PCC
Office of the Police and Crime Commissioner
Devon and Cornwall

Response from the Police & Crime Commissioner of Devon and Cornwall to PEEL 2025–27: An inspection of Devon and Cornwall Police

I am grateful for HMICFRS' thorough inspection of police effectiveness, efficiency and legitimacy in Devon and Cornwall. Inspectorate reports such as this assist me in my duty of holding the Chief Constable to account for the delivery of an efficient and effective police force and I highly value the contribution they make to improving police performance and services for victims and the public.

The inspection report finds the force to be adequate in the areas of 'police powers and public treatment' and 'preventing and deterring crime' but that the areas of 'leadership and force management', 'developing a diverse and inclusive workforce', 'responding to the public' and 'managing fraud' require improvement. The inspectorate assessed the force to be inadequate at 'investigating crime' and 'safeguarding children and adults'.

I am pleased that the report highlighted that the force has made improvements in the way it responds to calls for service, including how quickly it answers emergency calls, and it continues to prevent crime effectively. There was also praise for the way the police have worked with partners to tackle antisocial behaviour, in particular Street Focus Torquay, a project which was led by my office.

However, inspectors confirmed my concerns about the quality of investigations and the prioritisation of some cases where the force may need to take action to safeguard vulnerable people. They also highlighted some very concerning problems about the service provided to people who have experienced domestic abuse in certain risk categories.

This is not acceptable, but none of these things were a surprise to me. The concerns about investigations have previously been highlighted by independent scrutiny carried out by my office and the issue of how the force can better safeguard vulnerable people is one which my team is currently doing a piece of 'deep dive' work on.

The most in depth scrutiny my office has ever carried out was in 2024 on the quality of investigation files, from interviewing those who put a file together to leaders who oversee the work, along with evaluating the training given which my office identified as poor.

Through my liaison with the then Chief Constable and the Crown Prosecution Service (CPS), an agreed improvement plan was generated. It has seen the force improve from being second bottom in the country for file quality, to now performing mid-league in the table with plans for further improvements.

One of the main functions of my role is to hold Chief Constable James Vaughan to account for running an efficient and effective police force. Securing justice for victims is something both I, the Chief Constable and police officers and staff care deeply about. It is one of the reasons the Victim Care Unit, funded by my office, is being relocated to police headquarters in Exeter to ensure victims are at the centre of decision making every day.

I am kept regularly updated on force performance in all areas through day-to-day contact with Mr Vaughan and also my Commissioner's Accountability Board.

I set up the new Commissioner's Accountability Board, which I chair, in 2025, and hold it on a monthly basis. It is my primary mechanism for holding the Chief Constable to account. He and his Executive team attend in person to explain to me how the force is performing in areas that I have identified require scrutinising in depth.

Where appropriate, at the conclusion of each meeting, I make an assessment as to how well assured I am about both current performance and force plans. I then publish an assurance statement so that the public can see how I am holding the police to account on their behalf.

Our recent scrutiny focus into how the police are managing and dealing with non-emergency, or 'routine' incidents has identified some inefficiencies and inconsistencies in approach across the force and our findings are consistent with the concerns being raised by inspectors.

This report, complete with recommendations, has now been formally sent to Chief Constable, and published on my office's website. I will be asking the Chief Constable to provide me with an update on the recommendations I have made at a future Commissioner's Accountability Board.

Robust, consistent leadership is essential if the force is going to make the improvements that I, HMICFRS and the public expect. I am pleased that the Chief Constable has committed to staying in post for as long as I require the stability provided by his strong leadership and for long as I have confidence in him.

Following publication of the inspectorate's report, the Chief Constable has provided me with an update on the work undertaken to address all the recommendations and areas for improvement laid out in the inspection report, and this is included below, along with the Chief Constable's own commentary.

HMICFRS are revisiting Devon and Cornwall Police in the coming weeks, and this will be another helpful performance check to understand if the force's efforts to improve these key areas of policing are having the required impact.

As Police and Crime Commissioner my ambition is to give the people of Devon and Cornwall the visible, responsive, crime fighting police force they deserve, and I will continue to challenge the Chief Constable and his leadership team to deliver this.

