



## Economic Crime Board of the Police Committee

**Date:** WEDNESDAY, 25 FEBRUARY 2015  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Simon Duckworth (Chairman)  
Nicholas Bensted-Smith  
Mark Boleat  
Lucy Frew  
Helen Marshall  
Deputy Richard Regan

**Enquiries:** Katie Odling  
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Lunch will be served in Guildhall Club at 1pm  
NB: Part of this meeting could be the subject of audio or video recording

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 of the meeting held on 13 November 2014.  
  
**For Decision**  
(Pages 1 - 4)
4. **NATIONAL LEAD FORCE: OVERVIEW**  
Report of the Commissioner of the City of London Police.  
  
**For Information**  
(Pages 5 - 12)
5. **NATIONAL LEAD FORCE: THIRD QUARTER PERFORMANCE REPORT**  
Report of the Commissioner of the City of London Police.  
  
**For Information**  
(Pages 13 - 24)
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
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 on 13 November 2014.  
  
**For Decision**  
(Pages 25 - 26)
10. **ECONOMIC CRIME ACADEMY**  
Report of the Commissioner of the City of London Police.  
  
**For Information**  
(Pages 27 - 32)

11. **NEW YORK DISTRICT ATTORNEY'S OFFICE - MUTUAL SECONDMENT OF STAFF**

Report of the Commissioner of the City of London Police.

**For Information**  
(Pages 33 - 42)

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

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

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**ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE**

**Thursday, 13 November 2014**

**Minutes of the meeting of the Economic Crime Board of the Police Committee held at the Guildhall EC2 at 11.00 am**

**Present**

**Members:**

Simon Duckworth (Chairman)  
Nicholas Bensted-Smith

Mark Boleat  
Lucy Frew

**Officers:**

Adrian Leppard  
Commander Head

Commissioner of the City of London Police  
City of London Police

**1. APOLOGIES**

Apologies were received from Helen Marshall.

**2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

**3. MINUTES**

The Minutes of the last meeting held on the 5<sup>th</sup> September 2014 were approved subject to the addition of Mark Boleat being added as present.

**4. ECONOMIC CRIME UPDATE - NATIONAL FRAUD CAPABILITY PROGRAMME**

The Board received a report of the Commissioner of Police which provided an update in relation to the National Fraud Capability Programme.

The Commissioner of Police informed Members that the City of London Police were considered experts in Fraud Strategy and were working with forces across the Country to establish the reason for their low performance in fraud cases. Additionally, the Police were working to promote fraud prevention and engage with local communities.

RESOLVED – That the report be received.

**5. NATIONAL LEAD FORCE: SECOND QUARTER PERFORMANCE REPORT**

The Board received a report of the Commissioner of Police which summarised the performance delivered by the City of London Police in its capacity as the National Lead Force for Fraud as delivered through the Economic Crime Directorate.

**National Attrition** – The Board discussed the increase in the number of packages disseminated to forces rising from 11,483 in Quarter 2 last year to 16,625 in this quarter representing an increase of 16% on Quarter 1 performance. The Commissioner of the Police informed Members that the City of London Police were working with forces across the country to improve dissemination rates. However, noted that the Metropolitan Police remained poorly performing.

Members requested that in future when a performance area was improving as indicated by the upward arrow that the rating change from red to amber to show that there was improvement.

**KPI 3.1** - The value of Criminal Asset denial through recovery (end to end process): The Board were informed that the indicator did not include money that was returned to the victim. In terms of recovery the previous year had provided a unique opportunity as 2 cases had yielded a substantial amount of money. As a result the Police were looking to establish a process whereby this indicator was considered in all crimes that were investigated going forward.

Members requested assurance that the Police had investigated the recovery of asset in crimes that had taken place. The Police agreed to provide a summary of the measures they had taken.

RESOLVED – That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

8. **EXCLUSION OF THE PUBLIC**

9. **NON-PUBLIC MINUTES**

10. **ECONOMIC CRIME ACADEMY**

The Board received a report of the Commissioner of the Police.

