

Committee(s): Police: Economic Crime Board	Date(s): 15 th July 2015
Subject: National Lead Force: First Quarter Performance Report	Public
Report of: Commissioner of Police Pol 36/15	For Information

Summary

This is the Quarter 1 2015-16 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. Due to the timing of the meeting, full Q1 performance figures are not yet available for analysis.

The report also provides your Economic Crime Board with a performance update in respect of:

- Overall Attrition from Action Fraud Reporting through to outcomes for the victims.
- Action Fraud Victim Complaints.
- Value for Money position for the quarter

Alongside the above, and in line with the request of the Board, Appendix C offers commentary on the KPA 3 performance for 2014/15.

In general members will note we continue to see significant improvements in the national police response to fraud. Under our influence attrition rates have continued to increase month on month illustrating forces increased commitment to fraud and cyber crime. The volume and type of complaints received indicate we are listening to victims and responding to complaints updating victims in a timely manner. Action Fraud complaints continue to be an extremely small percentage of overall crime reporting 0.04% in April/May 2015 illustrating our continued commitment to a high quality of service to victims.

Members will notice there are a number of changes to the NLF performance framework. As members will appreciate criminal methodology is evolving at an exceptional pace and policing has to adapt to these changes to combat new and increasing threats from fraud. The changes in NLF activity are reflected in a new framework which transverses all aspects of strategic and operational delivery across the directorate. For continuity and to allow year on year comparisons the CoLP Policing Plan remains at the forefront of the framework and will form the basis of performance reporting to this board. We are beginning to collate information against the new framework a copy of which can be found in appendix B.

The first two months of the reporting period have seen good performance in the

areas of enforcement and disruption with all City crimes reaching a positive outcome. This is reflective of changing policing methods placing equal emphasis on enforcement and disruption.

Victim service remains at the heart of all ECD activity with victim satisfaction levels remaining at a constant 92% for on-line and phone reporting to Action Fraud in the months April and May.

Recommendation:

It is recommended that your Board receives this report and notes its contents.

1. 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:

Satisfactory	Measure is being achieved to date within acceptable parameters
Close Monitoring	Current projections indicate this measure is underperforming and management action may need to be taken to raise performance to desired levels.
Requires Action	Measure is performing outside of desired parameters and management action will be needed to raise performance levels.
↑	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	
National Attrition (See Table 2) ↑	Action Fraud Complaints (see Table 3) ↓
Value for Money N/A (see Table 4)	ECD Performance (see Table 5) →

Table 1 Commentary: This table provides the overall performance overview in 4 areas each explored more fully in the tables below.

- **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 police forces improving their performance with the number of outcomes rising to 4,495 in the first 2 months of 2015/16 reporting year in comparison to 1,750 in the same period last year, representing a 2,745 increase.

- **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; however levels have increased slightly in comparison with 2014/15.
- **Value for Money** Indicates how well ECD is performing as measured by return on investment and customer satisfaction. The return on investment figure is compiled on a quarterly basis and therefore is omitted from this report due to the timing of the ECB meeting
- **ECD Performance** Indicates how well ECD is performing against the Policing Plan measures. In the first 2 months of the reporting period ECD continues to deliver against the 5 KPAs to a satisfactory level. Appendix 1 details ECD performance against the policing plan objectives including any areas of concern and details of intended action and expected trends.

