

Southend-on-Sea Borough Council

Finance & Resources Service

Executive Director Finance & Resources : Joe Chesterton

Civic Centre, Victoria Avenue, Southend-on-Sea, Essex SS2 6ER

Counter Fraud & Investigation Team

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lives better
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Appendix 2 - Development plan

Aims and targets to develop CFIT to full operational capabilities over 3, 6 and 9 months.

| 3 months 07/10/2019 – 07/01/2020 | | | | |
|---|--|--|------------------------|--|
| Aim | Activities | Actions | Responsibility | Comments |
| 'Business as usual' for the receipt and investigation of referrals to CFIT. | Ongoing investigation of current cases | <ul style="list-style-type: none"> Ongoing investigation of current cases | Investigation officers | Ongoing |
| | Process established for the receipt and investigation of new referrals and oversight | <ul style="list-style-type: none"> Define the process for the receipt and investigation of new referrals and oversight | SIO/Management | Completed 15/10/2019 |
| | Enabling the tools necessary for the assessment and investigation of referrals | <ul style="list-style-type: none"> Equifax or similar Land registry NAFN PNLD Operational forms Search kits Portable printer CD/DVD reader PNBs Vehicles PoSHFA certificates CTRS certificates Property storage File storage Internet use | SIO/Management | <ul style="list-style-type: none"> E Ongoing L Completed N Completed P Completed OCompleted S Completed P Completed C Completed P Completed V Completed P Completed C Completed P In progress F In progress I Completed |



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| | <ul style="list-style-type: none"> • Lone worker alarms • Establish an archive/destruction regime • Establish a legal update information feed | | <ul style="list-style-type: none"> • L TBD • E Completed • E Completed |
| Create Standard Operating Procedures | <ul style="list-style-type: none"> • Create Standard Operating Procedures | SIO/Management | Ongoing |
| Review relevant SBC policies | <ul style="list-style-type: none"> • Review relevant SBC policies and amend as necessary | SIO/Management | Completed 28/10/2019 |
| Letting people know who and what we are and how to contact us | <ul style="list-style-type: none"> • Review and amend public facing web page • Review and amend intranet web page • Announcement email to all staff • Poster campaign in Civic Centre | SIO/Management | <ul style="list-style-type: none"> • R Completed • R Ongoing • A In progress • P In progress |
| Develop a case management system | <ul style="list-style-type: none"> • Create a case management file structure • Create a standard file structure • Define the process | SIO | Completed 18/10/2019 |
| Begin the assessment, tasking, investigation and disposal process for all new investigations | <ul style="list-style-type: none"> • Begin the assessment, tasking, investigation and disposal process for all new investigations | All officers | Completed 18/10/2019 |
| Establish a casework/caseload review regime | <ul style="list-style-type: none"> • Establish a casework/caseload review regime | SIO | Completed |
| Establish a working arrangement/agreement with key stakeholders | <ul style="list-style-type: none"> • Essex Police • DWP • SEH | SIO and all officers DWP Meeting arranged 17/01/2020 | <ul style="list-style-type: none"> • E Completed • D Ongoing • S Completed |

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| | | <ul style="list-style-type: none"> • Council Tax • Legal | | <ul style="list-style-type: none"> • C Completed • L Completed |
|--|---|--|---------------------------------|--|
| | Establish team resources and roles according to function and workload | <ul style="list-style-type: none"> • Review workload • Projected workload • Review resources • Match resources to workload – gap analysis • Business case for updated resource requirement | SIO and management | <ul style="list-style-type: none"> • Completed |
| 6 months 07/01/2020 – 07/04/2020 | | | | |
| Aim | Activities | Actions | Responsibility | Comments |
| Continue 'business as usual' from above. | Continue 'business as usual' from above | Continue 'business as usual' from above | SIO and all officers | Ongoing |
| Increase CFIT's exposure and engagement to prevent and detect fraud. | Engage the public in counter fraud activities Initiatives to engage the public | Develop and deploy initiatives such as: <ul style="list-style-type: none"> • targeted mass postage of leaflets to SBC, • adding fraud awareness to SBC website front page, • investigate piggy backing on other SBC publicity initiatives | SIO/Management and all officers | Planning |
| | Raise fraud awareness for all SBC staff Training program for all existing and new starter training | <ul style="list-style-type: none"> • Develop fraud awareness training materials for existing staff • Develop fraud awareness training materials for new starters • Liaise with HR and Training to develop a delivery regime | SIO and all officers | Planning |
| | Investigate initiatives to assist the prevention and detection | <ul style="list-style-type: none"> • NFI • NAFN | SIO and all officers | <ul style="list-style-type: none"> • Ongoing • Completed |

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| | of crime | <ul style="list-style-type: none"> • Central Government initiatives • Other initiatives | | <ul style="list-style-type: none"> • Planning • Planning |
| | Review new and developing threats from fraud | <ul style="list-style-type: none"> • Adapt training materials to reflect the current threats from fraudsters • Establish 'all staff' information channel to highlight the continuing threat of fraud (staff email?) | SIO and all officers | Planning |
| Increase CFIT's abilities to proactively detect fraud. | Proactive initiatives | <ul style="list-style-type: none"> • Targeted housing operations • Operations with other departments – investigate potential | SIO | <ul style="list-style-type: none"> • T Planning • O enquiries ongoing |
| | Review the initiatives to assist the prevention and detection of crime above for potential proactive operations | Dependent on results from the above enquiries | | |
| Ensure CFIT is fit for purpose | Review of casework / caseloads, results, volume and character of referrals | <p>Analysis of casework / caseloads, results, volume and character of referrals to determine:</p> <ul style="list-style-type: none"> • Successes and failures • Weaknesses in processes • Key relationships are working • The tools available to investigators are adequate • Training needs • Priorities going forward | SIO/Management | |

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| 9 months 07/04/2020 – 07/07/2020 | | | | |
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| Aim | Activities | Actions | Responsibility | Comments |
| Continue 'business as usual' from above. | Continue 'business as usual' from above | Continue 'business as usual' from above | SIO and all officers | |
| Improve service delivery | Act on findings of the review above | Dependent upon the findings of the review | SIO/Management | |
| | Staff development | Identify training and other opportunities for staff development for offer to staff | SIO/Management | |
| Continue CFIT's exposure and engagement to prevent and detect fraud. | Continue activities as described above | Continue activities as described above: <ul style="list-style-type: none"> • Public engagement • Staff awareness • New initiatives • 'Horizon scanning' for new threats | SIO/Management and all officers | |