

NATIONAL FRAUD POLICING STRATEGY 2019-2022

Introduction

This strategy has been developed in response to an HMICFRS inspection of the police response which identified the absence of a current national policing strategy for fraud. It was supported by Chiefs' Council in October 2019.

This is a strategy for policing. It is not a whole system strategy. It does not cover other organisations with responsibilities for fraud, such as government, financial services, retail and telecommunications sectors. However working collaboratively with the National Economic Crime Centre and other parts of the counter fraud community is key to our approach.

City of London Police has developed this strategy in consultation with policing, the National Economic Crime Centre and the Home Office. Consultation included a series of workshops in early 2019 with strategic and tactical police representatives from 43 police forces and 9 regional organised crime units, as well as opportunities to comment on the strategy as it developed. Chief officers and police and crime commissioners were consulted through National Police Chief Constables committees and the Association of Police & Crime Commissioners.

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* have also informed this strategy.

* <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 strategy sets out how policing intends to improve its fraud response. Some of it is achievable with current capabilities but this will not have a significant impact on the rising threat and demand from fraud. Additional investment is essential to achieve transformational change. The priorities for investment in police capabilities are highlighted within this strategy.

This is part of a longer term plan to modernise the fraud response, realising synergies and efficiencies by bringing economic and cyber crime capabilities closer together. This can only be achieved without a detriment to cyber when fraud capabilities have been developed to a similar standard. This will take investment and time to implement. The strategy will therefore be updated in early 2021 to reflect any investment secured, and longer term ambitions.

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. Local and regional policing will contribute to other deliverables, embedding this strategy across their own organisations through local implementation plans. The police are accountable to police and crime commissioners, police authorities and the Home Office for delivery of the strategy.



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Executive summary

Aim

Protect the public by preventing and disrupting fraud through capable, coordinated, protective and effective policing at all levels

Approach

CAPABLE



Strengthen capabilities to disrupt and prevent fraud

COORDINATED



Work collaboratively across policing and with partners

PROTECTIVE



Reduce harm to victims and communities

EFFECTIVE



Target resources intelligently and demonstrate impact

Delivery partners: Police Forces, Regional Organised Crime Units, City of London Police, Home Office, National Economic Crime Centre, Police & Crime Commissioners / Police Authorities

Objectives

Operate as a counter fraud community to prioritise and tackle high harm fraud threats

Improve capabilities to detect, disrupt and manage perpetrators of fraud

Reduce victimisation and support victims through intelligence-led interventions

Outcomes

Police resources are deployed and prioritised efficiently and effectively against fraud threats

- Resources are proactively targeted at the highest harm threats
- Intelligence and resources are shared across the counter-fraud community resulting in proactive and coordinated interventions against nationally identified high harm threats and priorities
- National Fraud Intelligence Bureau disseminations are timely and create a legitimate demand on policing
- Local policing and crime plans reflect the threat from fraud
- Effectiveness of new interventions are evaluated
- Good practice is shared and implemented across policing improving consistency of services

Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud

- Pursue capabilities exist at all levels of policing, aligned to threat and demand
- Serious and complex fraud investigation is professionalised
- Fraud knowledge is mainstreamed across threat neutral policing capabilities
- A new nationally networked regional capability reduces national and high threat fraud demand on local forces
- Investigations and linked crime series are collectively prioritised and tasked
- There are fewer hand-offs of investigations between forces and with other agencies
- Fraudsters are disrupted by the criminal justice system and deprived of criminal gains
- Convicted fraudsters do not re-offend

People and organisations are prevented from being victims of fraud, and victims are supported