	DCP PEEL 2025-2027
Chief Constables Comments	The Force continues to make good progress in strengthening performance, governance and organisational improvement. Enhanced analytical capability, improved performance oversight and stronger assurance processes are providing a clearer understanding of demand, risk and outcomes, enabling more informed decision-making across the organisation. Leadership development and engagement remain a key priority, with chief officer roadshows, leadership programmes and regular staff visibility and engagement supporting the standards, behaviours and culture required to deliver sustained improvement. Governance arrangements have been strengthened to improve collaboration and reduce silo working. The Executive team meets quarterly to review HMICFRS Areas for Improvement and organisational performance, ensuring clear accountability and oversight of deliver. Through the newly established Direction, Strategy and Planning meetings, the Executive is adopting a more strategic and forward-looking approach, ensuring planning is aligned to future demand, risk and organisational priorities. Together, these forums support collaborative working, shared ownership of priorities and the culture needed to deliver continuous improvement across the Force. Whilst challenges remain in some areas, robust plans are in place and progress is being monitored through strengthened performance and governance frameworks to ensure

	improvements are embedded and deliver sustainable outcomes for our communities, victims and workforce.
Recommendation / AFI (Area for improvement)	**Force Response**
Leadership and force management The force needs to demonstrate how it considers, analyses and evaluates the impact of changes to its processes, policies and procedures	The Force continues to develop and focus its analytical resources to areas of improvement and change. We have targeted our analytical capability in areas such as the production of both weekly demand dashboards at Local Policing Area (LPA), Business Command Unity (BCU) and Force Level (999/101/incident/crime/workload demand, team and individual productivity assessments and also response times. This includes the production of heatmaps of demand vs deployments/capability. We are developing further our use of benefits identification and analysis, ensuring project executives and business leads understand and are responsible for delivery of benefits from change activity, both during but also following change implementation, ensuring regular reporting is in place to track benefits. We have also developed our action plans to ensure that problem statements have clear measurable metrics to track improvements. In addition, the creation of a “check and test” function within the Review and Inspections team allows us to review delivery and embedding of changes in process/policy at an operational level, identification if any areas require additional work, and where successes in delivery of change should be embedded as best practice.

Leadership and force management The force needs to improve its leadership standards, behaviour, and culture to ensure there is a sense of trust and value within its organisation	The Force continues to promote the need for clear, visible leadership at all levels to build a sense of trust and confidence in its leadership. Standards and expectations are set and developed through our leadership programmes at first and middle management levels. These continue to develop in content and reach across the organisation. Chief officers have run leadership roadshows across both Cornwall and Devon in 2026, aimed at Chief Inspector and above (including police staff), reinforcing standards and behaviours, providing Contiguous Professional Development (CPD) and building a culture of ways of working. These are further supplemented by other leadership events both in Force and shared in the alliance. Specific topic related online events have been held to increase visibility and reach in the organisation, providing the opportunity to hear from senior leadership and ask questions as to direction and activity. These have included Op Resolve (putting officers on frontline), Time to Talk sessions and both local policing and crime and investigation specific sessions. These help build knowledge, set expectations and develop a culture of working. Within a wide geographic force this is a good way of reaching many employees as well as supplementing face to face sessions.
Leadership and force management The force needs to improve its operating model to enable it to effectively use its resources and promote collaborative working	As a force we have reviewed our governance structures, taking feedback from the organisation to both streamline decision making and also widen engagement/reduce silo working. A widened Force Delivery Board will focus on key organisational improvement activity (delivery of areas such as Op Resolve, Op Tenaci, AFIs), with revised terms of reference, executive and business level attendance, and specifically provide a single decision-making forum for improvement activity. At the same time, we have stripped out some of the single Chief Officer portfolio governance arrangements in order to reduce the risk of silo working. We are strengthening our planning activity further, and embedding our resource decision making through Priority Based Budgeting, identifying and implementing change to ensure

	resources are both used productively but also in the areas of priority to improve performance and mitigate organisational risk. This will become an annual business planning process aligning resources to demand. Further, we have strengthened our own internal assurance processes. The Check and test function within the Review and Inspections Team are used to test compliance, and are clarifying our scheme of delegation, ensuring our delegation fits with resource management decision making authority (both at Force and local level).
Developing a diverse and inclusive workforce The force needs to improve its understanding of how continuing professional development (CPD) is supporting its workforce through developing an effective evaluation process	The Force recognises the need to strengthen its understanding of the impact of Continuing Professional Development (CPD) on workforce capability. In response, it will implement a clear and consistent CPD framework aligned to College of Policing standards, supported by a robust evaluation approach. This will include the introduction of structured evaluation methods to assess learning effectiveness beyond attendance and completion, focusing on the application of skills in the workplace and the resulting organisational impact. Enhanced governance and use of data through systems such as the Learning Management System will enable improved visibility of CPD activity and outcomes. Through this approach, the Force will be able to evidence how CPD contributes to improved performance, capability, and service delivery, ensuring alignment with national expectations and supporting continuous professionalisation of the workforce.
Developing a diverse and inclusive workforce The force needs to invest in its professional development review (PDR) process to make sure that the workforce understands the value of recording personal development	The Force will strengthen and embed its Professional Development Review (PDR) framework to ensure the workforce understands the importance and value of recording personal development. This will include improving completion rates and enhancing the quality of PDR conversations through clearer expectations, guidance, and leadership engagement. As a result, PDR will become a meaningful driver of performance, development, and organisational outcomes, with increased workforce engagement and buy-in.