2. NATIONAL ATTRITION

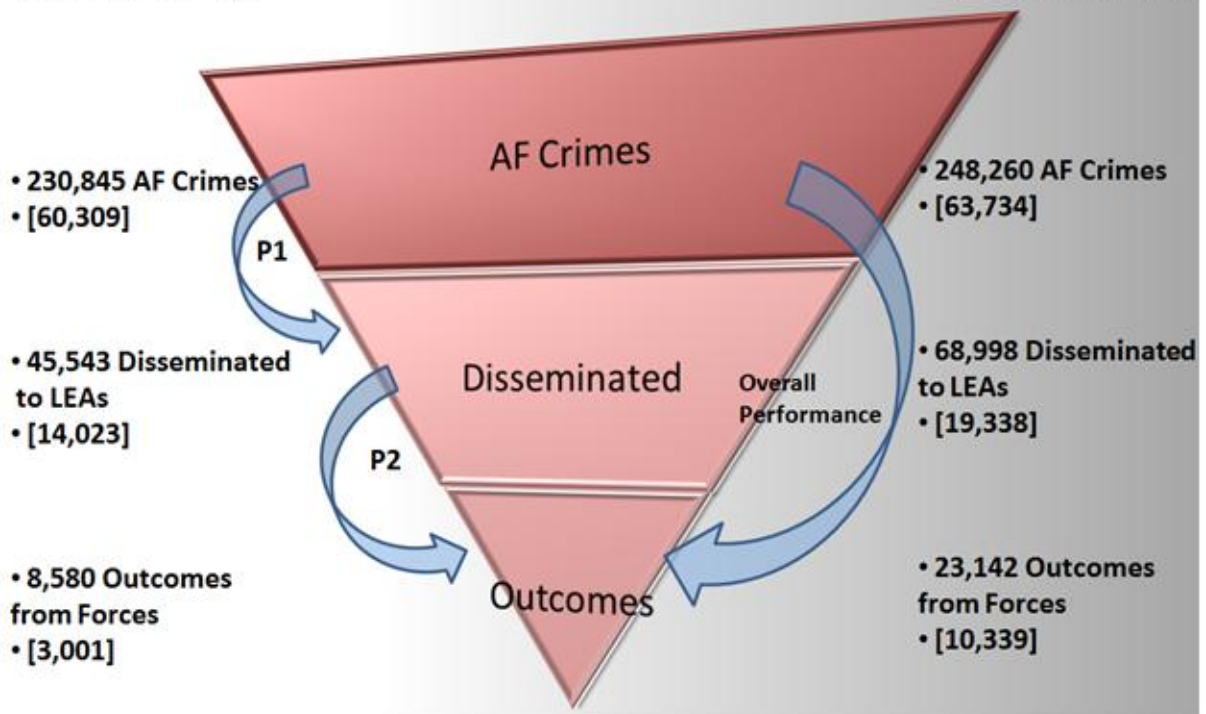
Table 2 - NATIONAL ATTRITION	
Reporting Levels ↑	Quality of Crime Packages
Disseminations to Local Forces ↑	Outcomes ↑
Disruptions ↓	

Table 2 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.

- **Reporting Levels** 40,381 crime reports were ingested by Know Fraud April/May 2015/16 compared to 36,934 in the same period last year an increase of 3,447
- **Disseminations** The number of packages disseminated to forces continues to increase rising from 8,884 April/May last year to 11,828 April/May this year representing an increase of nearly 3000 disseminations.
- **Outcomes** Reported “outcomes” following dissemination of an Action Fraud crime package to local police forces has risen from 1,750 April/May last year to 4,495 April/May this year representing an impressive increase of 2,745. This clearly illustrates the impact of the work of the National Police Coordinator for Economic Crime to improve forces responses to fraud crime.
- **Disruptions** For the months of April and May 2015/16 totalled 27,929. This compared against the previous year of 26,784 illustrating an increase of the upturn in disruption activity highlights the changing methodology of policing to prevention and disruption.

Year ended 2013/14
[Q4 2013/14]

Year ended 2014/15
[Q4 2014/15]



3. Action Fraud Complaints

Table 3 - ACTION FRAUD COMPLAINTS	
Complaints	↓

Table 3 Commentary: Analysis of Action Fraud (AF) complaints identified victim's required timely updates on reported crime. In response victim updates were provided within 28 days from the initial report notifying the victim of the initial outcome. This change in procedure has seen complaints regarding lack of update continue to reduce.

The overall number of complaints received by Action Fraud has increased from a total of 17 in April and May 2014/15 to 29 in April and May 2015/16. Although complaints have increased it should be noted by members that volumes of reported and disseminated crime have increased and presented as a percentage complaints represent 0.04% of all Action Fraud contacts in the 2 months April and May which is consistent with previous quarters.

To improve AF service delivery a new comprehensive process has been implemented to ensure all areas of complaints are captured and addressed. Complaints have been introduced as an agenda item at the performance and accountability meetings.

4. VALUE FOR MONEY

Table 4 - VALUE FOR MONEY
Return on Investment

Table 4 Commentary: Using nationally accepted methodology and assumptions ECD reports the Return on Investment (ROI) 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. This measure is reported on a quarterly basis and is omitted from this report due submission dates.