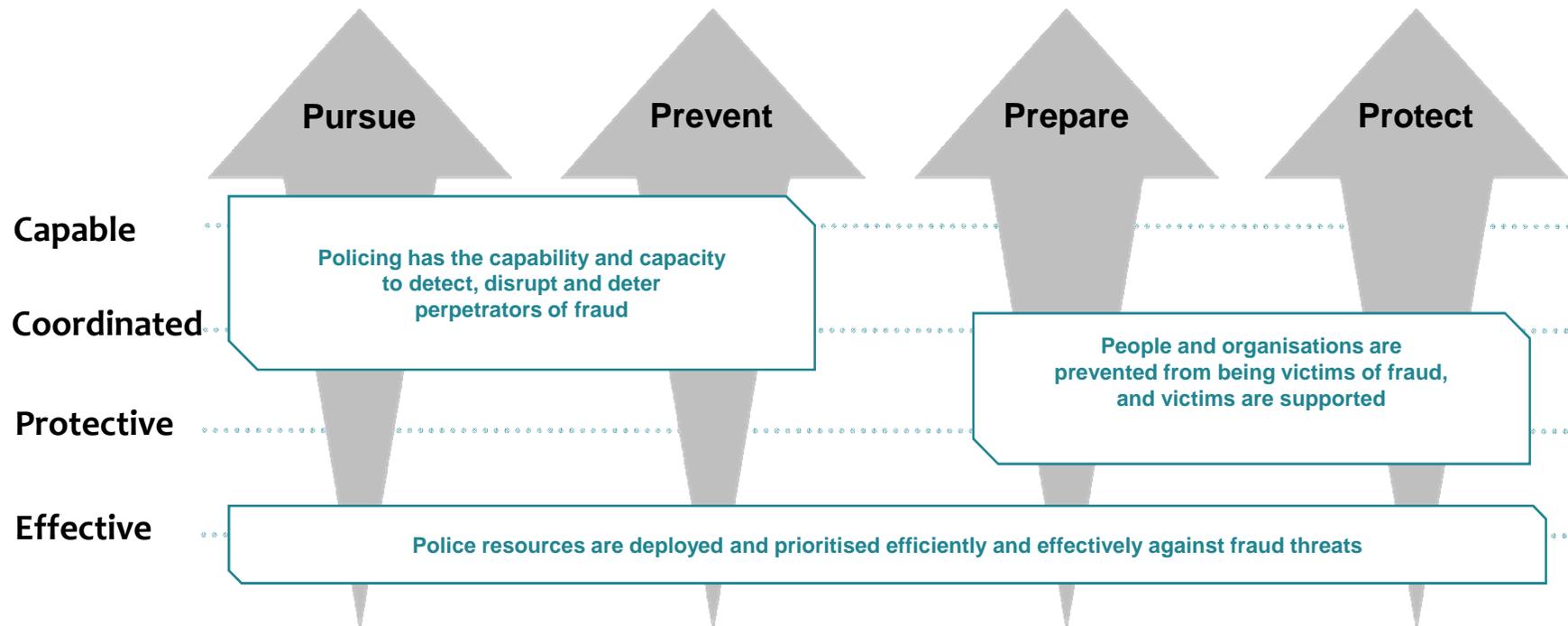
- At risk communities and individuals are identified and have access to support
- Protect capacity and capability is increased at all levels
- Protect messaging is nationally coordinated and effectively influences behavioural change
- Fraud is incorporated into local crime prevention and vulnerability strategies and capabilities
- Victims find it easy to report fraud and to track the progress and outcome of their report and/or investigation
- Victims are signposted to services that help them to cope and recover

Enablers: • Significant government investment in fraud • National coordination and joint working across all levels of policing supported by NPCC and facilitated by City of London Police • Sustainable partnerships across law enforcement, private sector and local authorities • Local, regional and national governance to monitor performance

Fraud outcomes mapped to the 4Ps

Aim

To protect the public by preventing and disrupting fraud through capable, coordinated, protective and effective policing at all levels



Strategic context: 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 understanding of 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.

Strategic context: 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 fail to 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.

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 support for victims. Some investigations are complex, requiring specialist skills and knowledge. Complex frauds are 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.

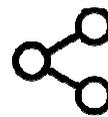
HMICFRS found the model of national coordination through National Lead Force and local investigation was sound but requires improvement at all levels of policing to:



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

Strategic context: the policing model

City of London Police is the National Lead Force for Fraud. It is accountable for delivery of its responsibilities to the Home Office, City of London Corporation (as police authority) and the NPCC Crime Business Area.

City of London Police and policing is a key stakeholder of the recently established multi-agency National Economic Crime Centre, which has responsibility for leading the national law enforcement response to serious and organised economic crime.