Developing a diverse and inclusive workforce The force needs to engage with its workforce to ensure it has a comprehensive understanding of wellbeing needs, and it needs to act on information, feedback and responses	A draft Performance Improvement Plan was developed in June 2026 and will be finalised in August 2026. This work has included reviewing the original recommendation alongside the wider findings of the HMICFRS PEEL inspection, to ensure the force is addressing the underlying issue. In particular, the inspection identified that staff did not always receive consistent support from line managers when raising wellbeing concerns. To address this, the force is implementing a number of actions focused on improving how wellbeing is understood, managed, and supported at all levels: • **Clear leadership responsibility:** Chief Officers and senior leaders at Command level will take clear ownership for wellbeing engagement. They will be responsible for ensuring they understand the needs of their teams and that this understanding leads to visible and measurable improvements. • **Better understanding at team level:** A consistent process is being introduced to gather accurate information about staff wellbeing across all teams. This will ensure that concerns are identified early and understood in context. • **Local accountability and action:** Heads of Departments will be responsible for acting on the insight gathered within their areas. This includes putting in place targeted support and demonstrating how their actions are making a difference to staff wellbeing. These changes are designed to embed wellbeing more firmly into everyday leadership and management practice. By improving consistency in how wellbeing is identified, prioritised, and acted upon, the force aims to ensure that all staff feel supported, and that concerns raised are responded to effectively.
Police powers and public treatment The force needs to ensure that where required, a safeguarding referral is	The Force recognises the requirement to strengthen both the safeguarding of children during stop and search and the recording of these interactions, in line with HMICFRS' recommendations. While a safeguarding framework is already in place, including the

completed for children who have been stopped and searched, or have had force used against them	requirement to submit a Public Protection Notice (PPN) where force is used, further measures are necessary to ensure this is applied consistently and effectively. A structured improvement plan is being implemented to standardise safeguarding practice. This includes exploring mandating the submission of a PPN for all stop and searches involving children, with a clear and recorded rationale where this is not completed, supported by enhanced supervisory scrutiny and audit. These measures will ensure that existing safeguarding arrangements are applied more effectively and will be embedded through revised policy, targeted training, system enhancements, and strengthened performance governance.
Police powers and public treatment The force needs to make sure that when officers use force, it is effectively recorded	Devon and Cornwall Police accept HMICFRS's recommendation and recognises that, while processes are in place to support the recording and scrutiny of use of force, further assurance is required to ensure they are operating effectively and consistently in practice. The force will undertake a structured programme of review and consultation to better understand the extent and causes of under recording, including the effectiveness of current systems, supervision and data quality arrangements. This will inform the development of proportionate and evidence-based enhancements to existing processes, including consideration of data reconciliation, audit, governance and training. The force will strengthen its approach to performance and oversight to ensure use of force is subject to effective scrutiny and organisational learning. Through this activity, the force will build on existing arrangements, improving the completeness, accuracy and transparency of recording, and ensuring it can provide HMICFRS and the public with greater confidence in its use of force.
Preventing and deterring crime The force needs to encourage a problem-solving culture and use the systems it has in place to monitor and evaluate problem-solving activity	The force has been implementing an improvement plan for the monitoring and evaluating of problem-solving plans since it moved to NICHE (crime recording IT system). This plan has included: improved templates in NICHE, changes to NICHE to enable greater scrutiny from Specialist Problem Solvers and geographic supervisors, development of a new scoring matrix aligned to HMICFRS and Tilley matrixes, development of a Qlik Sense App for performance management purposes. At the time of the HMICFRS inspection the new

