

CITY OF LONDON POLICE: OFFICIAL

Committee: Economic Crime Committee	Date: 3 February 2021
Subject: National Lead Force (NLF) Implementation plan	Public
Report of: Assistant Commissioner Angela McLaren	For information

Summary

The purpose of this paper is to set out the proposed approach to implementation and governance of the NLF Plan and to discharge actions 9/2020/NP (a) and (e) and 6/2020/NP (d).

Considerable progress has already been achieved on reporting delivery against the success measures including establishing the baseline. This is incorporated in the quarterly performance report submitted to this Committee. Progress has also been made against some of the significant milestones within the plan. However, governance and assurance is fragmented across nearly a dozen different working groups/project boards within the Economic Crime Directorate, reporting into a range of other City of London Police governance boards.

It was agreed at the City of London Police Strategic Management Board to establish a NLF Programme Board to monitor the significant milestones, service commitments and success measures set out in the NLF plan. The Board will be led by the Assistant Commissioner Economic and Cyber Crime supported by a small professional programme team. The NLF Programme will provide a quarterly report to the Economic Crime Committee on progress against significant milestones. on a quarterly basis.

Recommendation

The Committee is asked to note this report.

MAIN REPORT

Purpose

- 1 The purpose of this paper is to set out the proposed approach to implementation and governance of the NLF Plan and to discharge actions 9/2020/NP (a) and (e) and 6/2020/NP (d).

Background

- 2 The National Lead Force Plan 2020-2022 (the NLF Plan) was approved by the City of London Police Authority in October 2020. The plan sets out how City of London Police will improve the national response to fraud in its capacity as National Lead Force (NLF). It reflects NLF's contribution and commitment to the National Fraud Policing Strategy and the National Economic Crime Centre's (NECC) five-year strategy. The NECC leads the 'whole system' to drive down the growth in fraud on behalf of the UK Government.
- 3 The NLF plan sets out five outcomes that City of London Police is seeking to achieve: -
 - Outcome 1 - The public has confidence in the Action Fraud reporting service
 - Outcome 2 - People and organisations are prevented from being victims of fraud, and victims are supported (National Fraud Policing Strategy)
 - Outcome 3 - Police resources are deployed efficiently and effectively against fraud threats (National Fraud Policing Strategy)
 - Outcome 4 - Fraudsters operating nationally are identified and offending is disrupted
 - Outcome 5 - Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud (National Fraud Policing Strategy)

Current position

- 4 When the NLF Plan was completed, it was clear that Covid-19's impact would mean that the case for additional investment in fraud by government would need to be scaled down. The postponement of the three-year spending review has brought more uncertainty.
- 5 Despite this constraint, we are determined to make progress, while recognising that some of the ambition will need to be modified. In some areas we will be more dependent on cooperation with the forces and Regional Organised Crime Units (ROCs).
- 6 The actions in the NLF Plan have their origin in a number of sources. For example, the National Fraud Policing Strategy. It also sets out our ambition to develop our services in line with observations made in the Mackey Review¹ and by HMICFRS². In respect of each outcome, the NLF Plan states our ambition in terms of 'service commitments', 'success measures' and the 'significant milestones'.
- 7 Considerable progress has already been made on reporting against the success measures within the NLF Plan including baselining. Progress has also been made on some of the significant milestones and other improvements that are not

¹ 'Review of the national lead force responsibilities of the City of London Police and the effectiveness of investigations in the UK, 2020'

² Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, *Fraud: Time to choose – an inspection of the police response to fraud*, page 22, April 2019, available at: <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/an-inspection-of-the-police-response-to-fraud/>

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included in the plan (eg HMICFRS, Mackey). However, governance and assurance is fragmented. There are nearly a dozen project boards/working groups within the Economic Crime Directorate that are relevant to the NLF plan. Between them they include hundreds of workstreams and feed into numerous strategies and action plans. These include the National Fraud Policing Strategy, HMICFRS, Mackey Review, AF/NFIB improvement plans, parliamentary select committees and the Home Office Fraud Reform Programme to name a few.

Proposals

- 8 It was agreed at the City of London Police Strategic Management Board in January that a NLF Programme Board is to be established to drive the NLF Plan forward and monitor progress. A small programme support team will be created to professionalise this approach. The NLF Programme Board and its implementation plan will be led by the Assistant Commissioner, Economic and Cyber Crime.
- 9 The programme support team will design an implementation plan aligned to the five outcomes in the NLF Plan. Each outcome will have a schedule of work. Each schedule of work will include the 'significant milestones' of the NLF plan as separate workstreams with time lines, anticipated outcomes and status reports.
- 10 The programme support team will incorporate the schedules into project management software. Draft schedules are under development with a workshop in week commencing 18 January to develop these further.
- 11 Inevitably, some of the schedules will be subject to adjustments and new workstreams will emerge. These schedules will form a starting point for the programme. All future transformational improvements and development work that fall within the remit of NLF will be led by the NLF Programme Board. Any new or emerging workstreams will be approved by the Assistant Commissioner.
- 12 The only exception to this relates to the re-procurement of the AF/NFIB contract. The procurement process is already subject to its own governance arrangements in the Next Generation Project Board chaired by the Commissioner. However, many of the NLF plan's success measures are dependent on Next Generation. Consequently, Next Generation will be referenced in the schedules where it is relevant.
- 13 To ensure that the NLF implementation programme is focussed and manageable, only those workstreams that meet certain criteria should form part of it. The criteria will include:
 - New workstreams that need to be included immediately to support Outcome 1-5 of the NLF plan
 - Workstreams that have already been subject to escalation for resolution
 - Workstreams that represent critical risk (eg success is dependent on the co-operation of forces/ROCUs which cannot be guaranteed, reputation of the force is undermined)

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- Workstreams that are essential to the success of the NLF Plan
- 14 As part of the programme set up, an assurance check will be made of all previous work relevant to the NLF Plan. This includes NLF's response to:
- the Mackey Review implementation plan
 - the National Fraud Strategy implementation plan
 - HMICFRS Fraud: 'Time to Choose' action plan
- 15 Programme assurance will verify that all workstreams shown as closed can, with certainty, be considered to be complete. The outcome of this assurance will be reported back to the Economic Crime Committee. Should assurance checking reveal any incomplete workstreams these will be referred back to the NLF Programme Board for inclusion in the implementation plan if necessary. Programme assurance will form part of the responsibilities of the programme support team to reality test the progress of any workstream should it be necessary.
- 16 In an effort to streamline governance while keeping the NLF implementation programme to manageable levels, the workstreams covered in existing working groups/project boards will be reviewed. Some of these subsidiary workstreams will have such prominence that they will need to be included in the NLF Programme. Opportunities to rationalise and reduce the number of working groups/project boards will also be considered. Where it is agreed that working groups/project boards need to be retained, the programme support team will also support these groups/boards, tracking progress and helping their 'owners' with reporting cycles.
- 17 The programme board will monitor the ECD performance report which provides a dashboard of the NLF plan's service commitments and success measures.
- 18 To kick start the programme the board will meet monthly initially. Thereafter it will be scheduled at quarterly intervals to facilitate reporting to the Economic Crime Committee.

Conclusion

- 19 A programmatic approach will provide a forum for decision making on prioritisation, escalation of critical delivery risks and improved assurance of work being delivered. It will provide a single repository and overview of the transformational work and performance of NLF.

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