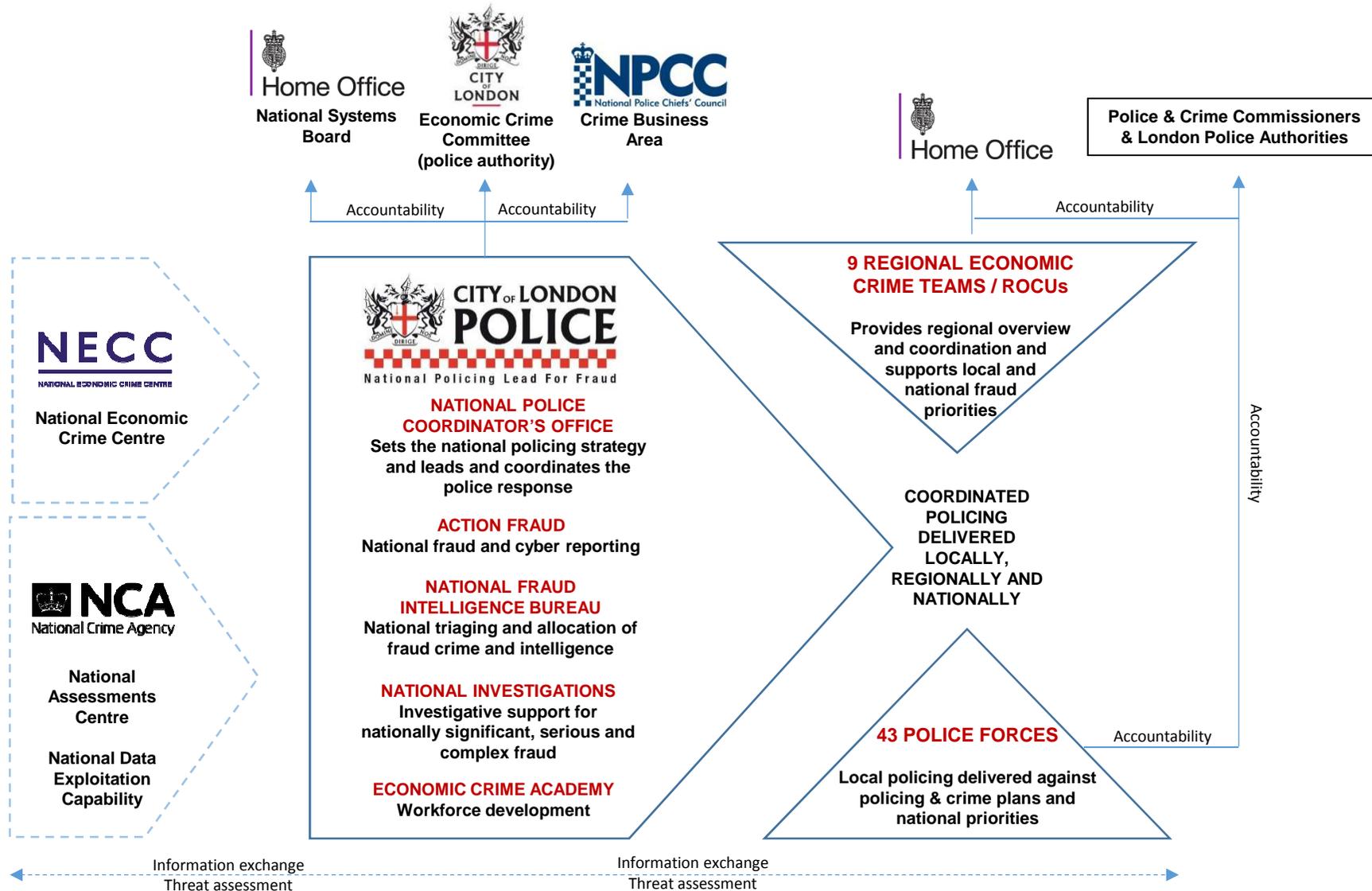
Regional Economic Crime Teams, based within Regional Organised Crime Units, have some fraud investigation capabilities. Capability but capacity is extremely limited. These teams were established to undertake the fraud elements of other serious and organised crime investigations rather than serious and complex fraud investigations. ROCUs host a range of other capabilities that contribute to tackling serious and organised fraud.

Regional fraud development officers were introduced in 2018, coordinated by City of London Police. The network was established to improve oversight and coordination of regional fraud threats and capabilities, and to improve connectivity between local, regional and national policing.

The majority of the fraud response is delivered by local police forces through specialist (economic crime) and volume crime capabilities, in particular in respect of Pursue and Protect. This includes supporting victims. Police forces are accountable for their performance to Police & Crime Commissioners who set police and crime priorities and commission victim support services in their areas.

