



## Economic Crime Board of the Police Committee

**Date:** FRIDAY, 5 FEBRUARY 2016  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Simon Duckworth (Chairman)  
Deputy Douglas Barrow (Ex-Officio Member)  
Mark Boleat  
Nicholas Bensted-Smith  
Lucy Frew  
Helen Marshall  
Deputy Richard Regan  
Deputy Henry Pollard (Ex-Officio Member)  
Tom Sleigh (co-opted)

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Lunch will be served for Members in the Guildhall Club at 1pm  
N.B: Part of this meeting could be subject to audio or visual 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 minutes of the previous meeting.  

**For Decision**  
(Pages 1 - 4)
4. **NATIONAL LEAD FORCE: Q3 PERFORMANCE REPORT**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 5 - 18)
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **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 the Schedule 12A of the Local Government Act.

## Part 2 - Non-Public Agenda

8. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the previous meeting.  

**For Decision**  
(Pages 19 - 20)
9. **ECONOMIC CRIME ACADEMY**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 21 - 24)
10. **RESTRICTED ACTIVITY UPDATE**  
Report of the Commissioner of Police.  

**For Information**  
(Pages 25 - 30)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## **ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE Monday, 9 November 2015**

Minutes of the meeting of the Economic Crime Board of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 9 November 2015 at 11.15 am

### **Present**

#### **Members:**

Simon Duckworth (Chairman)  
Deputy Richard Regan  
Deputy Henry Pollard (Ex-Officio Member)

#### **Officers:**

Alex Orme	- Town Clerk's Department
Katie Odling	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Doug Barrow, Mark Boleat, Lucy Frew and 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**

RESOLVED – That the Minutes of the meeting held on 15 July 2015 be approved.

#### **4. NATIONAL LEAD FORCE: SECOND QUARTER (Q2) PERFORMANCE REPORT**

The Board received a report of the Commissioner of Police which summarised the performance delivered against the National Policing Fraud Strategy drafted and launched last year by the City of London Police – National Lead for Fraud (NPLF).

The Board commented that the overall performance was positive.

Members noted that the Force remained well above the national average of judicial outcomes which were 21% for Q2 and 35% for Q1 with the Force returning 84% for Q2 and 47% for Q1 respectively. Some concern was expressed regarding the increase in no further action returns, the national average being 79% in Q2 and 65% in Q1 the COLP returns being 16% in Q2 and 53% in Q1.

The Board discussed the service delivery to victims of fraud and ensuring that PCC's were offering the best advice possible. Members were informed that a future piece of work would involve a discussion with PCC's around the benefits of Action Fraud.

**KPI 4.1** – Impact and reach of training and strategy delivery – feedback from delegates was requested as part of the performance report to the next Board.

RESOLVED – That the report be noted.

5. **NATIONAL POLICE COORDINATOR'S OFFICE (NPCO) UPDATE**

The Board received a report of the Commissioner of Police which summarised the work of the National Police Coordinator's Office (NPCO) delivered against the Policing Fraud Strategy.

Members were informed that the Board continued to support disruption activity through NFIB which included take downs of bank accounts, web pages and telephone numbers of 40, 279, the highest recovery total seen.

RESOLVED – That the report be noted.

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

There were no items of urgent business.

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

There were no questions.

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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

9. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15 July 2015 be approved.

10. **OPERATIONAL UPDATE - PRIORITISED OPERATIONS**

The Board received a report of the Commissioner of Police which summarised notable pursue activity being delivered against the National Policing Fraud Strategy under the coordination of City of London Police in its capacity as National Police Lead for Fraud (NPLF).

11. **ECONOMIC CRIME ACADEMY UPDATE**

The Board received a report of the Commissioner of Police which provided an update on the Economic Crime Academy.

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

A question was raised regarding reporting fraud including online crime.

