

Committee(s): Police: Economic Crime Board	Date(s): 13 th November 2014
Subject: National Lead Force: Second Quarter Performance Report	Public
Report of: Commissioner of Police Pol 69-14	For Information
<p style="text-align: center;">Summary</p> <p>This is the Quarter two 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"> • Action Fraud Victim Complaints. • Value for Money position for the quarter • Overall Attrition from Action Fraud Reporting through to outcomes for the victims. <p>Recommendation</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	
ECD Performance (see Table 2) →	National Attrition (see Table 3) ↑
Action Fraud Complaints (see Table 4) ↑	Value for Money (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. Whilst we are seeing national police forces improving their performance under CoLP NLF leadership it remains at an unsatisfactory level.
- **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	
KPA 1 Preventing and Reducing Harm ↓	KPA 2 Enriched Threat Assessment and Intelligence Picture →
KPA 3 Enforcing and Disrupting Crime ↓	KPA 4 Education and Awareness →
KPA 5 Satisfaction Levels	

Table 2 Commentary: ECD is generally performing well against the 5 KPAs. KPA 1 is trending down for the 2nd consecutive quarter due to a reduction in the volume of crime awareness products distributed by ECD (892 in Q2 13/14 compared to 819 in Q2 14/15). This is largely due to a reduction in capacity due to analysts leaving NFIB for jobs in the private sector. This quantitative decline has been fully compensated for by a significant qualitative improvement through our crime prevention initiatives (more detail in NLF Report). Whilst KPA 3 performance is fully satisfactory with regards to enforcement and disruption there has been a large decline in assets recovered from the unusually high £5.8 million in Q2 13/14 to £0.5m Q2 14/15. The unrepresentative figure for last year notwithstanding we are putting in place action to seek more opportunities to chase assets. KPA 5 is awaiting further financial data to enable calculation of the ROI so we are unable to provide a direction of travel for this reporting period, however given the consistently strong performance of the KPIs, this KPA remains Green.

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	
Reporting Levels ↑	Quality of Crime Packages ↑
Disseminations to Local Forces ↑	Outcomes ↑
Disruptions ↓	

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 2 has seen continued growth with 35,423 disruption suspension requests being made, an increase of almost 300% when compared to Quarter 2 2013-14 which saw only 8,906 requests being made. However in contrast to Quarter 1's return, which saw 49,548 disruptions, Quarter 2's performance is trending downwards. We expect this to be reversed in the next quarter.
- **Reporting Levels** Some 224,245 reports were ingested by Know Fraud in Quarter 2 compared to 208,787 in the same period last year. The mechanisms that will allow large corporate enterprises to "bulk report" is still being developed but is expected to be in place by November this year. We are working to ensure they ingestion of these additional reports can be handled by the system and does not lead to unacceptable loss of quality elsewhere in the process.
- **Quality of Crime Packages** In order to improve the quality of our crime packages we continue to put in place dedicated crime focus desks to provide dedicated analytical capability focused on specific threat or victim types to better develop linked series crimes and complex networks.
- **Disseminations** There has been an increase in the number of packages disseminated to forces rising from 11,483 Quarter 2 last year to 16,625 in this quarter representing an increase of 16% on Q1's performance.
- **Outcomes** Successful outcomes following dissemination of an Action Fraud crime package to local police forces has risen from 2,375 in Quarter 2 last year to 3,839 for Quarter 2 this year.

Action Plan: A formal Action Fraud action plan is in place and being implemented:

- **Reporting levels.** We continue to work with Victim Support and other police and private sector stakeholders to make the public facing aspects of Action Fraud as 'user friendly' as possible. We are developing the technical means to enable bulk reporting by business, which we aim to launch in November 2014. We also engaged with the Home Office Science Team in upgrading the reporting tools even more, to ensure the right data is captured by the system and to make the on-line reporting tool visible and legitimate.
- **Quality of Crime Packages** The training programme for analysts continues to be rolled-out. We are still conducting analysis to better determine which aspects of the crime packages impact on the ability of a police force to

successfully investigate them, especially in support of pursuing viable lines of enquiry and solvability.

- **Outcomes** We have now held the first of the Strategic Oversight Group meetings where we, alongside Simon Duckworth, explained to Home Office Officials and others how the City and the City of London Police are contributing to the national police response to fraud. This was well accepted, of more interest however, was discussion about how that group could help local forces collectively and individually, better tackle fraud and cyber enabled crime. We are acknowledged as having a leading part in leading and guiding policing and its partners in addressing these issues. We are, addressing the performance issues identified by our analysis of attrition at local force level and have engaged with those forces who are statistical outliers to support them where we can.