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 closed at 12.23 pm**

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Chairman

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<b>Committee:</b>  Police: Economic Crime Board	<b>Date:</b>  25 <sup>th</sup> February 2015
<b>Subject:</b>  National Lead Force Overview	<b>Public</b>
<b>Report of:</b>  Commissioner of Police  Pol 11-15	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report, recently distributed to key stakeholders in Central Government, describes the very significant advances made by policing under the leadership of the City of London Police and the National Coordinator's Office in particular. It outlines the ambitious development programme currently underway. It also serves to support the Committee's decision to create the post of National Coordinator and emphasises the need to resource the appropriate team, without which this leadership and coordination role could not have been undertaken. The small National Coordinator's team has not only developed the strategies and plans referenced in this narrative but has been responsible for day to day, practical, delivery of the 'Protect' programme and the provision of tangible support to local police forces through the Force Support Team, leading to the improvement in local police capability highlighted in the performance report. This, alongside the Commissioner's highly visible leadership has placed the Force in a position where it's national credibility has never been higher and from which it is increasingly exerting influence felt at the national and local levels.</p> <p><b><u>Recommendations</u></b></p> <p>The Committee is invited to note the content of the report</p>	

# **Leading the Police Service Response to Fraud**

As the national policing leads for economic crime the City of London Police have led and are continuing to lead a transformation in the way the Country tackles the rapidly growing and evolving threat of modern fraud and cyber-enabled crime. Despite this significant step-change in capability however, the threat is evolving and growing at a rate that is currently outstripping the police response to it and there is an urgent requirement for policing to modernise further and faster.

## **THE THREAT**

**Scale of the Challenge.** The challenge is one of both scale and complexity. In the year ended April 2013 Action Fraud, the central reporting point for fraud, recorded 122,240 reported crimes, the following year that had risen to 230,845 reported crimes and is conservatively expected to be over 250,000 reported crimes for the year ending April 2015. To compound matters this is an area of chronic under-reporting, some say by as much as 80%, with leaders in the field, such as KPMG, acknowledging that it is extremely difficult to grasp the true scale of the problem. It is perhaps not surprising that, given this challenge and under its day to day pressures, much of British Policing has remained firmly focussed on traditional crimes and challenges. Sadly, even with the conservative figures quoted above, the rise in modern crime overshadows the reduction achieved in many traditional crime types. Crime has adapted, policing is belatedly having to catch-up.

**Complexity.** However, it is not simply about the volume. Whereas other crimes occur in an identifiable time and place cyber crimes need not. Modern criminals target victims across boundaries simultaneously and, through the internet, automate their crime so that they can continue to harvest victims for extended periods remotely. The policing response must therefore be equally free of geographic boundaries and temporal constraints.

## **OUR RESPONSE - TRANSFORMING POLICING NATIONALLY TO LOCALLY**

The new policing response we have pioneered will allow us to keep up with, and eventually get ahead of, modern criminality. It is one of national effort supporting local delivery. The national element has been supported by the important and influential relationships that we have developed with the NCA, FCA and Government departments. This willingness to engage at the national level is mirrored in the private sector, including within financial services where we have been asked to support the steering boards of various industry bodies including the British Retail Consortium.

**Centralised Reporting and Intelligence** Over the past 5 years we have transformed the national to local policing of fraud and cyber enabled crime, introducing a revolutionary central reporting and intelligence system allowing policing to support victims wherever they are; identifying the appropriate police forces to lead on suspect-based investigations and equipping them with the latest intelligence

gathered from across the nation and even internationally. Through this we are directly supporting local front-line investigators with practical and actionable intelligence to which they would previously not have had ready access. It is this extended network of new and historic criminal intelligence delivered by the National Fraud Intelligence Bureau, which enables policing to cross more effectively the geographic and temporal boundaries in a way criminals have been exploiting for some years. It is therefore crucial to policing that all economic crime is reported centrally and not diluted through various other channels or agencies.

**Supporting Local Forces** We have also put in place, for the first time, the means of allowing police forces and their Police and Crime Commissioners to see the impact of fraud on their communities and to take resourcing decisions accordingly. Working with partners we have put in place the mechanisms to coordinate crime prevention activity, ensuring the most effective use of resources. We are maturing a national performance framework to inform Chief Constables and are using this, in conjunction with centrally held expertise, to advise, support and improve the overall police response to fraud. We are working with the National College of Policing to develop appropriate standards for this area of policing.

