



## Economic Crime Board of the Police Committee

**Date:** FRIDAY, 14 SEPTEMBER 2012  
**Time:** 3.30 pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL  
**Members:** Simon Duckworth (Chairman)  
Mark Boleat  
Alderman Ian Luder  
Helen Marshall  
Deputy Richard Regan  
  
Alderman Neil Redcliffe (co-opted)

**Enquiries:** Gregory More  
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**Chris Duffield**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 13 June 2012 (copy attached).

**For Decision**  
(Pages 1 - 4)
4. **NATIONAL LEAD FORCE: FIRST QUARTER PERFORMANCE REPORT AGAINST KEY PERFORMANCE INDICATORS 2012/13**  
Report of the Commissioner (copy attached).

**For Information**  
(Pages 5 - 40)
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **EXCLUSION OF THE PUBLIC**  
**MOTION:** That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<b>Item No.</b>	<b>Exempt Paragraphs</b>
8 - 9	3

## Part 2 - Non-Public Agenda

8. **ECONOMIC CRIME UPDATE - NATIONAL OPERATIONAL DELIVERY**  
Report of the Commissioner (copy attached).

**For Information**  
(Pages 41 - 46)
9. **FRAUD TRAINING ACADEMY: PROGRESS REPORT**  
Report of the Commissioner (copy attached).

**For Information**  
(Pages 47 - 110)
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE

WEDNESDAY, 13 JUNE 2012

Minutes of the meeting of the ECONOMIC CRIME BOARD held at Guildhall, EC2, on WEDNESDAY 13 JUNE 2012, at 2.30pm.

### Present

#### Members

Simon Duckworth (Chairman)  
Helen Marshall  
Deputy Richard Regan

#### In Attendance

Henry Pollard

#### Officers

Gregory Moore - Town Clerk's Department  
Ignacio Falcon - Town Clerk's Department

#### City of London Police

Adrian Leppard - Commissioner  
Olly Shaw - T/Chief Supt, Economic Crime Directorate  
Hayley Williams - Corporate Support, CoLP

### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat and Alderman Ian Luder.

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were none.

### **3. TERMS OF REFERENCE**

The Board's Terms of Reference were noted as follows:

To be responsible for:

a. Overseeing the force's national responsibilities for economic crime and fraud having regard to the strategic policing requirement in this area;

b. monitoring government, and other external agencies' policies and actions relating to economic crime; and,

c. Making recommendations to the Police Committee in matters relating to economic crime.

The ability of the Board to co-opt an individual was discussed, with the Chairman commenting that he was keen to co-opt from within the Court of Common Council given the Court's role as the police authority for the City of London Police area. Members were supportive of the Chairman's suggestion and confident that an appropriate individual could be identified given the wealth of experience and expertise on the Court. The Commissioner suggested that a Member of the Finance Committee or someone with a strong financial background might be appropriate given where the Force was currently positioned with major projects such as the Fraud Academy, and the Chairman asked Members to think about the matter and let him know informally of any suggestions for consideration.

RECEIVED.

**4. PRESENTATION: LEADING THE FIGHT AGAINST ECONOMIC CRIME**

With this initial meeting of the Board intended as a 'scene-setting' one, the Commissioner gave a short presentation outlining the background to the Force's role and achievements as the National Lead for Economic Crime, putting the current operations and future plans in to context and setting out the key performance areas for the Economic Crime Directorate.

The Commissioner advised that he was currently in the process of redesigning the performance framework for the Economic Crime Directorate and would like to present this to future meetings in order to gain Members' assistance in fleshing out the proposals. Members stressed the need for more work to be done in clearly demonstrating the value of the ECD and the full scale of fraud prevented and assets recovered. It was also asked that, following the creation of the performance framework, an Economic Crime Performance Indicators report come to meetings of the Board as a standard item.

RECEIVED.

**5. NATIONAL OPERATIONAL DELIVERY**

Members received a report of the Commissioner providing a brief outline of the national policing landscape and an update on the Force's position as the Lead Force for Economic Crime.

The issue of Home Office funding for the implementation of regional fraud teams was discussed, with the Chairman suggesting that, following formal confirmation of their funding, it would be appropriate for him to join the Commissioner when he met with representatives from the financial services sector to discuss funding. The Commissioner took on board the Chairman's comments and undertook to share his negotiating strategy with the Chairman and the Chairman of the Policy & Resources Committee.

RECEIVED.

**6. NATIONAL FRAUD INTELLIGENCE BUREAU**

Members received a report of the Commissioner explaining the rationale and history of the National Fraud Intelligence Bureau, setting out its current

functions and activities, funding position, and outlining the planned future steps to develop the role of the Bureau.

The Commissioner made the point that the NFIB was more reliant on external funding and work was undertaken with many other agencies to maximise its usefulness. With this in mind, a recent grant of £2million over two years to fund the establishment of the NFIB as the cybercrime reporting centre was highly valuable.

RECEIVED.

**7. FRAUD TRAINING ACADEMY**

Members received a report of the Commissioner setting out the current position in respect of the proposed Fraud Training Academy and providing an update of work undertaken to date.

The Commissioner advised that work was on-going with consultants in an effort to find how best to package the City of London Police brand to maximise income whilst at the same time minimising any potential risk. An options paper would of course be produced and presented to the Board before going elsewhere in order to obtain the guidance of Members, particularly with regard to the business element of the proposal. The Chairman commented that a breakdown of costs would be useful, highlighting the Force's expenses so far in producing the plans, who the competition are and what they were charging, and so on. Members also expressed a desire for any paper to cover the risk and reputational exposure and what work would be done to mitigate this, and were keen to know if the Force had liaised with any external agencies offering similar courses, such as the FBI in an effort to learn from their experiences. The Chairman suggested that the circulation of an executive document at least ten days before the next meeting would be useful, if possible.

The Chairman also asked that additional copies of the draft prospectus which had been tabled be produced and circulated to all Members of the Police Committee for information.

RECEIVED.

**8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**Next Meeting**

Whilst it was noted that there was a meeting of the Board scheduled for October, the Chairman suggested that it might be appropriate to hold an additional meeting in September given the volume of important work currently progressing. The Chairman accordingly asked the Town Clerk to arrange this, with the rising of the Police Committee on Friday 14 September suggested as a suitable time.

**10. EXCLUSION OF THE PUBLIC**

RESOLVED--That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involved the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

**Item No.**  
11

**Exempt Paragraphs**  
4

**SUMMARY OF MATTERS CONSIDERED  
WHILST THE PUBLIC WERE EXCLUDED**

**11. PROPOSED ECONOMIC CRIME DIRECTORATE STRUCTURE**

The Committee received a report of the Commissioner providing Members with an update on the latest position with the City First Change Programme and contrasting the old structure with the proposed new design.

RECEIVED.

**12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

**The meeting closed at 4.05pm**

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**CHAIRMAN**

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# Agenda Item 4

<b>Committee(s):</b> Economic Crime Board	<b>Date(s):</b> 14 <sup>th</sup> September 2012
<b>Subject:</b> National Lead Force: First Quarter Performance Report against Key Performance Indicators 2012/13	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 57/12	<b>For Information</b>

## Summary

This first report to your Economic Crime Board summarises performance against the National Lead Force (NLF) Key Performance Area (KPA) framework and supporting Key Performance Indicators (KPIs) for the first quarter of 2012-13.

See table below for highlights of end of the first quarter target status:

NLF targets	Comment on progress
<b>KPI 1.1</b> To increase the volume of suspensions of technological enablers via the NFIB by 30%	<b>NOT MET:</b> First quarter disrupted 154 out of a target of 218. NFIB are confident they will meet the annual target
<b>KPI 1.2</b> To improve the quality of fraud alerts shared with businesses and public sector organisations by 10%	<b>AWAIT END OF SECOND QUARTER:</b> The base-line used to date is misleading and a new base-line will be ready for the second quarter through the addition of a new question in the Stakeholder survey specifically around fraud alerts. Feedback from fraud alerts disseminated has started but is not of the volume or quality to be of statistical significance
<b>KPI 3.1</b> . To increase the volume of confiscation orders by 10%	<b>MET:</b> This is above target for the quarter with 18 orders against a target of 8
<b>KPI 3.1</b> . To increase the volume of cash seizures by 10%	<b>MET:</b> The target for the quarter is 13 with 14 cash seizures made
<b>KPI 3.3</b> To disrupt at least 25% of OCGs who use fraud as a means of stealing from individuals, businesses and the public sector	<b>UNDER DEVELOPMENT:</b> National measurement framework for OCG disruption is still under development and a local interim system has been introduced; this shows six OCGs being reduced in tiers,- meeting the target - however this method is being refined further to give more assurance of this figure.
<b>KPI 4.1</b> . To ensure that 85% or more people attending the Fraud Academy courses are satisfied overall with the quality and content of courses attended	<b>MET:</b> Over the first quarter 97% of delegates attending 68 Fraud Academy courses gave a 'satisfied' or 'very satisfied' response
<b>KPI 5.2</b> To achieve an increase in overall satisfaction level with	<b>AWAIT END OF SECOND QUARTER:</b> This is measured by a bi-annual stakeholder survey therefore

stakeholders	an update will be available at the end of the second quarter
<b>KPI 5.2</b> To achieve an increase in overall satisfaction level with victims	<b>AWAIT END OF SECOND QUARTER:</b> This is measured by a bi-annual victim survey therefore an update will be available at the end of the second quarter

### **Recommendation**

It is recommended that your Sub Committee receives this report and notes its contents.

