



SFO

serious
fraud
office

Business Plan 2018-2019





Foreword

The SFO is a specialist investigation and prosecution authority tackling the most complex cases of fraud, bribery and corruption. Our mission is to reduce the harm caused by high level economic crime and to preserve the reputation of the UK as a safe place to do business.

This business plan sets out our priorities for 2018-19 towards delivering our strategic objectives.

Many of our priorities for the coming year are therefore on the theme of advancing our effectiveness and excellence, both professionally as investigators and prosecutors, and as an employer of choice. These include:

- Investment in our infrastructure, systems and resources to ensure that our case teams have the tools they need to investigate and prosecute cases as efficiently and effectively as possible;
- Making progress on our strategy to attract, retain and foster the professional development of our in-house accountants;
- Further development of our victims and witnesses strategy;
- Measurably improving the diversity of our workforce, particularly at more senior levels, and ensuring we are an inclusive workplace for all of our staff regardless of their background.

Other priorities reflect the need to respond to wider developments and challenges, including:

- A new economic crime landscape. We will increase our involvement in cross government initiatives, including data and intelligence sharing and supporting the development of the National Economic Crime Centre (NECC);

- The UK's exit from the European Union. We will continue to support exit negotiations on future co-operation with EU Member States on law enforcement, and to develop contingency plans to mitigate the impact of on SFO operational activity, should this be required;
- New legislation. We are introducing an improved document and case management system. As well as enabling us to manage our data more securely and robustly, this will ensure compliance with new policies and legislation such as the EU General Data Protection Regulation (GDPR) and the Law Enforcement Directive May 2018;
- Exponential growth of digital data. We will be investing more in our digital forensics unit to increase capability, capacity and resilience, to enable us to efficiently process the increasing amount of digital material generated by our casework.

We have a challenging and exciting year ahead – a change in leadership and a significant shift in the economic crime landscape. David Green CB QC has stepped down after six years as Director and I have been appointed as Interim Director until his successor is able to take-up post. We will continue to seek to demonstrate our accountability and transparency, and to show that we represent value for money.

Mark Thompson





Core Purpose, Mission and Values

The SFO's purpose is to investigate and, where appropriate, prosecute the top most tier cases of serious complex fraud, bribery and corruption. In addition, we recover the proceeds of those crimes we investigate and assist overseas jurisdictions in their investigations into serious or complex fraud, bribery and corruption.

As an organisation the SFO's Mission is to:

- Reduce the harm caused by high level economic crime;
- Preserve and enhance the reputation of the UK as a safe place to do business.

How will the SFO achieve this?

Our Strategic Objectives reflect our commitment to deliver fair and effective justice which calls for the multi-disciplinary approach and legislative powers available to the SFO (the Roskill model). We will:

- Investigate and, if appropriate, prosecute serious or complex fraud, bribery and corruption cases fairly and effectively;
- Recover the proceeds of serious or complex fraud fairly and effectively;
- Develop and strengthen, constructive relationships with partners both in the UK and internationally;
- Build an effective workforce, treating our staff fairly and with respect and dignity;
- Provide value for money in everything we do.

The SFO's work is underpinned by our shared values:

- Excellence: we strive for excellence in all that we do;
- Integrity and professionalism: we make objective decisions whilst always mindful of quality and value for money;
- Openness and transparency: we share information with each other and, where appropriate, others; explaining our decisions and learning from our mistakes;
- Respect: we show respect to one another, to our external partners and to the wider public.

