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Chairman and Members of the Audit and Governance Committee

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Date: 25 February 2026

cc. All other recipients of the Audit and Governance Committee agenda

Dear Councillor,

AUDIT AND GOVERNANCE COMMITTEE - 24 FEBRUARY 2026

14. Shared Anti-Fraud Service - East Herts Council Anti-Fraud Plan 2026/27
(Pages 2 - 10)

Yours faithfully,

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MEETING : AUDIT AND GOVERNANCE COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 24 FEBRUARY 2026
TIME : 7.00 PM

Agenda Item 14

East Herts Council Anti-Fraud Plan 2026-2027

In partnership with

The Hertfordshire Shared Anti-Fraud Service



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Introduction

This plan supports the Councils [Anti-Fraud Corruption Strategy 2021 - accessible.pdf](#) by ensuring that East Herts Council, working in partnership with the Hertfordshire Shared Anti-Fraud Service and others, has in place effective resources and controls to prevent and deter fraud as well as detect and investigate fraud that occurs.

The Council's policy statement on fraud and corruption states it aims are:

- **Be clear that the council will not tolerate fraudulent or corrupt acts and will take firm action against those who defraud the authority, who are corrupt or engage in financial malpractice.**
- **Provide a consistent framework for managers and Members, which enables effective deterrence, prevention, detection and investigation of fraud and corruption.**
- **Detail the responsibilities of employees, management and Members with regards to fraud and corruption.**
- **Assist the Head of Strategic Finance and Property in the fulfilment of the role as the council's Section 151 Officer and the Head of Legal and Democratic Services in the role as the council's Monitoring officer.**
- **Explain the role of council officers in relation to the prevention of fraud and actively promote a culture of openness and honesty in all dealings. (The council has Codes of Conduct for Members and officers.)**

This plan includes objectives and key performance indicators that support the Councils Policy and follows the latest best practice/guidance/directives from the Ministry for Housing and Local Government (MHCLG), National Audit Office (NAO), Local Government Association (LGA) and the Chartered Institute for Public Finance and Accountancy (CIPFA).

National Context.

In 2013 the National Fraud Authority stated that the scale of fraud against local government “is large, but difficult to quantify with precision”. Since 2013 a number of reports have been published including by CIPFA, NAO and Fraud Advisory Panel indicating that the threat of fraud against local government is both real, causing substantial impact (including reputational, service as well as financial) and should be prevented wherever possible.

In its Delivery Plan for 2024-2025 the Chief Executive of the Public Sector Fraud Authority stated that “*Our estimate, released in the Fraud Landscape Report in March 2024, indicates the challenge for the government in taking action on fraud against the public sector remains significant. Our estimate (including tax and welfare) is that every year between £39.8bn and £58.5bn of public money is subject to fraud and error. The more public bodies can take action on this, the more we can protect the public sector and the more money will be available for the delivery of public services*”. There are no accurate statistics for fraud loss/prevention in local government but, based on SAFS work over 10 years, it safe to say that fraud still presents a significant financial/delivery/reputational risk for all councils.

The *Fighting Fraud and Corruption Locally, A Strategy for the 2020’s*, published in March 2020 and supported by CIPFA, the LGA, SOLCACE and External Auditors provides a framework for the Council to adopt in developing its counter fraud activity and this Anti-Fraud Plan follows the guidance and recommendations of the *Strategy*. A copy of the *Strategy* can be found at <https://www.cipfa.org/services/cipfa-solutions/fraud-and-corruption/fighting-fraud-and-corruption-locally>

The *Strategy* compliments work undertaken in by CIPFA, NAO and Cabinet Office as well as the *Code of practice on managing the risk of fraud and corruption* CIPFA 2015 including the four ‘Pillars’ of **Govern Acknowledge, Prevent, Pursue** with an overarching aim of **Protect**:

For the Council this includes protecting the public funds it administers and protecting the Council and its residents against fraud and corruption including internal fraud and fraud committed by associated parties.



Anti-Fraud Plan 2026-2027

The Councils Anti-Fraud Plan will be managed by the Hertfordshire Shared Anti-Fraud Service (SAFS), but officers at all levels across the Council will have responsibility for ensuring that the plan is delivered and the Council protected against acts of fraud and corruption.

The Anti-Fraud Plan highlights specific areas of work to protect the Council against fraud and corruption. The Council also has a duty to protect the public and it does this through its work across all services and in particular by sharing information and knowledge. The Council has frameworks and procedures in place to prevent fraud and encourage staff and the public to report suspicions of fraud.