**Developing Partnerships** Just as modern fraud and cyber crime has permeated the whole of society in a way that traditional physical crime did not, so must our response to it. We have recognised that we will not succeed in tackling these crimes if we regard them as solely the responsibility of a small number of police specialists. We have developed partnerships with industry bodies to share advice and, through the National Fraud Intelligence Bureau, data and intelligence. Furthermore, we have sought to share the burden with specific industry sectors to fund and partner expert capabilities, such as those tackling insurance fraud, intellectual property crime and cheque and plastic card crime. Within policing we have simultaneously been seeking to encourage the development of specialist capability whilst harnessing mainstream capacity. Through our National Coordinator's Office we have put in place a number of active networks, for senior officers with accountability for tackling crime, including fraud, in their force areas, fraud subject matter experts and those within neighbourhood policing and crime prevention teams through whom we coordinate activity to protect communities from fraud and cyber crime. We continue to engage regularly with Chief Constables and the Police and Crime Commissioners.

## **CURRENT INITIATIVES**

Significant though these innovations may be, they do not provide the whole solution; indeed, whilst making great headway the rising tide of fraud and cybercrime might yet overwhelm us. Determined to meet the challenge we are working with our partners to build on our current momentum. Specifically, we are now embarking on an ambitious programme of work to further enhance our understanding of the threat to better inform the police response to it, develop an overarching strategy and create

and implement the plans to address key issues such as how to best protect the community, tackle business crime and support victims.

**Enhanced Understanding of the Threat** Although we now have an understanding of the volume of fraud as reported to Policing through Action Fraud and are able to do detailed analysis on that, we still do not have the full picture. Much fraud remains unreported, in some cases the data is held by partners such as CIFAS and the FFA(UK) or through other systems such as CiSP and CERT. The Cyber-security Information Sharing Partnership (CiSP), part of CERT-UK, is a joint industry government initiative to share cyber threat and vulnerability information in order to increase overall situational awareness of the cyber threat and therefore reduce the impact on UK business. CiSP allows members from across sectors and organisations to exchange cyber threat information in real time, on a secure and dynamic environment, whilst operating within a framework that protects the confidentiality of shared information. CoLP is working with them to see how this data might best be shared. Unfortunately, many large corporate victims feel either unable or unwilling to report the high volume of fraud they are experiencing. We are working with industry bodies to make it easier for them to bulk report fraud at volume. We are conscious that some elements of the private sector take a more responsible and willing attitude to the reporting of fraud than others and we are exploring how we might create a more even playing field in this regard, possibly looking to regulation or legislation to do so. Our grasp of the threat must develop beyond mere volume however and we continue to work with government bodies, academia, industry and victim champions to develop a meaningful and practical understanding of both the victimology and the technological opportunities for fraud and countermeasures to it. Crucially, we must look ahead to identify emerging threats before they impact on society.

**Developing the Strategy.** We are currently shaping the police response to fraud through the development of a guiding strategy. This recognises the need to define success in the modern, cyber enabled context where, no matter how effective policing becomes it will often not be able to reach those who target UK victims from abroad. Success then, is not to be measured solely in terms of prosecutions but must also include consideration of the extent to which we reduce the impact of fraud - its volume, value and the harm done to its victims. The police strategy therefore, is one which sees the application of a variety of means ("the four Ps") to achieve this end<sup>1</sup>. As well as improving the ability to pursue and successfully prosecute criminals we are putting in place means of disrupting their activities. In the first half of this financial year alone we have suspended over 70,000 bank accounts, websites and telephone accounts denying fraudsters an estimated £230 million of victims' money. Crucially, we are putting considerable effort into protecting our communities and helping them to protect themselves. The strategy will provide guidance as to how we:

- Make most effective use of the variety of tactics and techniques available to policing under the '4 Ps' including doing more to 'protect' communities.
- Best integrate the national, regional and local resources and capabilities

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<sup>1</sup> The '4Ps' developed under the CONTEST strategy, Pursue offenders, Protect the community, Prevent individuals from engaging in crime, Prepare the community and individuals to recover if they become a victim.

- Tackle both volume crime and support the NCA in tackling serious and organised crime.
- Ensure the focus remains on the key outcome – reducing the impact of fraud including supporting victims.

## **NEXT STEPS**

We are determined to bring the Strategy to life and through the National Police Coordinator will be working with the police service and stakeholders to develop those subordinate strategies and plans which will guide practical delivery. In particular we will be consulting with colleagues to deliver, as our next steps, the means through which we:

- protect the community from fraud and cyber crime.
- ensure victims of fraud receive the support they require.

