



Economic Crime Board of the Police Committee

Date: MONDAY, 23 SEPTEMBER 2013
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Simon Duckworth (Chairman)
Mark Boleat
Brian Harris
Helen Marshall
Alderman Neil Redcliffe
Deputy Richard Regan

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Lunch will be served for Members in the Guildhall Club at 1pm

John Barradell
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 7 June 2013.
For Decision
(Pages 1 - 4)
4. **ECONOMIC CRIME UPDATE - NATIONAL FRAUD CAPABILITY PROGRAMME**
To receive a report of the Commissioner of Police.
For Information
(Pages 5 - 8)
5. **NATIONAL LEAD FORCE: FIRST QUARTER PERFORMANCE REPORT**
To receive a report of the Commissioner of Police.
For Information
(Pages 9 - 18)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100(A) 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 the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

9. **FRAUD TRAINING ACADEMY: BUSINESS PLAN FOR 2014 TO 2017**
To receive a report of the Commissioner of Police.
For Information
(Pages 19 - 56)
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 Friday, 7 June 2013

Minutes of the meeting of the Economic Crime Board of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 7 June 2013 at 2.30 pm

Present

Members:

Simon Duckworth (Chairman)
Mark Boleat
Brian Harris
Helen Marshall
Deputy Richard Regan

Officers:

Alex Orme - Town Clerk's Department
Xanthe Couture - Town Clerk's Department

City of London Police:

Hayley Williams - Chief of Staff
Stephen Head - Commander, Economic Crime
Adrian Leppard - Police Commissioner

1. APOLOGIES

Apologies were received from Alderman Neil Redcliffe.

2. MEMBER'S DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. MINUTES

RESOLVED – That the minutes of the inquorate meeting held on 6 February 2013 be agreed as an accurate record.

RESOLVED – That the minutes of the meeting held on 14 September 2012 be agreed as an accurate record.

4. FRAUD TRAINING ACADEMY: PROGRESS REPORT

The Sub Committee received a report of the Commissioner outlining the progress of the Economic Crime & Fraud Training Academy.

The Commissioner explained that Academy continues to build on its excellence to develop a national, international and global brand. Members were informed that the next meeting of the Gold Group will discuss a market testing paper covering costing, pricing and programme content options for the Fraud Academy. It was stated that the Chamberlain's Department had been attending the meetings of the Gold Group and it was hoped that interested Members

would also attend future meetings. The Force would be sending out an invite for Members to attend future meetings.

Members were informed about the proposed Academy training package being delivered to specialist fraud officers in Nigeria. The potential profit generated from providing the training was discussed and it was agreed that a cost/revenue/profit analysis would be produced and would be included in the Academy Business Plan for 2014/15-2016/17. The Business Plan was provisionally agreed to be brought forward to Members at the next meeting.

Members expressed some concerns over the reputational risk of training police forces where corruption is endemic. The Commander of Economic Crime reassured Members that the Force was working in consultation with the UK Trade and Investment (UKTI) and had given the Force their full support. In addition, a risk assessment framework was being developed to include in the Academy Business Plan.

The Chairman sought assurance that all courses delivered by the Fraud Academy would be properly resourced in order to maximise the benefits to the clients and to maintain service quality.

The Commissioner added that further items to be included in the Academy Business Plan include a summary of where the current operations of the Academy stand along with costs, a strategy for return on investment and a national marketing plan.

The Commissioner advised that Members could attend future events of the British Standards Institution (BSi). The Force and Town Clerk undertook to provide details of future events to Members.

RESOLVED – That the Fraud Academy Business Plan be produced for the next meeting of the Sub Committee.

5. **ECONOMIC CRIME UPDATE - NATIONAL CAPABILITY PROGRAMME**

The Sub Committee received a report of the Commissioner updating on the progress to date and planned strategies to develop a Regional Fraud Team (RFT) capability and secure future funding as part of the National Capability Programme.

