

NATIONAL FRAUD POLICING STRATEGY 2019-2022

DRAFT

v7

INTRODUCTION

This strategy has been developed in response to an HMICFRS inspection of the police response which identified the absence of government and national policing strategies for tackling fraud.

The strategy sets out how policing intends to improve its approach to reducing the harm from fraud. Some of it is achievable with current capabilities. Some of it will require additional investment from the Home Office to achieve transformational change. We have highlighted this within the strategy.

Implementation of the strategy will be the responsibility of local, regional and national policing. As National Lead Force, City of London Police will own a number of the deliverables within the strategy. Local and regional policing will contribute to other deliverables, embedding this strategy across their own organisations through local implementation plans.

The strategy has been informed by the findings of the HMICFRS fraud inspection, the Cabinet Office-led Economic Crime Review and reviews by the Public Accounts Committee, the Home Affairs Select Committee and Police Foundation*.

* <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/fraud-time-to-choose-an-inspection-of-the-police-response-to-fraud.pdf>
<https://publications.parliament.uk/pa/cm201719/cmselect/cmpubacc/399/399.pdf>
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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752854/SOC-2018-print.PDF

This is a strategy for policing. It is not a whole system strategy. It does not cover other key organisations with responsibilities for fraud, such as government, financial services, retail and telecommunications sectors. However working collaboratively with these organisations is very much a part of this policing strategy.

City of London Police has led the development of this strategy, in consultation with policing, the National Economic Crime Centre and the Home Office. Consultation has included a series of workshops in March and April 2019 with strategic and tactical policing leads from 43 police forces and 9 Regional Organised Crime Units, and opportunities to comment on the strategy as it has developed.

Consultation with chief officers of the 43 forces has been through the NPCC National Crime Operations Coordination Committee in June and Chiefs' Council in July 2019.

The strategy was agreed at Chiefs' Council in [August 2019]. The strategy has been published and distributed across policing. It will be reviewed annually and updated if necessary.



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THE THREAT ENVIRONMENT




35% increase in Action Fraud reports over the past 4 years (December 2018)



Local calls for service have increased and account for significant demand in (some) forces



Over 54% of crime* and 86% of police reported fraud has some cyber element



Fraud accounts for a third of all crime* with 3.6m incidents experienced in the year ending December 2018

Fraud is a borderless threat with cyber enablers and complex money laundering structures

Fraud includes low value and localised offending, as well as complex and organised fraud. Fraud can be carried out remotely, with perpetrators targeting UK citizens and businesses from abroad. Victims, offenders and enablers can be based across multiple force areas and international jurisdictions.

The link between organised crime and volume fraud is under developed. They can be one and the same. A high proportion of fraud is likely to be categorised as serious and organised, some of which would be carried out by organised crime groups. Some of these organised crime networks are involved in other serious and organised crime such as drugs trafficking and modern slavery.

Fraud affects our communities more often than any other crime type

Anyone can become a victim of fraud – individuals, SMEs, large corporates, charities and public sector organisations. Fraudsters deliberately target some of the most vulnerable in our society. This includes people who are elderly, lonely, in debt or have mental health problems. They repeatedly target victims, sharing details of the susceptible and vulnerable across criminal networks.

The financial loss from fraud can be life changing for victims. Fraudsters do not only take victims' money. They take their sense of security, confidence and well-being. Victims suffer financial hardship, anxiety, depression and other mental and physical health problems. This has led to victims feeling suicidal and taking their own lives. Fraud losses put small businesses at risk, jeopardising the livelihood of proprietors and their employees.

THE POLICING CHALLENGES

Action Fraud has made it easier for victims to report fraud to the police and provided efficiency savings to forces by linking crimes and criminals across the country and reducing duplication. However, an unintended consequence is that some forces do not recognise their fraud threat alongside other crime when reviewing demand and performance, and prioritising resources.

The volume of fraud has increased at the same time as other crime demand including violent crime and historic sexual abuse investigations, and non-crime demand resulting from funding cuts to other public and third sector services.

Policing has not evolved sufficiently to tackle this modern crime threat. As a result public confidence is low.

The volume of crime presents resourcing challenges, particularly in relation to victim support. Fraud investigations are typically complex, requiring specialist skills and knowledge. They are often protracted and resource intensive with victims waiting many years for criminal justice outcomes. Cyber enablers, money mules and professional enablers are frequently used to facilitate fraud and the movement of fraudulently obtained funds, requiring new skills and tactics.