Our Key Priorities
for 2018-19

NEW eDISCOVERY PLATFORM

INDEPENDENT CASE SCRUTINY

COLLABORATION & ENGAGEMENT

ENHANCING DIGITAL FORENSICS

PREPARING FOR EU EXIT

INVESTING IN OUR PEOPLE

CAREER DEVELOPMENT

DIVERSITY & INCLUSION

Our Key Priorities for 2018-19

<div>1. Provide additional quality assurance for our casework by embedding a revised system of independent case scrutiny in the investigation phase, including timely case progression.</div> <div>2. Invest in our people and provide clear paths for career development by:</div> <div><ul style="list-style-type: none">Fully supporting our people in their careers through a phased introduction of a formalised talent management programme;Developing and implementing a professional skills framework to support the recruitment and development of SFO investigators and lawyers;Driving forward the accountancy strategy to attract, retain and foster the professional development of our in-house accountants;Enhancing our digital forensics capability, including through our university placement programme and secondment opportunities;Establishing our commitment to the Apprenticeship Programme.</div>	<div>3. Further increase confidence in the SFO as an effective and collaborative investigating and prosecuting authority by:</div> <div><i>Investing in, and enhancing our approach to, victim and witness care through:</i><div><div>i. Further development of our Victims and Witnesses Strategy;</div><div>ii. Fulfilling our obligations in the Code of Practice for Victims of Crime.</div></div></div> <div><i>Strengthening existing, and building new, bilateral and multilateral relationships with partners by:</i><div><ul style="list-style-type: none">Agreeing Memoranda of Understanding (MoU) with key partners to support strategic and operational objectives;Contributing and responding to reviews or evaluations by domestic and international bodies;Sharing experience and expertise where appropriate with other economic crime partners;Communicating to the legal community our position and what we expect of them.</div></div>	<div><i>Playing a leading and constructive role in our engagement with key stakeholders, policy and decision makers across the economic crime landscape by:</i><div><ul style="list-style-type: none">Working collaboratively and playing an active role in the design and build of the new National Economic Crime Centre (NECC);Preparing for UK's exit from the European Union by:<div><div>i. Continuing to shape the narrative and support exit negotiations on future co-operation with EU Member States on law enforcement and criminal justice matters;</div><div>ii. Ensuring contingencies are in place to mitigate the impact on SFO operational delivery of future criminal justice and law enforcement arrangements once we leave the EU.</div></div></div></div> <div><i>Enhancing our public reputation and reach through a number of channels including the media, social media and digital platforms.</i></div>	<div><ul style="list-style-type: none">Investing in our Digital Forensic Unit (DFU), to ensure that we are able to handle the constantly increasing volume and complexity of material and devices we seize in the course of our investigations;Launching our new eDiscovery platform, OpenText Axcelerate, and utilising the Technology Assisted Review features to allow our case teams to take a more targeted and efficient approach to our investigations;Ensuring all of our systems and processes are updated and upgraded in line with constantly evolving cyber threats, in addition to raising awareness amongst our users, to safeguard our data and systems;Scoping a new Finance system to improve security and efficiency.</div> <div>5. Continue our commitment to be a genuinely inclusive and fair employer by:</div> <div><ul style="list-style-type: none">Working with our staff, measurably to improve the diversity of our workforce, particularly at Band B level and above, and ensure we are an inclusive workplace for all of our staff regardless of their background;Reviewing, refreshing and delivering on the SFO Equality and Diversity Action Plan.</div>
		<div>4. Make the best use of technology/digital by:</div> <div><ul style="list-style-type: none">Delivering phase one of the Information Management Strategy that will include the implementation of a new Document and Case Management System, to ensure we manage our data securely and robustly, in a way which ensures we are compliant with relevant policies and legislation;</div>	

Annex:

SFO Strategic Plan 2016–2019

OUR MISSION

- Reduce the harm caused by high level economic crime;
- Preserve and enhance the reputation of the UK as a safe place to do business.

OUR VALUES

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OUR STRATEGIC OBJECTIVES

- Investigate and, if appropriate, prosecute serious or complex fraud, bribery and corruption cases fairly and effectively;
- Recover the proceeds of serious or complex fraud fairly and effectively;

- Develop, and strengthen, constructive relationships with partners both in the UK and internationally;
- Build an effective workforce, treating our staff fairly and with respect and dignity;
- Provide value for money in everything we do.

OUR VISION AND STRATEGY

In 3 years, the SFO will be more effective and efficient in investigating and prosecuting top-tier serious or complex fraud, bribery and corruption; reducing the harm caused by top-level economic crime; bringing offenders to justice and recovering the proceeds of those crimes.

We will do this by:

OPERATIONS

- Developing intelligence into casework making use of all our powers and tools;
- Making the case for a failure to prevent economic crime offence;
- Encouraging self-reporting by corporates.

STAKEHOLDERS

- Working with national and international partners to reduce the threat from top level economic crime;

- Collaborating closely with Law Enforcement and intelligence partners;
- Working with our CJS partners to deliver a better service for all.

OUR PEOPLE

- Improving capability through investing in our people;
- Improving our IT service staff survey engagement index year on year and responding to issues that the survey identifies;
- Reflecting and deploying our diverse workforce with maximum flexibility and efficiency;
- Attracting highly skilled, capable and motivated staff to deliver our mission.

VALUE FOR MONEY

- Investing in a new eDiscovery platform and utilising emerging technologies such as Predictive Coding, Artificial Intelligence and Machine Learning;
- Enhancing our digital forensic capabilities to reflect the changing landscape and technology in use by those we are investigating;
- Using our systems and data to ensure our resources are deployed flexibly, effectively and in line with demand.

Serious Fraud Office

2–4 Cockspur Street,
London SW1Y 5BS

Telephone: +44 (0)20 7239 7272

www.sfo.gov.uk

Designed by the SFO Graphics Unit
Printed by the SFO Reprographics Unit

Any enquiries should be directed to: Governance.Unit@sfo.gsi.gov.uk
This document is also available on our website at: <https://www.sfo.gov.uk>