

Committee: Police: Economic Crime Board	Date: 25 th February 2015
Subject: National Lead Force: Third Quarter Performance Report	Public
Report of: Commissioner of Police Pol 10-15	For Information
<p style="text-align: center;">Summary</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"> • 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. 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	
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 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	
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 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 - ACTION FRAUD COMPLAINTS	
Complaints	↑

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 - 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 £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.

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KPI DETAIL

NLF Objective	Comment on Progress
KPA 1 Preventing and reducing the harm caused by economic crime	
KPI 1.1 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.
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	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'.
KPI 1.3 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.
KPA 2 Enriching the national economic crime threat assessment and intelligence	

picture	
KPI 2.1 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. NB The Board should note that this is a new measure so no YTD comparison is available.
KPI 2.2a 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.
KPI 2.2b 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.
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)	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.
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 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.
KPI 3.3 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.
KPI 3.4 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).
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 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.
KPI 4.2 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.
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 3 2014-15 has improved on last quarter and is now at £60.33 against last quarter's £44.42.
KPI 5.2 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. NB The Board should note that no YTD comparison is available.
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Appendix 2

Type of Complaint	Q2	Q3
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
TOTAL	74	52