The Commander of Economic Crime explained that the numbers of reported fraud, reported through Action Fraud, are increasing and expected to increase more. A Member expressed concern over the fact that only around 10% of the 25% of reported crime allocated back to forces for investigation based on current case acceptance criteria were actually being investigated. It was suggested that the low levels of investigation could result in a significant increase in complaints from unsatisfied victims over time. This would have implications for the City of London Police as many of the complaints will be logged as the Force's through Action Fraud. It was agreed that more information on this area of concern would be brought to the Sub Committee at a future meeting.

RECEIVED.

6. **NATIONAL LEAD FORCE: YEARLY PERFORMANCE REPORT 2012/13**

The Sub Committee received a report of the Commissioner updating on the final performance report summarising the 2012/13 annual achievement of National Lead Force (NLF) against its agreed Key Performance Areas (KPA) and Key Performance Indicators (KPI).

The Commissioner advised that the CoLP/Crown Prosecution Services Central Fraud Division (CFD) joint initiative to measure the quality of NLF investigations will be implemented in the first quarter of 2013-14. The Commander of Economic Crime added that discussions had been held with the Crown Prosecution Services (CPS) around establishing targets related to the quality of cases presented. A Member raised a question in regards to the value of fraud (KPI 3.1) and the Commander of Economic Crime stated that the value of fraud can vary, and as a result there is now a focus in case criteria to focus more on damage caused by fraud rather than on the value of the fraud committed.

RECEIVED.

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

The Chairman raised the issue with Members on the timings of the Sub Committee meetings to ensure quorum, as this occurrence continued to be a concern. Members and officers agreed that the meetings should take place to coincide with Police Committee meeting dates, except when preceded by meetings of another Police Sub Committee.

The Chairman stated he would be in contact with Members to ensure that the meeting times were suitable for them to attend. The Town Clerk undertook to amend all future 2013 and 2014 meeting dates of the Sub Committee.

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

There were no items of urgent business.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) 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.

Item No.	Exempt Paragraph(s)
10	3

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 14 September 2012 were considered.

11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There were no items of urgent business.

The meeting ended at 3.43 pm

Chairman

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Agenda Item 4

Committee: Police: Economic Crime Board	Date: 23 rd September 2013
Subject: Economic Crime Update – National Fraud Capability Programme	Public
Report of: Commissioner of Police POL 40/13	For Information

Summary

At your Economic Crime Board in June 2013, Members were given an update on the background and current position of the national capability programme and details of the negotiating strategy for future funding. This is an update for Members as to the current situation.

In early May this year, the Home Office (HO) announced funding agreements for Regional Organised Crime Units (ROCU's) to enhance their capability and capacity to target organised crime, including fraud. Since then the National Capability Programme Team has been working with national ACPO and the HO to influence Regions for the need to develop a Regional Fraud Team (RFT) capability alongside their other local priority capabilities. Each region has now reported that they are to develop a Regional Fraud Team (RFT) within their ROCU structure.

As previously reported, the National Co-ordinator's Office (NCO) based in the City of London will have responsibility for liaising with each of the RFTs regarding the standards of investigation as well as clear performance frameworks with national ACPO and the HO. The NCO have also co-ordinated the existing intelligence structures across the country to create the first comprehensive set of local fraud profiles due for publication in October 2013.

As Members may recall from previous reports, the NCO together with the HO and national ACPO has developed Case Allocation Criteria. This remains in a pilot phase pending the creation of the RFT's at the end of the year. It is providing a picture to assist anticipation of demand on the local, regional and national resources at that time.

A further paper on the business benefits of co-joining regional cyber capability with the fraud capability is being developed for consideration by national ACPO and the HO.

The Force Chief Officer team continue to negotiate with senior HO officials, the Treasury and the British Banking Association (BBA) to secure sufficient, additional funding to achieve our original mission of building a dedicated counter-fraud capability across the whole country.

Recommendations

It is recommended that members receive this report and note its contents.

Main Report

Background

1. At your Economic Crime Board in June, Members were given an update on the background and current position of the national capability programme and further details of the negotiating strategy for future funding. Since a decision was taken in May this year by the HO to take a regional approach to fund ROCU's to combat all organised crime, work has continued to ensure that a Fraud capability is built into this. This report provides details of progress since the last report to your Board and planned strategies to develop a RFT capability and secure future funding.