A review of the ROI methodology and data used to inform this benefit figure is being undertaken within ECD. The key objective of the current stage of this review is to ascertain a detailed understanding of how the savings included within the ROI are determined, in order to identify where adjustments can be applied to the calculation to improve levels of accuracy. Each element of the savings portion of the ROI will be scrutinised, which will entail engaging with relevant staff from operational teams within ECD to understand the process involved in establishing pound values attributed to crimes investigated and assets recovered. The information obtained from this stage will be subsequently analysed by staff involved in the review to identify how a potentially the return on investment calculation can be refined to maintain credibility.

5. ECD PERFORMANCE

Table 5 - 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 5 Commentary: Generally ECD is delivering against the 5 KPAs to a satisfactory level although some KPIs require improvement. Appendix A outlines the areas of concern and details intended action and expected trends. Members should note a majority of quarterly measures are unavailable due to the required submission date for the Board.

KPA 1 concentrates on the importance of crime prevention and measures ECD activity in raising awareness of the current threats and enabling the public and business to protect themselves. The type and reach of media communications is a key indicator in this area, with the protect strategy concentrating on the dissemination of information to the public and NLF stakeholders. These measures are reported on a quarterly basis and are omitted from this report due to the required submission date for the Board.

KPA 2 measures the activity of ECD to enrich the economic crime and threat assessment picture. This area concentrates on the activity of the NFIB to identify OCG activity and disseminate intelligence regarding this activity to the counter fraud community. This new stream of work seeks to identify new and strengthen existing relationships with partner agencies drawing upon their knowledge and capability to combat organised crime. These measures are reported on a quarterly basis and are omitted from this report due submission dates.

KPA 3. The first two months of the reporting period have see good performance with all City crimes reaching a positive outcome. A positive outcome is termed as offender disposal, disruptive action or prevention product. This area is reflective of the changing policing methods of the ECD placing equal emphasis on enforcement, disruption and intelligence.

KPA 4 measures the impact we have with regard to education and best practice on a local, regional and national basis. Information from the Economic Crime Academy is provided on a quarterly basis and is therefore omitted from this report due to the submission date.

KPA 5 measures the quality of our service delivery and community impact. Action Fraud satisfaction levels remain at a constant 92% for on-line and phone reporting. Due to the timing of this submission ECD survey data is unavailable as is the return on investment calculation which is performed quarterly.

6. CONCLUSION

The national performance on attrition continues to improve, however challenges in local policing remain and we continue to push for further improvement.

As ECD embraces the changing policing landscape, service delivery levels remain high. The changes in ECD activity are reflected in a new framework which retains the policing plan objectives to enable year on year comparisons.

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

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APPENDIX 1 - KPI DETAIL

NLF Objective	Comment on Progress
KPA 1 Preventing and reducing the harm caused by economic crime	
KPI 1.1 Raising public/private sector not for profit sector organisations awareness of economic crime and cyber threats and increasing their ability to protect themselves.	Digital reach of Action Fraud – A quarterly measure
	Impact of protect strategy, Quality of alerts – A quarterly measure
KPI 1.2 Increasing individual self-protection from Economic and cyber crime and reducing the risk of repeat victimisation	Impact of protect strategy, attendance at protect events with public and industry – A quarterly measure
	Proportion of victims receiving crime prevention advice - A quarterly measure
KPA 2 Enriching the national economic crime threat assessment and intelligence picture	
KPI 2.1 Enhancing the knowledge and understanding of economic crime threats	Monitor the number of ancillary orders applied for and granted – A quarterly measure
KPI 2.2 Identification, assessment, management and dissemination of national active offenders lone and OCG.	Number of new OCGs identified and disseminated to law enforcement (not mapped to OCCC) – A quarterly measure
	Number of new OCGs identified and mapped to OCCC with counter fraud community members– A quarterly measure
	Number and quality of information reports disseminated to law enforcement and counter fraud community partners relating to existing OCGs– A quarterly measure
	Reach of NFIB OCG information reports disseminated to law enforcement and counter fraud community partners– A quarterly measure
3 Enforcing and disrupting economic crime at the local, regional and national levels	
KPI 3.1 Reducing the threat of economic crime through enforcement activity at the local, regional and national	Projected value of future fraud loss saved through ECD enforcement cases. – A quarterly measure City Crimes resulting in a positive outcome - The first two months of the reporting period have see good performance with all 2 City

