

Committee(s): Police: Economic Crime Board	Date(s): 22 nd May 2014
Subject: Performance - National Lead Force: End of Year Report 2013-14	Public
Report of: Commissioner of Police Pol 31/14	For Information

Summary

This is the annual 2013/14 performance report to your Economic Crime Board that summarises the achievements of National Lead Force (NLF), as delivered through the Economic Crime Directorate (ECD) of the City of London Police (CoLP) during 2013/14.

Performance is assessed against its agreed Key Performance Areas (KPAs) and Key Performance Indicators (KPIs) as has been reported upon previously.

The report also details plans for the forthcoming 2014/15 reporting year, these include:

- Progression of the revised performance management cycle for 2013/14 to pursue further change in the performance culture of NLF.
- More effective stakeholder engagement, including the results of the revised survey regime and stakeholder workshops to ensure NLF priorities are aligned to stakeholder requirements.
- Capitalisation of learning outcomes from the 2013/14 review and the building of the 2014/15 performance framework

In terms of performance against the KPI's the table below summarises the 2013/14 performance. As this area of business is still evolving the Red, Amber Green (RAG) status is included as guide.

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 value of NFIB disruptions has increased from £305,118,904.00 in 2013/14 to £8,127,480.00 in 2012/13
KPI 1.2 Increasing economic crime public awareness and stakeholder prevention	The number of alerts to business and public sectors has decreased slightly in 2013/14. 805 alerts were disseminated in 13/14 compared to 954 in 12/13.
KPI 1.3 Increasing victim self-protection and	Many of the media engagements in which ECD teams have featured, in a variety of media formats,

reduce victimisation	repeat	represent strong evidence of increasing victim self-protection. In such media coverage ECD teams have consistently provided prevention advice through direct educational messaging or awareness of fraud crimes and crime methodology to the public. The reach of audience is estimated to be vast, as media coverage has encompassed national as well as regional and local formats.
KPA 2 Enriching the national economic crime threat assessment and intelligence picture		
KPI 2.1	The impact and reach of strategic intelligence dissemination	The volume of Strategic Intelligence Products disseminated increased with 104 in 2013/14 compared to 75 in 2012/13.
KPI 2.2	The impact and reach of operational intelligence dissemination	The number of operational intelligence disseminations has decreased. 889 were disseminated in 13/14 compared to 981 in 12/13.
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 was considerably higher during 2013/14 at £13,468,586.53 compared with 2012/13 whereby £7,670,889.06 was recovered.
KPI 3.2	The £ value of future fraud disrupted by NLF enforcement cases	There was a considerable increase in future fraud prevented in 2013/14 with £1,140,276,823.14 compared with £531,200,656.82 in 2012/13.
KPI 3.3	To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	91 OCGs were disrupted in 2013/14.
KPI 3.4	Quality of investigation and enhancing judicial outcomes	There has been an increase in the number of defendants convicted with 207 in 2013/14 compared to 142 in 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 number of course delegates trained by the Fraud Academy in 2013/14. 748 delegates were trained in 2013/14 compared with 581 in 2012/13.
KPI 4.2	Impact and reach of standard setting and dissemination of best practice guidance	15 changes were made to Fraud Academy courses as a result of incorporating best practice reviews of fraud investigations during 2013/14. This is perceived as a major improvement as this process did not exist in 2012/13.
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 for 2013/14 is £77.68, which is an increase compared to 2012/13 whereby the return on investment was recorded as £32.14.
KPI 5.2	To improve overall satisfaction of community (including victims) and	87% of victims surveyed in 2013/14 were satisfied with the quality of service provided by the Economic Crime Directorate. This is a slight decrease from results

partners in industry with NLF economic crime services

recorded in 2012/13 whereby 89% were satisfied. Analysis conducted identified that the failure to achieve this target can in part be attributed to low levels of satisfaction experienced by victims within the following customer journey areas;

- *Actions Taken*
- *Follow Up*

Further work will be conducted in order to highlight to ECD operational teams areas of improvements required in relation to the service delivered to fraud victims.

Recommendation: It is recommended that your board receives this report and notes its contents.

Main Report

Background

1. This end of year report for 2013/14 reporting year provides detail of key achievements for 2013/14. 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 performance reporting for the 2014/15 reporting year.
2. 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 2013/14 a revised framework was introduced deliberately stretching in its ambition, accompanied by a demanding management cycle placing personal responsibility on all officers and staff. In the spirit of continuous improvement during the 2013/14 period the framework was subject to continual assessment resulting in the changes reported to you today.
3. As the second reporting year came to an end the team continued to refine performance management mechanisms and data collation in consultation with stakeholders. The revised framework proposed for April 2014 reflects the findings of the 2013/14 review and stakeholder survey retaining the existing 5 KPA's with a slight increase in the number of KPI's from 13 to 14.
4. The introduction of business area dashboards has focused operational activity within each department and enhanced the reach of activity across the directorate. Disruption activity is an example of how funded units now contribute to overall performance and provides a comparator for other areas of business, introducing the sharing of good practice to enhance the productivity of all ECD departments.
5. The revised 2013/14 framework for NLF sought victim feedback on a quarterly basis as opposed to six monthly in 2012/13. This aligned the surveying of

fraud victims with Home Office guidelines introducing parity for fraud victims. It was anticipated increasing the frequency of surveys will permit faster identification of service delivery issues and early intervention for service recovery. A lower than anticipated response rate has prompted the performance team to explore other feedback avenues. The 2014/15 reporting year will see an extension of the current survey scope to include the entirety of the victim journey. This expansion provides a well rounded indication of victim service throughout interaction with CoLP.