	templates and the App had not long been live and therefore we were unable to demonstrate any outcomes from the new and enhanced process. In addition to the above, further problem-solving training has been rolled out, a problem-solving conference to celebrate and share best practice of our best plans was delivered in March 2026, Tilley and Goldstein submissions made and problem-solving plans will be in place for all of our Knife Crime Fund areas – as they were for the Hot Spot Policing which was shared nationally as best practice. Problem solving methodology is currently being embed across the wider force areas of business through Priority Based Budgeting plus through the work of the Review and Inspections Team.
Preventing and deterring crime The force doesn't have effective processes in place to monitor how often its neighbourhood teams are abstracted from their core role	Devon and Cornwall Police abstract their neighbourhood officers from their core role through pre-planned or spontaneous routes. Whilst mechanisms are in place for the recording of both, neither are currently regular or reliable. Spontaneous abstractions are more complex for the force to understand. There is currently some operational confusion on what is or is not a Neighbourhood Policing abstraction. Clarity for accurate data recording will be achieved and embedded with the new Abstraction Policy which is currently being finalised. We are working with Performance and Analysis colleagues to establish and implement the following: 1/ Pre-planned abstraction – Subject to local BCU decision making and scrutiny in collaboration with the force Resource Management Unit who then record the pre-planned Neighbourhood Officer moves on the Force Resourcing system (GRS). Operational

	officers often refer to this as 'blue box' moves which refers to the visual representation of the changed posting in the GRS system. Pre-planned moves can be reported on effectively with a methodical approach as a result, although there is no current process automation that reports on this. A solution is being progressed through Performance and Analysis, and the data will form part of the monthly performance reports to ensure high level local scrutiny and governance. 2/ Quantitative Measures: Opportunity for automated reporting of spontaneous abstractions will be achievable with the authorised Policy. The STORM command and control system will be used to correlate incident deployment against resource type, resource identification, neighbourhood policing area, role (from officer callsign) against the Policy criteria. This will provide a consistent baseline for the force down to local area level. 3/ Qualitive Measures: Neighbourhood police staff and officers are currently directed to record abstractions manually themselves. They do this through the Alert! Engagement platform provided by VISAV. The benefit of this approach is that is captures qualitive officer feedback in addition to basic metrics of the abstraction type and duration. The weakness is the reliance on accurate officer submission. However, the combination of this alongside STORM related data (once live) will ensure performance reporting on abstractions is both quantitative and qualitive.
Responding to the public The force needs to attend calls for service in line with its published target attendance times	Up until recently the Force set a self-imposed target to reach all emergency calls for service within 20 minutes, 80% of the time. We recognise that positive progress has been made in recent years, allowing us to reach a figure of 72%.

	The recent National Police Performance Framework has now stipulated that all Forces will be assessed against an urban (15mins) and rural (20mins) standard. In Devon and Cornwall urban areas are defined as Torbay, Exeter and Plymouth, with an expectation that we will achieve 90% compliance across both standards. It is recognised that this will be a significant challenge for the force, as it is for other large forces. Work is ongoing via Operation Resolve which is seeking to strengthen Response teams, with the strategic aim of redeploying staff to the operational front line to provide improved resilience and improved response times. While there have been improvements, more progress is still required. A revised and refreshed improvement plan will be submitted in July, and work is ongoing to trial an 'incident car' style approach in our 3 urban centres. We continue to strengthen our Video Response offering and have taken steps to remove non urgent demand (appointments) from Response, thus freeing up vital resource to be available to attend Emergency and Priority calls for service.
Responding to the public The force should make sure ongoing risk is assessed when calls are placed in a queue	This recommendation relates to non-urgent calls for service. Devon and Cornwall Police has a clear policy for reviewing the risk on non-urgent calls for service which are primarily resolved through pre-booked appointments or through allocation to officers within Local Policing depending on the skills required. Force guidance requires that this review (THRIVE) is completed every 24 hours to ensure victims remain safe, safeguarded, and engaged while awaiting police contact. To date, the responsibility for completing THRIVE reviews has largely sat with Sergeants and staff within the Control Room. This has placed significant demand on a small number of officers. The current policy requires officers within Local Policing based in BCUs to conduct a review within 24 hours and ensure that the victim is spoken to if the incident remains unresolved after 48 hours. The application of the policy remains stubbornly inconsistent. A review of our operating model with respect to non-urgent demand has been commissioned, overseen by the Assistant Chief