level.	crimes reaching a positive outcome. A positive outcome is termed as offender disposal, disruptive action or prevention product. This area is reflective of the changing policing methods of the ECD placing equal emphasis on enforcement, disruption and intelligence.
	Attrition rates of crimes reported to AF– A quarterly measure
	The attrition rate of city of London crimes disseminated by the NFIB– A quarterly measure
	Number of offender disposals (cautions, charges, community resolution) – A quarterly measure
KPI 3.2 Reducing the threat of economic crime through disruption activity at the local, regional and national levels	Value of fraud prevented through interventions – The £ value of fraud disruptions increased from £30,991,692 in April 2014/15 to £33,421,826 April this year; however the value fell in May from £66,702,820 in 2014/15 to £57,121,502 this year. The decreased can be attributed to resource vacancies in the past month further challenged by increased demand from the rugby world cup. The NFIB have taken action to resolve the resource shortage and have trained further staff to afford resilience to these roles.
	Volume of NFIB disruptions– A quarterly measure
	Value of NFIB disruptions– A quarterly measure
	Reach of NFIB disruptions– A quarterly measure
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	Number of ECA course delegates internal and external- A quarterly measure
	ECA course delegate satisfaction - A quarterly measure
KPA 5 Delivering value and reassurance to our community and partners in industry	
KPI 5.1 Return on investment in NLF	Please refer to table 5.
KPI 5.2 Levels of satisfaction and confidence with the NLF services	AF victim satisfaction survey - This measure remains consistent at 92% satisfaction.
	NLF victim satisfaction survey - A quarterly measure
	AF complaints – The overall number of complaints received by Action Fraud has increased from a total of 17 in April and May 2014/15 in comparison with 29 in April and May 2015/16. Although

	<p>complaints have increased it should be noted by members that volumes of reported and disseminated crime have increased and presented as a percentage complaints represent 0.04% of all Action Fraud contacts in the 2 months April and May which is consistent with previous quarters.</p>
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Appendix B – New KPA Framework

KPA 1 – Preventing and reducing the harm caused by economic crime
KPI 1.1 – Raising public/private sector not for profit sector organisations awareness of economic and cyber threats and increasing their ability to protect themselves
Digital Reach of AF
Digital Reach of ECD Departments (DP)
NFIB Impact of Protect Strategy – Quality of alerts via survey monkey feedback.
NFIB Impact of Protect Strategy – % age positive Feedback from customers
NFIB Stakeholder engagements
Engagement quality feedback through questionnaire
Volume of trade press articles
KPI 1.2 – Increasing individual self protection from economic and cyber crime and reducing the risk of repeat victimisation
NFIB Impact of Protect Strategy – Take up of attendance at protect events with public and Industry (DP)
Quality feedback from Protect event attendees?
Proportion of victims receiving <i>bespoke</i> crime prevention advice <i>from ECD Investigators</i>
Proportion of victims finding the advice Very or Fairly helpful.
Volume of media enagements
Reach of media enagements
Number of people re-directed to CoLP warning page following PIPCU intervention
Number of referrals made to ECVCU, assessed and accepted.
% of victims referred categorised as "vulnerable"
Average monetary loss per victims <i>accepted</i> in period
The average time that we have taken to contact the victims
Victim 'repeat rate' for period
KPI 2.1 – Enhancing knowledge and understanding of national economic crime threats
% of NIR questions answered through ECD contribution
Intelligence disseminations.
Number of businesses reporting to AF (AF Plan)
KPI 2.2 – Identification, assessment, management and dissemination of national active offenders lone and OCG.
Suspects entities disseminated to Law Enforcement through crime disseminations
Number of new OCGs identified and disseminated to law enforcement (not mapped with OCCC) (DP)
Number of new OCGs identified and mapped to OCCC with counter fraud community members (DP)
Number of information reports disseminated to law enforcement and counter fraud community partners relating to existing OCGs
Quality of information reports disseminated to law enforcement and counter fraud community partners relating to existing OCGs
Reach of NFIB OCG information reports disseminated to law enforcement and counter fraud community partners
KPA 3 – Enforcing and disrupting economic crime at the local, regional and national levels
KPI 3.1- Reducing the threat of economic crime through enforcement activity at the local, regional and national level
Projected value of future fraud loss saved by ECD enforcement cases
To ensure city fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
Attrition rate of crimes reported to AF