Current Position

2. As Members may recall, the programme team was set up in April 2012 led by Commander Stephen Head. The programme team continue to coordinate the Regional Intelligence Officer (RIO) performance and work in partnership with the NFIB to maximise operational delivery within the funding envelope.
3. The HO decision in May to fund the ROCU's was a significant sea change from the original plans. To maintain momentum of the programme to ensure a fraud capability is built into this, the National Capability Programme Team has continued to actively influence national ACPO and the HO of the necessity to develop a Regional Fraud Team (RFT) to fulfil the regional capability gap.
4. Each Region has now reported that they are to focus on developing four capability areas using the funding made available from the HO, and one such area is the creation of a Regional Fraud capability. The Programme Team have personally visited each region to discuss the importance of

fulfilling the regional capability gap to reduce serious and organised fraud and increase victim service levels.

5. The RIOs have produced regional fraud threat assessments which identify the threat of fraud from a regional perspective. It is the information within these profiles which will help the Capability Team shape the requirements of each region's fraud capability and will be of particular benefit in helping to shape local support from elected Police and Crime Commissioners (PCCs).
6. Stage one of the programme is drawing to a close and RIO contracts are nearing completion. In line with the recent funding criteria and governance arrangements, the decision on whether to employ an intelligence resource rests with the regions. Currently all regions are retaining at least one RIO resource, but will absorb this role within their new RFT model. The national capability team are working with NFIB to reinforce the benefit of RIOs to Regions.
7. In terms of the case allocation pilot, it is now entering its fifth month. Early indications are that the criteria embedded within the NFIB will require slight adjustments so as to provide effective decisions in the allocation of fraud crime. The viability of the criteria continues to be tested and refined. The capability programme and NFIB are progressing stage two with a view to entering the active phase in the coming quarter alongside the HO directive. The pilot is significant in developing the RFT requirement to provide a reactive capability within the regions. A further paper on the business benefits of co-joining regional cyber capability with the fraud capability is being developed for consideration by national ACPO and the HO.
8. In the month that Action Fraud went live across all forces in England and Wales, a total of 32,531 crimes and information reports were received and 3,062 crime reports were disseminated. The previous year's monthly average of crimes received was 10,187 and the monthly dissemination average was 1,304. This represents an immediate increase of 219% in crimes received each month and 135% in crimes disseminated each month. It is evident that this more accessible method of fraud reporting for victims is leading to a continual increase in reported crimes.
9. The progression of an national ACPO approved Authorised Professional Practice (APP) to provide consistency of investigation of Fraud, across all forces by the end of 2013, continues. This is supported by minimum standards for structure and resources compiled by the College of Policing.

Funding and negotiation strategy for further support

10. The HO has funded an enhanced police capability and capacity to target all organised crime, including Fraud via an additional £10m grant.
11. Members may recall the Force has been negotiating with the financial services sector regarding part funding of an enhanced national capability for fraud. These negotiations continue with the British Bankers Association (BBA) who is representing the financial sector. The City of London Corporation have been instrumental in bringing together a small team led by an independent consultant to engage with the BBA members over the exact terms of financial support. This review was slightly delayed in light of its anticipated timetable, however the review is now continuing and will complete shortly.
12. The programme team continues to consult with the Home Office and in particular, the National Crime Agency (NCA) and Economic Crime Command (ECC). This engagement has ensured all emerging operating structures, both within the Force and the NCA will integrate effectively in order to reduce bureaucracy, support national and local strategies and deliver the best possible service to communities.

Conclusion

13. During this time of economic uncertainty in the policing landscape, the programme team have continued to progress the NLF mission with a view to creating a true national capability and capacity to counter the fraud threat. In light of the HO funding award the team remains focused and engaged with the regions to build a regional capability.

