



Economic Crime Board of the Police Committee

Date: FRIDAY, 28 FEBRUARY 2014
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. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held 23 September 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 - 10)
5. **NATIONAL LEAD FORCE: THIRD QUARTER PERFORMANCE REPORT**
To receive a report of the Commissioner of Police.
For Information
(Pages 11 - 18)
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
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. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held 23 September 2013.
For Decision
(Pages 19 - 20)
10. **ACTION FRAUD SERVICE TRANSFER FROM THE NATIONAL FRAUD AUTHORITY TO THE CITY OF LONDON POLICE - UPDATE**
To receive a report of the Commissioner of Police.
For Information
(Pages 21 - 28)

11. **FRAUD TRAINING ACADEMY UPDATE**
To receive a report of the Commissioner of Police.

For Information
(Pages 29 - 32)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE Monday, 23 September 2013

Minutes of the meeting of the Economic Crime Board of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 23 September 2013 at 1.45 pm

Present

Members:

Simon Duckworth (Chairman)
Brian Harris
Helen Marshall
Alderman Neil Redcliffe
Deputy Richard Regan

Officers:

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

City of London Police

Adrian Leppard	- Commissioner
Stephen Head	- Commander, Economic Crime
Paul Barnard	- Detective Superintendent

1. APOLOGIES

Apologies for absence were received from Mark Boleat.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 7 June 2013 be approved as a correct record.

4. ECONOMIC CRIME UPDATE - NATIONAL FRAUD CAPABILITY PROGRAMME

The Sub Committee received a report of the Commissioner of Police that updated Members on the National Fraud Capability Programme.

National Fraud Investigation Bureau

The Commissioner informed Members of the recent announcement of Action Fraud co-joining with the National Fraud Investigation Bureau (NFIB) which would result in efficiency gains and increased performance.

National Fraud Authority

The closure of the National Fraud Authority (NFA) would be complete and by 1 of April 2013, the transition would be complete to the National Crime Agency (NCA).

The Chairman and officers discussed if there would be impact to staff due to the amalgamation, and there were concerns that the changes could result in negative impacts and NFA staff loss. The Commissioner noted that in the next financial year, there would be options available to examine what its functions should be and had been small in terms of staff numbers as it had operated as a multi-function outsourced call centre. The Chairman remarked that it was important that the Force was aware of the risks and vulnerabilities and articulated these due to the changes.

Members and officers discussed what inherited costs would result from staff integration to which the Commander of Economic Crime advised that risk was low and funding was available to integrate staff and find further efficiencies, many implicated were in management functions who had favourable terms and conditions of employment.

The Chairman remarked that the Force needed to be conscious of the potential decline in government funding for the NCA. The Commissioner advised that there was a dialogue occurring with the Chamberlain's Department on how to mitigate the risk of lower funding for Action Fraud. The Chairman would liaise with the Town Clerk and Chamberlain to send a letter to the NCA advisory board with regards to the capacity of the Force as the national lead for fraud.

Regional Fraud Teams

The Commander of Economic Crime advised that there were £3.5 million available in funds for the development of regional fraud teams ranging in size, which would be a hub and spoke model with the CoLP represented on all the boards. Issues concerning how to manage performance would be addressed through the creation of standards.

A Member queried if staff would be recruited to the Regional Fraud Teams (RFT) who were external to the police forces and it was advised that the recruitment of civilian police investigators was supported and a pool of staff was being used. An additional source of candidates would also potentially be available from the Metropolitan Police Service.

The Chairman requested that Members be notified of the RFT appointments being made. The Commissioner advised that it was not possible for the Force to recruit to these teams due to budgetary constraints, but the Force was able to ensure that intelligence officers in Regional Organised Crime Units (ROCU) were being developed.

The Commander of Economic Crime noted that due to the structure of the relationship between ACPO and the NCA, the Force would coordinate the work of RFTs on behalf of ACPO. Officers discussed that the structure for organised crime teams across the country was complex with many sources of funding and RFTs were needed.

A Member stated that the Force risked being held accountable for all these new areas, and the Chairman agreed, noting that it was important for the Force to document what command responsibilities were being undertaken as cases of fraud continued to grow. He asked if there were new innovative sources of funding available as there could be less traditional sources of funds available. The Commissioner advised that a communications plan was being developed to communicate with different stakeholders on the positive work of the force in its role as the national lead force overseeing the RFTs.

