station in June 2019. The police areas of the building including the custody suite will then be completed by in July 2019. This is an exciting and challenging time for the project team but one which is proving successful in terms of teamwork and the sense of unity and synergy between all organisations involved. The focus turns then to moving from West Parade. We are currently in a period of consultation with staff from both Lincs Police and G4S. We are to a film walk-through of the building and also inviting officers and staff from Lincoln and other stations to walk around and be familiarised with the site.

- 1.6.2** We have continued to draw on best practice from other force areas regarding our build including a recent visit to Humberside Custody Suite. In the recent period Lincs. Police have presented at a One Public Estate Conference in Lincoln on the South Park build and benefits of collaboration.

- 1.6.3** Lincolnshire Police will now be moving into the site during September and October 2019.

## **1.7 Specialist Operations**

- 1.7.1** On 1<sup>st</sup> June, East Midlands Operational Support Service (EMOpSS) changed to provide firearms and dog training regionally, covering aspects of Authorised Professional Practice and accreditation. The rest of EMOpSS functionality returns to force under the newly established Specialist Operations department, led by Supt. Paul Timmins. Specialist Operations will provide:

- 24/7 Firearms response
- Tactical Search Team capability
- 24/7 General purpose and specialist dog resource
- Serious Collision Investigation
- Events planning
- Tactical Roads Policing
- Underwater search capability



**1.7.2** Specialist Operations will begin to focus more on preventing road deaths and serious injuries, provide supplemental support to Neighbourhood and Response Policing and give specialist assistance to complex crime investigations.

## **1.8 Protecting Vulnerable Persons Unit (PVP)**

### **1.8.1 Domestic Abuse Perpetrators Programme “Make a Change”**

**1.8.2** Following the successful bid last year through the Police Transformation Fund for financial support in trying to directly impact on those identifying as Domestic Abuse perpetrators, the developments have in the last month really jumped forwards.

**1.8.3** This has seen over 300 professionals booked on to receive inputs from the dedicated team about how they can refer perpetrators into the programme, and has already seen a significant number of people identified for them to work with. This will now see the start of group sessions and one to one sessions from these highly trained staff with perpetrators, working with them to identify their own triggers and to prevent them from causing victims harm in the future.

**1.8.4** This is a positive programme that is designed to tackle this important and emotive issue at the root cause and help those identified as perpetrators to change their ways. With this now formally launched and gathering momentum it is anticipated there will be reported successes over the coming months.

## **1.9 Multi Agency Child Exploitation (MACE) Process**

**1.9.1** February saw the launch of a redesigned and focussed MACE process with all partners committed to tackling this important issue, review and analysis has been undertaken with support from colleagues in the Safer Lincolnshire Partnership.

**1.9.2** This has identified opportunities to protect some other previously unidentified vulnerable children from harm of exploitation and areas for the MACE process to develop to be more responsive as it evolves.

**1.9.3** This has enabled productive meetings to be held this month with colleagues from Children's Social Care and to agree revisions to the overall process that will keep the Multi-Agency approach focussed on opportunities to protect the vulnerable, pursue those believed to be exploiting victims and to target areas where this offending type is believed to be taking place.

## **1.10 Fleet**

**1.10.1** Telematics decision has been signed off by the OPCC and is now entering the procurement stage of the process

**1.10.2** Electric vehicles have now entered Lincolnshire Polices fleet with initial feedback from end users being positive.



## **2. Private**

### **2.1 Protecting Vulnerable Persons Unit (PVP)**

### **2.1.1 Her Majesty's Inspectorate of Constabularies (HMICFRS)**

**2.1.2** Monday 10<sup>th</sup> June 2019 saw the HMICFRS return to Lincolnshire Police with focus across all of our operations as part of the national Police Efficiency, Effectiveness and Legitimacy inspections. This is welcomed as an ideal opportunity to showcase the hard work taking place and the developments that have been made. The Protecting Vulnerable Persons Unit has been subject of early discussions with HMICFRS lead, Zoe Billingham, to outline the developments and the ongoing plans for the future. The findings from this inspection will be considered to ensure we are operating as effectively as anticipated and whether there are further areas for improvement.