## **Main Report**

### **Background**

1. Members will be aware from previous reports to your Grand Committee (Pol 67/11 refers) that the Economic Crime Directorate has developed a new Performance Management Framework consisting of five Key Performance Areas (KPA's) and fifteen supporting Key Performance Indicators (KPI's). This was implemented in April 2012. The National Lead Force has recruited a dedicated team to embed the new reporting arrangements and drive performance management and improvement.
2. A comprehensive performance report is produced on a quarterly basis detailing current performance and providing analysis to support recommendations for improvement. The report informs the Senior Management Team discussion at quarterly performance meetings to ensure all business areas of the directorate are working towards the strategic objectives of the KPA's and to identify opportunities to improve performance or take remedial action.

### **Current Position**

3. This report presents the performance against the KPA's detailing KPI targets and measures for 2012-13. All relevant performance information is contained within the first quarter KPI report – see Appendix A. This report details some of the performance successes and also areas where targets have not been met, which are within the body of this report with explanations.

### **Performance Successes**

#### **KPA 1 - Preventing and reducing the harm caused by Economic Crime:**



KPI 1.1 The NFIB have enabled an average disruption value to be placed on bank account suspensions of £8,802; this has led to a total value this quarter of £1,355,508 for this intervention alone. *(See Appendix page 7)*

KPI 1.2 There have been several TV/documentaries broadcast in the period; Channel 4 news re Mandate fraud, BBC You've been Scammed and a BBC series on insurance fraud. This has helped raised the profile of CoLP, highlighting scams and prevention advice. *(See Appendix page 26)*

**KPA 2 – Enriching the national Economic Crime threat assessment and intelligence picture:**

KPI 2.1, 2.2 & 2.3 The quality of strategic, operational and OCG intelligence disseminated is positively viewed by those surveyed. The business performance team will test that in a wider spectrum of surveying inclusive of the police service, with results available at the end of the second quarter. *(See Appendix pages 10-12)*

**KPA 3 – Enriching and disrupting Economic crime at the local, regional and national levels:**

KPI 3.1 The volume of cash seizures have exceeded target due to the Financial Investigation Unit working with the force to increase the POCA opportunities. *(See Appendix page 13)*

KPI 3.1 Confiscation orders have exceeded the target evidencing the success of the Asset recovery teams' hard work in relation to targeting criminal finances and removing the benefit from crime *(See Appendix page 13)*

KPI 3.1 The total value of assets recovered is up from £13,240 in the 1st quarter of 2011/12 to £2,328,869.55 in the 1st quarter of 2012/13. This is explained partly through the continuous work focussing on the defendants' criminal lifestyle which has resulted in removing all assets that cannot be explained. *(See Appendix page 14)*

**KPA 4 – Raising the standard of Economic Crime prevention and investigation nationally by providing education and awareness to the counter fraud community:**

KPI 4.1 Over the first quarter 97% of delegates attending Fraud Academy courses gave a 'satisfied' or 'very satisfied' response regarding the quality of the course undertaken. This is exceeding the target. *(See Appendix page 18)*

## **KPA 5 – Delivering value and reassurance to our community and partners in industry:**

KPI 5.2 The stakeholder survey base-line results show 90% of stakeholders agree that NLF has been successful in increasing awareness of fraud and helping them better protect themselves. *(See Appendix page 21)*

KPI 5.2 The individual victims of fraud survey base-line results show 72% of victims are satisfied overall with the service provided by police in their case. *(See Appendix page 21)*

KPI 5.2 100% of stakeholders surveyed agreed that the NLF is an effective partner in the fight against fraud. 80% of those in the Government category strongly agreeing demonstrating the good work done to promote CoLP as NLF for fraud. *(See Appendix page 22)*

KPI 5.3 Opportunities were seized for additional funding for Cyber Crime and the National Capability Project meaning the percentage of overall funding rose from 67.9% in 2011/12 to 72.7% in 2012/13 (to date). *(See Appendix page 25)*

## **Performance Challenges**

### **KPA 1 - Preventing and reducing the harm caused by Economic Crime:**

KPI 1.1 The NFIB are confident of achieving the annual target for disruption of technological enablers although currently below target at the end of the first quarter. Resources have been put in place to ensure it will be met by year end. *(See Appendix page 6)*

KPI 1.2 The base-line for the quality of fraud alerts is being addressed by the insertion of an additional question in the stakeholder survey which will be available at the end of the second quarter. A ‘survey monkey’ type feedback has been initiated by the NFIB to capture specific feedback from the alerts, however, the volume of return has been disappointing and not statistically significant to allow base-lining. Processes are being put in place to follow up the alerts within the NFIB in order to measure their effectiveness and quality once the stakeholder survey has given a base-line. *(See Appendix page 8)*

KPI 1.3 Increasing victim self-protection and reducing repeat victimisation has been base-lined from an individual victim of fraud perspective through the victim survey question regarding crime prevention advice given. 54% of victims felt the advice given didn't help them better protect themselves against future fraud. In order to tackle this two officers have been appointed victim leads. The devised plan includes liaising with other agencies e.g. LEAs and victim support, to scope how/what prevention advice is given in order to incorporate best practice (such as identifying at what point/s advice is given) then utilising the most appropriate current systems e.g. action fraud within NLF with a view to providing prevention advice for specific fraud categories at the point of crime reporting and beyond. The work arising from the scoping exercise will be cascaded appropriately to include clear communication of agreed new processes. (See Appendix page 9)

### **KPA 3 – Enriching and disrupting Economic crime at the local, regional and national levels:**

KPI 3.2 The total £ value of future fraud disrupted by enforcement cases is less compared to the same period in 2011/12. 20 of the 34 detected cases are IFED cases with relatively low values hence the reduced average rate of fraud loss per day. The migration of crime recording to Know Fraud has reduced crime numbers in Unifi significantly; to reflect the accurate volume of crime, work is on-going to introduce processes to incorporate Know Fraud crimes in future calculations. A reduction in cases is apparent (excluding IFED cases) this could be attributable to staff abstractions around the Queens Jubilee and that 122 suspects/voluntary attendees were on bail awaiting charging advice from CPS/CFG. The Senior Management Team is monitoring this at their monthly performance meeting. (See Appendix page 15)

KPI 3.2 It should also be noted that further research is on-going to define data input values to ensure the data used in the calculation is as accurate as possible. Safeguards are built into the calculation as there is a danger the £ value of future fraud is overstated. (See Appendix page 15)

KPI 3.3 CoLP still awaits the implementation of the National OCG disruption guidelines. A local disruption measurement framework has been developed as an interim measure based upon the movement of OCGs within the response tiers 1 – 3 (1 being the highest response). The implementation of the local framework awaits technical changes to the software used to track OCG movement within the tiers and at present it is impossible to know how OCGs identified in the quarter have moved and therefore been disrupted. At the start of quarter 1 2012/13 two OCGs were categorised as Tier 1 and the end of the

quarter there were no Tier 1 OCGs therefore we claim them as disrupted. There was movement of four further OCGs within the tiers but due to reasons already stated their disruption is more difficult to verify. A new interim process is being implemented to track individual OCG movement. Despite the difficulties quantifying the movement of OCGs within the tiers assurances can be given that enforcement teams are actively engaged in OCG harm reduction. *(See Appendix page 16)*