The Commander of Economic Crime noted extensive preparation was taking place in advance of the Economic Crime Awareness Day at the end of October to ensure the programme was fully articulated and that many Police and Crime Commissioners could attend.

5. NATIONAL LEAD FORCE: FIRST QUARTER PERFORMANCE REPORT

The Sub Committee received a report of the Commissioner of Police updating on the first quarter performance of the 2013/14 achievement of the National Lead Force (NLF) against its agreed Key Performance Areas (KPA) and Key Performance Indicators (KPIs).

The Commander of Economic Crime noted that changes to stakeholder management had occurred that included an enhanced survey process to include a stakeholder workshop. All victims of crime would now receive notification of how details of how their incident of fraud was progressing.

The Commander of Economic Crime advised a much more efficient process had been developed to deal with disruptive actions.

In reply to questions from Members on the National Leader Force Dashboard Quarter 1 2013/14 (p. 17), the Commander remarked that the next quarter results would enable a comparison to be made the first quarter.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following urgent items of business were raised –

The Town Clerk undertook to send upcoming dates of the Sub Committee to a Member of the Sub Committee.

8. 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 Paragraphs
9	3

9. **FRAUD TRAINING ACADEMY: BUSINESS PLAN FOR 2014 TO 2017**
The Sub Committee received a report of the Commissioner of Police which presented Members with the draft Fraud Training Academy Business Plan for 2014 to 2016.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

11. **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 3.10 pm

Chairman

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Agenda Item 4

Committee: Police: Economic Crime Board	Date: 28 th February 2014
Subject: Economic Crime Update – National Fraud Capability Programme	Public
Report of: Commissioner of Police Pol 21/14	For Information

Summary

At your Economic Crime Board in September 2013, Members were given an update on the background and current position of the National Fraud Capability Programme and details of the negotiating strategy for the future development of a regional fraud capability. This is an update for Members as to the current situation.

As you will recall, in early May 2013 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. The continuous national engagement of the CoLP National Capability Programme Team has now secured either the presence of a Regional Fraud Team within every region, or the commitment to have one by 1st April this year. Leading the way the CoLP established one of the first Regional Fraud Teams (RFTs) in December 2013, the London RFT employs representatives from all three London forces and already has a sizable caseload.

As previously reported, the National Co-ordinator's Office (NCO) based in the City of London has tasked the existing intelligence structures across the country to create the first comprehensive set of local fraud profiles, which were published in October 2013. This information was instrumental in securing support for regional fraud teams and for the first time provided a comprehensive picture of the fraud threat to each force and region, enabling accurate resource and asset allocation. Updated versions of these profiles will be published in March.

As Members may recall, the NCO in consultation with the HO and national policing has a new developed case allocation process and with the pilot phase concluded the assessment of all Action Fraud crimes for local, regional or national allocation is now 'business as usual'. This method continues to provide a picture of demand on the local, regional and national resources at this time.

Following the decision by the Home Office to fund the ROCUs centrally via national Organised Crime funding May 2013, the national capability programme team continues to work closely with the ACPO regions at the quarterly Heads of ROCU meetings to influence the national approach to fraud on a regional basis. The newly formed Economic Crime Chief Officer Group, chaired by City of London Police, will enable the national capability programme team to drive forward performance and national response to the

growing volume of reported fraud crime through Action Fraud. CoLP leads the way on all aspects of responsibility for the London Regional Fraud Team (RFT).

There has also been progress in developing the Authorised Professional Practice (APP) for Fraud in this reporting period. Additionally, the Force and Members of your Sub Committee have been instrumental in raising the profile of Fraud and the national capability and regionalisation programme, including hosting a Police and Crime Commissioner's event in October 2013 at the Guildhall.

Recommendations

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

Main Report

Background

1. At your Economic Crime Board in September, 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. The decision taken by the Home Office (HO) in May 2013, dictated a regional funding approach to combat all organised crime. The national capability programme has maintained momentum and secured the presence of a Regional Fraud Team (RFT) within each ACPO region to ensure fraud has remained a key priority. The introduction of Policing Crime Commissioners has added to the complexity of the anti-fraud arena, in anticipation of this the CoLP held a Police and Crime Commissioner's awareness event in October 2013. This report provides details of progress since the last report to your Board and planned strategies to develop a regional capability and influence the national police response to fraud.