### **2.1.3 Protecting Vulnerable Persons Unit Review**

**2.1.4** The Protecting Vulnerable Persons Unit review has now concluded. The findings of this review are being collated to ensure a considered outcome can be presented internally and shared with our partners and public to ensure transparency and inclusion in making this the best possible unit in this important area of policing. The development and investment of the Protecting Vulnerable Persons Unit continues, with specialist training continuing throughout this year, with the latest cohort of staff having just completed their Serious Child Abuse Investigation Development Programme course. All staff briefing sessions for the unit have been set to take place on 17<sup>th</sup> June 2019, ensuring we remain consultative and updated to continue to deliver the first class service we are striving to provide.

### **2.1.5 Police Safeguarding Hub**

**2.1.6** The Police Safeguarding Hub remains an area of focus over the coming months. Further investment in this important function has seen 2 further additional staff posts placed into the team, providing enhanced resilience and longer term improvements in our interface both with the wider Lincolnshire Police workforce and our partner agencies. A further review of the functionality of the Police Safeguarding Hub has been launched to ensure this is progressed in a timely manner, whilst maintaining our core functionality that the unit provides.

### **2.1.7 Operation Hazelbrook**

**2.1.8** In November 2017 Operation Hazelbrook was initiated in the Skegness area in response to information surrounding three tiers of a County Lines syndicate trafficking class A controlled drugs from Sheffield into Skegness.

**2.1.9** This was a highly successful covert operation leading to the arrest and prosecution of numerous offenders for conspiracy to supply controlled drugs where, in conjunction with the conventional use of criminal investigations, the pursuit of civil prosecution using criminal behaviour orders against the

defendants was used. This was the first time this had been attempted in the East Midlands Region and is one of only a relatively small number of such in the Country since the change in ASB legislation in late 2014.

**2.1.10** ASB Officer, PC Mark Johnson, had to show that these offenders had acted in a manner likely to have caused harassment, alarm or distress to the citizens of Skegness and he did this by presenting 12 statements from colleagues, including undercover officers engaged in the criminal investigation, and Neighbourhood Officers as well as members of the business community demonstrating that there is a clear link between drug misuse, acquisitive crime and ant-social behaviour.

**2.1.11** At Lincoln Crown Court on the 30<sup>th</sup> May HHJ Pini accepted Mark`s argument that these offenders had acted in a manner that had caused a real detrimental impact and awarded the Region`s first criminal behaviour orders that seek to prevent these offenders from acting in the same manner again.

**2.1.12** The offenders are prohibited from associating with each other in any way. They are also prohibited from owning or using more than one mobile phone / number and / or SIM card (they also have to register this one number / SIM with the service provider in their own name) and in the event of any change to their number / SIM / landline they MUST inform the Detective Inspector of Skegness Police station or their agreed deputy officer. Additionally, one defendant from South Yorkshire is unable to enter the county of Lincolnshire. Failure to do this will constitute a breach of the order and make them liable to arrest and, if successfully prosecuted, they could face up to five years in prison.

## **2.2 Intelligence**

### **2.2.1 National Crime Agency (NCA) Week of Intensification**

**2.2.2** Between 13<sup>th</sup> and 20<sup>th</sup> May 2019 officers visited 16 properties across the Lincolnshire area suspected of being cuckooed by county lines drug dealers. Cuckooing` is the term used for when drug dealers use violence, exploitation and intimidation to take over the home of a vulnerable person in order to use it as a base for drug dealing.



**2.2.3** The visits were part of a nationwide drive by police and the National Crime Agency to tackle known county lines and ensure drug users vulnerable to exploitation are offered help and support.

**2.2.4** As part of the week of action, eight warrants were executed at properties linked to drugs, resulting in the arrest of nine suspects for offences including drug possession and supply.

**2.2.5** In addition 16 addresses were visited which were suspected of being targeted by offenders and, in total, 12 vulnerable adults were spoken to following welfare checks and have engaged with attending agencies.

**2.2.6** During the warrants officers seized quantities of drugs, weapons and cash in excess of £3000.

### 3. Democratic

#### 3.1 Vulnerability: Everyone's Business

**3.1.1** This development of a key guide for all staff regarding vulnerability has entered its final draft stage. This is being planned for roll out across Lincolnshire Police and our partnership over the coming next few months, ensuring all staff understand the key messages of "Vulnerability: Everyone's Business" and "See Past the Obvious". The developments being made with this are set to ensure a practical support guide for officers and staff and also members of the public in what different areas of vulnerability are and what they can do to support those in crisis.