**Protecting the Community** Of particular urgency now is the strategy for protecting individuals and businesses from becoming victim to fraud. Our vision for this is necessarily ambitious but achievable, making best use of the police and local authority crime prevention resources and partnerships in which the Country has invested over the last decade or so. As well as developing our overarching ‘Protect’ Strategy we will be giving particular thought to how we can best work with our industry colleagues to tackle the specific challenges of business crime. The Protect Strategy is likely to include consideration of such factors as:

- ensuring that activity is evidence based and intelligence led so as to have the best impact and make the most efficient use of resources.
- identifying how best to communicate with individuals and organisations so that they can take responsibility for protecting themselves, as they would against, say, burglary or car theft.
- encouraging industry to design-in appropriate protection measures to new technology and processes.
- exploring how we can make use of volunteers, within the police service and more widely.

**Supporting Victims** Our strategy also requires us to continue to develop the means by which we can help reduce the harm suffered by victims. There remains a misconception that fraud is a victimless crime, we know however, that fraud can be a life changing event for victims, with real impact on their quality of life and emotional well being. We will be working with others to develop the appropriate plans for their care, mindful that repeat victimisation is high in this crime area and that in many cases the victim will be geographically remote from the police force investigating their crime.

## RESOURCES AND PRIORITIES

As we develop the full picture of the threat and identify the means of tackling it we risk becoming victims of our own success. Raised consciousness of the currently hidden scale of this crime type and an increased expectation of policing responding to it appropriately will put a strain on resources, at a time when the temptation is to reduce resources to reflect the reduction in other crime types. Instead, we may need to re-prioritise some of our investment in policing to reflect the new threats.

*“We are constantly fighting the last war responding to the threats that have come to fruition instead of staying one step ahead of the threats of the 21st century<sup>2</sup>”*

## SUMMARY

In sum we face a rapidly escalating threat from modern fraud and cyber crime, one which threatens to overshadow the gains made by policing against traditional crime types. Criminality is changing and policing must change with it. We have succeeded in alerting policing to the emerging threat and have already transformed the systems through which policing tackles these crimes. We have not done enough to contain this threat however, and are urgently putting in place the strategies with which to gain a full understanding of the threat, respond innovatively and effectively to reduce the impact of fraud and to be able to spot and react to emerging and evolving threats. Success is dependent on wide recognition of the scale and nature of the new threat, a willingness to adapt to new and innovative ways of tackling it and a commitment to support all this with the appropriate priorities and resources.

### **Contact:**

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<sup>2</sup> This well established saying was adapted by the then Illinois Senator Barrack Obama during his 2008 presidential campaign.

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# Agenda Item 5

<b>Committee:</b> Police: Economic Crime Board	<b>Date:</b> 25 <sup>th</sup> February 2015
<b>Subject:</b> National Lead Force: Third Quarter Performance Report	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 10-15	<b>For Information</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This is the Quarter 3 2014-15 Performance Report to your Economic Crime Board summarising the performance delivered by the City of London Police in its capacity as National Lead Force for Fraud as delivered through the Economic Crime Directorate.</p> <p>The report also provides your Economic Crime Board with a performance update in respect of:</p> <ul style="list-style-type: none"><li>• Action Fraud Victim Complaints.</li><li>• Value for Money position for the quarter</li><li>• Overall Attrition from Action Fraud Reporting through to outcomes for the victims.</li></ul> <p><b>Recommendation</b></p> <p>It is recommended that your Board receives this report and notes its contents.</p>	

## PERFORMANCE REPORT

This report presents performance through a master dashboard (Table 1 below) and 4 subsidiary tables selected as being of particular and current interest to the Board.

**Key:**

	Performance is satisfactory and gives no cause for concern.
	Performance is satisfactory but with minor cause for concern. It is being monitored and action is being taken where required.
	Performance is unsatisfactory. Action Plans are in place.
↑	There is an improving trend (ie an improvement in performance rating or improvement within the performance rating)
↓	There is a declining trend (ie a decline in performance rating or decline within the performance rating)
→	Performance is neither improving nor declining

Table 1 - OVERVIEW	
<b>ECD Performance</b> (see Table 2) →	<b>National Attrition</b> (see Table 3) ↑
<b>Action Fraud Complaints</b> (see Table 4) ↓	<b>Value for Money</b> (see Table 5)

**Table 1 Commentary:** This table provides the overall performance overview in 4 areas each explored more fully in the tables below.