**13. 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 12.30 pm**

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Chairman

**Contact**  
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**Officer:**

**Katie**

**Odling**

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<b>Committee(s):</b> Police: Economic Crime Board	<b>Date(s):</b> 5 <sup>th</sup> February 2016
<b>Subject:</b> National Lead Force: Q3 Performance Report	Public
<b>Report of:</b> Commissioner of Police Pol 06/16	For Information

### SUMMARY

This report outlines the quantitative and qualitative performance of the City of London Police as the National Lead Force for Fraud in the period of Quarter 3 (Q3) 2015/16.

#### Pursue

- Reporting levels have decreased compared with this period last year. The cause is the administration of BSS and fast time change in service provider for Action Fraud. An improvement plan is in place.
- The volume of crime disseminations has increased by 5% (1,007 crimes) compared to Q3 for 2014/15.
- Nationally, force reported outcomes are 34% of the total number of disseminations since April 2013
- 38,816 disruption suspension requests across the key enablers of fraud with the potential value of fraud prevented, totalling £121.5m.

#### Protect

- Q3 has seen an increase in the overall quality of protect alerts, with 94% rated as informative and 77% rated as actionable.
- The Urban Myths and Christmas online shopping prevention campaigns received national coverage in the press and TV, and were well published in the local press.

#### Prepare

- Academy courses continue to deliver high quality training with 100% satisfaction in academy courses.
- The first intelligence profiles on cyber crime in local force areas were disseminated in December 2015.
- The National Coordinator for Economic Crime has been appointed to lead the national and regional Cyber Protect network.

## Victim Satisfaction

- Action Fraud complaints have decreased by volume to 77 (0.09 % of the crime and information reports). As a percentage of the total reports the rate remains the same as Q2 2015/2016. It is anticipated that levels will decrease now the new service provider, Concentrix, has commenced victim updates following reports made to Action Fraud.
- Victim satisfaction levels of their overall experience and the service provided by Economic Crime Directorate officers have risen from 70% in Q1 to 84% in Q2 (Q3 data is not currently available).

## Recommendation

It is recommended the Board note the contents of this report.

## 1. INTRODUCTION

This report outlines the quantitative and qualitative performance of the City of London Police as the National Lead Force for Fraud in the period of Quarter 3 (Q3) 2015/16.

The report is divided into three areas:

- **Pursue** – to reduce the economic crime threat through the coordinated investigation of the individuals or groups engaged in economic crime and the disruption of their activities.
- **Protect** – to strengthen the protection of individuals, communities, systems and infrastructure against economic crime.
- **Prepare** – to reduce the impact of economic crime by dealing effectively with the ongoing criminality and future threat.

## 2. PURSUE

### 2.1 National attrition

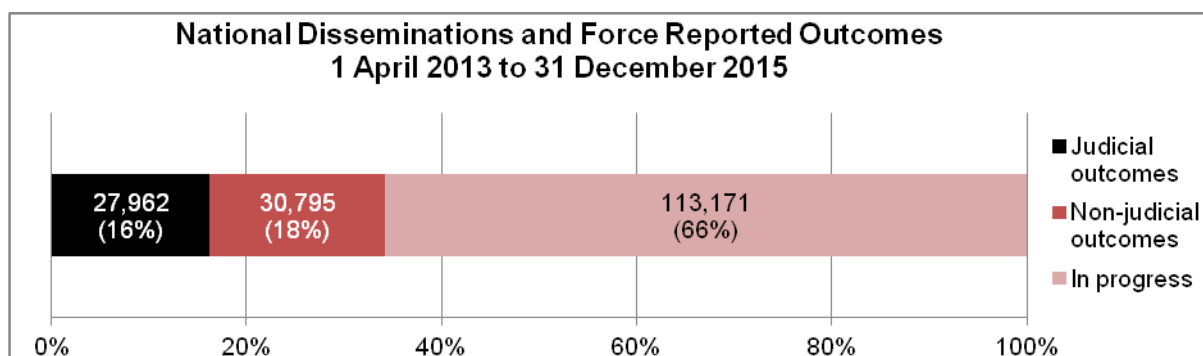
This measure indicates how well COLP is influencing the conversion of reports from Action Fraud into successful outcomes achieved by local police forces.