The Anti-Fraud Plan for 2025-2026 follows the guidelines and checklists contained in the *Fighting Fraud and Corruption Locally Strategy* and progress against this will be reported to senior management and the Councils Audit Committee. A break-down of work included in the Plan can be found at **Appendix A** along with the officers with responsibility for ensuring the plan is delivered.

SAFS Resources 2026-2027

Anti-Fraud Arrangements

East Herts Council is a founding member of the Hertfordshire Shared Anti-Fraud Service (SAFS) and this service has provided the majority of the anti-fraud arrangements for the Council since April 2015. The SAFS Partnership, as well as East Herts Council, includes Stevenage Borough Council, Broxbourne Borough Council, Hertfordshire County Council, Luton Borough Council, North Herts Council, Hertsmeare Borough Council and Welwyn and Hatfield Council. The SAFS Team also provides services to other public sector bodies across Hertfordshire.

The SAFS Core Service is made up of 22.5 FTE staff for 2026/27. All staff are trained and accredited specialising in fraud prevention, fraud investigation, fraud awareness, fraud risk assessment as well as proceeds of crime, anti-bribery and anti-money laundering. All staff are required to members of the Counter Fraud Profession- or working toward this via professional qualification or apprenticeships.

The SAFS Team has been nominated for and/or won awards for the services it provides including the ***Tackling Economic Crime Awards*** (TECAS), the ***Institute of Revenue Rating and Valuation Awards*** (IRRV), the ***Public Finance Awards*** (PFA), and ***Public Sector Counter Fraud Awards***.

In 2024 SAFS underwent an external Peer Review with a final report provided to the SAFS Board in March 2025. This report commended the service provide to the SAFS Partners and the work of the SAFS Team. In 2025 SAFS underwent an external Peer Review to ensure compliance for its membership of the Local Authority Collective as part of the Governments Counter Fraud Profession.

SAFS is a Partnership with each organisation paying an annual fee to Hertfordshire County Council for a contracted service for all Partners. SAFS, as a service, has a number of key objectives developed by its Management Board (the Board) and every Partner has a seat on that Board. For the East Herts Council, the **Head of Strategic Finance and Property** is the Board representative.

Although SAFS will provide much of the Councils operational counter fraud work Council officers are responsible for ensuring the policies, procedures, training and appropriate resources are in place to protect the Council from fraud, corruption and bribery.

Budget

In October 2025 the SAFS Board agreed fees for all Partners from April 2026. The Board also received assurance from financial modelling that the service would be sustainable, in its current form, until at least 2028.

Fees for East Herts Council for 2026-2027 have been agreed at £102,243+ VAT- this is an increase of 4% from 2025-2026.

Staffing

The full complement for SAFS in 2026-2027 is planned to be 22.5 FTE for its Core Service.

SAFS will provide 288 days (an decrease from the 298 days in 25/26) of counter fraud work, access to intelligence functions of the service, all data-matching services being offered through the SAFS Data-Hub and Herts *FraudHub* (hosted by Cabinet Office) and can call on SAFS management for liaison meetings, management meetings and three reports per annum to the Audit Committee. An Accredited Financial Investigator is available to assist in money laundering or proceeds of crime investigations.

SAFS has access to specialist IT forensics, covert surveillance and national counter fraud intelligence services provided via third parties and criminal litigation services to support the Councils legal team.

SAFS will provide fraud alerts/updates (local and national) to Council officers and senior management of all new and emerging fraud risks through its membership of anti-fraud forums and specialist providers including the Fighting Fraud and Corruption Locally Board (FFCLB) the Credit Industry Fraud Avoidance Service (CIFAS), Certified Institute of Public Finance and Accountancy (CIPFA) Finance, National Fraud Intelligence Bureau (NFIB), Fraud Advisory Panel (FAP), National Anti-Fraud Network (NAFN) and the Public Sector Fraud Authority (PFSA).

Workplans & Projects 2026-2027

As well as an agreed programme of work (see **Appendix A**) SAFS will work in the following areas delivering specific activity agreed with service managers. Progress with this work will be reported to the relevant head of service/managers on a quarterly basis.