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 influence the national and regional police response to fraud whilst developing new relationships in the changing landscape with Police and Crime Commissioner's (PCCs) and the National Crime Agency (NCA) to coordinate and maximise operational delivery within the funding envelope.
3. Stage one of the programme Regional Intelligence Officers (RIOs) is complete, sixteen of the expected twenty RIOs were recruited at differing intervals between September 2012 and February 2013. Each region produced a capability assessment detailing prevention, intelligence and enforcement

opportunities within the region and the applied performance framework highlighted a marked increase in the volume of regional activity as a result.

4. All RIO contracts have now expired and under the new funding arrangements the CoLP no longer support the RIOs financially. In highlighting the value of fraud intelligence assets within the regions the capability team has influenced regional capability, by securing an intelligence capability within each region maximising the use of the established RIO role.
5. The case allocation pilot has concluded assessment of crimes into categories of local, regional and national forms business as usual. YTD figures show 1,695 crimes are deemed regional from a total of 31,520. Case allocation figures are essential to the ongoing programme to monitor police response to allocated crime and capability requirements of the regional and national structure for serious and complex fraud. The NCO will utilise the newly formed Economic Crime Chief Officer Group meetings to monitor performance in police response to reported fraud crime and the necessity for a national case allocation process.
6. The creation of this intelligence network that runs throughout the country is a revolutionary approach so we can see the bigger picture at a local, regional and national level for the first time. From a crime being reported to Action Fraud and information being ingested into the Know Fraud system information is now provided to local and regional hubs to create a bespoke representation of fraud crime in a specific area.
7. 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 maintained within regional priorities, the NCO is represented at the Heads of ROCU meetings. The national capability programme remains in the centre of the policing response to fraud. Cmdr Head has recently embarked on a national programme to personally visit all regions to promote the NCO and the quarterly Economic Crime Chief Officer Group operates as a key delivery mechanism for police performance in response to fraud crime. The first meeting was held in December and is chaired by City of London Police.
8. Following influence from City of London Police and the direction provided by DCC Goodman, the majority of ACPO regions are committed to building a Regional Fraud Team as part of their Capability Programme. Size, remit and degree of progress with the establishment of these teams differ between regions. A common theme is the inclusion of an intelligence function in recognition of the achievements of stage one of the programme.
9. Leading the way the CoLP has responsibility for all aspects of the London Regional Fraud Team (LRFT). The majority of the team is formed and operational activity commenced in December 2013. The current team is representative of the regions' constituent forces with a number of additional resources joining the team over January. The draft Terms of Reference and

Case Acceptance Criteria have been completed and accepted by the Head of ROCU and our British Transport Police (BTP) partners. The documents are currently being reviewed by the Regional Asset Recovery Team (RART) national coordinators office for compliance with national standards. Two new cases have been identified for investigation by the LRFT relating to Auction Fraud and Courier Fraud. They are also engaging directly with the National Crime Agency (NCA) to discuss case referrals relating to compromise of online banking systems, conspiracy to defraud the student loans service and money laundering by Organised Crime Gangs (OCGs).

10. Members will recall CoLP being directly selected to draft an ACPO approved Authorised Professional Practice (APP) for fraud to define standards to the police response to fraud at every stage. Work continues following engagement with the College of Policing and chief constables across the UK. This engagement created some slide on timescales but the National Coordinators Office (NCO) has negotiated successfully and overcome the time delay. The next draft for consultation on the APP will be June 2014.
11. Part of the transfer of Action Fraud from the National Fraud Authority to the City of London Police includes procurement of a single (re-branded) Action Fraud and Know Fraud IT system, placing victims at its centre, by the 31st December 2014. The objective is to deliver a single “end-to end” service to victims. Developments will be made to improve capability to receive and analyse reported cyber and financial crime. The victim will be placed at the heart of the new service. This will include offering more feedback to victims. Workshops have been held for both internal & external stakeholders to obtain consensus around 10 defined outcomes on what the system should be required to deliver. External stakeholders include police forces and law enforcement agencies, banking sector, private industry (e.g. Gumtree, Ukash, British Retail Consortium) and fraud prevention bodies (e.g. CIFAS, Prevention of Fraud in Travel – PROFiT, Telecommunications UK Fraud Forum – TUFF)
12. The programme team continues to work with the NCA, particularly the Economic Crime Command (ECC). Ongoing work streams include operational responses to the most significant threats, leading the alignment of ECC and CoLP performance regimes and ensuring effective integration and alignment of the HO Serious Organised Crime Strategy under the 4 Ps (Protect, Prevent, Prepare and Pursue) with CoLP fraud strategy.
13. A Fraud awareness event was held in October 2013, the aim of which was to educate the newly appointed PCCs on the current fraud threats in their force area and how the CoLP intended to drive forward the national policing response. The PCCs were presented with force profiles to raise their awareness of the types of fraud crime impacting their communities. The CoLP used the event as an opportunity to gain the support of the PCCs and initiate a productive working relationship. A joint strategy between the PCCs and CoLP will maintain information flows in the shape of quarterly threat updates, enabling the PCCs to support CoLP prevention strategies such as fraud