	Q3 2014/15	Q3 2015/16	Change
Crimes reported to Action Fraud	66,607	55,670	16% ▼
Crimes disseminated	18,755	19,762	5% ▲



There has been a reduction in the number of crime reports when compared to the same period last year due to a reduced capability within Action Fraud following the BSS administration. However, the volume of crimes disseminated has increased.

171,928 crimes have been disseminated to forces in the period from 1 April 2013 to 31 December 2015. The following table shows force reported outcomes against these disseminations:



The new financial year will see changes to national performance reporting with the NPCEC examining the barriers that prevent, and opportunities that increase, judicial outcomes.

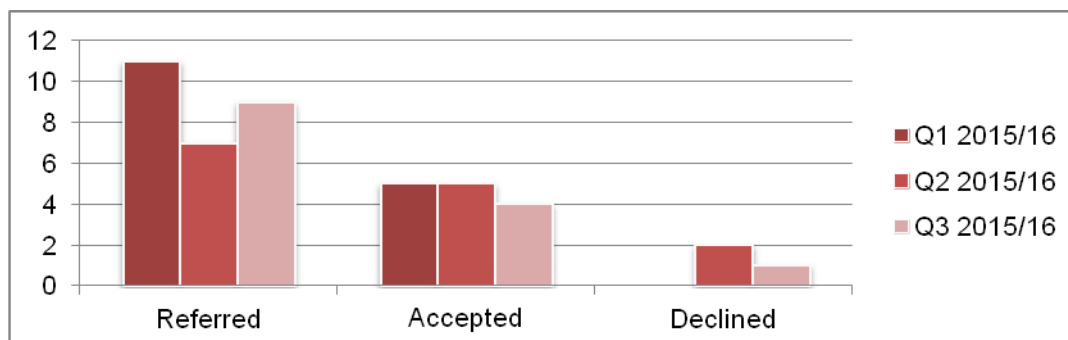
## 2.2 National disruptions

Disruptions continue to be an effective response to fraud, particularly where enforcement is impractical or not cost effective. This section illustrates activity in the area of national disruption instigated by COLP. In Q3, 38,816 disruption suspension requests were made across the key enablers of fraud. The number of disruption requests decreased in Q3 when compared with Q2. However, it should be noted the potential monetary value of those disruptions has increased by nearly £1 million. The YTD figure when compared with Q3 last year also shows an increase of over £8 million.

	YTD 2014/15	YTD 2015/16	YTD Change
<b>Bank accounts</b>	30,887	32,022	3.7%▲
<b>Telephone</b>	92,828	92,714	0.1%▼
<b>Website</b>	627	506	19.2%▼
<b>Total</b>	<b>124,342</b>	<b>125,242</b>	<b>0.7%▲</b>
<b>Bank accounts</b>	£271.87m	£281.86m	3.7%▲
<b>Telephone</b>	£78.90m	£78.81m	0.1%▼
<b>Websites</b>	£6.27m	£5.06m	19.2%▼
<b>Total</b>	<b>£357.04m</b>	<b>£365.72m</b>	<b>2.4%▲</b>

## 2.3 NLF referrals

9 investigations have been formally referred to COLP in Q3 of which 4 have been accepted<sup>1</sup> as at the date of this report. Of these, 2 are for provision of assistance to other forces. The volume of referrals remains fairly consistent throughout the 2015/16 reporting year and when compared with the previous year.



## 2.4 Case volumes<sup>2</sup>

The table below illustrates the numbers of live cases being investigated by COLP's Economic Crime Directorate in Q3 and the numbers of victims attributable to those cases.