KPI 3.4 The measure surrounding the quality of investigation and enhancing judicial outcomes is for the Central Fraud Group (CFG)/CPS to quality assure the case files sent to them. Liaison between the CFG and the enforcement teams is ongoing and agreement reached on how this will work in practice. As this has taken longer than expected an alternative solution has been found to base-line the files sent for charging decisions in 2011/12 which will be ready for the second quarter report along with measures for files sent this financial year. Once the CFG solution is in place it will take over as the measure. *(See Appendix page 17)*

**KPA 4 – Raising the standard of Economic Crime prevention and investigation nationally by providing education and awareness to the counter fraud community:**

KPI 4.1 In relation to the stakeholders that were surveyed by SPA Future Thinking, a limited number had received training development from the Fraud Academy. However, it should be noted that the feedback from the Fraud Academy course attendees was extremely positive. *(See Appendix page 18)*

**KPA 5 – Delivering value and reassurance to our community and partners in industry:**

KPI 5.1 A Return on Investment (ROI) methodology has been introduced as a descriptive measure to illustrate the value of enforcement and prevention activity. It is recognised the ROI methodology is in its infancy, but engagement with key stakeholders in the public and private sector will facilitate the use of their experience and knowledge in this area to refine our processes. This means that the figure produced as our ROI may well fluctuate as refinement takes place. Currently it is showing a much lower return than last year, this is due to the £ value of future fraud disrupted by enforcement cases being far less than the same time last year – see above for some explanation towards this. If this trend continues consideration will need to be given to increase capacity in the fraud teams. *(See Appendix page 20)*

KPI 5.2 The two overall satisfaction targets are measured through the stakeholder and victim surveys. The results will be reported on at the end of the second quarter. (See Appendix page 21)

KPI 5.2 Leadership on fraud was a key expectation, driving the agenda within forces and providing recommendations to Government. 51% agreed the NLF provides effective fraud leadership to the policing community – there was a high percentage 38% who neither agreed nor disagreed and 11% disagreeing - this needs to be addressed. Some stakeholders acknowledge NLF, especially the NFIB, is a ‘work in progress’ but this will only be accepted for a finite length of time. One solution is the appointment of a stakeholder manager who is producing an engagement strategy including identifying key stakeholders, defining the NLF brand and ensuring a consistent approach to stakeholder management. (See Appendix page 22)

## **Conclusion**

4. Challenging annual targets are in place and ECD are moving towards meeting them, some already exceeding target but others yet to demonstrate the work that is carried out to achieve them. There is a confidence the targets will be met by the end of the year and an acknowledgement there are still many lessons to learn, especially from the surveys.
5. Implementing the new KPA performance framework has been challenging by focussing on quality, prevention and a return on investment rather than on purely quantitative targets. It is still a work in progress with refinements and culture change required to embed more firmly but a belief that this is achievable and will transform the way performance is perceived force-wide.

## **Background Papers:**

- Appendix: NLF Performance Outcomes – 1<sup>st</sup> Quarter KPI Report, July 2012

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# **NLF PERFORMANCE OUTCOMES**

**1<sup>st</sup> Quarter KPI Report, July 2012**

**National Lead Force**

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# **PERFORMANCE HEADLINES/HIGHLIGHTS**

## **1) PREVENTION AND HARM REDUCTION OUTCOMES**

- The NFIB are confident of achieving the target for disruption of technological enablers although currently below target at the end of the first quarter. Bank Accounts disruptions have been introduced and the £ value benchmarked by the NFIB. Work surrounding confirmation of suspensions is ongoing.
- Stakeholders agree NLF have been successful in increasing awareness of fraud in the reporting period. Further development will now take place in response to the appointment of a stakeholder manager and a joined up approach with Corporate Communications with regard to effective marketing & communications.
- The response from both individual and corporate victims surveyed, with regard to fraud prevention advice has now enabled more precise work on individual victims of crime to take place in the next period.

## **2) INTELLIGENCE DISEMMINATION OUTCOMES**

- The quality of strategic intelligence disseminated is positive. NFIB outputs command is now in place to ensure timeliness of disseminated products.
- The quality of operational intelligence disseminated is positively viewed by those surveyed. The business performance team will look to test that in a wider spectrum of surveying inclusive of the police service.
- The quality of OCG intelligence disseminated is positive and the business performance team will widen the sample survey in the next period to include police service colleagues.

## **3) ENFORCEMENT OUTCOMES**

- Volume of activity regarding criminal asset denial is positive and is currently achieving the target set.
- Total value of future fraud disrupted by enforcement cases is less compared to the same period in 2011/12.
- National measurement framework for OCG disruptions is still under development. NLF in the interim have introduced local measures to ensure that our targets are measured effectively until national delivery arrives.
- A pilot period will commence in September regarding the quality of case files submitted to CFG.

#### **4) TRAINING AND GUIDANCE OUTCOMES**

- In relation to the stakeholders that were surveyed by SPA Future Thinking, a limited number had received training development from the Fraud Academy. However, it should be noted that the feedback from the Fraud Academy course attendees was extremely positive.

#### **5) DELIVERING VALUE OUTCOMES**

- Return on investment is currently significantly lower than 2011/12. This is due to the completed cases in the period having a lower value of money obtained but not due to a reduction in the number of cases completed (See analysis of KPI 3.2 on page 15).
- Overall satisfaction from the stakeholder survey is positive. There was an even distribution throughout the satisfied categories that needs to be observed, maintained and have vision for improvement. Specifically, the next period will require attention of focus in respect of branding ourselves as the leader in our field. Improved stakeholder management will be key.
- Overall satisfaction from the victim survey was positive.
- Overall leveraged funding has increased. Home Office funding has decreased for NLF, SELF, NFIB (in line with Comprehensive Spending Review reductions) and linked matched funding from the Corporation, however opportunities were seized for additional funding for Cyber Crime and the National Capability Project.

# KPA 1 – PREVENTING & REDUCING THE HARM CAUSED BY ECONOMIC CRIME

**KPI 1.1 - £ Value of Future Economic Crime disrupted by Intervening against Enablers of Fraud**

**MEASURE:**

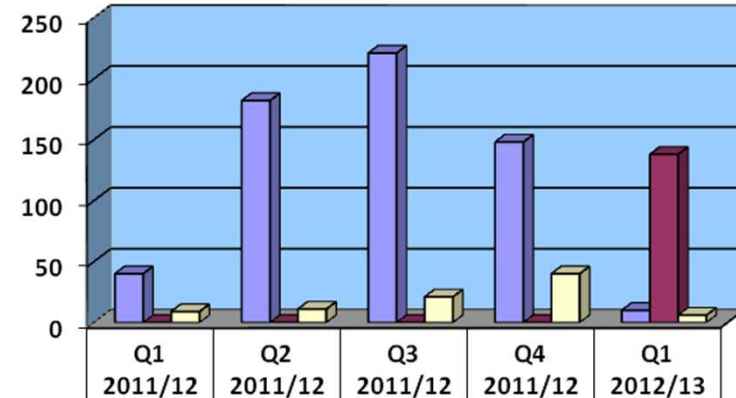
Website/Telephone Accounts/Bank Accounts Disrupted

Source –NFIB

**TARGET:**

- To increase the volume of suspensions of technological enablers via the NFIB by 30%

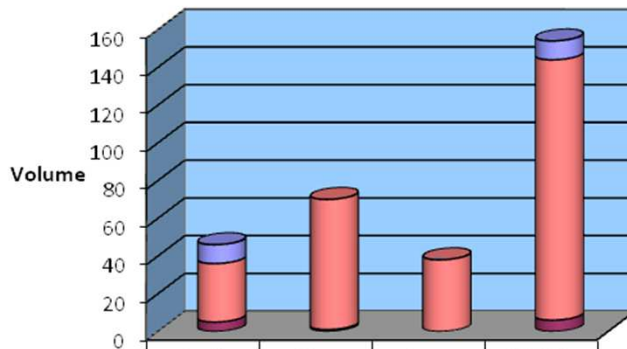
**Total Volume of Disruptions SENT for suspension – 2011/12 – 2012/13**



Telephone Disruptions	40	182	221	148	10
Bank Account Disruptions*	0	0	0	0	138
Website Disruptions	9	11	21	40	6