| Service Area | Agreed Projects |
|--|---|
| Cross Cutting Corporate Initiatives | <p>General Support. Three Reports to Audit Committee (Summer/Autumn/Spring). SAFS management meetings with Senior Managers and Corp Governance Group. Assist with the review of the Councils existing anti-fraud policies including the impact of the <i>Economic Crime and Corporate Transparency Act 2023</i>. Money Laundering Reporting Officer (MLRO) role. Assist with NFI 2026 Upload and 2027 Output, and the Herts FraudHub. Assisting with Payroll fraud matters including disciplinary investigations. Identify new fraud risks and fraud alerts across all Council services and providing a resource to support any investigation, reporting or risk assessment required from any emerging fraud or corruption.</p> <p>Training. Provide fraud training/awareness events for staff/members in year delivered face to face/virtually/hybrid. This will include review of the new anti-fraud and corruption policies from 2025. Review and re-release of SAFS I-Learn training package on fraud/bribery/money laundering – accessible via the Councils intranet. Roll out of NAFN training and registration for appropriate services/officers.</p> <p>Policy Review. Complete the 2025 review of the Councils anti-fraud and corruption policies to comply with relevant legislation.</p> |
| Revenues and Benefits | <p>This work will be arranged with the Shared R&B Service hosted by the Council. Proactive training and awareness for management and front-line staff. Reactive investigations for council tax support/discount and business rate fraud. Support for single person discount review utilising 3rd party framework. Identify systems/processes/new developments to assist in recovery of debt created by fraud. Use of data-analytics to identify fraud/evasion of business rate liability and collection. Joint working with DWP where council tax support and other ‘national’ benefits are in payment- where this benefits the Council.</p> |
| Housing Services | <p>This work will be arranged with the Councils housing services and in partnership with housing providers owning stock within the Councils boundaries. Proactive training and awareness for management and front-line staff. Reactive investigations for Housing Application or fraud linked to Homelessness/Temporary Accommodation.</p> |
| Blue Badge | <p>Proactive training and awareness for front-line staff. SAFS attendance at CEO Teams meeting during 2026/27. Investigation into alleged misuse of BB by CEO’s. Responding to allegations of misuse from the public. BB Action Days- proactive work with CEOs in hot-spot areas agreed with LBC. Support the use of the FraudHub/NFI by the Blue Badge Team to remove cancelled badges. Publicity following campaigns or sanctions to aid deterrence in future.</p> |

SAFS Key Performance Indicators (KPI) & Standards of Service.

SAFS will work to a set of KPIs agreed with senior officers and these targets will assist in delivering the Councils Anti-Fraud Plan. The KPI's can be found at **Appendix B** and will be reported to senior officers and Audit and Standards Committee throughout the year.

SAFS - Standards of Service.

SAFS will provide the Council with the following anti-fraud services.

1. 24/7 Access to a fraud hotline, email and online solution for public reporting.
2. Process for Council staff to report suspected fraud to SAFS via email/phone/weblinks.
3. Training in: Fraud Awareness (management/staff/members), Fraud Prevention and Money Laundering.
4. A Money Laundering Reporting Officer service as laid out in the relevant Council policies.
5. Assistance in the review of Council policies, processes, and documents to deter/prevent fraud.
6. SAFS will review all anti-fraud strategies and related policies or templates used by the Council.
7. SAFS will continue to develop a data-matching solution (Herts *FraudHub*) to assist in the early identification of fraud.
 - The FraudHub will be funded by the Council.
 - The FraudHub will be secure and accessible only by nominated SAFS and Council Staff.
 - Data will be collected and loaded in a secure manner.
 - SAFS will maintain a data-sharing protocol for all SAFS Partners to review and agree annually.
 - SAFS will work with Council officers to identify datasets (and frequency) of the upload of these.
8. All SAFS Staff will be qualified, trained and/or accredited to undertake their duties lawfully.
9. All SAFS investigations will comply with legislation including DPA, GDPR, PACE, CPIA, HRA, RIPA* and relevant Council policies.
10. Reactive fraud investigations.
 - Any high profile, high value, high risk cases or matters reported by senior managers will receive a response from SAFS Mgt and be added to the Management Tracker so they are prioritised appropriately.
 - All cases reported to SAFS will be reviewed within 2 days of receipt and decision made on immediate action including selection of cases for further review, no action, investigation, or referral to 3rd parties including police, DWP, Action Fraud.
 - The Council will be informed of all reported fraud affecting its services.
 - SAFS will allocate an officer to each case.
 - SAFS officers will liaise with nominated officers at the Council to access data/systems to undertake investigations.
 - SAFS officers will provide updates on cases and a summary of facts and supporting evidence on conclusion of the investigation for Council officers to review and make any decisions.
 - Where criminal offences are identified SAFS will draft a report for Council officers to decide on any further sanctions/prosecutions.
11. Where sanctions, penalties or prosecutions are sought SAFS will work with the Council to determine the appropriate disposal in line with the Council's policies.
12. Where any investigation or review identifies any system/process weakness SAFS will provide a confidential report to the relevant head of service of director with recommendations on management/mitigation.
13. SAFS will provide Alerts to the Council, of suspected fraud trends or reports/guidance from government and public organisations that are relevant to fraud
14. SAFS will provide reports to senior management on the progress with delivery of this Plan and any other relevant activity planned or otherwise.
15. SAFS will provide reports through the SAFS Board and to the Council's Audit Committee as agreed in the SAFS Partnership Contract.