Fraudsters are quick to develop new modus operandi, exploiting vulnerabilities in new processes and systems. This requires a dynamic and constantly evolving response. Much of the intelligence needed to understand the nature and scale of the threat is held outside of policing, in particular, within the private sector.

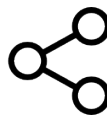
HMICFRS found the model of national coordination through National Lead Force and local investigation was sound but requires improvement at all levels of policing to:



Improve sharing of intelligence across the community to create opportunity for proactive interventions



Make roles and responsibilities across policing clearer



Develop a systematic approach to sharing and evaluating good practice



Make better use of existing structures and tactics used to tackle other crime types for fraud



Improve consistency, communication and services to victims

THE POLICING MODEL

The policing model for fraud includes national, regional and local capabilities. National capabilities exist within City of London Police as the National Lead Force for Fraud. These include national police leadership and coordination, national fraud and cyber reporting (Action Fraud), national intelligence and crime dissemination (National Fraud Intelligence Bureau), national fraud investigation, and training and development (Economic Crime Academy). City of London Police is part of the multi-agency National Economic Crime Centre, which has responsibility for leading the national law enforcement response to serious and organised economic crime.

Regional Organised Crime Units (ROCU) have some fraud investigation capability (Regional Fraud Teams) within Regional Asset Recovery Teams. Capacity in these teams is extremely limited, as these were primarily created to undertake fraud elements of other serious and organised crime investigations.

The majority of the fraud response is delivered locally through specialist (economic crime) and volume crime capabilities, in particular in respect of Pursue and Protect including supporting victims.

A roles and responsibilities grid is annexed to this strategy. It depicts expectations across the National Economic Crime Centre, City of London Police, ROCUs and local forces. It is recognised that capabilities in every force and region may not currently be developed to the level of this grid, and some cases it represents the model we are working towards.

Diagram to be inserted

VISION

“Improve policing’s ability to protect the public and disrupt fraudsters at local, regional and national levels, ensuring the response is coordinated and fraud is embedded across standard policing practices”



CAPABLE



Strengthen capabilities to disrupt and prevent fraud

Fraud capabilities are required across National Lead Force, Regional Organised Crime Units and local forces, covering both volume and serious and organised fraud across the 4Ps (Pursue, Protect, Prevent, Prepare). Police capabilities should be aligned to the threat, risk and harm in their area. The Cabinet Office Economic Crime Review identified a fundamental lack of capacity for investigation of economic crime in 2017. Within policing this is particularly prevalent at a regional level.

Our short term strategy is to strengthen fraud capabilities across our existing workforce through process improvement, professional development and good practice. We will seek [£xm] additional investment from central government to build a nationally networked regional response to increase capacity and capability against serious and organised threats.

We will develop a more dynamic and efficient response to fraud. We will maximise the use of digital and financial investigation techniques and other proactive tactics so investigations are more proactive and less protracted. In the longer term it is our ambition to bring together fraud, cyber and financial investigation capabilities to create digital economic crime hubs. This can only be achieved once fraud capabilities are developed to a similar standard as cyber, which has benefited from significant financial investment.

How we will strengthen capabilities to disrupt and prevent fraud

<p>Upskill specialist fraud investigation capabilities</p>	<p>City of London Police will continue its roll out of specialist fraud training and develop an ongoing continuous development programme across policing by March 2020. Forces will enable continuous professional development and support workplace development of specialist investigators through mentors.</p>
<p>Mainstream fraud knowledge across policing including intelligence, volume crime investigation, crime prevention and community engagement</p>	<p>Training and fraud awareness will be developed for non-specialist capabilities so tactics and capabilities used for other crime types are similarly applied for fraud. The Economic Crime Academy will develop an e-learning module for volume fraud investigation by March 2020. With support from City of London Police, forces will raise knowledge and understanding of fraud across their organisations. For example crime prevention and community policing capabilities will have sufficient knowledge to advise their communities on how to protect themselves from fraud.</p>
<p>Improve effectiveness through consistent application of good practice</p>	<p>Forces will implement the Fraud Investigation Model for serious and complex fraud investigations to improve consistency and standards of investigation and ensure all available powers are maximised to disrupt fraud by December 2020. City of London Police will work with the College of Policing to develop Authorised Professional Practice for Fraud by December 2022.</p> <p>City of London Police will develop a digital platform to share good practice and create a virtual network for fraud practitioners by December 2019. With sustainable funding from the Home Office, Regional Fraud Development Officers will have a key role in supporting City of London Police to identify and share good practice developed locally and nationally. Forces will seek to deliver consistency across policing by implementing good practice, tailoring it to local needs and capabilities as required.</p>