The attrition rate of City of London crimes disseminated by the NFIB
Quality of NFIB Crime disseminations via survey - timeliness, viable lines and clear narrative
Number of offender Disposals (Cautions, charges, community resolutions) (DP) Breakout into Charges, cautions, Community resolutions
Monitor number of ancillary orders applied for and granted(DP)
Commentary on confidence in force returns regarding disseminated crimes (AF Plan – Ad hoc reporting)?
Qualitative outcome figures on a monthly basis for police/non police regarding AF disseminations (AF Plan)?
Number and percentage of crime reports disseminated on a monthly basis AF
Number of crimes referred, assessed and accepted (acceptance rate)
Something about levels of responses by NLF ? Low, medium and high NLF responses
Number of cases under investigation (live at end of period)
£ value of Fraud losses under investigation (at end of period)
Number of vulnerable victims being dealt with by each dept
Fraud types/complexity of crimes being dealt with by each dept
Numbers on bail (6-12 months.... etc...)
KPI 3.2- Reducing the threat of economic crime through disruption activity at the local, regional and national level
Value of fraud prevented through interventions (PP)
Volume of NFIB Disruptions (DP) – Can this be broken down into cyber (1,2,3)
Volume of DCPCU Fraud Enabler disruptions
£Value of DCPCU Fraud Enabler disruptions (CoLP proportion only)
Value of NFIB Disruptions (DP)
Volume of asset recovery orders
Value of asset recovery orders
OCG identified and mapped
Volume of OCG disruptions (Including type/level)
Op Creative referrals received in period.
Op Creative Phase 1 letters sent.
Op Creative offending content removed after Phase 1 contact
Op Creative new infringing Web sites placed on Infringing Website List
Op Creative Web site taken down after Phase 1 contact or other non police action.
Op Ashiko referrals received in period.
Volume of Websites PIPCU disrupted in period
Product types benefiting from PIPCU Web site disruptions
The projected monetary value of future fraud saved by PIPCU through Web site disruptions
Volume of Op Broadway City Boiler room disruptions
The projected monetary value of future fraud saved by Op Broadway through Boiler room disruptions
KP4 Raising the standard of economic crime prevention and investigation by providing education and awareness to the counter fraud community
KPI 4.1 – Impact and reach of training strategy and delivery
Number of ECA course delegates internal and external
ECA courses delegate satisfaction
Number of organisations that have benefitted positively as a result of contact with the ECA.
KPI 4.2 – Impact and reach of standard setting and dissemination of best practice
Number of CoLP trained in implementing the concepts of the Policing Fraud Document including the Fraud Investigation Model

Improve the response to countering fraud; number of updates made to course materials (i.e. new versions released) – Quarterly
Number of events held and number attended and sectors engaged with
Feedback from events on impact/value/quality - Quarterly
<u>KPA5 Delivering value and reassurance to our community and partners in industry</u>
KPI 5.1 – Return on investment provided by the NLF
Return on investment (PP)
Return on investment Broadway
Percentages of free places, at cost places and above cost places on Academy courses (monthly)
Cost price equivalent of places given to CoLP free of price - academy (monthly)
Report on audit arrangements and findings (AF Plan – Ad hoc) ?
Average time taken to disseminate crimes broken down by desk (AF Plan – monthly)
Improve accuracy of AF audit calls, online reporting and business reporting tool
Audit of packages disseminated/not disseminated (AF Plan – Ad hoc reporting)
KPI 5.2 - Levels of satisfaction and confidence with the NLF service
Overall victim satisfaction in AF service obtained through survey feedback
Overall victim satisfaction in ECD service obtained through survey feedback
Overall victim satisfaction in ECVCU service obtained through survey feedback
Volume of AF Complaints
Level of call for service referrals to local forces regarding vulnerable victims (AF plan) ?
Number of vulnerable victims identified by AF Call Centre.
Numbers of vulnerable victims correctly identified at call centre/on line (AF Plan)
Abandon rates for calls and on line (AF Plan)

Appendix C – 2014 overview of KPA 3: Enforcing and disrupting economic crime

Strategic Context

Enforcement and disruption of economic crime is recognised as a key performance requirement for the National Lead Force (NLF).