	Number of LIVE investigations Q3	No. victims attributable to those investigations Q3
<b>NLF cases</b>	71	1,816
<b>City cases</b>	41	2,768
<b>Total</b>	<b>112</b>	<b>4,584</b>

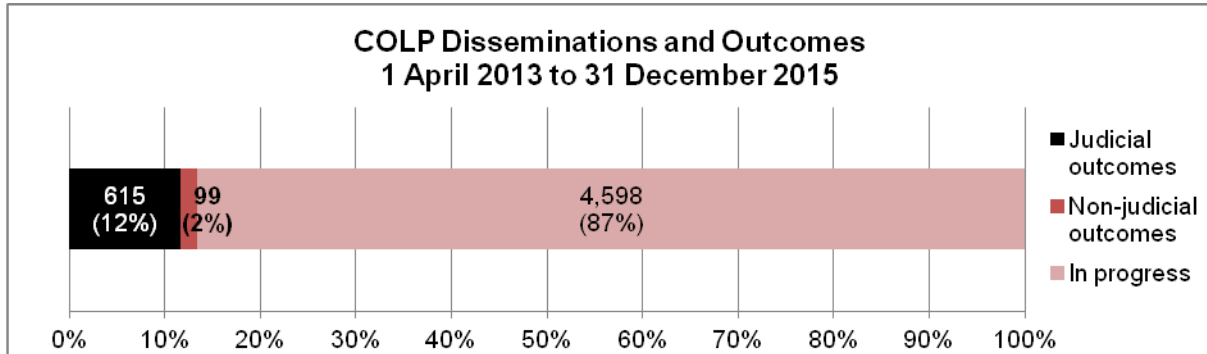
The value of suspected fraud currently under investigation is estimated to be in excess of £550 million.

<sup>1</sup> An initial assessment of NLF cases referred for investigation is undertaken by COLP's Fraud Desk. Where appropriate, cases are then placed within an investigation team for further scoping to provide sufficient information for an acceptance decision. Assessment of referrals can be both lengthy and resource intensive but is necessary to ensure investigative resources are effectively deployed.

<sup>2</sup> The investigations are categorised into City cases and NLF cases. City cases are those investigations into matters occurring within the jurisdiction of the square mile and NLF cases are those cases which have satisfied the NLF cases acceptance process. A majority of City cases have a national or complex element to them and such factors would constitute a NLF enquiry. Overlap between the categories of City and NLF is often due to international enquiries, possible threats to the UK economy, high volumes of victims and complexity of enquiries. This excludes investigations undertaken by funded units, namely the Insurance Fraud Enforcement Department, Police Intellectual Property Unit, Dedicated Card and Payment Crime Unit.

## 2.5 COLP outcomes (City, NLF, PIPCU and IFED cases)

COLP has received 5,312 disseminations between 1 April 2013 to 31 December 2015 and its outcome rate remains consistent with only 2% of outcomes non-judicial (significantly below the national average of 18%).



## 3. PROTECT

### 3.1 Quality of protect alerts

COLP surveys alert recipients to determine the quality and impact of protect alerts. This quarter has seen a significant improvement in all categories.

2015/16	Q1	Q2	Q3
<b>Informative</b>	85% (17/20)	83% (34/41)	<b>94% (62<sup>3</sup>/66<sup>4</sup>)</b>
<b>Timely</b>	70% (14/20)	69% (27/39)	<b>81% (54/66)</b>
<b>Clear</b>	80% (16/20)	82% (32/39)	<b>95% (62/65)</b>
<b>Actionable</b>	76% (16/21)	56% (27/39)	<b>77% (51/66)</b>

### 3.2 Social media

Action Fraud presents a medium to deliver protect messaging and its use of social media has significantly extended the reach of communications. The current reach of Action Fraud has significantly increased on those previously reported:

- 21,161 followers on Action Fraud Twitter
- 15,170 followers on Action Fraud Facebook
- Q2 – 743,940 visitors to Action Fraud Website (592,465 unique visits)

<sup>3</sup> Number of respondents that agreed

<sup>4</sup> Number of respondents that completed the survey

- Q3 – 816,211 visitors to Action Fraud Website (653,803 unique visits)

### 3.3 Print and broadcast media

The table below illustrates the volume of media coverage by the City of London Police in support of NLF priorities in the last quarter. The figures below represent a significant increase when compared with Q2 (which was 184).

	No. Articles
<b>National press</b>	288
<b>Regional press</b>	156
<b>Trade press</b>	48
<b>TV/radio</b>	5
<b>Total</b>	<b>487</b>

November saw Commissioner Adrian Leppard appearing on Panorama to discuss the recent TalkTalk breach. The Commissioner discussed the complexities of investigating and preventing cyber crime in the UK and how well placed UK law enforcement is to tackle the increasing threat.