How we will strengthen capabilities to disrupt and prevent fraud	
Build regional capacity and capability	City of London Police will work with chief constables, government and other stakeholders to secure additional funding and increase regional fraud capacity. This will deliver a networked and proactive capability to tackle high risk fraud threats impacting the country. Coordination of these capabilities will be dependent upon increased funding for tasking and coordination through the National Fraud Intelligence Bureau. Forces will maintain capabilities to respond to locally reported crime and NFIB force disseminations so as not to counteract the increase in fraud capacity across policing.
Reform and improve national triage and case allocation processes	The National Fraud Intelligence Bureau will implement new processes to improve the triage and allocation of crime reports so victims receive a faster response, golden hour opportunities are maximised, and the quality of crime disseminations is improved by December 2019. If additional funding is secured for regional fraud teams, case allocation processes will be reformed to include regional disseminations for serious and organised crime by September 2020.
Maximise all available tools to disrupt fraud	City of London Police will raise awareness of new and existing disruptive tools through its Economic Crime Knowledge Hub (an online platform) and continue to provide tactical advice on significant investigations. Forces will ensure that all investigators are aware of the full range of disruptive powers, including cease and desist, asset denial and serious crime prevention orders. Consideration of these options will be embedded within strategic and tactical plans.

COORDINATED



Work
collaboratively
across policing
and with
partners

A coordinated response requires national leadership, and regional and local delivery. It needs structures that enable connectivity and a more networked approach across policing.

City of London Police, as the National Lead Force, will provide national coordination and leadership of the fraud response through close engagement with regions and forces. Its national network of fraud development officers will enable regions to play a more active role in coordination of activity at a regional level, facilitating closer engagement with forces.

Close cooperation with partners will increase capacity, capability and effectiveness. Policing will support delivery of the actions contained in the government's Economic Crime Public Private Plan and Economic Crime Reform Programme.

Policing will continue to play an active role in the National Economic Crime Centre and Joint Fraud Taskforce. The National Economic Crime Centre has been established to lead on nationally significant serious and organised economic crime that requires a multi-agency response. It is reliant on investigative and intelligence capabilities across policing and other partners.

We will continue to work with other partners to extend joint funded capabilities across policing, based upon successful models in the City of London, namely the Dedicated Card and Payment Crime Unit, Insurance Fraud Enforcement Department and Police Intellectual Property Crime Unit.

How we will work collaboratively across policing and with partners

Improve national coordination processes so investigations are managed more effectively across policing and actionable intelligence is exploited

New processes have been implemented to enable escalation of serious and complex fraud investigations between local, regional and national capabilities. Through its new intelligence capability, the National Fraud Intelligence Bureau will provide improved support to forces to link crime series information post dissemination.

The National Fraud Intelligence Bureau will monitor the take up of serious and complex crime disseminations by forces. The high priority grid developed by the National Economic Crime Centre will be rolled out to wider policing to track high priority fraud investigations. With continued funding from the Home Office, Regional Fraud Development Officers will play a key role in this process.

Additional funding of [£xm] will be sought from government for the National Fraud Intelligence Bureau to create an effective tasking model for policing. It will work with chief constables, the NCA and National Economic Crime Centre to develop this, drawing upon good practice developed for cyber crime. This will:

- deliver a coordinated approach to 4P interventions for priority threats
- reduce the number of hand-offs of investigations between police forces and other agencies, providing faster resolution for victims
- reduce duplication of resources across linked crime series
- improve processes for intelligence collection and sharing across policing