Table 4 - ACTION FRAUD COMPLAINTS	
Complaints	↑

Table 4 Commentary: Commencing in August this year we carried out a further root cause analysis of complaints, including e-mails which are not classed as complaints however are members of the public asking for updates on their incidents or crimes. We are in the process of breaking this down into months and themes, and should have this work complete by the end of November. In order to further improve our service we have used the complaint information as customer feedback, and have redesigned every contact letter that we send out. We have sent these letters out to every force for comment and input as well as victim support and the Home Office. We received input from 10 forces, and victims support and have adjusted the letters accordingly.

Action Plan: On taking responsibility for Action Fraud in April we instigated a victim engagement process. The new victim letters will go live as of Monday the 29th of September, and where appropriate will include a fact sheet to help victims in the future. Complaints will be closely monitored from this date to see if there is any change in either volume or themes. A review will be carried out after a 3 months period.

Table 5 - VALUE FOR MONEY

Return on Investment

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 £46.69 benefit for every £1 spent. As mentioned earlier in the report, the ROI for Quarter 2 2014-15 is currently unavailable for comparison purposes.

Action Plan: Continuous monitoring and ongoing improvement.

SUMMARY

Overall ECD is meeting its core delivery objectives.

While National Attrition performance remains unsatisfactory, the action plan being implemented is expected to realise improved performance.

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

KPI DETAIL

NLF Objective	Comment on Progress
KPA 1 Preventing and reducing the harm caused by economic crime	
<p>KPI 1.1 Projected monetary value of future fraud loss saved by disrupting financial, technological and professional enablers of economic and cyber crime</p>	<p>The year to date position for the <u>potential</u> value of ECD disruptions at the end of Quarter 2 2014-15 has increased to £261 million from £108 million in Quarter 2 2013-14.</p>
<p>KPI 1.2 Raising Public sector/Private sector/not for profit sector organisation awareness of Economic and Cyber crime threats and increasing their ability to protect themselves</p>	<p>The year to date position for volume of ECD products disseminated to private/public and not for profit sector organisations at the end of Quarter 2 has decreased from 892 in 2013-14 to 819 in 2014-15. A loss of trained analysts to the private sector has given us capacity issues which we have not yet managed to overcome.</p>
<p>KPI 1.3 Increasing individual self-protection from Economic and cyber crime and reducing the risk of repeat victimisation</p>	<p>The volume of media coverage has increased from 140 in Quarter 1 2014-15 to 200 in Quarter 2. 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. NB The Board should note that no YTD comparison is available.</p>
KPA 2 Enriching the national economic crime threat assessment and intelligence picture	
<p>KPI 2.1 Impact of ECD contributions to the development of the National Intelligence Requirements</p>	<p>In Quarter 2 2014-15 70% of the National Intelligence Requirement Gap questions were answered as a result of ECD contributions. NB The Board should note that this is a new measure so no</p>

	YTD comparison is available.
KPI 2.2 Identification, assessment, management and dissemination of national active offenders (lone and OCGs)	In Quarter 2 2014-15 4,150 offenders were identified by ECD and disseminated to law enforcement partners. NB The Board should note that this is a new measure so no YTD comparison is available.
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 year to date position for the value of criminal assets recovered at the end of Quarter 2 2014-15 has decreased to £476,172 from an uncharacteristic high of £5.8 million in Quarter 2 2013-14. We are reviewing this to confirm that we are pursuing this as hard as we can be.
KPI 3.2 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 2 2014-15 has increased to £230 million from £141 million in 2013-14.
KPI 3.3 To reduce the intent and capability of the most serious Organised Crime Groups perpetrating fraud	The year to date position for the number of Organised Crime Groups disrupted at the end of Quarter 2 2014-15 has increased from 13 in Quarter 2 2013-14 to 15.
KPI 3.4 Quality of investigation and enhancing judicial outcomes	The year to date position for the number of offenders charged at the end of Quarter 2 2014-15 has decreased from 132 in 2013-14 to 122 in 2014-15. Despite this dip we remain on target for the year.
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	The year to date position for the number of delegates trained by the Economic

strategy and delivery	Crime Academy at the end of Quarter 2 2014-15 has increased from 370 in 2013-14 to 442.
KPI 4.2 Impact and reach of standard setting and dissemination of best practice guidance	The year to date position for the Fraud course changes originating from operational learning at the end of Quarter 2 2014-15 has decreased from 10 in 2013-14 to 2 in 2014-15.
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 for Quarter 1 2014-15 was an estimated £45.70. Whilst a Quarter 2 value cannot yet be determined as financial details are still be collated, the level of projected money saved by ECD provides a strong indication that the return on investment figure will be higher in this quarter.
KPI 5.2 To improve overall satisfaction of community (including victims) and partners in industry with NLF economic crime services	During Quarter 2 2014-15 92% of victims were satisfied with the Action Fraud Reporting Service compared to 88% in Quarter 1. NB The Board should note that no YTD comparison is available.