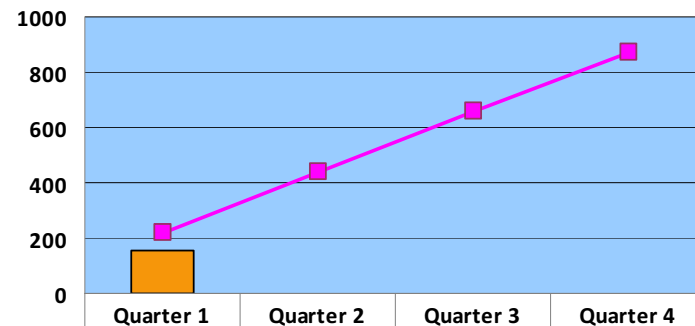
<b>TOTAL:</b>	<b>49</b>	<b>193</b>	<b>242</b>	<b>188</b>	<b>154</b>
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**Total Volume of Disruptions Month by Month – 1<sup>st</sup> Quarter 2012/13**



	April	May	June	TOTAL
Volume of Telephone Disruptions	10	0	0	10
Volume of Bank Account Disruptions*	31	69	38	138
Volume of Website Disruptions	5	1	0	6

**Volume of Disruptions – 2012/13 (against cumulative target)**



Total Disruptions 2012/13	154			
Target Disruptions 2012/13	218	437	655	874

\* Bank Account Disruptions replaces Email Disruptions for 2012/13

# KPA 1 – PREVENTING & REDUCING THE HARM CAUSED BY ECONOMIC CRIME

KPI 1.1 - £ Value of Future Economic Crime disrupted by Intervening against Enablers of Fraud

**MEASURE:**

Website/Telephone Accounts/Bank Accounts Disrupted

Source – NFIB (Volumes)

**Rationale of £ Value of Disruptions**

Estimated average £ Value of disruption of Telephone suspensions = **£850**

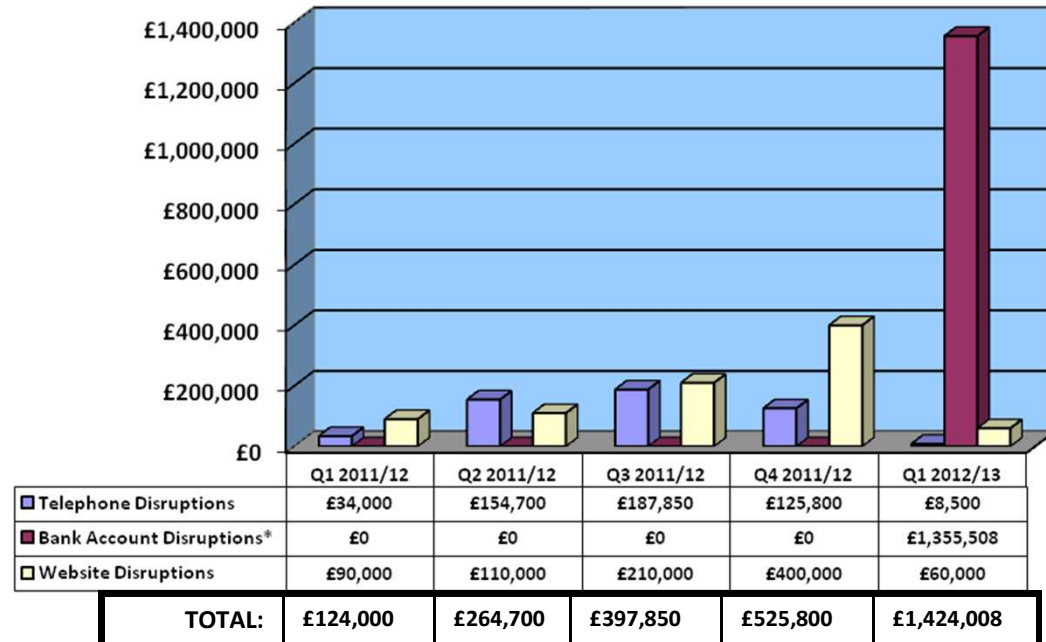
Estimated average £ Value of Bank Account suspensions = **£8,802** (Source – NFIB)

Estimated average £ Value of Website suspensions = **£10,000**

(Assumes that 12 People saved from victimisation per Website Disruption)

Source – Research on Impact of Mass Marketed Scams, OFT Report Dec 2006 & used in NFA Annual Fraud Indicator - Nov 2011)

**£ Value of Economic Crime Disruptions sent for suspension– 2011/12- 2012/13**



**Total £ Value of Disruptions sent for suspension Q1 2012/13 = £1,424,008**

**Total £ Value confirmed suspended - Q1 2012/13 = £1,415,508**

# KPA 1 – PREVENTING & REDUCING THE HARM CAUSED BY ECONOMIC CRIME

## KPI 1.2 – Increasing Economic Crime Public awareness and Stakeholder Prevention

**MEASURE:**

-SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

-See Appendix Page 26

**TARGET:**

- To improve the quality of Fraud Alerts shared with businesses and public sector organisations by 10%

Source – BPT/SPA Future Thinking & NFIB

**Stakeholder Survey**

**Q - In the last 12 months, NLF has been successful in increasing awareness of fraud and helping stakeholders better protect themselves:**

**Total % Agreeing = 90%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	5%	5%	14%	54%	22%

**Q - Over the last 12 months NLF has demonstrated highly effective Marketing & Communications activities:**

**Total % Agreeing = 65%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	14%	8%	14%	22%	35%	8%

# KPA 1 – PREVENTING & REDUCING THE HARM CAUSED BY ECONOMIC CRIME

## KPI 1.3 – Increasing Victim Self-Protection & Reducing Repeat Victimization

### MEASURE:

- Victim Survey Results (Apr 2012)
- SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

### ANALYSIS OF VICTIM COMMENTS

-74% and above either received or said they didn't need: practical help (74%), a crime reference number(86%), contact details for someone dealing with the case (95%), crime prevention advice (84%), referral to victim support (76%).

- Receiving practical help was the biggest reported negative where victims were left either unsure whether they should have received information or believing they should have received information but didn't (20% of victims). Providing crime reference numbers and contact details for the case handler were the best performing areas of information provision.

### ANALYSIS OF STAKEHOLDER COMMENTS

-Private Sector and Trade Body stakeholders agree most but 8% and 14% respectively disagree most with how useful NLF's approach is.

### Individual Victims of Fraud Survey

**Q - Do you think the crime prevention advice given has helped you better protect yourself against future fraud?**

YES	NO
46%	54%

### Stakeholder Survey – (includes Corporate Victims of Fraud)

**Q - In the last 12 months, NLF's approach has been of use to victims of fraud:**

**Total % Agreeing = 53%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	5%	0%	41%	5%	24%	24%

# KPA 2 – ENRICHING THE NATIONAL ECONOMIC CRIME THREAT ASSESSMENT & INTELLIGENCE PICTURE

## KPI 2.1 – Impact and Reach of Strategic Intelligence Dissemination

**MEASURE:**

-SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

### Stakeholder Survey

Q - The strategic intelligence NLF disseminates is of a high quality and is relevant:

**Total % Agreeing = 76%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	0%	25%	13%	44%	19%

#### ANALYSIS OF STAKEHOLDER COMMENTS

-Dissemination is seen as high quality (76% agree), especially within Government. 63% believe this has increased their ability to determine key threats and the strategy to counter them.

Q - This strategic intelligence has increased your ability to determine key threats and the strategy to counter them:

**Total % Agreeing = 63%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	6%	6%	25%	19%	31%	13%



# KPA 2 – ENRICHING THE NATIONAL ECONOMIC CRIME THREAT ASSESSMENT & INTELLIGENCE PICTURE

## KPI 2.2 – Impact and Reach of Operational Intelligence Dissemination

**MEASURE:**

-SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012) Source – BPT/SPA Future Thinking  
 -Volume of Operational Intelligence Disseminated (See Appendix Page 27)

### Stakeholder Survey

**Q - The operational intelligence NLF disseminates is of a high quality and is relevant:**

Total % Agreeing = 100%

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	0%	0%	50%	0%	50%

**Q - This operational intelligence has improved your ability to prevent and investigate fraud:**

Total % Agreeing = 100%

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	0%	0%	50%	0%	50%

**ANALYSIS OF STAKEHOLDER COMMENTS**

- Only Law Enforcement Agencies were surveyed on this question, however no Police Forces participated, giving a very low response rate. Police Forces will be surveyed in phase 2 during August.

## KPA 2 – ENRICHING THE NATIONAL ECONOMIC CRIME THREAT ASSESSMENT & INTELLIGENCE PICTURE

### KPI 2.3 – Impact and Reach of OCG Intelligence Dissemination

**MEASURE:**

- SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)
- Volume of OCG Intelligence Disseminations (See Appendix Page 27)

Source – BPT/SPA Future Thinking

**ANALYSIS OF STAKEHOLDER COMMENTS**

- Only Law Enforcement Agencies were surveyed on this question, however no Police Forces participated, giving a very low response rate. Police Forces will be surveyed and reported on in the second quarterly report.