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 in some cases it represents the model policing is working towards.

Strategic context: the policing model



Objective 1: Operate as a counter fraud community to prioritise and tackle high harm fraud threats

EFFECTIVE



Target resources intelligently and demonstrate impact

Policing will improve its understanding of threat, risk and harm so it can prioritise effectively and target resources at the highest harm threats. Threat assessments will be developed through a top down and bottom up approach, based upon information and intelligence collected locally, regionally and nationally.

The National Fraud Intelligence Bureau will develop an annual threat assessment and national fraud control strategy for policing by June of each year. This 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.

COORDINATED



Work collaboratively across policing and with partners

The National Fraud Intelligence Bureau will work with the public and private counter fraud community to improve understanding of serious and organised fraud. This includes the National Economic Crime Centre, National Assessments Centre and National Data Exploitation Capability and Joint Fraud Taskforce. Opportunities to enrich national fraud data through integration with private sector data and other recorded crime and intelligence will be maximised. This includes the National Law Enforcement Database and Suspicious Activity Reports.

The National Fraud Intelligence Bureau will implement new processes to improve the timeliness and quality of crime disseminations to maximise pursue and protect outcomes. It 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.

The National Fraud Intelligence Bureau will make it easier for forces to understand their crime demand through interactive monthly dashboards. These will be shared with Police and Crime Commissioners so they can ensure fraud is appropriate prioritised in their policing and crime plans.

EFFECTIVE



Target resources intelligently
and demonstrate impact

City of London Police will provide national coordination and leadership of the fraud policing response through close engagement with regions and forces and the National Economic Crime Centre. With sustainable funding from the Home Office, its national network of fraud development officers will support national coordination. This will enable regions to play a more active role, facilitating closer engagement with forces and reducing duplication across the system.

COORDINATED



Work collaboratively across
policing and with partners

New coordination structures will be established so local, regional and national policing operate as a counter fraud community to coordinate and prioritise operational activity against high harm threats. This includes a National Strategic Coordination Group attended by regional leads, and an Economic Crime Threat Group in each region, attended by forces. The National Strategic Coordination Group will feed into the multi-agency fraud threat group co-chaired by City of London Police and the National Economic Crime Centre.

City of London Police will identify and share good practice across policing, working with the College of Policing to ensure information available to practitioners is up to date, relevant and evidence based. Forces will ensure effective evaluation structures are implemented when developing and implementing new tactics to tackle fraud and that these findings are shared. With sustainable funding from the Home Office, regional fraud development officers will have a key role in this. Forces will improve consistency across policing by implementing good practice, tailoring it to local needs and capabilities as appropriate.

Policing is a key stakeholder and will continue to play an active role in the National Economic Crime Centre and Joint Fraud Taskforce. Policing will support delivery of the actions contained in the government's public private Economic Crime Plan and Economic Crime Reform Programme.

City of London Police will contribute to the Home Office's work to develop a new fully operational performance system for economic crime including policing's performance against fraud. Police and Crime Commissioners will ensure fraud performance is incorporated into local governance and accountability structures. City of London Police, as the National Lead Force for Fraud, will continue to be accountable to the Home Office and City of London Corporation for its performance.

Priority activities	City of London Police	ROCs / Forces
Coordination and prioritisation	Implement National Strategic Coordination Group by January 2020	Implement regional threat groups by January 2020
High harm threat action plans	Work in partnership with the NECC fraud threat group and Joint Fraud Taskforce to create detailed plans to tackle enablers of high harm fraud threats by March 2020	Support delivery of 4P plans to tackle high harm fraud threats
Fraud performance framework	Contribute to work being led by the Home Office under the Economic Crime Plan to develop a new fully operational performance system for economic crime by July 2020	Incorporate fraud within local crime demand and performance monitoring
Overseas engagement	Work with the NECC fraud threat group to establish the global requirement for overseas fraud engagement, linked to high harm fraud threats by March 2020	
Strategic threat assessments	Publish an annual threat assessment and national fraud control strategy for policing by June	Set local fraud priorities taking into account national control strategy and local/regional threat and demand
Consistent crime and outcome recording	Improve processes to ensure outcomes and locally reported crime are recorded on national systems by March 2020	Record locally reported crime on Action Fraud and report outcomes to National Fraud Intelligence Bureau
Identifying, sharing and implementing good practice	Develop a digital platform to share good practice and create a virtual network for fraud practitioners by December 2019	Implement methods for evaluation of new interventions
Maximising data sharing	Engage with national data programmes including the National Law Enforcement Database, Suspicious Activity Reports and Companies House register to maximise opportunities for information sharing with the National Fraud Intelligence Bureau	