- **ECD Performance** Indicates how well ECD is performing against its 5 KPAs. ECD continues to deliver against the 5 KPAs to a satisfactory level.
- **Action Fraud Complaints** Indicates how well Action Fraud is performing based on the number and nature of complaints. The level of Action Fraud complaints remains low and has reduced further but continues to be subject of an action plan.
- **National Attrition** Indicates how well CoLP is performing in its broader role as national lead force for fraud, based upon the ability to convert reports to Action Fraud into successful outcomes achieved by local police forces. We are seeing national police forces improving their performance under CoLP with the number of outcomes rising to 6,376 in Q3 2014/15 from 2,233 in Q 3 last year 2013/14.
- **Value for Money** Indicates how well ECD is performing as measured by return on investment and customer satisfaction. We continue to be judged as providing satisfactory value for money.

## ECD PERFORMANCE

Table 2 - ECD PERFORMANCE	
<b>KPA 1</b> <b>Preventing and Reducing Harm</b> ↑	<b>KPA 2</b> <b>Enriched Threat Assessment and Intelligence Picture</b> ↑
<b>KPA 3</b> <b>Enforcing and Disrupting Crime</b> ↑	<b>KPA 4</b> <b>Education and Awareness</b> →
<b>KPA 5</b> <b>Satisfaction Levels</b> →	

**Table 2 Commentary:** ECD is generally performing well against the 5 KPAs. KPA 1 is trending up with the value of potential disruptions up 95% from £212 million in 2013/14 Q3 to £413 million in 2014/15. The previous issues with analyst vacancies have been resolved reflecting positively in a 2% increase in the number of awareness products produced. KPA 2 sees improvement in the number of high priority OCGs against which we have supported national disruption activity, increasing from 5 in Q2 to 8 in Q3. KPA 3 performance has improved in the area of the £value of asset recovery at £5 million bringing it closer to the £5.8 million achieved in Q3 2013/14. Future fraud prevented has increased to £420 million in Q3 showing a good improvement, but falls short of £1 billion in Q3 2013/14 which was due to 3 high value cases. The number of pre-identified priority OCGs disrupted has declined from 15 in Q2 to 5 in Q3, the year to date position has decreased from 42 in Q3 in 2014/15 to 22 this quarter. The decrease is due to the fact 90 of the 96 OCGs have already been disrupted and therefore disruption opportunities are reduced and confined to new and emerging OCGs. NFIB have been tasked with reviewing whether batching targets for disruption is more effective than having an ongoing steady flow. KPA 5 has improved with the ECD return on investment at £60.33 an improvement on Q2 at £44.42.

Detail of individual KPIs is at Appendix 1 should the Board wish to refer to it.

**Action Plan:** Continuous monitoring and ongoing improvement.

## NATIONAL ATTRITION

Table 3 - NATIONAL ATTRITION	
<b>Reporting Levels</b> ↑	<b>Quality of Crime Packages</b> ↑
<b>Disseminations to Local Forces</b> ↑	<b>Outcomes</b> ↑
<b>Disruptions</b> ↑	

**Table 3 Commentary:** In addition to disseminating crime packages, NFIB will use the intelligence gathered to provide prevention messages across sectors and to community groups, and disrupt criminal activity by having websites, bank accounts and phone accounts denied to the criminals to prevent further victimisation.

- **Disruptions** Quarter 3 has seen continued growth with 50,515 disruption suspension requests a 42% increase to Q2 and a 48% increase compared with 34,043 requests in Q3 2013/14.
- **Reporting Levels** 66,607 crime reports were ingested by Know Fraud in Quarter 3 compared to 54,545 in the same period last year. The mechanisms that will allow large corporate enterprises to “bulk report” has commenced with a pilot period to ensure the additional reports can be handled by the system with no impact on quality.
- **Disseminations** There has been an increase in the number of packages disseminated to forces rising from 10,363 Quarter 3 last year to 18,751 in this quarter representing an increase of 81% on last year’s performance.
- **Outcomes** Reported “outcomes” following dissemination of an Action Fraud crime package to local police forces has risen from 2,233 in Quarter 3 last year to 6,376 for Quarter 3 this year. Indicatively, this represents that forces have recorded 34% returned outcomes against cases disseminated to them, supporting the ‘green rating’ shown against quality of crime packages. Overall this represents 9.5% outcomes recorded against crime reports to Action Fraud this compares to 4.1% last quarter and is the result of a concerted drive by CoLP to improve performance across Policing nationally.