Stakeholder Survey

**Q - The intelligence NLF disseminates on OCGs (organised crime groups) is of a high quality and is relevant:**

Total % Agreeing = 75%

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	0%	25%	25%	25%	25%

**Q - This OCG intelligence has improved your ability to disrupt the OCGs you own:**

Total % Agreeing = 50%

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	25%	25%	0%	50%	0%

## DIRECTORATE (KPA) TARGETS

### KPI 3.1 - £ Value of Criminal Asset Denial through to Recovery (end to end process)

TARGET: To increase the volume of confiscation orders by 10% and cash seizures to 50. See Appendix Page 28.

#### Baseline 2011/12

Confiscation Orders – 28

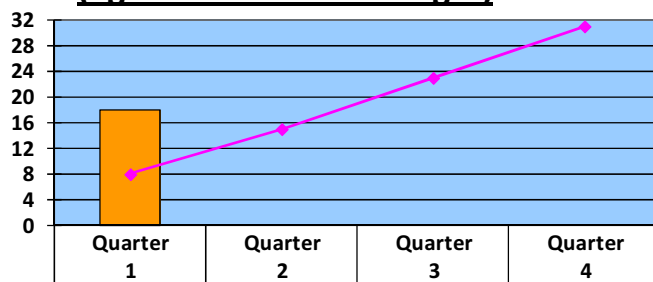
Cash Seizures - 45

Source – Asset Recovery Team

### Volume & Value of Confiscation Orders and Cash Seizures – 2011/12 – 2012/13

<u>Volume</u>	Q1 11/12	Q2 11/12	Q3 11/12	Q4 11/12	Q1 12/13
<b>Confiscation Orders:</b>	0	7	8	13	18
<b>Cash Seizures:</b>	5	9	14	17	14

### Volume of Confiscation Orders – 2012/13 (against cumulative target)

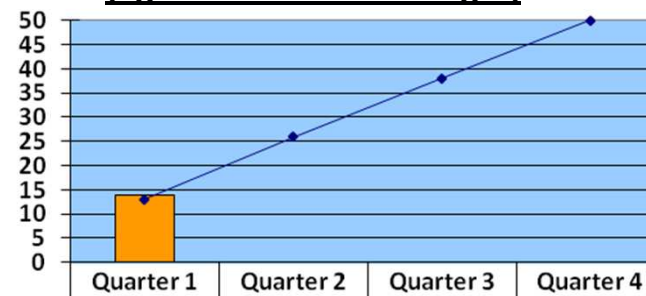


Confiscation Orders 2012/13	18			
Target Confiscation Orders 2012/13	8	15	23	31

#### ANALYSIS

- Large volume of Confiscation Orders due to high number of cases coming to an end, cases with a number of defendants, all of which orders have been sought.

### Volume of Cash Seizures – 2012/13 (against cumulative target)



Cash Seizures 2012/13	14			
Target Cash Seizures 2012/13	13	26	38	50

#### ANALYSIS

- Exceeded target for Cash Seizures due to operational activity; a number of operations targeting money launderers and drug offences.

## KPA 3 – ENFORCING & DISRUPTING ECONOMIC CRIME AT THE LOCAL, REGIONAL & NATIONAL LEVELS

KPI 3.1 Continued - £ Value of Criminal Asset Denial through to Recovery (end to end process)

### Total £ Value of Asset Denial & Recovery - 2011/12 – 2012/13

<b>ASSET BY TYPE</b>	<b><u>Q1 2011/12</u></b>	<b><u>Q2 2011/12</u></b>	<b><u>Q3 2011/12</u></b>	<b><u>Q4 2011/12</u></b>	<b><u>Q1 2012/13</u></b>
Compensation awarded to Victims	£0	£120,000	£2,385,113	£462,309	£1,307,625.88
Civil Recovery Orders	£0	£1,600,000	£0	£0	£0
Cash Forfeiture Orders (non POCA)	£0	£3,670	£0	£0	£1300
Cash Forfeiture Orders (POCA)	£13,240	£0	£45,065	£18,310	£7200
Confiscation Orders	£0	£182,911	£2,910,619	£895,185	£2,320,369.55
Cash Seizure First Application (POCA)	£14,500	£207,015	£3,223,771	£317,190	£277,120
Restraints	£2,500,000	£6,412,000	£1,510,000	£0	£0

**TOTAL ASSETS RECOVERED –**  
**1<sup>st</sup> Quarter 2011/12 =**  
**£13,240**

**TOTAL ASSETS RECOVERED –**  
**1<sup>st</sup> Quarter 2012/13 =**  
**£2,328,869.55**

# KPA 3 – ENFORCING & DISRUPTING ECONOMIC CRIME AT THE LOCAL, REGIONAL & NATIONAL LEVELS

## KPI 3.2 - £ Value of Future Fraud Disruption by NLF Enforcement Cases

MEASURE:

- All Aspects of the Enforcement Process

Source – UNIFI

Total Detected Cases\*

	1 <sup>st</sup> Quarter 2012/13
Volume of Detected Cases	34
*Total £ Value of Future Fraud Disrupted	£9,107,609

Final Calculation Rationale

Average rate of fraud loss per day (less top & bottom 5%) x Number of detected cases x Average Sentencing (in days) per case

\* Excluding DCPCU & OACU due to ongoing discussions re metrics.

### ANALYSIS

20 of the detected cases are IFED cases with relatively low values hence the reduced average rate of fraud loss per day. It should be noted the number of cases is taken from Unifi and includes cases where the countable victim based crimes are recorded in Know Fraud where in previous years these crimes would be recorded as crimes in Unifi and counted as detected hence higher totals in 2009/10 and 2010/11. Work is on going to in-configure Know Fraud crimes in future calculations. If the IFED cases are excluded the general trend would suggest the total number of detected cases will show a reduction on last year. Factors that may be impacting on this are staff abstractions around the Queens Jubilee and that at the end of June 122 suspects/voluntary attendees (total excludes OACU and DCPCU) were on bail awaiting charging advice from CPS/CFG. The average sentence figure is from convictions in 2011/12 as no correlation can be adduced from sentences in Q1 2012/13 and detected cases in Q1 2011/12.

It should also be noted that further research is on-going to define data input values to ensure the data used in the calculation is as accurate as possible. Safeguards are built into the calculation as there is a danger the £ value of future fraud is overstated.

## KPA 3 – ENFORCING & DISRUPTING ECONOMIC CRIME AT THE LOCAL, REGIONAL & NATIONAL LEVELS

**KPI 3.3 - % CoLP Fraud OCGs in Top Bands whose Intent/Capability and Criminality has been Reduced by CoLP Interventions**

**MEASURE:**

- Volume of Fraud OCGs in Tiers 1-3
- FIB to provide data re disruption

Source – NFIB

**TARGET:** To Disrupt at least 25% of OCGs who use fraud as a means of stealing from individuals, businesses and the public sector.

**Volume  
of Fraud  
OCGs:**

Tier	Volume as at 01/04/2012	Volume as at 01/07/2012
<b><u>Tier 1</u></b> Comprehensive Operational or Investigative Intervention	2	0
<b><u>Tier 2</u></b> Limited Plan/Action that Prevents or Disrupts	91	88
<b><u>Tier 3</u></b> Proactive Intelligence Development	2	1
<b>Sub Total:</b>	<b>95</b>	<b>89</b>
<b><u>Tier 4</u></b> Developing Opportunities for Action	62	74
<b>TOTAL:</b>	<b>157</b>	<b>163</b>

**COMMENTS**

CoLP still awaits the implementation of the National OCG disruption guidelines. A local disruption measurement framework has been developed as an interim measure based upon the movement of OCGs within the response tiers 1 – 3 (1 being the highest response). The implementation of the local framework awaits technical changes to the software used to track OCG movement within the tiers and at present it is impossible to know how OCGs identified in the quarter have moved and therefore been disrupted. At the start of quarter 1 2012/13 two OCGs were categorised as Tier 1 and the end of the quarter there were no Tier 1 OCGs therefore we claim them as disrupted. There was movement of four further OCGs within the tiers but due to reasons already stated their disruption is more difficult to verify. Despite the difficulties quantifying the movement of OCGs within the tiers assurances can be given that enforcement teams are actively engaged in OCG harm reduction.