Commander Chris Greany raised awareness of the threat of identity crime on ITV National News after the broadcaster found individuals' details for sale on the dark web. The Commander also featured in the Independent on Sunday talking about how COLP's Economic Crime Directorate is expanding efforts to seize criminal assets, especially for those criminals operating abroad but hold assets in the UK.

The Evening Standard (855,000 daily readers) ran a front page article about a London Regional Fraud Team investigation into hackers that who stole £1.3m from high street cash-points. The story also appeared in the Daily Express and Daily Mail (1.6m daily readers).

### **3.3 Protect campaigns and events**

#### ***Urban Myths campaign***

In October, COLP launched its Urban Fraud Myths campaign, kicking off with a myth about dating fraud. The campaign has received national and local coverage. Commander Chris Greany was also interviewed by BBC Radio 4 and BBC Five Live.

#### **Online shopping Christmas campaign**

This campaign was aimed at protecting the public against online shopping threats over the festive period. The national campaign was created and delivered in partnership with Get Safe Online and 20 police forces. It was timed to coincide with expected busy online shopping days such as 'Black Friday' and 'Cyber Monday', and was widely reported by national, regional and trade press. Coverage included the Daily Mirror (872,000 daily readers), Daily Telegraph, The Independent, ITV News, and City AM. On a local level, over 174 pieces of regional coverage were recorded.

#### ***Protect Yourself***

The NPCEC has continued to deliver a series of webcasts with partners in the financial industry. Through this partnership, protect messages have been delivered directly to 1,500 businesses. The webcasts highlight current threats and trends and provided pragmatic protect advice. These events are delivered monthly, and the number of participants continues to grow each month.

In addition, the NPCEC has continued to deliver inputs at industry forums; this includes providing advice to more than 30 voluntary organisations at a Charity Commission national event, and to the Wales Fraud Forum which has representatives from the retail, financial, media and law enforcement industry.

## **4. PREPARE**

### **4.1 Force cyber profiles**

In December 2015, the NPCEC disseminated intelligence profiles to every police force in England and Wales articulating the current threat from cyber crime in their area. These profiles were produced using data from a wide variety of sources including Action Fraud, National Crime Agency (NCA) and CERT-UK, and are the first profiles that have been disseminated to forces highlighting these issues.

### **4.2 National cyber protect network**

The NPCEC has been appointed to lead the national and regional cyber protect network and is working in collaboration with regional organised crime units and police forces to develop action plans to help protect communities from cyber threats, and to design out identified weaknesses in cyber infrastructures within each police force area.

### **4.3 Economic Crime Academy (ECA)**

The number of ECA course delegates in Q3 is 135 which is a decrease from Q2 when 137 delegates attended courses and a further decrease from Q1 when 179 delegates attended courses. However it is also a reduction on the 328 course delegates recorded in Q3 2014/15.

Delegates have consistently registered 100% satisfaction with ECA courses in Q2 and Q3.

### **3.4 Force engagement**

The NPCEC presented at an economic crime themed event organised by the Greater Manchester Police (GMP) and Crime Commissioner. The purpose of the event was to examine the threat from fraud and what more the force can do to tackle it. This is particularly significant as GMP have the second largest number of fraud disseminations outside the Metropolitan Police Service. Following the event, GMP has declared an intention to set up an ongoing economic crime forum to improve its response, and the NPCEC will help form a part of it.

As part of the Action Fraud and National Fraud Intelligence Bureau (NFIB) Improvement Plan, the NPCEC is working to increase the understanding of Action Fraud and NFIB processes to ensure national compliance. A quarterly National User Group involved in the management and recording of fraud manages this work, and the current focus is on working with call takers in forces around the country. Training sessions have been held monthly and is resulting in improvements in force recording.