How we will work collaboratively across policing and with partners

<p>Create governance structures to improve coordination and accountability</p>	<p>City of London Police will work with chief constables to new fraud governance structures. This includes establishing a National Strategic Coordination Group jointly with the NPCC Lead for Financial Investigation. This group will set, coordinate and oversee delivery against policing fraud priorities. Each region will establish a Prosperity Threat Group, attended by forces in the region, to agree priorities, understand regional threat and demand and monitor performance. Threat Group leads will be members of the National Strategic Coordination Group. These governance structures will be implemented by December 2019. Further information is contained in the roles and responsibilities grid in the annex.</p>
<p>Build sustainable partnerships, sharing intelligence and skills to jointly tackle threats</p>	<p>City of London Police will develop relationships with public and private sector partners to share intelligence and skills to jointly tackle threats in key sectors including financial services, telecommunications and retail.</p> <p>City of London Police will work with forces to develop and standardise volunteer role profiles by March 2020 and develop relationships with national private sector organisations to support fulfilment of these roles. Local forces will recruit and develop volunteers in line with their threat and demand, and local policies. Additional funding will be sought to establish a national coordinating team to recruit and deploy volunteers across forces.</p>
<p>Establish networks and strengthen law enforcement relationships in the international jurisdictions posing the most threat to UK communities</p>	<p>City of London Police has developed intelligence sharing with international partners including through two way exchanges. City of London Police will work with the National Economic Crime Centre to establish the global requirement for overseas economic crime engagement by December 2020. Additional funding may be sought in the medium term to expand the overseas law enforcement network.</p>

PROTECTIVE



Reduce harm to victims and communities

Fraud harms our communities, and policing's first priority remains prevention. Policing needs to be equipped to identify members of their community that are vulnerable to fraud and/or being persistently targeted.

Our ambition is to develop a nationally coordinated protect capability across 43 police forces, working closely with partners to maximise the reach and impact of protect advice.

Policing also needs to support victims through the criminal justice process. We will work with Police and Crime Commissioners and the Home Office to develop more effective models of victim care for fraud.

Not every fraud report to policing will result in an arrest, but every report should be used to prevent future victimisation and build a picture of serious and organised criminals for future disruption.

Action Fraud will continue to provide a national reporting service for fraud and cyber crime on behalf of policing. Action Fraud will work with other reporting solutions including Digital Public Contact and Project Fortis (a national cyber reporting solution) to identify opportunities to streamline and integrate reporting interfaces.

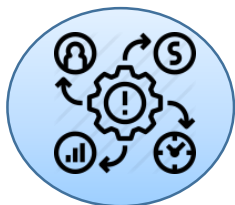
How we will reduce harm to victims and communities

<p>Reduce victimisation through nationally coordinated campaigns and targeted crime prevention advice that effectively influences behavioural change</p>	<p>City of London Police will publish a fraud protect strategy, agreed by NPCC, by January 2020. This will set out plans for targeting and segmentation, behavioural change and an delivery model. In the short term Action Fraud data will continue to be used to inform protect and prevent messaging based on the latest crime trends. This will be supplemented by intelligence and threat data escalated from forces through the Prosperity Threat Groups. City of London Police will develop a national campaigns calendar and share this with forces and ROCUs along with the relevant campaign materials and messaging. This will align with national protect campaigns such as Take 5 – To Stop fraud.</p> <p>An additional [£xm] investment will be sought from government to establish a nationally coordinated and locally delivered 43 force protect response. This capability will work in partnership with the Joint Fraud Taskforce and alongside cyber protect capabilities. It will include working with the finance sector to develop meaningful messaging to reduce push payment fraud in line with the new voluntary code. It will mean all victims who report to Action Fraud will be contacted and provided with protect advice.</p>
<p>Provide accessible pathways for individuals and organisations to report fraud, and track the progress and outcome of their reports</p>	<p>Action Fraud will continue to provide a digital reporting platform and improve telephone accessibility by aiming to answer all calls within 5 minutes, and to handle all calls within 15 minutes. It will ensure all victims receive an update on the outcome of their report within 28 days.</p> <p>Action Fraud will continue to provide bulk reporting for business and will work with industry to improve this capability through better use of technology.</p> <p>Forces will ensure victims receive consistent, nationally developed advice about how to report and are clear about their roles and responsibilities in respect of reporting. Policing will ensure the Victim Code of Practice is consistently applied for all fraud victims, including updating on the outcome of National Fraud Intelligence Bureau disseminations and progress of investigations.</p>

How we will reduce harm to victims and communities

<p>Embed fraud within wider strategies and structures for identification and management of vulnerability and victim support</p>	<p>Forces will use victim data supplied by Action Fraud to identify vulnerability, safeguard those at risk from further harm and prevent repeat victimisation.</p> <p>City of London Police will work with the NPCC Lead for Vulnerability to identify how fraud can be embedded within the vulnerability strategy. City of London Police will review victim services across policing and disseminate good practice for assessing and managing vulnerability by June 2020. Forces will incorporate fraud within their vulnerability strategies and training for staff.</p>
<p>Deliver a victim service that understands the range of vulnerability factors and identifies those at risk of repeat victimisation</p>	<p>City of London Police will support work being led by the Home Office, in consultation with wider government and the Joint Fraud Taskforce to develop an updated model for supporting victims of fraud, including enhanced capabilities locally, regionally and nationally. This may include a national model and continued roll out of the Economic Crime Victim Care service.</p>
<p>Increase our understanding of the pathways into offending and how we can effectively identify and deter those at risk of engaging in fraud</p>	<p>City of London Police will work with the Home Office to develop a national research strategy on pathways into fraud offending.</p>