## KPA 3 – ENFORCING & DISRUPTING ECONOMIC CRIME AT THE LOCAL, REGIONAL & NATIONAL LEVELS

KPI 3.4 – Quality of Investigation and Enhancing Judicial Outcomes

Key Volumetrics – 2011/12 – 2012/13

**MEASURE:**

- Number of Suspects Charged/Guilty Pleas/Convictions/Length of sentence

Source – Case Support

	<u>Q1</u> <u>2011/12</u>	<u>Q2</u> <u>2011/12</u>	<u>Q3</u> <u>2011/12</u>	<u>Q4</u> <u>2011/12</u>	<u>Q1</u> <u>2012/13</u>
No. of Suspects Charged	38	33	23	33	18
Guilty Pleas	7	6	25	11	16
Convictions	32	47	33	29	30
Total length of Sentence (Months)	533	1021	507	810	623

**COMMENTS**

-A software solution to identify qualitative figures around CFG submissions has been developed and consultation is ongoing with CFG and Directorate departments relevant to this KPA. A pilot period will start in September in order to provide a baseline figure for quarter 3 2012/13

## KPA 4 – RAISING THE STANDARD OF ECONOMIC CRIME PREVENTION & INVESTIGATION NATIONALLY BY PROVIDING EDUCATION & AWARENESS TO THE COUNTER FRAUD COMMUNITY

### KPI 4.1 – Impact and Reach of Training Strategy & Delivery

#### MEASURE:

- SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

#### TARGET:

- To ensure that 85% or more people attending the Fraud Academy courses are very satisfied overall with the quality and content of courses attended

#### ANALYSIS OF STAKEHOLDER COMMENTS

- 42% agree NLF provided relevant and high quality training with 34% also agreeing this has increased their capacity to prevent and investigate fraud.

- Although over 75% were aware of training, the same amount had not attended any training courses

#### Stakeholder Survey

**Q - In the last 12 months NLF has provided relevant and high quality training in the area of Fraud Prevention and investigation:**

**Total % Agreeing = 42%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	0%	7%	52%	0%	28%	14%

**Q - In the last 12 months this has increased your capability to prevent and investigate fraud:**

**Total % Agreeing = 34%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
3%	3%	0%	59%	3%	28%	3%



**KPA 4 – RAISING THE STANDARD OF ECONOMIC CRIME PREVENTION & INVESTIGATION NATIONALLY  
BY PROVIDING EDUCATION & AWARENESS TO THE COUNTER FRAUD COMMUNITY**

**KPI 4.2 – Impact and reach of Standard Setting & Dissemination of Best Practice Guidance**

**MEASURE:**

- SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

**ANALYSIS OF STAKEHOLDER COMMENTS**

- 52% agree NLF sets effective standards, although 43% of Trade bodies feel it is not effective.

**Stakeholder Survey**

**Q - In the last 12 months NLF has been highly effective in setting standards and sharing good practice:**

**Total % Agreeing = 60%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
0%	5%	8%	27%	8%	41%	11%

**Q - In the last 12 months this has increased your capability to prevent and investigate fraud:**

**Total % Agreeing = 45%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
3%	3%	3%	46%	5%	32%	8%

## KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

KPI 5.1 - £ Saved per £ Spent (Return on Investment)

£ saved per £ spent - Q1 2012/13

**MEASURE:**

- Financial Value of the saving made through intervention activity against the departments overall expenditure

Total £ Value of Future fraud Disrupted by NFIB Technological Suspensions:	£1,415,508 (Confirmed)	£1,424,008 (Requested)
Total £ Value of Assets Recovered :	£2,328,869.55	£2,328,869.55
Total £ Value of Future Fraud Disrupted by Enforcement cases:	£9,107,609.78 <i>(see analysis of KPI 3.2 page 15)</i>	£9,107,609.78 <i>(see analysis of KPI 3.2 page 15)</i>
<b>*TOTAL:</b>	<b>£12,851,987.33</b>	<b>£12,860,487.33</b>
<b>*Spend for Q1 2012/13=</b>	<b>£4,549,931</b>	

Average Quarter total for 2011/12 = £489,719,445

**Return on Investment = £2.82 Saved per £1 Spent (Confirmed Suspensions)**

£12,851,987.33/£4,549,931 Q1 = £2.52

**Return on Investment = £2.83 Saved per £1 Spent (Requested Suspensions)**

£12,860,487.33/£4,549,931 Q1= £2.83

**ANALYSIS:**

- The Rationale/Assumptions made surrounding the total £ Value of Detected cases are still being refined. See Analysis of 3.2.

\* Excluding DCPCU & OACU due to ongoing discussions re metrics.

# KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

## KPI 5.2 – Overall Satisfaction of Community & Partners in Industry (inc Victims) with NLF Economic Crime Services

**MEASURE:** SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

**TARGET:**

- To achieve an increase in overall satisfaction level with stakeholders.
- To achieve an increase in overall satisfaction level with victims.

### ANALYSIS OF STAKEHOLDER COMMENTS

-95% of stakeholders are satisfied (either fairly, very or completely satisfied) with NLF’s performance over the last year.  
 - ‘Other Government’ have the highest satisfaction levels with NLF and Trade Bodies have the most varied satisfaction levels.

### ANALYSIS OF VICTIM COMMENTS

-Overall satisfaction levels are high amongst victims, with 89% satisfied with how they were treated by the police officers and staff who dealt with them; 50% stated that they were 'Completely Satisfied'.  
 - Treatment by the police receives the highest satisfaction rating. The lowest areas of satisfaction are reported as the actions taken by the police and satisfaction with what the police have done to date to investigate the crime.

### Stakeholder Survey

Q - Over the last 12 months, taking into account all your experiences, please could you state whether you are satisfied or dissatisfied with NLF’s overall performance:

**Total % ‘Very’ & ‘Completely’ Satisfied = 46%**

Completely Dissatisfied	Very Dissatisfied	Fairly Dissatisfied	Neither	Fairly Satisfied	Very Satisfied	Completely Satisfied
0%	0%	0%	5%	49%	41%	5%

### Individual Victims of Fraud Survey

Q – Taking the whole experience into account, are you satisfied, dissatisfied or neither with the service provided by the Police in this case?

**Total % ‘Very’ & ‘Completely’ Satisfied = 72%**

Completely Dissatisfied	Very Dissatisfied	Fairly Dissatisfied	Neither	Fairly Satisfied	Very Satisfied	Completely Satisfied
2%	1%	2%	6%	17%	22%	50%

# KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

## KPI 5.2 Continued – Overall Satisfaction of Community & Partners in Industry (inc Victims) with NLF Economic Crime Services

**MEASURE:** SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

### Stakeholder Survey

**Q - NLF provides effective fraud leadership to the policing community:**

**Total % Agreeing = 51%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
<b>0%</b>	<b>0%</b>	<b>11%</b>	<b>38%</b>	<b>0%</b>	<b>35%</b>	<b>16%</b>

**Q - NLF is an effective partner in the fight against fraud:**

**Total % Agreeing = 100%**

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>3%</b>	<b>35%</b>	<b>62%</b>

#### **ANALYSIS OF STAKEHOLDER COMMENTS**

-Leadership on Fraud was a key area of expectation, driving the agenda within Forces and providing recommendations to Government.

-All stakeholders agree that the NLF is an effective partner against fraud, with Government agreeing most strongly with 80% strongly agreeing

# KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

## KPI 5.2 Continued – Overall Satisfaction of Community & Partners in Industry (inc Victims) with NLF Economic Crime Services

**MEASURE:** SPA Future Thinking Survey Results – 6 monthly Independent Survey of Key Stakeholders (Apr 2012)

Source – BPT/SPA Future Thinking

### Stakeholder Survey

#### ANALYSIS OF STAKEHOLDER COMMENTS

-87% believe the NLF has added value, but 14% of 'Other Government' and 16 % of Private Sector Stakeholders believe it has not.

-Over 90% agree that the priority of fraud within Government has been raised. Some feel this is not the case within businesses with 8% disagreeing that there has been a priority increase.