6. The annual independent stakeholder survey for business critical stakeholders produced favourable results. The survey examined performance in the 5 key performance areas. Participants highlighted the benefits of working with the CoLP with 78% of stakeholders indicating the NLF was an effective partner in fighting fraud and 86% rating the performance of NLF in the fight against fraud as positive.
7. 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.
8. The NCA shadow command established an operational capability in October 2013 with a view to full operability in April 2014. The performance team has built extensive links with the NCA and ECC to establish a performance management mechanism suitable for both organisations.
9. The CoLP NLF framework is recognised as best practice by the NCA, resulting in the NCA seeking advice and guidance from the CoLP. The performance team continues to work closely with the ECC strategic team to build a joint framework that illustrates performance against the 5 KPAs whilst contributing to the NCA's 4 Ps¹.
10. The KPA framework contributes significantly to the NCA 4 Ps, mapping of the KPA framework has indicated 3 of the 5 KPAs contribute directly with 2 contributing indirectly. This approach retains CoLP independence whilst highlighting COLP/NLF significant contribution to the national remit of the NCA.
11. ECD has created the Strategic Delivery Unit (ECD) to ensure that all NLF activity is in line with the KPA and Policing Plan measures, and that these remain appropriate for NLF activity and deployment of resources.

Current Position

12. Members will find a table detailing performance against the 13 Lead Force KPIs (throughout 2013/14) on page 1 and 2 on this report.

¹ The National Crime Agency 4 Ps represent the strategic vision of the NCA and key areas of activity they are; Pursue, prevent, protect and prepare.

13. In all areas except 2 (KPI 1.2 and 2.2) CoLP NLF have achieved their objectives throughout 2013/14.
14. KPI 1.2 was not achieved due to a change in strategy from the NFIB which influenced the types of outputs that are produced. This change in strategy subsequently led to a decrease in the number of alerts disseminated, but led to an increase of products such as the new local force fraud and cyber profiles (articulating the threats from Cyber and Fraud to each force area in England and Wales), new strategic assessments and a more detailed contribution to the national threat assessments (eg Threats to Industry). This shift in emphasis from alerts to more bespoke intelligence products required a shift in resources and resulted in the decrease in alerts
15. KPI 2.2. This was also impacted upon by the shift in the NFIB strategy and due to the term “operational intelligence disseminations” not including the new localised intelligence approach to disseminations. The 2014/15 performance framework now includes key performance indicators that more accurately reflect key outputs delivered.

Performance Challenges

16. Embedding a continuous performance culture through all ranks within the NLF is a constant challenge as demand increases and resources are further stretched. The enhanced performance management cycle has proven to drive performance and installed accountability in all ranks. The challenge is to maintain the momentum and install a culture of continuous improvement. The ever changing landscape and introduction of new funded units presents further challenges in the balance of a return on investment for our funders and a first class service for all communities.
17. The compilation of the 2014/15 reporting framework has seen directorate workshops at all levels to define the scope of NLF service delivery. This has been balanced with a number of workshops with critical stakeholders to ensure our strategies reflect the communities the CoLP NLF serve. The ever increasing fraud landscape provides challenges in the scope of CoLP NLF not only to the City of London, but to national communities. The terminology of doing more with less is fully employed in this instance with business management at the heart of all strategies moving forward.
18. The level of response to both victim and stakeholder surveys remains a challenge. Surveys are the primary collation mechanism for qualitative data; however other options are being explored such as forums, events and workshops to gain an invaluable insight into the impact of the CoLP NLF service.

Conclusion

19. The 2013/14 reporting year has brought significant changes and challenges to the CoLP NLF.
20. The performance framework has been embedded into delivery plans throughout the directorate and continues to drive activity.
21. The revisions made to the KPIs for 2014/15 evidence the maturing nature of the performance framework as CoLP NLF are better positioned to articulate activity in line with requirements and demonstrate the evolving nature of our business in line with new threats and capacity/capability issues being identified.
22. NLF has continued to set national standards for the investigation and prevention of fraud crime, has contributed greatly to the enrichment of national threat assessments and is maintaining a high level of victim and stakeholder service.

Contact:

Commander Stephen Head
National Police Coordinator for Economic Crime
National Capability Programme
020 7601 6801
stephen.head@cityoflondon.pnn.police.uk