

Appendix D:- The New Futures Programme

	0 – 3 MONTHS	3 – 6 MONTHS	6 – 18 MONTHS
'NEW FUTURE' BOARD	<ul style="list-style-type: none"> Set and agree programme objectives Appoint membership of the programme Appoint membership of the programme scrutiny panel Agree work streams Design an 'inform and influence' communication plan Agree a schedule with IBM to develop SAIP phase two or the replacement of SAIP Secure Home Office approval to 'pilot' new terms and conditions for the recruitment of regional fraud investigators 	<ul style="list-style-type: none"> Approve new operating model for regional fraud investigation Approve recommendation for NFIB uplift Determine the future of SAIP 'Inform and influence' channels showcase the 'New Future' to the NPCC, the APCC, the NCA, the Home Office and other interest parties Explain the 'New Future' programme to the NPCC and the Association of Police and Crime Commissioners (APCC) Secure approval for new conditions of employment for regional fraud teams 	<ul style="list-style-type: none"> Approves the projected operating of costs of Action Fraud, the NFIB and regional economic crime teams Presents the projected operating costs to the Home Office as part of the spending review timetable Approves implementation plan for regional economic crime teams The programme approves an accountability and performance framework for regional teams
ACTION FRAUD	<ul style="list-style-type: none"> Agree and publish Action Fraud's 'vision and values' Research which services should/should not Determine optimal staffing levels and begin recruitment Introduce KPIs to measure:- <ul style="list-style-type: none"> [i] call answering times [ii] call waiting times [iii] percentage of all calls answered Introduce KPIs to measure staff wellbeing:- <ul style="list-style-type: none"> [i] frequency of 'rest breaks' [ii] absenteeism (benchmark with industry standards) [iii] turnover (benchmark with industry standards) Agree process to collate, analyse and feedback the outcomes of quality assurance into continuous improvement Agree content and frequency of national fraud victim survey Agree 'trigger points' to determine when concerns about service outcome (KPIs) should lead to 'improvement plans' 	<ul style="list-style-type: none"> 'Vision and values' are mainstreamed in recruitment, training, staff development and rewards/recognition procedures Agree which services can be automated and which should rely on human interaction Introduce outcomes of quality assurance checks into training, personal and organisational improvement Begin the introduction of action plans when KPIs indicate repeated service failure Introduce KPIs for well-being and call handling service levels Begin recruitment uplift 	<ul style="list-style-type: none"> Embed new KPIs as business as usual Embed 'vision and values' as 'business as usual' Consolidate and maintain recruitment uplift
NFIB	<ul style="list-style-type: none"> With support from 'New Future' programme, the NFIB should assemble a 'task group' to forecast the demand upon its service. The NFIB 'working party' should re-define its operating model to match and manage demand from 2021/2022 to 2023/2024. The features included in re-defining the NFIB operating model should include:- <ul style="list-style-type: none"> [i] the experience of the significant 'end users' of the service [ii] the re-setting of 'thresholds' that reflect the social, emotional and physical impacts on victims as well as financial loss [iii] the input of academics to help determine [ii] above Determine the user requirements to upgrade or replace SAIP 	<ul style="list-style-type: none"> Determine how cases to be retained by forces and those for regional investigation will be differentiated Finalise new operating model to match and manage demand from 2021/2022 to 2023/2024 Present new operating model to the 'New Futures' programme for approval Launch recruitment drive 	<ul style="list-style-type: none"> Implement new operating model Recruit to re-defined, optimal staffing level Introduce upgraded SAIP or replacement for SAIP
REGIONAL	<ul style="list-style-type: none"> The Commissioner seeks approval 'for proof of concept' of regional capabilities at the NPCC The Chief Executive of the Police Authority seeks approval 'for proof of concept' of regional capabilities at the APCC The New Future programme lead convenes a national 'task group' to develop viable models for future fraud investigation 	<ul style="list-style-type: none"> The 'task group' determines the workforce composition of the regional teams, to include skills and the 'mix' of officers/staff The responsibilities and remit of regional teams should be identified Options of future operating models are presented to the 'New Future' Programme lead The 'New Future' programme lead presents the preferred option to the 'New Future' programme board 	<ul style="list-style-type: none"> Local implementation teams are established to recruit and accommodate the new regional teams The 'New Future' programme lead develops and accountability and performance framework for regional teams