EFFECTIVE



Target resources
intelligently and
demonstrate
impact

Policing needs to understand the true threat and demand from fraud to enable it to prioritise effectively. This includes improving our understanding of serious and organised threats and having an agreed set of national policing priorities in respect of fraud. This will be informed by work with the National Economic Crime Centre to identify strategic threats at a national level. This will ensure resources are targeted efficiently, and towards the highest harm threats.

Effective policing also means developing a better understanding of the risk profiles of individuals and businesses in our communities so interventions are targeted effectively. Forces will use national and local intelligence to understand the local threat and risk profiles of their communities.

The National Fraud Intelligence Bureau will make it easier for forces to access national data on their crime demand through interactive monthly dashboards. In the longer term there is ambition for better integration of national fraud data with other crime data.

A better understanding of the impact of interventions will result in more effective interventions. We will maximise our use of technology, analytics and evaluation to develop more evidence based practices and understand impact

How we will target resources intelligently and demonstrate impact

<p>Increase our knowledge of serious and organised fraud</p>	<p>The National Fraud Intelligence Bureau will work with national capabilities including the National Economic Crime Centre, National Assessment Centre and National Data Exploitation Centre to improve understanding of serious and organised fraud. The National Fraud Intelligence Bureau will continue to identify crime disseminations linked to organised crime groups. Forces and regions will support this by increasing their mapping of these organised crime groups.</p>
<p>Target resources at the highest harm threats</p>	<p>The National Fraud Intelligence Bureau will develop an annual threat assessment and national fraud control strategy for policing by June of each year. It will be informed by National Economic Crime Centre national priorities and risk assessment. It will be used as a prioritisation mechanism for triaging, intelligence development and crime dissemination. It will be used by chief constables to inform local and regional priorities. City of London Police will work with forces to implement processes to identify and disrupt the ten highest harm threat actors managed by policing by December 2019.</p>
<p>Improve links between fraud and other crime data</p>	<p>City of London Police is piloting an application interface between national fraud data and force record management systems so fraud and locally recorded crime data can be integrated. This will be completed by March 2020.</p> <p>Chief constables and Police and Crime Commissioners will incorporate fraud within local crime demand monitoring so it is appropriately recognised in their policing priorities. City of London Police and forces will improve processes by March 2020 to ensure outcomes and locally reported crime are recorded on national systems. In the longer term, City of London Police will explore other opportunities for data integration including the National Law Enforcement Database and Suspicious Activity Reports.</p>
<p>Understand impact and what works</p>	<p>Working with the Home Office, City of London Police will develop a national performance framework to monitor national fraud performance and impact by March 2020. City of London Police will work with the College of Policing and Home Office to improve our understanding of what works. Forces will ensure effective evaluation structures are implemented when developing and implementing new tactics to tackle fraud.</p>