## 5 VICTIM SERVICE

### 5.1 Action Fraud complaints

In total, 45 complaints were received in Q1 2015/16 (0.04% of crime and information reports). This increased to 82 complaints (0.09% of crime and information reports) for Q2 2015/16 due, in the main, to the problems associated with BSS going into administration and the subsequent reduced capacity. Complaints subsequently dropped by volume to 77 in Q3 2015/16. Due to the lower number of reports the percentage of complaints against total crime and information reports remains at 0.09%. Complaints are expected to reduce once Concentrix are fully up and running and now that victim updates have been reinstated.

### 5.2 COLP Economic Crime Directorate victim satisfaction

COLP manages a high volume of victims with bespoke needs. The recently formulated victim management strategy coordinates and drives activity to improve service delivery.

The victim management board is the vehicle through which improvements are made. The current streams of activity include the procurement of a new victim management system and compliance with the new EU directive.

COLP conducts a victim survey each quarter to determine the quality of service provided to victims of investigation with the sample derived from cases completed within the quarter. Please note the below information relates to the Q2 victim survey as due to the timing of the report the Q3 survey data is still being analysed.

The aspects of service delivery examined include; the provision of regular updates, receipt of crime prevention advice and the usefulness of support offered. The findings of the survey in relation are set out below. 8% of victims surveyed were individuals.

	Q1 2015/16	Q2 2015/16
Number of victims completing survey	47	25
Overall satisfaction with initial contact	72% (33/46)	76% (19/25)
Overall satisfaction with service from officers taking the whole experience into account	70% (33/47)	84% (21/25)
Level of satisfaction with outcome of investigation	63% (17/27)	75% (15/20)
<b>Cumulative</b> overall satisfaction taking the whole experience into account	70% (33/47)	74% (54/73)

## 6. VALUE FOR MONEY

This measure allows for an assessment of the cost of the resources invested against the monetary value of the fraud prevented.

	Q1	Q2	Q3
ROI 2014/15	£45.70	£57.67	£60.33
ROI 2015/16	£37.49	£61.38	£61.76

**Contact:**

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## APPENDIX A – KEY PERFORMANCE INDICATORS

The year to date average has been divided by three to produce an average for each reporting period. Quarter 3 (October-December 2015) has been compared against the relevant figure to determine the satisfaction level.

ASSESSMENT	DEFINITION OF ACHIEVEMENT
<b>SATISFACTORY (S)</b>	Quarter's data within 10% of the average in 2015/16
<b>CLOSE MONITORING (CM)</b>	Quarter's data below the 10% threshold of the average in 2015/16
<b>REQUIRES ACTION (RA)</b>	Two consecutive quarter's data below the 10% threshold of the reporting average in 2015/16

PROTECT		
<b>KPI 1.1</b> Raising public/private sector not for profit sector organisations awareness of economic crime and cyber threats and increasing their ability to protect themselves.	<b>Digital reach of Action Fraud</b> – The total number of digital interactions for Q3 is 10,086,239. This is an increase above the reporting average in 2015/16 which is currently 8,662,953.	<b>S</b>
	<b>Quality of alerts</b> – Respondents viewed Q3's alerts as more informative, timely, clear and actionable than the reporting average in 2015/16.	<b>S</b>
<b>KPI 1.2</b> Increasing individual self-protection from Economic and cyber crime and reducing the risk of repeat victimisation	<b>Volume of Protect events with public and industry</b> – 7 Protect events were held in Q3, this is equal to the reporting average in 2015/16.	<b>S</b>
	<b>Proportion of victims receiving crime prevention advice</b> – Q3 data not available.	N/A
<b>KPI 2.1</b> Enhancing the knowledge and understanding of economic crime threats	<b>Monitor the number of ancillary orders applied for and granted</b> – Financial reporting orders are no longer in legislation in the UK and will not therefore be reported upon.	N/A

