

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.

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