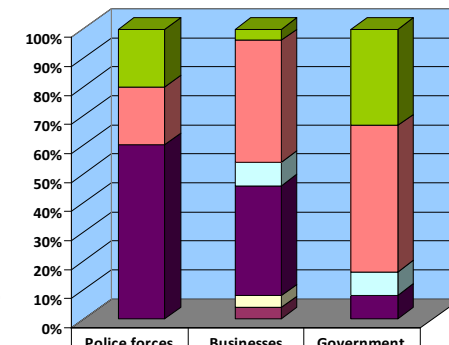
**Q - Do you think the work of NLF has added value to your organisation or sector over the last 12 months?**

**Total % Agreeing = 87%**

No – Definitely Not	No – Probably Not	Unsure	Yes – Probably	Yes - Definitely
5%	3%	5%	30%	57%

**Q - NLF has helped raise the priority attached to fraud:**

- a) Within Police forces - Total % Agreeing = 40%
- b) Within Businesses – Total % Agreeing = 54%
- c) Within Government – Total % Agreeing = 91%



	Police forces	Businesses	Government
Strongly Agree	20%	4%	33%
Agree	20%	42%	50%
Slightly Agree	0%	8%	8%
Neither	60%	38%	8%
Slightly Disagree	0%	4%	0%
Disagree	0%	4%	0%
Strongly Disagree	0%	0%	0%

# KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

## KPI 5.3 - £ Value and % of Leveraged Partnership Funding

### MEASURE:

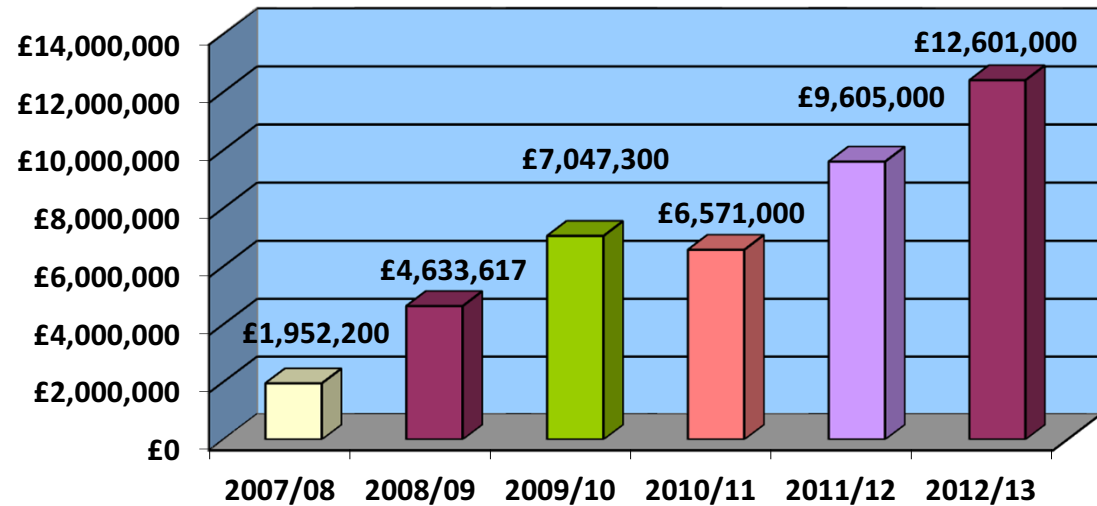
- Monetary Value of Partnership funding with Core Corporation Funding

Source – Finance

### TARGET:

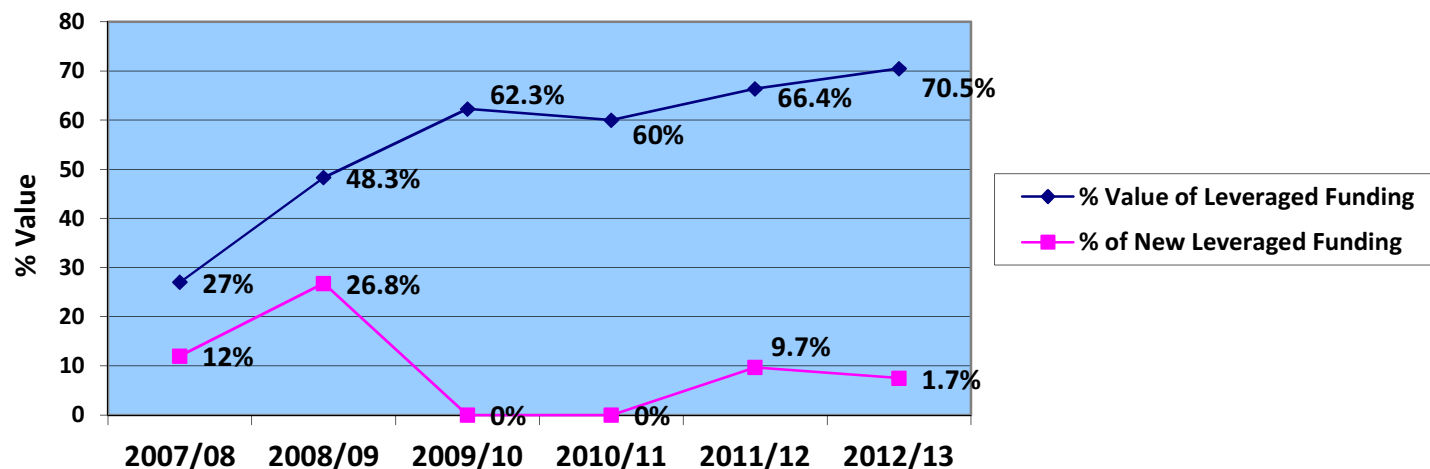
- Sustain % of leveraged partnership funding

### £ Value of Leveraged Funding\*



Year	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
% of overall funding:	27%	48.3%	62.3%	58.8%	66.4%	70.5%

### % Value of Leveraged Funding\*

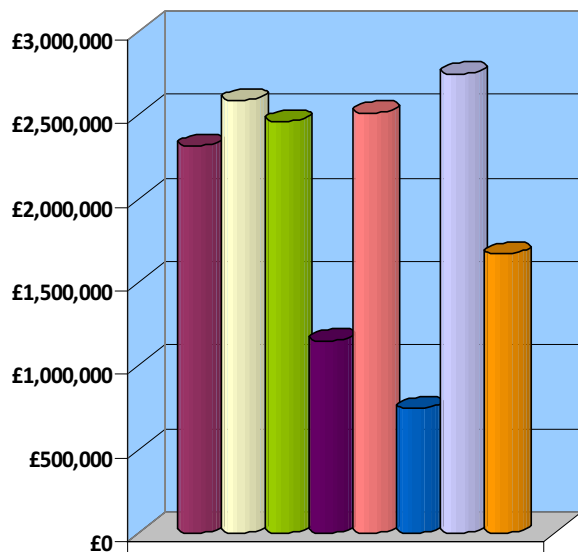


\* Excluding DCPCU & Pension Costs

# KPA 5 – DELIVERING VALUE & REASSURANCE TO OUR COMMUNITY & PARTNERS IN INDUSTRY

KPI 5.3 Continued - £ Value and % of Leveraged Partnership Funding

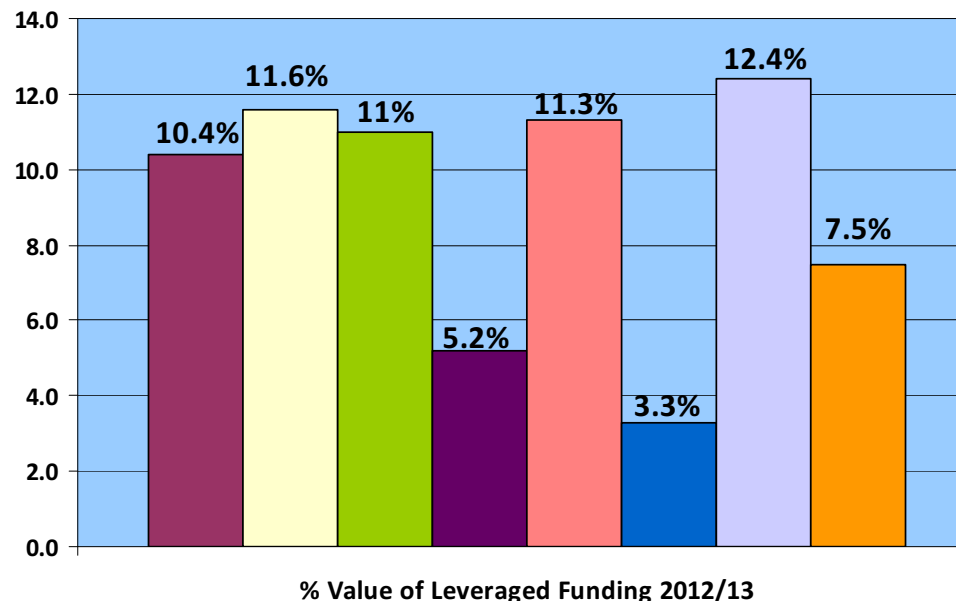
**£ Value of Leveraged Funding – 2012/13\***