For reporting year April 2014 to March 2015, the Economic Crime Directorate (ECD) established a bespoke set of key performance indicators to measure activity in this area. The measures were based on the Strategic threat picture at that time. However, as our nation has witnessed, some of those threats have diversified, as Threat, Risk and Harm continuously change. That said, the fundamental requirement to protect citizens and victims has remained paramount to the public duty requirements we hold in Policing.

Technological advances enable fraudsters to target their victims more diversely. Judicial boundaries do not restrict their reach and this requires a different methodology of Policing. Regulatory strengthening in some areas has been successful and diminished the ability for fraudsters to perpetrate crimes they did as recently as 12 months ago, whilst new crimes are emerging in their place: The decline in Mortgage fraud and the rise in Pension Liberation fraud are two prime examples of the change in trend.

That change presents a different threat landscape and requires greater flex from Policing. Resource allocation needs to be fundamentally different to managing mass individual victims spread across the UK in a Pension Liberation fraud, compared to a single victim company in a Mortgage fraud. The paradox of new age economic crime requires radically different requirement of resource shift which also has an impact on performance perception across KPA 3.

Current picture

In times of reduced budgets and finite resources; focus has had to shift from simply pursuing offenders down the criminal justice route, towards prevention and disruption activity. This is reflected in the industrialised effort to achieve £540 million of fraud being disrupted by the Directorate in the 2014/15 year.

Furthermore, the Directorate has increased effort to broaden the available evidence base of the real impact of economic crime on victims through quarterly qualitative victim surveying – highlighting how important our ‘victim service’ is to our reputation, and using the analysis to improve service.

The last reporting period saw an explosive increase in high volume investment type frauds being investigated. It has followed that these investigations, involving multi-hundred victims (often the most vulnerable in society) impacts on simple volumetric of cases taken on for investigation due to their resource intense nature. Volume victim management has an understandable impact on the overall capacity of operational teams, resulting in fewer cases being investigated, charged and subsequently brought to trial over the period. Conversely, as reflected in the Q4 victim survey the Directorate victim care survey achieved a ‘100% victim satisfaction’ which should be noted in the context of this report.

Future strategy

Policing simply cannot investigate its way out of the growing Economic Crime threat and as such must adapt its approach to harness all opportunities across the 4P HMG agenda (Protect, Pursue, Prevent and Prepare). Disruption and prevention activity is key and as can be seen across the new 2015/16 KPA / KPI framework, now sits alongside the more traditional investigative methods reported.

This strategy is already proving far more effective, preventing further individuals being subject to fraud and disrupting criminal activity at the earliest opportunity, whilst providing targeted citizen awareness and education (see national Fraud strategy and National Fraud Protect strategy).

Operation Broadway is an excellent example of this approach disrupting 35 boiler rooms in the first year of operation, but of course due to set KPI's pre-dating this, wasn't able to be demonstrated across the performance framework in 2014/15 reporting. This new innovative means of Policing offers a more victim focused and cost effective alternative to pure investigation, whilst also lessening the burden on the Criminal justice system (Crown Prosecution and Courts) which is also at full stretch point – consequently, cases are taking longer to achieve charge decision and subsequent conviction.

Ancillary methods

Asset recovery is a fundamental aspect of victim service delivery for the NLF, however it must also be remembered that Policing is not in sole control of the value of assets recovered and is dependent on other factors; for example, dissipation of criminal assets and judicial timescales;

- In 2014/15 the total number of confiscation orders reached 51. This amounted to 10 more orders than in 2013/14 (highest volume for CoLP).
- More defendants have been successfully prosecuted under confiscation proceedings than ever before, however the value recovered is approx £3 million lower than 2013/14 due to realisable assets available to recover.
- Unfortunately (for reasons not able to be articulated in this report due to operational sensitivities) the 2014/15 the successful joint proactive operation between CoLP and NCA (Op Solway) ceased. 50% of the 48 cash seizures in 2014/15 came from operation Solway. This resulted in significant reductions in the value and volume of cash seizures obtained and subsequent cash forfeitures thereafter.

It follows that assets seized are totally dependent on the availability of criminal funds, the types of cases investigated by NLF and current funding structures. It would be unethical for NLF to only investigate those cases which had a high value return and weren't victim focussed.