

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 (KPA) 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 exceed 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 recourses 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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