Objective 2: Improve capabilities to detect, disrupt and manage perpetrators of fraud

CAPABLE



Strengthen capabilities to disrupt and prevent fraud

Pursue capabilities will be developed at national, regional and local levels to tackle volume and serious and organised fraud. This will be aligned to threat and demand, shaped by collective strategic threat assessments delivered through the National Assessments Centre and National Economic Crime Centre.

COORDINATED



Work collaboratively across policing and with partners

Specialist fraud investigation will be professionalised and upskilled through training and continuous professional development. Generalist investigation and intelligence capabilities will be equipped with the skills and knowledge needed to disrupt fraud.

Policing will develop a more dynamic response to fraud investigation. This includes maximising the use of digital and financial investigation techniques and other proactive tactics so investigations are more efficient and effective and asset denial opportunities are maximised.

Policing will seek additional investment from government to increase its investigative capacity over the next 3 years. This will be used to build a nationally networked and coordinated capability focussed on disruption of high harm threats. New recruitment pathways into policing will be explored to deliver this increase in capacity across the system.

Policing will continue to work with other counter-fraud partners to extend joint funded capabilities, 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.

Forces will maintain their own investigative capabilities enabling them to respond to locally reported crime and National Fraud Intelligence Bureau disseminations, so as not to counteract any increase in fraud capacity across the system. Local pursue capabilities will be commensurate with threat and demand in their area and will be able to access specialist resources through tasking processes.

CAPABLE



Strengthen capabilities to disrupt and prevent fraud

Through its new intelligence capability, the National Fraud Intelligence Bureau will continue to provide support to forces to link crime series information post dissemination. The multi-agency approach to serious and organised fraud will be informed by the National Economic Crime Centre. New processes to enable escalation of serious and complex fraud investigations between local, regional and national capabilities, including the National Economic Crime Centre, will continue to operate.

COORDINATED



Work collaboratively across policing and with partners

Policing will seek additional investment from government to develop a new tasking capability within the National Fraud Intelligence Bureau. City of London Police will work with chief constables, the NCA and National Economic Crime Centre to develop a consent based model, drawing upon good practice developed for cyber crime. This will:

- **deliver a coordinated approach to prioritisation**
- **reduce the number of hand-offs of investigations between forces and with other agencies**
- **reduce duplication of resources across linked crime series**
- **improve processes for intelligence collection and sharing**
- **provide a more consistent service to victims**

Forces will ensure that fraud offenders are incorporated within local offender management processes and tools such as serious crime prevention orders are maximised so that convicted fraudsters do not reoffend.

In the longer term, policing aims 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 capabilities to tackle cyber crime, which have benefited from significant financial investment in recent years.

Priority activities	City of London Police	ROCs / Forces
Professionalise and raise serious fraud investigation standards	Continue to roll out economic crime investigation training and national register of specialist fraud investigators	Implement the Fraud Investigation Model for serious and complex fraud investigations to improve consistency and standards of investigation by December 2020
Upskill volume crime capabilities	Launch e-learning programmes to raise awareness of fraud and improve volume fraud investigation skills by December 2019	
Maximise use of powers including asset denial	Raise awareness of new and existing disruptive tools and continue to provide tactical advice on significant investigations	Ensure all investigators are aware of disruptive powers, including cease and desist, asset denial and serious crime prevention orders with consideration of these options embedded within strategic and tactical plans
Monitor high threat investigations	Monitor take-up of serious and complex crime disseminations and develop and implement a process to track high priority investigations by December 2019	Regional Fraud Development Officers to implement and coordinate the process in their respective regions
Fraud offender management		Embed fraud within local offender management processes
Investigative capacity uplift	Coordinate delivery of a nationally networked investigative uplift including recruitment strategies by March 2023	Recruit additional investigators to be located in regional hubs by March 2023. Maintain force capabilities
Police national tasking	Deliver a national tasking and coordination capability by March 2021	Contribute to development and delivery of new tasking processes

Objective 3: Reduce victimisation and support victims through intelligence-led interventions

PROTECTIVE



Reduce harm to victims and communities

Protect activity will be centrally coordinated and locally delivered. Action Fraud data will continue to inform national protect messaging, based on emerging trends. This will be supplemented by intelligence and threat data escalated from forces through regional economic crime threat groups and National Economic Crime Centre strategic assessments.