**Action Plan:** The formal Action Fraud/NFIB action plan continues to be implemented as we are determined to deliver continuous improvement rather than wait for the new system to be implemented at the end of this summer. :

- **Reporting levels.** The NFIB commenced the bulk reporting pilot in January, with two large organisations from the retail and financial sector acting as test organisations. The pilot represents a huge step forward in tailoring the NFIB service to meet the needs of stakeholders, involving them at every step. Bulk reporting will enrich the national intelligence picture, by increasing the volume of information within the Know Fraud system whilst streamlining reporting methods.
- **Outcomes** The second Strategic Oversight Group meeting continued to drive forward police activity. We continue to address the performance issues by

engagement with those forces who are statistical outliers; this has resulted in an improvement in national policing (attrition). It was accepted the volume of NFIB products had increased significantly and discussion now centred upon the quality versus timeliness of dissemination. It was also acknowledged crime prevention under the protect strand would require significant work to coordinate but that the systems developed through the National Coordinator's Office were the best means of doing so. It was discussed how best to raise this matter at ministerial level.

Table 4 - <b>ACTION FRAUD COMPLAINTS</b>	
<b>Complaints</b>	↑

**Table 4 Commentary:** Analysis of AF complaints identified victims required updates on reported crime as a result victim updates are issued after 28 days notifying the victim of the initial outcome of their report. This change in procedure has resolved complaints regarding 'no updates'. Complaints are now categorised into themes; MP correspondence, not disseminated, no police investigation, contact centre and miscellaneous. The overall number of complaints has decreased from 74 in Q2 to 52 in Q3. A monthly breakdown of each category is reported and used to improve service delivery (Appendix 2). Providing victim updates has increased the volume of work for the NFIB, levels of activity and output is monitored closely to maintain service delivery. Analysis has been conducted on complaints since issuing the letter resulting in changes to the letter wording regarding the sensitive nature of police disruption activity.

**Action Plan:** On taking responsibility for Action Fraud in April we instigated a victim engagement process, issuing victim update letters. This process is currently under review. Complaints continue to be closely monitored to see if there is any change in either volume or themes.

Table 5 - <b>VALUE FOR MONEY</b>
<b>Return on Investment</b> 

**Table 5 Commentary:** Using nationally accepted methodology and assumptions we have calculated the return on investment ECD represents to the public. This is expressed as a ratio representing the running costs incurred against the benefit achieved in terms of the value of crime disrupted, the loss of money prevented by criminals being unable to operate following prosecution and assets denied or removed from criminals.

In Quarter 2 2013-14 this was calculated as £44.42 benefit for every £ spent as mentioned earlier in the report, the ROI for Quarter 3 2014-15 is £60.33.

**Action Plan:** Continuous monitoring and ongoing improvement.

## SUMMARY

Overall ECD is meeting its core delivery objectives.

The national performance including on attrition is improving consistently. We are ambitious in this area and continue to push for further improvement.

We will continue to monitor progress against these action plans and report to the Board.

### **Contact:**

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## KPI DETAIL

NLF Objective	Comment on Progress
<b>KPA 1 Preventing and reducing the harm caused by economic crime</b>	
<b>KPI 1.1</b> Projected monetary value of future fraud loss saved by disrupting financial, technological and professional enablers of economic and cyber crime	At the end of Q3 2014/15 the YTD position for the value of ECD disruptions has increased by 95% from £212 Million in 2013/14 to £413 Million in 2014/15.
<b>KPI 1.2</b> Raising Public sector/Private sector/not for profit sector organisation awareness of Economic and Cyber crime threats and increasing their ability to protect themselves	The number ECD products disseminated to private/public and not-for-profit sector organisations has increased by 2% from 274 in Q2 to 279 in Q3. Although lower than the same position in 2013/14 indications are that product disseminations are starting to recover to previous levels. In addition, and as discussed at the last Committee meeting, if this indicator were to include all our work including our significant crime prevention activity and our bespoke local crime profiles we would be rating it as 'green'.
<b>KPI 1.3</b> Increasing individual self-protection from Economic and cyber crime and reducing the risk of repeat victimisation	The cumulative volume of media coverage has increased from 340 at Quarter 2 2014-15 to 622 in Quarter 3. This figure relates to the number of programmes where ECD has been referenced on either television/radio or number of articles published on the internet or paper publications. Corporate Communications have been tasked with providing a means of establishing value as well as volume.
<b>KPA 2 Enriching the national economic crime threat assessment and intelligence</b>	