## **3.2 Intelligence**

### **3.2.1 Operation Redstone**

**3.2.2** The recent suspension of the Bishop of Lincoln was brought about due to matters connected to Op Redstone alongside matters of a more recent nature connected to current safeguarding practice within the Diocese. It is implied that the Bishop knew of previous abuse by a serving priest, now convicted and currently serving a term of imprisonment, but failed to implement proper safeguarding procedures. It is also alleged that he failed to follow policy in regard of two recent safeguarding concerns, one of which involves the suspension of the current Dean, Chancellor and Chapter Clerk of the Cathedral.

**3.2.3** Phase II of the investigation continues, with interviews now taking place of former Bishops where it is alleged that no action was taken in respect of allegations of child sexual abuse. This included failure to report such offences and issuing of 'clean' references to clergy in order that they move on from the Diocese without assessing any obvious risk factors.

**3.2.4** The recent Panorama documentary included the operation within a wider piece regarding sexual abuse within the Church of England. The force has submitted a statement to IICSA (Independent Inquiry into Child Sexual Abuse) covering Phase I of the investigation (the investigation of non-recent direct sexual offending by clergy members).

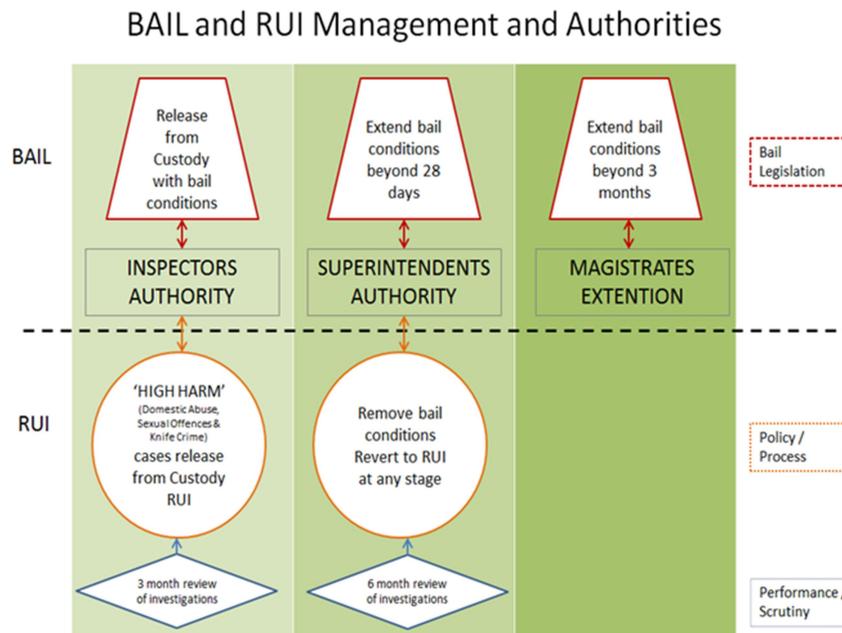
## **3.3 Criminal Justice**

### **3.4.1 Pre-Charge Bail and Released Under Investigation (RUI)**

**3.4.2** Significant changes were introduced in the Bail Act of 2017 concerning the introduction of Released Under Investigation, RUI and the new legislative governance of pre-charge bail.

**3.4.3** The Policing and Crime Act 2017 introduced a presumption in favour of release without bail unless bail is deemed both 'necessary' and 'proportionate' in all the circumstances of the case. The Act also introduced statutory time limits for police bail which included judicial oversight of extensions beyond three months. The objective was to ensure police bail was used and managed more appropriately and effectively. This has resulted in a significant reduction in the application of Pre-Charge Bail which remains a tool that can be used to help protect victims and witnesses.

**3.4.4** The police service have now had a chance to digest the impact of these changes on policing process and in particular the way in which the new legislation has been used in protecting victims and witnesses, managing suspects and expediting criminal justice.



**3.4.5** The following provides an explanation to the above slide:

- An Inspector’s authority is required for the RUI release of suspects connected to “high harm crime” and this should be endorsed on the investigation log / custody record. High harm crimes are Domestic Abuse, Sexual Offences, Knife Offences, Stalking and Hate Crime.
- An Inspector’s authority is required for the release of suspects on bail with conditions in line with Bail Act legislation. There are further authorities required to extend the bail beyond 28 days and 3 months again governed by legislation.
- A Superintendent’s authority is required to revert a suspect’s status from bail to RUI with the exception of a request to vary bail conditions.
- All Bail and RUI investigations will be reviewed and updated every 28 days by the first line supervisor.
- All RUI investigations will be reviewed and updated after three months by an Inspector.
- All RUI investigations will be reviewed and updated after six months by a Superintendent.