	£ Value of Leveraged Funding 2012/13
South East Lead Force	£2,315,000
National Lead Force	£2,590,000
NFIB	£2,462,000
OACU	£1,150,000
DCPCU	£2,513,000
Cyber Crime	£742,000
IFED	£2,748,000
National Fraud Capability Project	£1,670,000

<b>TOTAL:</b>	<b>£16,190,000</b>
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**% of Leveraged Funding – 2012/13\***



South East Lead Force	National Lead Force
NFIB	OACU
DCPCU	Cyber Crime
IFED	National Fraud Capability Project

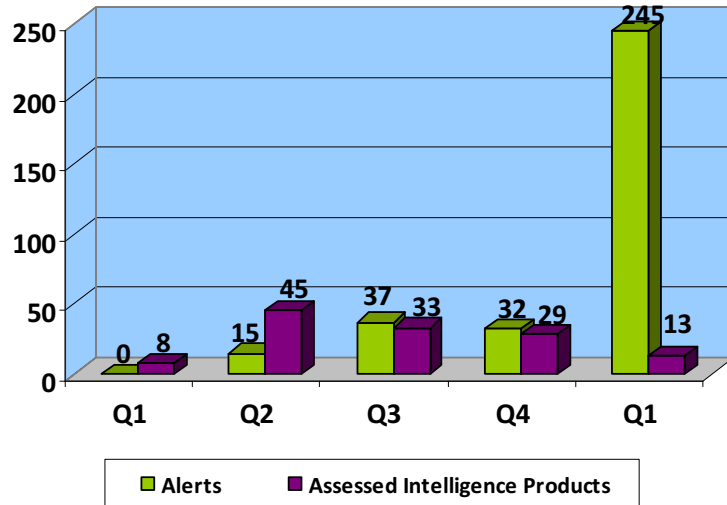
**Total Budget 2012/13 = £22,242,000**  
**£ Value of all Leveraged Funding 2012/13 = £16,190,000**  
**Total % of All Leveraged Funding 2012/13 = 72.7%**  
*(Total % of All Leveraged Funding 2011/12 = 67.9%)*  
**% of Sustained Leveraged Funding 2012/13 = 65.3%**  
**% of New Leveraged Funding 2012/13 = 7.5%**

\* Including Pension Costs

## APPENDIX – Key Volumetrics

### KPI 1.2 – Increasing Economic Crime Public awareness and Stakeholder Prevention:

#### Alerts & Assessed Intelligence Products – 2011/12 – 2012/13



\* As of Q1 2012/13 Assessed Intelligence Products are now known as Initial Profiles

#### Volume of Corporate Communications – 1<sup>st</sup> Quarter 2012/13

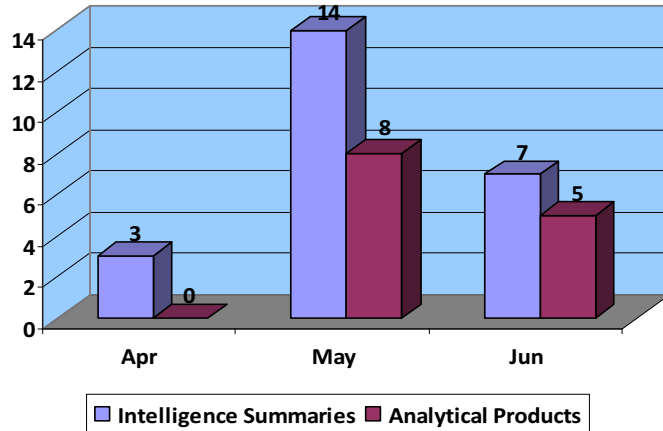
<u>Communication</u>	<u>Volume</u>
Press Releases/pro-active media engagement:	<b>9</b>
NFIB newsletter:	<b>1</b>
TV & Documentary:	<b>6</b> C4 news re Mandate fraud. BBC You've been Scammed. BBC series on insurance fraud, prospective BBC focus on the NFIB .
National Fraud Intelligence Website hits:	7305 – Unique Visits 5959 - Visits
Social media followers:	269



## APPENDIX – Key Volumetrics

### KPI 2.2 – Impact and Reach of Operational Intelligence Dissemination:

Volume of Operational Intelligence Dissemination – 1<sup>st</sup> Quarter 2012/13



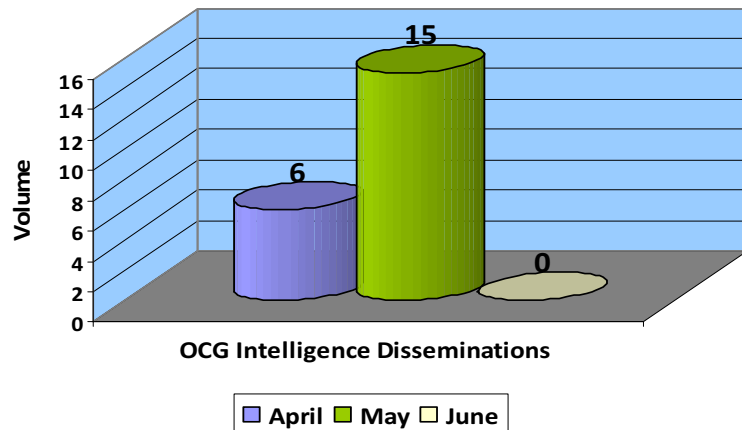
TOTAL Operational Intelligence Disseminations 1 <sup>st</sup> Quarter 2012 =	37
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Volume of Operational Intelligence Dissemination – 2011/12 – 2012/13

	<u>Q1</u> <u>2011/12</u>	<u>Q2</u> <u>2011/12</u>	<u>Q3</u> <u>2011/12</u>	<u>Q4</u> <u>2011/12</u>	<u>Q1</u> <u>2012/13</u>
<u>Intelligence Summaries:</u>	0	23	23	0	24
<u>Analytical Products:</u>	0	0	4	0	13
<u>TOTAL:</u>	0	23	27	0	50

### KPI 2.3 – Impact and Reach of OCG Intelligence Dissemination:

Volume of OCG Intelligence Disseminations – 1<sup>st</sup> Quarter 2012\*



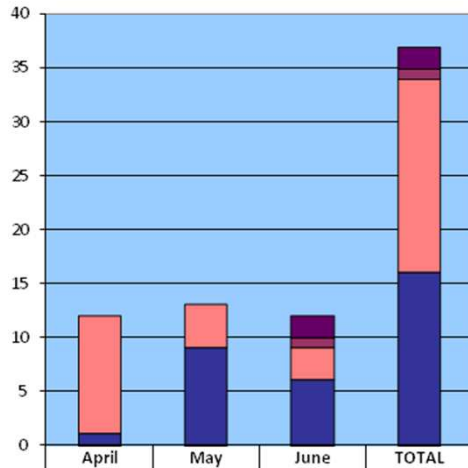
TOTAL OCG Intelligence Disseminations 1 <sup>st</sup> Quarter 2012 =	21
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\* OCG Intelligence dissemination cannot be compared to last years as volumes were not recorded until 2012/13.

## APPENDIX – Key Volumetrics

### KPI 3.1 - £ Value of Criminal Asset Denial through to Recovery (end to end process):

#### Volume of Asset Denial & Asset Recovery – 1<sup>st</sup> Quarter 2012



	April	May	June	TOTAL
Civil Recovery Order	0	0	0	0
Cash Forfeiture Orders non POCA	0	0	2	2
Cash Forfeiture Orders POCA	0	0	1	1
Confiscation Orders	11	4	3	18
Cash Seizure First Application POCA	1	9	6	16
Restraints	0	0	0	0

#### Total Volume of Asset Denial & Recovery – 1<sup>st</sup> Quarter 2012

Civil Recovery Orders	Cash Forfeiture Orders (non POCA)	Cash Forfeiture Orders (POCA)	Confiscation Orders	Cash Seizure First Application (POCA)	Restraints	TOTAL FOR 1 <sup>st</sup> Quarter 2012
<b>0</b>	<b>2</b>	<b>1</b>	<b>18</b>	<b>16</b>	<b>0</b>	<b>34</b>

# Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 9

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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