CAPABLE



Strengthen capabilities to disrupt and prevent fraud

Policing will work with partners to identify individuals and communities that are vulnerable to fraud and/or being persistently targeted so interventions are intelligence-led and effectively reduce victimisation.

COORDINATED



Work collaboratively across policing and with partners

City of London Police will share a national campaigns calendar with forces and ROCUs along with campaign materials and messaging. This will align with national protect campaigns devised and delivered by partners such as Take 5 to Stop Fraud. Forces will use national and local intelligence to understand the local threat and risk profiles of their communities so protect interventions are targeted effectively.

Policing will seek additional investment from government to establish a nationally coordinated 43 force protect response over 2 years. This capability will work in partnership with the Joint Fraud Taskforce and alongside cyber protect capabilities. It will work 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.

PROTECTIVE



Reduce harm to victims and communities

Forces will embed fraud within their wider strategies and structures for identification and management of vulnerability and victim support. They will use victim data supplied by Action Fraud and Suspicious Activity Reports to safeguard those at risk from further harm and prevent repeat victimisation.

CAPABLE



Strengthen capabilities to disrupt and prevent fraud

City of London Police will establish a victim oversight board to ensure police forces are provided with sufficient information, guidance and support to deliver a consistent and effective response to victims of fraud.

COORDINATED



Work collaboratively across policing and with partners

Action Fraud will continue to provide a national reporting service for fraud and cyber crime. City of London Police will deliver a programme of continuous improvement to raise service standards and rebuild public trust and confidence in fraud reporting. This includes digital reporting and improved telephone accessibility, aiming to answer all calls within 5 minutes. The National Fraud Intelligence Bureau will ensure all victims receive an update on the outcome of their report within 28 days. Forces will retain responsibility for updating victims once crimes have been disseminated.

Action Fraud will work with the private sector and other reporting solutions including Digital Public Contact and Project Fortis (a national cyber reporting solution) to identify opportunities to streamline and integrate reporting interfaces for the public. Forces will ensure victims receive consistent, nationally developed advice about how to report crime and are clear about their roles and responsibilities in respect of crime reporting.

Priority activities	City of London Police	ROCs / Forces
Coordinated protect campaigns	Publish a national campaigns calendar and establish a national network across police forces to disseminate crime prevention advice by March 2020	Deliver national campaigns locally and regionally
Fraud protect strategy	Develop a strategy for targeting, segmentation delivery and evaluation of fraud protect activity across policing by January 2020	
Mainstream fraud prevention knowledge	Provide advice to support mainstreaming of fraud prevention knowledge by January 2020	Implement processes so generalist crime prevention and community policing capabilities have sufficient knowledge to advise their communities on how to protect themselves from fraud by June 2020
Uplift national protect capabilities	Coordinate delivery of a nationally networked protect uplift including recruitment strategies by March 2022	Recruitment of protect officers in forces and ROCs by March 2022

Priority activities	City of London Police	ROCUs / Forces
Fraud reporting improvements	Review Action Fraud contact centre culture and processes to identify areas for improvement by December 2019	Embed processes to ensure locally reported crime is recorded on national systems by March 2020
Victim care	<p>Establish a national victims oversight board to oversee development of an effective response to victims of fraud by December 2019.</p> <p>Review victim services across policing and disseminate a best practice guide for assessing and managing vulnerability by March 2020</p> <p>Improve processes for dissemination of victim care lists and publish a best practice guide to managing victim care lists by March 2020</p> <p>Support the Home Office to develop an updated model for supporting victims of fraud under the Economic Crime Plan by August 2020</p>	<p>Use victim data supplied by Action Fraud and Suspicious Activity Reports to safeguard those at risk from further harm and prevent repeat victimisation.</p> <p>Ensure processes for identifying and managing vulnerability are aligned to best practice and incorporate fraud into mainstream vulnerability strategies and training for staff by October 2020</p> <p>Ensure the Victim Code of Practice is consistently applied for all fraud victims where applicable by March 2020</p>