	Constable for Local Policing, and this will be escalated in the Force Delivery Board chaired by the Deputy Chief Constable in the autumn.
Responding to the public The force should make sure that the control room has sufficient oversight of incidents that are held in other areas of the force	The current operating model of the Force is that once an incident is graded, oversight of emergency, priority and P1 incidents is held within the control room. Oversight of logs graded as routine (i.e. a 48-hour target response time) sits within the local policing area for that log. The control room does not regularly review routine logs, as the staff within the control room are needed to deal with new logs and answer emergency calls. Responsibility for oversight of routine incidents sits with the duty Sergeants within the local policing team, who are responsible for ensuring that threat assessments are undertaken and that routine logs are resourced. There are no current plans to alter this model, due to the need to create capacity for handling significant volumes of emergency and non-emergency calls. However, to support local oversight, an app is under development which will provide performance metrics for all non-emergency demand in the force, including the timeliness and re-thrive status of logs graded as routine and the number of Niche occurrences awaiting allocation to investigating officers. A working draft of the app is scheduled to be available by 30 June 2026. In addition, since 15 June 2026, the control room has implemented an enhanced supervisory review process for all logs graded as routine, to check the grading before the log is passed to local policing. Performance metrics are being recorded to understand the effectiveness of the new process.
Investigating crime Within three months, Devon and Cornwall Police should:	A significant amount of focus has been applied over the last few years to improve investigation standards, but issues have persisted in some areas and in some of the crimes reviewed as part of the Quality Service Review (QSR).

• make sure investigation plans are appropriate and that supervisors can make sure all appropriate investigative opportunities are taken; • make sure investigations are carried out without unnecessary delays; • implement appropriate governance and monitoring processes to make sure that the outcomes used are appropriate and comply with force and national policies; and • make sure a victim contract is completed.	A detailed plan has been developed and submitted to HMICFRS detailing our understanding of the problem, activity to improve, the measures and outcomes sought. The activity within the plan has been mapped monthly over the next three months with clear milestones to be reached. Progress reports are presented into force governance through force delivery board, force performance board and the commissioners accountability board. Two of the main improvements since the cause of concern were raised are the senior officer reviews that have been implemented at 3, 6 and 12 months and the individual team and outcomes app to ensure we are able to identify high and low performance.
Investigating crime The force should make sure that crimes are allocated to appropriately skilled investigators	This has been an AFI for the past 2 years and is in the process of being assessed ready for sign off by HMICFRS. Since the QSR and interviews with staff as part of PEEL, a crime allocation tool has been launched to bring to life the crime allocation policy. Clear direction has been given in relation to splitting of crime and ensuring a victim centred approach. An escalation process complements this ensuring if a workstream reviews a crime and does not feel it should be allocated due to severity of injury or offence, it is able to be correctly allocated.

Investigating crime The force needs to consistently achieve appropriate outcomes for victims	As raised above in the cause of concern the issue is recognised and accepted by Devon and Cornwall. A plan has been developed and signed off through force governance to improve the outcomes provided for victims of crime across Devon and Cornwall. An outcome task and finish group is in progress chaired by head of major crime. The plan is to make sustainable performance improvements across all crime types but especially those where we are an outlier compared to national benchmark. This work ongoing is already showing some performance improvements as reported into force performance board.
Safeguarding children and adults Within three months, Devon and Cornwall Police should: • Introduce effective systems to understand the risk of harm to domestic abuse victims because of its unmet demand; • Develop effective governance and processes to understand and manage the risk of harm to vulnerable people notified to it through safeguarding referrals; • Make sure it has the capacity and capability to support its safeguarding	The Force has a detailed action plan to resolve these recommendations with activity progressing well on all elements. Point 1: An algorithm has been developed and tested to improve risk appreciation and prioritisation with full roll out planned in August. The volume of domestic abuse Public Protection Notice (PPN) reviews is increasing with plans to develop further, as additional dedicated resources gain expertise, and technical solutions are introduced to support efficiency. Point 2: Domestic abuse PPN performance data has been developed in the Qlik app and will be made available to front line supervisors for local management. This is supported by qualitative feedback from the Central Safeguarding Team. Multi-Agency Risk Assessment Conference (MARAC) referral protocol has been revised, which will deliver a consistent approach and when combined with the improved domestic abuse PPN review process will result in increased referrals.