Contact:

Commander Stephen Head

National Capability Programme

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Committee: Police: Economic Crime Board	Date: 23 rd September 2013
Subject: National Lead Force: First Quarter Performance Report	Public
Report of: Commissioner of Police – Pol 39/13	For Information

Summary

This first 2013/14 performance report to your Economic Crime Board summarises the achievements of National Lead Force (NLF) during the 1st quarter of 2013/14. This is set against its agreed Key Performance Areas (KPAs) and Key Performance Indicators (KPIs). The report details changes to the 2012/13 reporting cycle and mechanisms which builds on the learning outcomes of the 2012/13 reporting year and supports the strategic direction of the NLF; these include:

- Introduction of a revised performance management cycle for 2013/14 to pursue further change in the performance culture of NLF.
- Changes to stakeholder management, including a revised survey regime and stakeholder workshops to ensure NLF priorities are aligned to stakeholder requirements.
- A bespoke system is in place to standardise performance data collation, maximise automotive processes and free up officer time for operational policing.

As a quick guide for board members, the table at Appendix A highlights the main performance headlines for Q1 against the 5 KPAs (April to June 2013):

In terms of performance against the KPI's the table below summarises the Q1 performance. As this area of business is still evolving the RAG status is only included as guide. Fuller descriptors in the commentary column can be found in the Main Report.

NLF objective	Comment on progress
KPA 1 Preventing and reducing the harm caused by economic crime	
KPI 1.1 The £ value of future economic crime disrupted by intervening against enablers of fraud	The volume of disruptions has increased
KPI 1.2 Increasing economic crime public awareness and stakeholder prevention	The value and impact of fraud alerts has decreased slightly
KPI 1.3 Increasing victim self-protection and reduce repeat victimisation	This measure remains stable and within 5% of the baseline set last year
KPA 2 Enriching the national economic crime threat assessment and intelligence	

picture	
KPI 2.1 The impact and reach of strategic intelligence dissemination	The progress within this area remains steady
KPI 2.2 The impact and reach of operational intelligence dissemination	The progress within this area remains steady
KPA 3 Enforcing and disrupting economic crime at the local, regional and national levels	
KPI 3.1 The value of criminal asset denial through to recovery (end to end process)	The total £ value of assets recovered remains high, exceeding this time last year
KPI 3.2 The £ value of future fraud disrupted by NLF enforcement cases	This measure remains level with progress last year;
KPI 3.3 To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	The disruption of OCGs has remained constant in comparison with the previous quarter.
KPI 3.4 Quality of investigation and enhancing judicial outcomes	The quality of NLF investigations remains high,
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 Impact and reach of training strategy and delivery	The volume and satisfaction relating to Academy courses continues to grow
KPI 4.2 Impact and reach of standard setting and dissemination of best practice guidance	This aspect of performance relates primarily to the stakeholder survey the results of which will be available in October.
KPA 5 Delivering value and reassurance to our community and partners in industry	
KPI 5.1 To increase return on investment in NLF (£saved per £spent	The return on investment value has increased this quarter compared to the previous quarter Q3 2012/13
KPI 5.2 To improve overall satisfaction of community (including victims) and partners in industry with NLF economic crime services	The results of the stakeholder survey will inform this measure completed in October.
Recommendation	
It is recommended that your board receives this report and notes its contents.	

Main Report

Background

1. At your June 2013 Economic Crime Board meeting, Members received a report detailing National Lead Force (NLF) performance during the financial year (2012/13), set against an agreed performance framework.
2. This first performance report of the 2013/14 reporting year provides an update on achievements through to the end of Quarter 1 (April to June 2013). The main successes and challenges of NLF performance against the five Key Performance Areas (KPA's) are summarised in the forthcoming sections along with details of future developments in the collection, measurement and setting of targets.