awareness events for local business and communities. This development has been aided by support from the Members of your Sub Committee.

Conclusion

14. Confronted with the challenge of the regional funding award the CoLP have continued to successfully influence the national police capability to fraud crime, each ACPO region now contains a dedicated investigative resource for fraud. The PCCs across the country are fully engaged, armed with knowledge on the threats to their area promoting joint initiatives with the CoLP securing the provision of much needed resources. New meeting structures continue to hold the police service to account and continually justify the requirement and necessity for dedicated fraud resources.

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Agenda Item 5

Committee: Police: Economic Crime Board	Date: 28 th February 2014
Subject: National Lead Force: Third Quarter Performance Report	Public
Report of: Commissioner of Police Pol 22/14	For Information

Summary

This is the third 2013/14 performance report to your Economic Crime Board summarises the achievements of National Lead Force (NLF) during the 3rd quarter of 2013/14. Performance is assessed is set against its agreed Key Performance Areas (KPAs) and Key Performance Indicators (KPIs) as has been reported upon previously. The report also details the progress of improvements to the 2012/13 reporting cycle and 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 Q3 performance. As this area of business is still evolving the Red, Amber Green (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 NFIB disruptions has increased from £77,280,174 in Q2 to £98,954,828 in Q3
KPI 1.2 Increasing economic crime public awareness and stakeholder prevention	The number of alerts to business and public sectors has increased from 155 in Q2 to 229 in Q3
KPI 1.3 Increasing victim self-protection and reduce repeat victimisation	The 'protect yourself event' was a huge success according to good feedback from city residents and workers.
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 has increased with the number of strategic intelligence products disseminated increasing from 6 in Q2 to 49 in Q3.
KPI 2.2 The impact and reach of operational intelligence dissemination	The progress within this area remains steady with YTD disseminations at 725 an increase of 163 in comparison to this time last year

	(2012/13 reporting).
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 at £1,589,757 and increase on Q2 £1,073,919
KPI 3.2 The £ value of future fraud disrupted by NLF enforcement cases	There was an increase in the future fraud prevented from £122,507,865 in Q2 to £926,212,055 in Q3
KPI 3.3 To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	OCG disruption has decreased, with 36 disruptions YTD out of a target of 51. The disruption methodology has changed with disruptions being awarded only on conviction, therefore reducing the number of disruptions claimed significantly.
KPI 3.4 Quality of investigation and enhancing judicial outcomes	There has been an increase in the number of charges in Q3 at 54 compared with 48 in Q2
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 and was at 100% this quarter.
KPI 4.2 Impact and reach of standard setting and dissemination of best practice guidance	The number of course attendees has increased in Q3 to 435, from 366 alongside incorporating best practice reviews into course delivery, which has now exceeded the YTD target of 5 at 14.
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 to £232.60 compared to the previous quarter Q2 at £46.69
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 are that 86% of stakeholders rate their overall impression of NLF as positive.
Recommendation	
It is recommended that your board receives this report and notes its contents.	

Main Report

Background

1. At your September 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 third performance report of the 2013/14 reporting year provides an update on achievements through to the end of Quarter 3 (Oct to Dec 2013). The main successes and challenges of NLF performance against the five Key Performance Areas (KPAs) are summarised in the forthcoming sections along with details of future developments performance reporting for the 2014/15 reporting year.