ANNEX: ROLES & RESPONSIBILITIES

		Local Policing	Regional Policing	City of London Police as National Lead Force	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 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 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 national fraud priorities ensuring prioritisation of fraud is commensurate with threat and harm	Set regional priorities taking into account local and regional threats and national and local fraud priorities	Inform NECC priority setting. Communicate national fraud priorities across policing. Set national policing priorities taking into account national threats and priorities	Set national economic crime priorities. Influence adoption of national economic crime priorities through National Strategic Tasking
	Capabilities	Understand local capability gaps. Inform regional capability strategies. Inform national policing capability strategy. Develop capabilities in support of local, regional and national priorities and capabilities plans	Understand regional capability gaps. Inform national policing capability strategy. Develop capabilities in support of local, regional and national priorities and capabilities plans.	Understand national policing capability. Set national policing capabilities plan for fraud and communicate to local and regional policing. Inform the NECC law enforcement capability plan. Develop National Lead Force capabilities to support national priorities and capabilities plans.	Understand national economic crime capability gaps. Coordinate national law enforcement capabilities plan for economic crime.
Operational Delivery	Crime reporting and recording	Record locally reported or identified fraud on AF/NFIB. Report outcomes to NFIB	Record locally identified fraud on AF/NFIB. Report outcomes to NFIB	Record national fraud crime on AF/NFIB. Provide advice, guidance and support for fraud crime recording to policing.	
	Intelligence	Share locally developed fraud intelligence regionally. Fulfil national and regional intelligence requirements. Participate in regional threat groups. Map and/or MORILE score fraud OCGs.	Share regionally developed fraud intelligence locally and nationally. Fulfil national intelligence requirements. Host Regional Fraud Development Officers and regional economic crime threat groups. Map and/or MORILE score fraud OCGs.	Commission national fraud intelligence requirements. Develop national fraud intelligence and contribute to national assessments. 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.	Set national economic crime intelligence requirements. Commission tactical and strategic intelligence development from NCA capabilities and other partner agencies. Provide gateway for systematic information and intelligence sharing between LEA, government departments and with the private sector through JMLIT.
	Tasking and coordination	Local tasking and coordination. Escalation to regional tasking. Contribute to regional high priority investigations grid.	Map high priority fraud investigations on regional grid. Regional tasking and coordination. Escalation to national lead force tasking	Fraud case allocation locally and nationally through AF/NIFB. Map high priority investigations on national grid. Escalation to NECC tasking on behalf of policing.	Task and coordinate national multi-agency fraud investigations to NECC partners (NCA, COLP, FCA, HMRC, SFO and CPS). Secure threat neutral resources to support high priority investigations through national tasking. Maintain oversight of high priority national economic crime investigations. Prioritise, plan and coordinate the law enforcement response to critical national EC (or fraud) incidents. Coordinate international assistance for NECC tasked operations
	Investigate	AF/NFIB crime disseminations. Locally identified fraud. Support regionally and nationally tasked investigations. Asset denial.	Serious and organised fraud, locally escalated, regionally identified or nationally tasked. Provide investigative support and advice to local forces. Asset denial.	Serious and organised national fraud identified by policing and tasked by the NECC. Provide fraud investigation support and advice to local and regional policing. Asset denial. Maintain oversight of significant fraud investigations held by policing. Maintain national register of trained fraud investigators.	
	Protect, Prevent and Prepare	Deliver local activity and implement national campaigns	Deliver regional activity and implement and coordinate national campaigns regionally	Develop, implement and coordinate national fraud interventions across policing. Inform and support partner campaigns. Influence national policy and legislation in partnership with the NECC	Direct national economic crime 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 investigations. Identify funds suitable for repatriation	Manage victims linked to regionally led EC investigations	Manage victims linked to NLF investigations Set policing strategy for EC victims	
Operational Performance	Performance	Collect and monitor local fraud performance data. Report performance / outcomes to NFIB. Report OCG disruptions to regions	Collate and interpret regional fraud 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 fraud 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 economic crime 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 good practice across policing. Share policing good practice with NECC and other partners. Deliver specialist fraud and corruption training for policing and other partners.	Identify and disseminate good practice across national law enforcement agencies