



SFO STRATEGIC PLAN 2019-2022

OUR MISSION

- To deliver fair and effective justice through the independent investigation and prosecution of top tier crimes involving serious or complex fraud, bribery and corruption.
- To take on cases which call for the multi-disciplinary approach and legislative powers available to the SFO (the Roskill model) to reduce economic harm to UK Plc.
- To uphold and promote the Rule of Law.
- To put victims and witnesses at the heart of every case.

OUR VALUES

The SFO's work is underpinned by the following values:

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

OUR STRATEGIC OBJECTIVES

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).

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



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OUR VISION

We will deliver at pace and apply a creative and proactive approach to our criminal and asset recovery investigations. We will use the full toolkit of powers available and continue to make the case for reform to remove barriers to effectiveness.

We will develop new, and strengthen existing, relationships with our partners to deliver justice more efficiently.

We will embrace, exploit and be innovative with emerging technologies, and will continue to develop and motivate our workforce that fully reflects the diversity of skills and professions to deliver this vision.

OUR STATEMENT OF PRINCIPLE

The Director may investigate any suspected offence which appears to her on reasonable grounds to involve serious or complex fraud.

In considering whether to authorise an investigation the Director will take into account the actual or intended harm that may be caused to:

- The public, or
- The reputation and integrity of the UK as an international financial centre, or
- The economy and prosperity of the UK

and whether the complexity and nature of the suspected offence warrants the application of the SFO's specialist skills, powers and capabilities to investigate and prosecute.

DELIVERING ON THE VISION IN THE NEXT 3 YEARS WE WILL:

OPERATIONS

- Successfully use the full range of investigative techniques to target crime in action.
- Anticipate and adapt to new and emerging criminal trends.
- Generate cases through proactive development of intelligence.
- Use the spectrum of tools available and consider all the appropriate legal mechanisms.
- To promote reform of the law where appropriate to acquire the tools necessary to deliver Our Mission.
- Influence corporate thinking to promote earlier identification of wrong doing, encourage greater cooperation and self-reports of criminal behaviour.



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PEOPLE

- Lead, empower and properly support all of our people.
- Embrace the diversity of our workforce and promote inclusivity.
- Create opportunities, improve capability and invest in our colleagues.
- Develop a permanent workforce that is diverse, flexible and able to respond to changing demands.
- Identify and seek to attract the most highly skilled, capable and motivated staff.
- Continuously improve on the civil service people survey engagement index and respond to issues identified therein.

STAKEHOLDERS

- Collaborate with the National Economic Crime Centre, and other law enforcement and intelligence partners at home and overseas.
- Increase engagement with our network of international partners by working closely with them to develop strong, supportive and constructive relationships.
- Work with the Court Service and other CJS partners to deliver a better service for all.
- Work with our Sponsoring department and other arms of government to meet wider strategic HMG objectives.
- Inform, advise and contribute to relevant legislative reforms, government strategies, priorities and initiatives.
- Enhance engagement with parliamentarians and senior Whitehall officials to build understanding of the work of the SFO and our role in tackling serious economic crime.

TECHNOLOGY

- Invest in emerging technologies and develop creative solutions.
- Deliver greater efficiency by exploiting machine learning technology.
- Enhance our digital forensic capabilities, including upskilling our people, to reflect the changing landscape and technologies used by those engaged in serious economic crime.
- Use our systems and data to ensure our resources are deployed flexibly, effectively and in line with demand.