

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
	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 Property storage File storage Internet use Lone worker alarms 	SIO/Management	<ul style="list-style-type: none"> E Resolved L Completed N Completed P Completed O Completed S Completed P Completed C Completed P Completed V Completed P Completed P Completed F Completed I Completed L In progress

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	<ul style="list-style-type: none"> Establish an archive/destruction regime Establish a legal update information feed 		<ul style="list-style-type: none"> 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 Completed A Completed P Completed
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
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
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 Council Tax 	SIO and all officers DWP Meeting arranged 17/01/2020	<ul style="list-style-type: none"> E Completed D Ongoing S Completed C Completed

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		<ul style="list-style-type: none"> • Legal 		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • T Postponed • A Completed • I Ongoing
	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	Awaiting resource
	Investigate initiatives to assist the prevention and detection of crime	<ul style="list-style-type: none"> • NFI • NAFN • Central Government 	SIO and all officers	<ul style="list-style-type: none"> • Ongoing • Completed • Ongoing

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		<ul style="list-style-type: none"> initiatives • Other initiatives 		<ul style="list-style-type: none"> • Ongoing
	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	<p>Providing a monthly fraud awareness update to Staff Comms for distribution.</p> <p>Have joined the Essex Police Fraud Alert System to inform this.</p>
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 postponed • O enquiries ongoing • Meeting arranged with Trading Standards.
	Review the initiatives to assist the prevention and detection of crime above for potential proactive operations	Dependent on results from the above enquiries		Ongoing

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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	Awaiting sufficient resource to make this exercise useful.
	Restructure of the team to ensure adequate investigative capability and manpower to achieve the work Plan.	<ul style="list-style-type: none"> • Define optimum team structure • Review job descriptions • Liaise with HR to achieve this structure • Recruit as necessary. 	SIO/Management	<ul style="list-style-type: none"> • D complete • R complete • L ongoing • R ongoing

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9 months 07/04/2020 – 07/07/2020				
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
Review use of credit searches	Review use of credit searches	Review use of credit searches	SIO	Complete
Improve service delivery	Act on findings of the analysis above	Dependent upon the findings	SIO/Management	Ongoing
	Staff development	Identify training and other opportunities for staff development for offer to staff	SIO/Management	Ongoing
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	Ongoing