ANNEX: ROLES & RESPONSIBILITIES

		Local Policing	Regional Policing	National Policing (National Lead Force / NPCC)	National Economic Crime Centre
Operational Strategy	Understand the threat (and demand)	Understand the local threat and demand picture and share via regional forums	Understand the regional threat and demand picture and share with local and national policing and NECC	Understand the national policing EC threat and demand picture and share across policing and the NECC. Lead on nationally significant issues relevant to Policing in partnership with THE NECC.	Understand the national SOEC threat and demand picture, share with policing and provide the UK collective voice on economic crime.
	Set priorities	Set local policing priorities taking into account local threats and EC priorities	Set regional priorities taking into account local and regional threats and national EC priorities including local priorities	Inform NECC priority setting Communicate national SOEC priorities across policing Set national EC policing priorities taking into account national SOEC priorities	Set national SOEC priorities Influence adoption of SOEC priorities through National Strategic Tasking
	Capabilities	Understand local capability gaps Inform regional capability strategies Inform national policing capability strategy for EC Develop capabilities in support of local, regional and national priorities and EC capabilities plan	Understand regional capability gaps Inform national policing capability strategy for EC Develop capabilities in support of local, regional and national priorities and EC capabilities plan	Understand national policing capability gaps for EC Set national policing capabilities plan for EC and communicate to local and regional policing Inform NECC capability plan Develop National Lead Force capabilities to support national priorities and EC capabilities plan	Understand national SOEC capability gaps Set national capabilities plan for SOEC
Operational Delivery	Crime reporting and recording	Record locally reported or identified fraud on AF/NFIB Record other EC on locally managed systems Report outcomes to NFIB	Record locally identified fraud on AF/NFIB Record other EC on locally managed systems Report outcomes to NFIB	Record national fraud crime on AF/NFIB. Provide advice, guidance and support for fraud crime recording to policing.	
	Intelligence	Collect and develop EC intelligence locally and SOEC intelligence commissioned regionally Map and/or MORILE score EC OCGs Dissemination of regional and national intelligence	Collect and develop SOEC intelligence regionally and commissioned nationally. Host Regional Fraud Development Officers and regional EC Threat Groups.	Agree national EC intelligence requirements. Collect and develop SOEC intelligence nationally. Provide gateway for fraud information and intelligence from LEA, government and private sector partners through NFIB. Disseminate fraud intelligence from NFIB. Develop and contribute to international intelligence and knowledge sharing initiatives in partnership with the NECC.	Agree national SOEC intelligence requirements Commission SOEC tactical and strategic intelligence from NCA capabilities (NCA/NAC/NTC) and other partner agencies. Provide gateway for systematic SOEC information and intelligence sharing between LEA, government departments and with the private sector through JMLIT.
	Tasking and coordination	Local EC tasking and coordination Escalation to regional tasking	Map EC investigations on prioritisation grid regionally Regional SOEC tasking and coordination Escalation to national lead force tasking (fraud) Escalation to NCA tasking for national specialist capabilities (other EC)	Fraud case allocation locally and nationally through AF/NIFB Map significant national EC investigations on P1-4 grid Escalation to NECC tasking on behalf of policing.	Task and coordinate national multi-agency SOEC investigations to NECC partners (NCA, COLP, FCA, HMRC, SFO and CPS) Secure threat neutral resources to support high priority SOEC investigations through national tasking Prioritise, plan and coordinate the law enforcement response to critical national EC (or fraud) incidents Coordinate intl. assistance for NECC tasked operations
	Investigate	AF/NFIB crime disseminations Locally identified EC Regionally tasked SOEC Asset denial	Locally and regionally identified SOEC Investigative support and advice to local forces Nationally tasked SOEC Asset denial and enforcement	Serious and organised national fraud identified by policing Fraud investigation support and advice to local and regional policing NECC tasked SOEC Maintain oversight of significant investigations held by policing.	
	Protect, Prevent and Prepare	Deliver local activity and implement national EC campaigns	Deliver regional activity and implement and coordinate national EC campaigns regionally	Develop, implement and coordinate national EC interventions across policing Inform and support partner campaigns. Influence national policy and legislation in partnership with the NECC	Develop, implement and coordinate national SOEC campaigns and share with national policing. Influence national policy and legislation on behalf of partner agencies.
	Victims	Identify vulnerable victims and communities Signpost and care for victims based in force area Manage victims linked to force-led EC investigations Identification of funds suitable for repatriation	Manage victims linked to regionally led EC investigations	Manage victims linked to NLF investigations Set policing strategy for EC victims	Share best practice with partner agencies and coordinate compensation schemes.
Operational Performance	Performance	Collect and monitor local EC performance data Report performance / outcomes to NFIB Report SOEC disruptions to regions	Collate and interpret regional SOEC performance data and share with national policing and national performance reporting Report regional fraud performance / outcomes to NFIB Report performance on NECC tasked activity	Collate, interpret and report national EC policing performance and share with NECC and national performance reporting Report performance on NECC tasked activity	Collate, interpret and report on NECC performance Interpret national SOEC performance
	Good practice	Share good practice regionally and nationally Review and implement nationally disseminated good practice where appropriate	Share good practice regionally and nationally Review and implement nationally disseminated good practice where appropriate	Identify, develop, evaluate and disseminate EC best practice across policing Share EC best practice with NECC and other partners Deliver specialist fraud and corruption training for policing and other partners National register of trained fraud investigators	Identify, develop, evaluate and disseminate SOEC best practice nationally and share with national policing