### **3.4.6 Lincolnshire RUI and Bail Position**

- Lincolnshire data sees significant shift in Domestic Abuse RUIs 69, compared to 384 in a similar sized regional force.
- Regional data provided for four forces in relation to ongoing proportions of bail and RUI with specific focus on “high harm” categories.
- Lincolnshire introduces Inspectors authority to release on RUI for high harm categories – every RUI in this area scrutinised and feedback provided.
- All high harm RUI cases individually reviewed by senior officers.
- Recommend the inclusion of stalking and hate crime into “high harm” status.
- Consideration for the Lincolnshire approach to be adopted across regional forces.

## **4. Digital**

### **4.1 Information Management Unit – IMU**

**4.1.1** In April 2019 under the Freedom of Information (FOI) Act 2000, we received 1150 FOI requests from a total of 115 requestors. In April 2019 we provided information on 722 occasions to a variety of Partner Agencies for the protection of Children and Vulnerable Adults, this not only assisting partnership working but ensuring the most vulnerable in society are protected.

**4.1.2** In May 2019 we made 11 disclosures under the Common Law Police Disclosure process. This was to a variety of Governing Bodies and Employers to allow them to consider any risks posed by an employee or volunteer who was working in a particular role in relation to safeguarding concerns that needed to be mitigated.

#### **4.1.3 Review, Retention and Disposal (RRD)**

**4.1.4** Lincolnshire’s Review, Retention and Disposal team, based in the Information Management Unit review all Nominal records for the six collaborating East Midlands and City of London forces. Using the Lincolnshire developed Genie RRD system along with a data matching tool we have one of the best and most cost efficient processes in the country. Completing this role as a

collaboration with other forces has many benefits as an administrative role and is hugely cost effective, as each force makes a proportionate contribution towards the team, making considerable savings for everyone.

**4.1.5** In April 2019 the team reviewed 5,334 full Nominal records of persons coming in contact with the Police. As a result of the reviews, 7,106 individual occurrence records in the regional Niche Crime/Intelligence system were marked for deletion where it was assessed using national Management of Police Information guidelines and retention periods that there was no longer a Policing purpose to retain them. These records, where appropriate to delete, are deleted on a daily basis from the regional crime and intelligence system. This process ensures that operational officers and staff have the best available information with which to assess risk and ensure the safety of the public.

#### **4.1.6 Data Quality**



**4.1.7** Lincolnshire's Data Quality team based in Information Management Unit resolve data quality issues in the core regional crime/intelligence system for the six collaborating East Midlands and City of London forces. Again, completing this role as a collaboration with other forces is hugely cost effective for Lincolnshire as each force makes a proportionate contribution towards the team, making considerable savings for everyone.

**4.1.8** In April 2019, the team assessed and de-duplicated 36,634 potential duplicate records across the six force collaboration, with a further 86 potential mixed records resolved with the aim of making the system the cleanest it can be. The team continue to drive improvement in the quality of the data in the core regional crime and intelligence system using fifty seven search scripts to find potential duplicate records and data quality issues, dealing with these on a priority basis. Feedback is given to individual staff where appropriate and solutions are continually sought to prevent reoccurrences.

## **5. Our people**

### **5.1 Human Resources**

- 5.1.1** We are working on an intake of 30 officers in November 2019 who will commence their training before moving to a tutored phase, then independent patrol in 2020.
- 5.1.2** On the 5<sup>th</sup> April 2019 the Detective Academy hosted the force's first PIP2 CPD event focusing on the support of on call investigative roles. The event was attended by officers and staff from CID (Criminal Investigation Department), PVP (Protecting Vulnerable Persons), SCIU (Serious Collision Investigation Unit), PSD (Professional Standards Department), Intelligence and Training. Guest speakers covered the role of the Coroner, Health and Safety and deaths in the work place, the investigation of Child deaths and the role of the FLO (Family Liaison Officer). The event also provided opportunity to discuss the role of "on call", its challenges and providing a support network for those new to role. All attendees were accredited with CPD time.