<b>picture</b>	
<b>KPI 2.1</b> Impact of ECD contributions to the development of the National Intelligence Requirements	In Quarter 3 2014-15 90% of the National Intelligence Requirement Gap questions were answered as a result of ECD contributions. <b>NB</b> The Board should note that this is a new measure so no YTD comparison is available.
<b>KPI 2.2a</b> Identification, assessment, management and dissemination of national active offenders (lone and OCGs)	In Quarter 3 2014-15 4,103 offenders were identified by ECD and disseminated to law enforcement partners illustrating consistent performance in this measure. The Board should note that this is a new measure so no YTD comparison is available.
<b>KPI 2.2b</b> Number of priority and High priority OCGs where ECD have provided enhanced intelligence and information to Law Enforcement Partners to assist disruption.	This is a new measure that was base lined during Q's 1 and 2. In Q3 ECD provided enhanced intelligence and information to Law Enforcement Partners to assist the disruption of 8 priority and high priority OCGs compared with only 5 in Q's 1 and 2.
<b>KPA 3 Enforcing and disrupting economic crime at the local, regional and national levels</b>	
<b>KPI 3.1</b> The value of criminal asset denial through to recovery (end to end process)	Quarter 3 saw the best performance of 2014/15 for this measure achieving Total assets recovered of £4.5 Million increasing the YTD position to £5 Million but still short of the YTD position in Q3 2013/14 that as previously reported was uncharacteristically high.
<b>KPI 3.2</b> The £ value of future fraud disrupted by NLF enforcement cases	The year to date position for the value of future fraud disrupted by NLF enforcement cases at the end of Quarter 3 2014-15 has increased to £420 million but falls considerably short of the Q3 2013/14 YTD position of £1 Billion that was influenced by the inclusion of 3 high



	value investigations.
<b>KPI 3.3</b> To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	ECD disrupted 5 OCGs in Q3 compared to 15 in Q2. The year to date position for the number of OCGs disrupted at the end of Quarter 3 2014-15 has decreased from 42 in Quarter 3 2013-14 to 22 this year. The decrease is due to the fact 90 of the 96 pre-identified OCGs have already been disrupted and therefore disruption opportunities are reduced and confined to new and emerging OCGs.
<b>KPI 3.4</b> Quality of investigation and enhancing judicial outcomes	The quarterly performance comparison of charges shows that Q3 2014/15 (61 charges) was higher than Q3 2013/14 (59 charges). The YTD position (183 charges) is consistent with 2013/14 (184 charges).
<b>KPA 4 Raising the standard of economic crime prevention and investigation nationally by providing education and awareness to the counter fraud community</b>	
<b>KPI 4.1</b> Impact and reach of training strategy and delivery	The year to date position for the number of delegates trained by the Economic Crime Academy at the end of Quarter 3 2014-15 has increased from 478 in 2013-14 to 762.
<b>KPI 4.2</b> Impact and reach of standard setting and dissemination of best practice guidance	Whilst the Economic Crime Academy has not changed any Fraud Course content since Q2, the courses are reviewed constantly against operational debrief information. We are satisfied the course content reflects best practice.
<b>KPA 5 Delivering value and reassurance to our community and partners in industry</b>	
<b>KPI 5.1</b> To increase return on investment in NLF (£saved per £spent	The return on investment value for Quarter 3 2014-15 has improved on last quarter and is now at £60.33 against last quarter's £44.42.
<b>KPI 5.2</b> To improve overall satisfaction of	During Quarter 3 2014-15 ECD

community (including victims) and partners in industry with NLF economic crime services	maintained consistent performance with 92% of victims were satisfied with the Action Fraud Reporting Service. <b>NB</b> The Board should note that no YTD comparison is available.
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## Appendix 2

<b>Type of Complaint</b>	<b>Q2</b>	<b>Q3</b>
Lack of update	12	18
MP Correspondence	23	26
Not Disseminated	55	6
No police investigation	8	0
Misc	8	0
Contact centre	3	2
<b>TOTAL</b>	<b>74</b>	<b>52</b>

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