3. As a reminder for Members, the current NLF performance framework, introduced in April 2012, was constructed under the guidance of an external performance consultant. In 2012/13 the framework was deliberately stretching in its ambition, with the absence of any baselines and many performance data collection mechanisms remaining untested. During 2012/13 the framework was subject to continual assessment resulting in the changes reported to you today.
4. Now the first reporting year has passed, the team continue to refine performance management mechanisms and data collation. The revised framework introduced in April 2013 reflects the findings of the 2012/13 review retaining the existing 5 KPAs with a reduction in the number of KPIs from 15 to 13.
5. The measure relating to Organised Crime Group (OCG) intelligence has been absorbed into the general strategic and operational intelligence measure, in recognition that a majority of NLF activity is centred on OCGs and therefore reduces repetition of reporting.
6. The measure relating to percentage of leverage funding, has been removed as this is not an outcome focused indicator and forms part of the calculation of the return on investment figure.
7. The revised framework for NLF seeks victim feedback on a quarterly basis as opposed to bi-annually in 2012/13. This allows the surveying of fraud victims in line with Home Office guidelines introducing parity for fraud victims. The frequency of the surveys will permit faster identification of service delivery issues and early intervention for service recovery.
8. The revised framework includes an enhanced stakeholder survey process, which accommodates a stakeholder workshop to consult with key stakeholders to ensure the 2014/15 framework is aligned to all our communities' needs and requirements. A new survey company with proven experience in this area will perform the survey in September with results available in October. The results will be considered in forming the next years policing plan targets and Members will receive a summary of the results at the next meeting of your Board.
9. Two further mechanisms introduced to record stakeholder feedback are, a tactical level survey applied to all product disseminations and 'contact reports', for all stakeholder meetings and interactions. These methods will enable timely feedback on NLF performance at a tactical level.

10. Performance management has extended to include a quality assurance function to secure accuracy of data and adherence to reporting guidelines. The Data Audit Process subjects business areas to a monthly audit of their crime and victim data.
11. Within the new framework SharePoint¹ is the system employed by all business areas to record data; several data process flows track the activity of all business areas through the lifetime of the investigation or intelligence development. The system is still being developed to further reduce bureaucracy and increase efficiency in performance data collection and reporting.

Current Position

12. Members will find below a table detailing performance against the 13 Lead Force KPIs - with a corresponding commentary in the right hand column.

NLF objective	Comment on progress
KPA 1 Preventing and reducing the harm caused by economic crime	
KPI 1.1 The £ value of future economic crime disrupted by intervening against enablers of fraud	The volume of disruptions has increased
KPI 1.2 Increasing economic crime public awareness and stakeholder prevention	The value and impact of fraud alerts has decreased slightly, however this is partly attributable to survey fatigue which is being addressed.
KPI 1.3 Increasing victim self-protection and reduce repeat victimisation	This measure remains stable and within 5% of the baseline set last year
KPA 2 Enriching the national economic crime threat assessment and intelligence picture	
KPI 2.1 The impact and reach of strategic intelligence dissemination	The progress within this area remains steady with strategic intelligence disseminations contributing to operational outcomes. More information will be available with the results of the annual stakeholder survey in October.
KPI 2.2 The impact and reach of operational intelligence dissemination	The progress within this area remains steady with operational intelligence disseminations contributing to operational outcomes. More information will be available with the results of the annual stakeholder survey in October.
KPA 3 Enforcing and disrupting economic crime at the local, regional and national levels	
KPI 3.1 The value of criminal asset denial through to recovery (end to end process)	The total £ value of assets recovered remains high, exceeding this time last year
KPI 3.2 The £ value of future fraud disrupted by NLF enforcement cases	This measure remains level with progress last year; please note this provides an indication only. Certain aspects of this calculation remain outside

¹ Sharepoint is an in-house force system used to manage data from a number of business areas

	of NLF control.
KPI 3.3 To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	The disruption of OCGs has remained constant in comparison with the previous quarter.
KPI 3.4 Quality of investigation and enhancing judicial outcomes	The quality of NLF investigations remains high, with guilty pleas increasing in comparison to the last quarter of 2012/13.
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 Impact and reach of training strategy and delivery	The volume and satisfaction relating to Academy courses continues to grow as the Academy develops
KPI 4.2 Impact and reach of standard setting and dissemination of best practice guidance	This aspect of performance relates primarily to the stakeholder survey the results of which will be available in October. The operational teams continue to contribute towards the content of Academy courses from lessons learnt from investigations. This has led to several course changes over the last quarter.
KPA 5 Delivering value and reassurance to our community and partners in industry	
KPI 5.1 To increase return on investment in NLF (£saved per £spent	The return on investment value has increased this quarter compared to the previous quarter Q3 2012/13
KPI 5.2 To improve overall satisfaction of community (including victims) and partners in industry with NLF economic crime services	The results of the stakeholder survey will inform this measure completed in October. The victim aspect has reduced slightly this quarter due to survey fatigue this is being addressed by altering survey methods.