<b>PURSUE</b>		
<b>KPI 2.2</b> Identification, assessment, management and dissemination of national active offenders lone and OCG.	<b>Number of new OCGs identified and disseminated to law enforcement (not mapped to OCCC)</b> – 2 new OCGs have been identified and disseminated to law enforcement agencies in Q3. This is 33% less than the reporting average in 2015/16 of 3.	<b>CM</b>
	<b>Number of new OCGs identified and mapped to OCCC with counter fraud community members</b> – No new OCGs were identified or sent to the OCCC in Q3. The reporting average in 2015/16 is 2.	<b>CM</b>
	<b>Number and quality of information reports disseminated to law enforcement and counter fraud community partners relating to existing OCGs</b> – No information reports were disseminated in relation to existing OCGs in Q3. The reporting average in 2015/16 is 6.	<b>CM</b>
	<b>Reach of NFIB OCG information reports disseminated to law enforcement and counter fraud community partners</b> – No new recipients have received information reports in Q3. The reporting average in 2015/16 is 2.	<b>CM</b>
<b>KPI 3.1</b> Reducing the threat of economic crime through enforcement activity at the local, regional and national level.	<b>Projected value of future fraud loss saved through ECD enforcement cases</b> – The projected value of future fraud saved in Q3 is £317,205,703.74. The reporting average in 2015/16 is £235,502,786.78.	<b>S</b>
	<b>City Crimes resulting in a positive outcome</b> - Q3 has seen 100% of city crimes reaching a positive outcome. A positive outcome is termed as offender disposal, disruptive action or prevention product. The reporting average in 2015/16 is 100%.	<b>S</b>
	<b>Attrition rates of crimes reported to Action Fraud</b> – 20.8% of crimes reported to Action Fraud resulted in Home Office outcomes in Q3. The reporting average in 2015/16 is 15.4%.	<b>S</b>
	<b>The attrition rate of City of London crimes disseminated by the NFIB</b> – 8.2% of crimes disseminated to CoLP resulted in an outcome in Q3. The average in 2015/16 is 15.6%.	<b>CM</b>
	<b>Number of offender disposals (cautions, charges, community resolution)</b> – The total number of offender disposals in Q3 is 64. The reporting average in 2015/16 is 46.	<b>S</b>

<b>KPI 3.2</b> Reducing the threat of economic crime through disruption activity at the local, regional and national levels	<b>Value of fraud prevented through interventions</b> – The total value of confirmed fraud enabler disruptions in Q3 is £97,988,306. The reporting average in 2015/16 is £95,639,214.	<b>S</b>
	<b>Volume of NFIB disruptions</b> – Total volume of disruptions in Q3 was 38,816. The reporting average in 2015/16 is 41,747; this quarter's data is within 10% of the reporting average.	<b>S</b>
	<b>Value of NFIB disruptions</b> – The estimated value of disruptions in Q3 is £121,537,556. The reporting average in 2015/16 is £121,908,181; this quarter's data is within 10% of the reporting average.	<b>S</b>
<b>PREPARE</b>		
<b>KPI 4.1</b> Impact and reach of training strategy and delivery	<b>Number of ECA course delegates internal and external</b> – The total number of ECA course delegates in Q3 is 135. The reporting average 2015/16 is 150; this quarter's data is within 10% of the reporting average.	<b>S</b>
	<b>ECA course delegate satisfaction</b> – Delegates have registered 100% satisfaction with ECA courses in Q3. The reporting average in 2015/16 is 100%.	<b>S</b>
<b>VALUE FOR MONEY AND VICTIM SERVICE</b>		
<b>KPI 5.1</b> Return on investment in NLF	Please refer to table 4.	<b>S</b>
<b>KPI 5.2</b> Levels of satisfaction and confidence with the NLF services	<b>Action Fraud victim satisfaction survey</b> – We are currently unable to report on this measure due to a change in supplier. These figures will be available with the implementation of the new system which will bring many enhancements to the service and is due to go live in April 2015.	N/A
	<b>NLF victim satisfaction survey</b> – Q3 data not available.	N/A
	<b>Action Fraud complaints</b> – The total number of complaints received in Q3 2015/16 is 77 (0.09% of crimes reported). The reporting average 2015/16 is 68 (0.07% of crimes reported). This is the second consecutive quarter in which the measure has been over 10% below the reporting average in 2015/16. Complaints are expected to reduce as the new supplier continues to improve its service delivery.	<b>CM</b>

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