referral processes to manage demand; and • Review its systems and processes to support the provision of police held information and intelligence to improve initial risk assessments.	Point 3: A significant resourcing uplift has been delivered into the Central Safeguarding Team to carry out domestic abuse PPN reviews. Robotic Process Automation (RPA) development has been signed off for commissioning in order to maximise productivity and the volume of domestic abuse PPNs reviewed. Point 4: A process review in conjunction with the Force Contact Centre has been completed, which illustrates that the current process is sound, while practices to ensure the correct information is relayed to attending units requires consistent application.
Safeguarding children and adults The force needs to improve how it records rapes and crimes committed against victims of domestic abuse	Through the work of a dedicated Crime Data Integrity (CDI) Gold and Silver command, the Force have been able to provide feedback at an individual level. Learning has also been circulated via force wide messaging and bespoke training and inputs at team meetings and conferences. These have included bespoke inputs at the Neighbourhood Policing Conferences on recording crimes from anti-social behaviour (ASB) and to the Force Contact Centre on rape and conduct crimes. As a force we have also changed the classifications for reports of domestic incidents, meaning when there is a crime that involves domestic abuse, a record is automatically created on Niche. Likewise, with anti-social behaviour, more of these incidents are recorded directly onto Niche. Following this work, audits have provided us with assurance around the process.
Safeguarding children and adults The force needs to effectively manage preventative orders it applies for	The force is committed to improving how we manage all Protective Orders, especially those designed to prevent violence against women and girls. Domestic Abuse Protection Orders (DAPO), when introduced Nationally, will become the most common preventative order applied for, replacing Domestic Violence Protection

	Orders (DVPO). This AFI will be integrated into the DAPO implementation plan and will deliver: • Coordinated management of and application for preventative orders • Process to task local officers to undertake enforcement activity on perpetrators subject of orders • Performance framework to monitor the number of preventative orders, compliance with those orders and identify opportunities for further improvement
Managing Fraud The force needs to protect its communities from the risk of fraud	The Force has no dedicated fraud protect capability. The Fraud Triage Support team (FTST) was established in 2024 with the intent of providing a 4P capability. However, due to the team being half the size recommended, there was no capacity for fraud protect work to be undertaken. A specific performance improvement plan has been developed which aims to achieve the below outcomes: 1.Continued development of Fraud Dashboard and Fraud Qlik App to inform strategic and operational leaders and ensure they have access to relevant fraud performance data to fully understand the scale and risk of fraud within local communities. 2.The development of intelligence led products that can be part of the Serious Organised Crime (SOC) local profiles. This will improve the understanding of the threat in local neighborhoods and direct local activity to protect communities. 3.We will establish dedicated fraud protect resources which will increase fraud disruptions, improve engagement with national campaigns and make the best use of regional and national resources.
Managing fraud	

The force needs to provide effective training to all investigators and call takers and to continuously evaluate its capability to respond and investigate fraud	A specific performance improvement plan has been developed which aims to achieve the below outcomes: 1. The Delivery of the College of Policing College Learn package and integration of fraud into Force Contact Centre training - training for Contact officers and Resource Incident Management Officers (RIMO's) to ensure that staff fully understand how to manage reports of fraud, specifically the Call for Service principles and safeguarding requirements. The Fraud Qlik app will aid dip sampling by control room supervisors, as will feedback from the FTST. 2. The use of IQ bitesize learning to address terminology and Report Fraud requirements will increase awareness and confidence of staff managing fraud reports, compliance with Home Office Counting Rules (HOCR) and reduce reliance on specialist teams. 3. Training for first responders, including Patrol, Neighborhood and Criminal investigation departments, to ensure all first responders fully understand how to manage reports of fraud, specifically the Call for Service principles and safeguarding requirements. The Fraud Qlik app will aid dip sampling by supervisors, as will feedback from the FTST. In addition to College Learn packages in Actions 1 & 2, the force will explore if fraud training can be included in initial officer, PIP1 and PIP2 (investigator) training. 4. Continued development of the Fraud Qlik app and adoption in use for performance monitoring by supervisors and managers. This will ensure strategic and operational leaders have access to relevant fraud performance data 5. Development of a Fraud communications strategy that covers internal and external communication. External communication of the risks and harm from fraud and provides the public with information to help protect them from harm. Internal communication to help staff understand the risks and harm and direct them to sources of assistance to enable them to respond effectively.

Managing fraud The force needs to record fraud in line with national guidance to prevent unnecessary demand	A specific performance improvement plan has been developed which aims to achieve the below outcomes: 1.Training – this is fully covered within the fraud training AFI. 2.The FTST will work with the Business Systems Improvement Team (BSIT) and the control room to map how current processes are used for recording reports of fraud, including single online home, and establish a process to reduce unnecessary work. The review aims to; • Identifying any issues with the current system(s) • Establishing proposals to change the process(es) • Checks with the Force Registrar that any proposed process change is HOCR complaint