**Data Protection Act , General Data Protection Regulation, Police and Criminal Evidence Act, Criminal Procedures and Investigations Act, Human Rights Act, Regulation of Investigatory Powers Act, Investigatory Powers Act.*

Appendix A.

EHC / SAFS Action Plan 2026/2027

| FFCL Pillars | Objectives | Activities | Responsible Officer |
|--------------------|---|--|--|
| Governance | Having robust arrangements and executive support to ensure anti fraud, bribery and corruption measures are embedded throughout the organisation. | Ensure the Councils Anti-Fraud and Corruption Strategy & Fraud Response Plan and associated policies to deter, prevent, investigate and punish acts of fraud or corruption are reviewed against latest best practice including the Economic Crime and Corporate Transparency Act 2023. | Chief Executive / Monitoring Officer / S.151 Officer |
| | | The Councils Audit & Governance Committee will receive reports during the year about the arrangements in place to protect the Council against fraud and the effectiveness of these. | Head of SIAS /Head of SAFS |
| | | The Audit & Governance Committee and its Chairman, along with the senior management team, will ensure compliance with the latest best practice in the Councils anti-fraud arrangements. | A&G Committee Chairman/ S.151 Officer / Monitoring Officer |
| | | System/process weaknesses or risks revealed by instances of actual fraud will be fed back to departments/services with recommendations to manage/mitigate these risks. Reports will be shared with senior management and SIAS. | Head of SIAS / Head of SAFS |
| | | SAFS will assist the Council in providing its Fraud Data for the Transparency Code annually | Head of SAFS |
| | | The Council will make it clear through its policies and codes of conduct for staff and Members that fraud and corruption is not tolerated. | Monitoring Officer / Head of Human Resources |
| ACKNOWLEDGE | Accessing and under-standing fraud risks. Committing the right support and tackling fraud and corruption. Demonstrating that it has a robust anti-fraud response. | Inclusion of Fraud Risks and actions to manage/mitigate/reduce these for part of the Councils Annual Governance Statement. | Head of SIAS/ S.151 Officer |
| | | The Councils Communication Team will publicise anti-fraud campaigns and provide internal communications to staff on fraud awareness/prevention | Head of SAFS/ Communications Mgr |
| | | The Council and SAFS will provide fraud awareness & specific anti-fraud training across all Council services and monitor mandatory E-Learning modules available for staff. | Head of HR / Head of SAFS |
| | | The Council is a member of the Hertfordshire Fraud-Hub. Council Officers will ensure that the contract with the Cabinet Office is in place for 2026/27 and the data required uploaded to the FraudHub at least once each quarter. | S.151 Officer |
| | | SAFS will take account known or emerging fraud risks provided by SAFS or others when audit planning takes place. SIAS will share the details of all suspected fraud to senior management and SAFS for review. | Head of SIAS / SIAS Manager |
| | | All SAFS staff will be fully trained and accredited. SAFS will continue to work with the Cabinet Office to support the Government Counter-Fraud Profession. | Head of SAFS |
| PREVENT | Making the best use of information and technology. Enhancing fraud controls and processes. Developing a more effective anti-fraud culture. Communicating its' activity and successes. | SAFS will provide alerts of new and emerging fraud threats to be disseminated to appropriate officers/staff/services including the S.151 Officer and Corporate Governance Group. | Head of SAFS |
| | | SAFS will work with all Council services to make best use of 3rd party providers such as NAFN, PNLD & CIFAS. | Head of SAFS |
| | | SAFS will continue to develop the Councils use of the Herts <i>FraudHub</i> and support Council officers with the output from NFI 2026/2027 Exercise | Head of SAFS/ S.151 Officer |
| | | The Council and SAFS will work with other organisations, including private sector, to improve access to data and data-services that will assist in the detection or prevention of fraud. | Head of SAFS/ S.151 Officer |
| | | The SAFS Mgt will provide reports to the SAFS Board quarterly on anti-fraud activity across the Partnership and any learning to be shared with all Partners | Head of SAFS |
| | | The Council will review data sharing agreements/protocols to ensure compliance with DPA & GDPR(UK) to maximise the use of sharing data with others to help prevent/identify fraud. | Monitoring Officer |
| | | SAFS will work with the LGA and Cabinet Office to support the work of the Public Sector Fraud Authority and the Fighting Fraud Locally Board. | Head of SAFS |
| PURSUE | Prioritising fraud recovery and use of civil sanctions. Developing capability and capacity to punish offenders. Collaborating across geographical and sectoral boundaries. | All fraud reported to the Council will be captured by SAFS reporting tools (web/phone/email) for staff, public and elected Members. SAFS will work with officers to promote the reporting of suspected fraud by officers and the public. | Head of SAFS |
| | | All investigations will comply with relevant legislation and Council Policies. Investigations may include civil, criminal and disciplinary disposals dependent on their nature. | Head of SAFS |
| | | SAFS will use its case management system to record and report on all fraud referred, investigated and identified. | Head of SAFS |
| | | Legal Service and debt recovery teams will seek to 'prosecute' offenders, apply sanctions and recover financial losses- supported by relevant policies. | Monitoring Officer/ S.151 Officer |
| | | SAFS and the Councils Revenue and Benefit Service will work with DWP to deliver joint investigations where fraud affects both council tax and housing benefit and/or other 'national' 'benefits' | Head of SAFS/ Head of R&B Service |
| | | SAFS will use its in-house expertise as well as external partners when considering the use of POCA, NAFN services, Surveillance or IT Forensics. | Head of SAFS |
| PROTECT | Recognising the harm that fraud can cause in the community. Protecting itself and its' residents from fraud. | SAFS will provide reports and data to 'Fraud Champions' on all anti-fraud activity as required by Council officers. | Head of SAFS |
| | | Council officers and SAFS will provide reports for Audit * Governance Committee on all Counter Fraud activity at the Council 3 times in 2026-2027. | Head of SAFS / S.151 Officer |
| | | The Council has in place measures to protect itself against cyber crime, malware and other potential attacks aimed at its IT infrastructure, with training for staff and elected members. | S.151 Officer/ Head of IT |
| | | SAFS will work with bodies including Ministry of Housing and Local Government/ Local Government Association/ Fighting Fraud Locally Board/Fraud Advisory Board/ Tenancy Fraud Forum/ Fraud Research Group (Aston University)/Public Sector Fraud Authority to develop anti-fraud strategies at a national level that support fraud prevention in local government. | Head of SAFS |