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 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.
4. Nearing the conclusion of the second reporting year the team continue 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 KPAs with a reduction in the number of KPIs from 13 to 10.
5. 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.
6. The revised 2013/14 framework for NLF sought victim feedback on a quarterly basis as opposed to bi-annually 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.
7. 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.
8. Stakeholder engagement workshops in February 2014 will address interoperability between the CoLP NLF and partners. Strategies will be aligned and requirements identified. Developmental areas such as communication of successes and scope and understanding stakeholder needs will form the basis of discussion as highlighted in the survey. It is anticipated this workshop will form the basis of increased engagement and reflection of stakeholder requirements in CoLP NLF strategy.

9. 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.
10. Expansion of the SharePoint¹ system continues; the system has reduced bureaucracy, improved data flows providing real time performance information. As part of the CoLP review of IT SharePoint has provided the footprint of a bespoke system to deliver performance management information with minimal impact on operational activity maximising officer time.
11. 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.
12. The CoLP NLF framework is far advanced of the NCA proposals, 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 Ps².
13. 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.

Current Position

14. 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 in areas of business including the funded units
KPI 1.2 Increasing economic crime public awareness and stakeholder prevention	The number of alerts to business and public sectors has increased. Measurement of the quality of alerts remains a challenge, however NFIB are actively working to increase responses
KPI 1.3 Increasing victim self-protection and reduce repeat	The low response rates of surveys have prompted measurement of other events

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

² The National Crime Agency 4 Ps represent the strategic vision of the NCA and key areas of activity there are; Pursue, prevent, protect and prepare.

victimisation	which demonstrate the NLF service to victims regarding self protection. The 'protect yourself event' is an example of such an event; it was a huge success receiving good feedback from city residents and workers.
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. The volume of intelligence disseminations has increased since last quarter providing further opportunities to increase national knowledge of the threat picture.
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. The level of disseminations this year is considerably higher compared to YTD figures for last year.
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 and the YTD target.
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 of NLF control.
KPI 3.3 To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	OCG disruption has decreased slightly, however disruption of the top 10 OCGs remains high with over ¾ disrupted.
KPI 3.4 Quality of investigation and enhancing judicial outcomes	The quality of NLF investigations remains high, with charges increasing against Q2.
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, satisfaction rates are 100%.
KPI 4.2 Impact and reach of standard setting and dissemination of best practice guidance	The number of course attendees has increased in Q3, alongside incorporating best practice reviews into course delivery, which has now exceeded the YTD target.
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 Q2 2013/14
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 are that 86% of stakeholders rate their overall impression of NLF as positive.

Performance Successes

15. **KPA 1- Preventing and reducing the harm caused by economic crime** remains a key focus of the National Fraud Intelligence Bureau (NFIB) and the funded units such as the DCPCU and IFED. A primary measure is the volume and corresponding value of NFIB disruptions (bank accounts, websites and telephone) these have increased on Q2. The value of disruptions has increased to £21,674, 654 in Q3. This primarily due to the increase in telephone account disruptions.

The qualitative measure of satisfaction with NFIB products has increased from 71% in quarter 2 to 100% in quarter 3.

16. **KPA 2 – Enriching the national economic crime threat assessment and intelligence picture**

The volume of strategic intelligence disseminations has increased quarter on quarter throughout the 2013/14 reporting year. The quality of disseminations is reflected in the satisfaction levels from the annual stakeholder survey.

17. **KPA 3- Enforcing and disrupting economic crime**

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 Q3 are £1,589,757.07 an increase of £515,838 when compared with Q2.

The volume of charges has also increased in Q3 to 54 from 48 in Q2.

18. **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. The number of best practice reviews used in academy courses course attendees has exceeded the YTD target (5) at 14 and the number of course attendees continues to rise exceeding the YTD target (436) at 475.

19. 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 overall ROI figure rests at £232.60 in Q3 an increase £185.91 in comparison to Q2.

Performance Challenges

20. 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.

21. 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.
22. 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

23. The 2013/14 reporting year has brought significant changes and challenges to the CoLP NLF. The new performance management regime has successfully embedded a performance culture throughout all ranks driving performance in core business and new areas such as the Insurance Fraud Enforcement Department. 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.

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Agenda Item 9

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