## **5.2 Crime Operations**

### **5.2.1 Regional Disclosure Champions, CPD and Networking Day**

- 5.2.2** On 23<sup>rd</sup> May 2019 the Crime Department (Detective Academy) hosted a Regional Disclosure Champions CPD and Networking day. 96 officers and staff for the 5 regional forces, EMSOU (East Midlands Special Operations Unit), EMCJS (East Midlands Criminal Justice System) and CPS (Crime Prosecution Service) attended the event in the Dave Goodwin Suite.
- 5.2.3** With inputs on the National Improvement Plan, the role of the champion, from CPS, case studies and digital media strategies, the day aimed to develop knowledge and understanding along with developing a regional network of peer support and good practice.
- 5.2.4** In July, Learning & Development and the Detective Academy will be running a Detective Sergeant's (IMSC) course in force. This will result in the accreditation, over the following 12 months, of a further 10 Detective Sergeants in the force.
- 5.2.5** The Academy is undertaking a detailed review of PIP2 roles across the force in order to update the force establishment, which in turn will inform future plans for recruitment and investigative resilience. An assessment of the essential PIP2 roles will form the baseline position for our accreditation across all ranks. This work will be completed by the end of May and will provide data on the PIP2 accreditation of our investigative workforce.

## **5.3 PIP (Professionalising Investigation Programme) Level 2 Accreditation**

**5.3.1** The initial work completed over the previous 6 months to support and assist candidates in achieving a realistic post course accreditation has seen the number of PIP2 accredited constables across our establishment numbers, in our main investigation functions of CID (Criminal Investigations Department) and PVP (Protecting Vulnerable Persons), increase from 26%, as published in the July 2018 Crime Review, to 42% at the time of writing.

## Qualifications and Training

### Detective Academy

- Hub for the development and support of investigators
- Collaborative working between departments



### PIP 2 Accreditation

- Accredited Constables 26% to 42% in 6 Months
- Posts- 52.6% are accredited, 22.6% completed NIE, 24.8% waiting to sit NIE or are a vacancy
- Planned increase of ICIDP course in 2020
- Role profile review to identify needed PIP2 training complete end of June 2019

### PVP training- enhanced specialisms

- All staff enrolled onto the National Investigators Exam
- Mentoring in specialist areas of vulnerability
- All staff to ultimately be PIP2 qualified.
- Serious Child Abuse Investigation Development Programme (SCAIDP) Training
- Enhanced training in Forensic Interviewing of Children (Triangle)
- Tier 5 interview trained staff.



**5.3.2** In terms of those staff who are in PIP2 accredited posts within these teams, 52.6% are currently accredited, 22.6% have completed the NIE (National Investigators' Exam) and course and are currently working towards accreditation, the remaining 24.8% are currently waiting to sit the NIE or are a vacancy.

**5.3.3** This work has already identified a training need for the force in terms of increasing the number of ICIDP (Initial Crime Investigation Development Programme) courses in 2020 in order to support expeditious accreditation and succession planning.

## 5.4 Savings Plan

**5.4.1** The Force Savings plans are now concluded with revised structures now in place. We are still working through the impact on police officer posts and we anticipate that this will be concluded shortly.

## 5.5 Wellbeing

### 5.5.1



The graphic features a central list of wellbeing initiatives. To the left is a logo with a stylized human figure and the text 'WELLBEING matters'. To the right is the title 'Wellbeing Agenda'. Below the list are three images: a group of people on a golf course, a 'WELLBEING CONFERENCE' invitation for May 1, 2019, and a 'SELF HELP' graphic. At the bottom are logos for 'LINCOLNSHIRE POLICE FITNESS MENTORS' and 'Lincolnshire POLICE policing with PRIDE'. A blue banner is at the very bottom.

**Wellbeing Agenda**

- Psychological screening (Pilot)
- Wellbeing days
- Chaplaincy
- Gym investment
- Fitness mentors
- Wellbeing conference
- TRiM
- Counselling Services signposting

WHERE CAN I GO FOR HELP?

You are invited to the second Lincolnshire Fire & Rescue and Police WELLBEING CONFERENCE  
Wednesday 1 May 2019  
at the Everyday Champions Centre, Newark

HEALTHY LIFE SELF HELP

LINCOLNSHIRE POLICE FITNESS MENTORS

Lincolnshire POLICE  
policing with PRIDE

## 6 Our Assets

### 6.1 Crime Operations

- 6.1.1** The Crime Senior Management Team (SMT) and Economic Crime Unit (ECU) are currently reviewing the force's response to fraud following the publication of the HMICFRS (Her Majesty's Inspectorate of Constabulary Fire & Rescue Service) thematic review of Fraud "Fraud: Time to Choose" which made a number of recommendations for NPCC, Forces, the NCA and College.