Performance Successes

13. **KPA 1- Preventing and reducing the harm caused by economic crime** remains a key focus of the National Fraud Intelligence Bureau (NFIB). A primary measure is the volume and corresponding value of NFIB disruptions (bank accounts, websites and telephone) these have increased significantly when compared with the same period last year. The number of disruptions has increased by 3073 and the corresponding value by £3,212,672. This primarily due to the industrialisation of current disruption processes, an increase in resources and expansion of bank account disruptions beyond boiler room frauds.
14. **KPA 3- Measuring the quality of fraud investigations and judicial outcomes** remains a difficult process. Recovery of assets is an important part of the investigation process particularly to victims; often the return of lost monies has the most significant impact on their lives. The total assets recovered in Q1 have increased by £3,212,672 when compared with quarter 4 2012/13 an increase in performance that matters to victims.
15. **KPA 4 - Raising the standard of economic crime prevention and investigation through education and awareness** remains a challenging

target. Significant progress in this area has seen the operational learning from investigations being used in fraud related courses offered by the Academy. In this quarter, seven pieces of best practice information forwarded to the fraud academy directly, led to changes in training courses highlighting the importance of this new target.

16. Return on investment (ROI) calculations are subjective and validation is currently being sought. However, the ROI figure remains a key indicator of the NLF. The return on investment figures for both DCPCU and NFIB in Q1 2013/14 have increased considerably (specified below) when compared with Q4 2012/13. DCPCU by **£45.78** and NFIB by **£17.26**

Performance Challenges

17. Embedding performance culture through all ranks within the NLF is a constant challenge. The enhanced performance management cycle commenced in April 2013 to install the appropriate accountability and ownership of performance at the right levels. Reporting changes include simplified KPA dashboards and business area specific dashboards, this overview enables heads of departments to take ownership of their performance and use the skills and experience of their teams to drive change forward.
18. The Business Performance Team have engaged with the directorate at all levels, providing detailed rank specific briefings on the performance management processes. A staff forum has proved an excellent method of communication with lower ranks, affording them opportunities to influence the directorate positively. Each business area has taken part in workshops to assist the performance team in their annual review of the framework looking forward to 2014/15, actively including them and encouraging ownership of performance at all levels. This has gained their 'buy in'.
19. Victim surveying remains a challenge despite the positive change to quarterly surveys in line with Home Office guidance. It is difficult to obtain a large sample size of victims in the allotted timescale that represent an accurate reflection of the victims NLF come into contact with. Alternative means of measuring victim service levels are being explored for the whole victim journey.

Conclusion

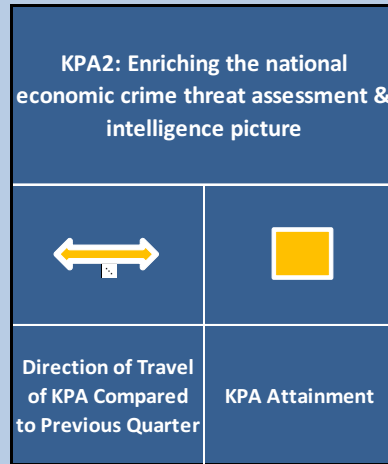
20. During this time of significant change and growth in the NLF capacity and capability, the NLF has continued to set national standards for the investigation and prevention of fraud crime, whilst maintaining a high level of victim and stakeholder service. The NLF continues to engage with our partners and stakeholders to reflect their needs and requirements within our service delivery.

Contact

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NATIONAL LEAD FORCE DASHBOARD - QUARTER 1 2013/14



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Agenda Item 9

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

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