Appendix B.

SAFS KPIs - 2026/ 2027- EHC

| KPI | Measure | Objectives | Reason for KPI |
|-----|--|--|---|
| 1 | Return on investment from SAFS Partnership. | Demonstrate that the Council is receiving a financial return on investment from membership of SAFS and that this equates to its financial contribution. A. Regular meetings to take place with the Councils Head of Strategic Finance and Property , quarterly. B. Head of Strategic Finance and Property will sit on the SAFS Board that meets quarterly. | Transparent evidence to Senior Management that the Council is receiving a service matching its contribution. |
| 2 | Provide an investigation service. | A. Target to deliver at least 95% (274) of the funded 288 Days agreed counter fraud activity including proactive and reactive investigations, data-analytics, staff training and fraud risk management. (Supported by SAFS Intel/Management). B. 3 Reports to Audit Committee. (Report/Update/Plan) | Ensure ongoing effectiveness and resilience of the Councils anti-fraud arrangements. |
| 3 | Action on reported fraud. | A. 95% referrals into SAFS to be reviewed within 2 Days of receipt, on Average. 100% of urgent/high risk referrals to be triaged through SAFS Management Team and details shared with Assistant Director Resources or Head of Audit | Ensure that all cases of reported fraud are triaged within agreed timescales. |
| 4 | Allegations of fraud received. & Success rates for cases investigated. | A. 100% of all reported fraud (referrals) will be logged by type & source. B. 100% of all cases investigated will be recorded and the financial value, including loss/recovery/ savings of each will be reported to officers. | This target will measure the effectiveness of the service in promoting the reporting of fraud & measure the effectiveness in identifying cases worthy of investigation. |
| 5 | Making better use of data to prevent/identify fraud. | A. Ensure Upload of data for NFI 2026/27 and the output from it is resolved as required by legislation. B. Ensure membership of the Herts FraudHub in 2026/27. | Build a data hub that will allow the Council to access and share data to assist in the prevention/detection of fraud. |
| 6 | Added value of SAFS membership. | A. Membership of NAFN & PNLD for 2026/27 B. 5 fraud awareness/prevention sessions for staff/Members in year. C. To identify an ROI of £102k (SAFS Fee) based on savings through prevention/detection, or financial values for recovery from reactive and proactive work. | Deliver additional services that will assist in the Council in preventing fraud across all services and in the recovery of fraud losses. |