

Committee(s)	Dated:
Police Economic Crime Board	27th April 2018
Subject: National Lead Force: 2017/18 Performance Report	Public
Report of: Commissioner of Police Pol 36-18	For Information
Report author: T/Commander Economic Crime	

SUMMARY

This report outlines the quantitative and qualitative performance of City of London Police as the National Lead Force (NLF) for Fraud for the period Apr 2017 – Mar 2018, regarding NFIB, NLF/Fraud teams and Economic Crime Academy (ECA). Where data is available this performance has been compared against the same period for the previous year (PY).

Pursue

- Action Fraud reports to the NFIB have **increased by almost 1,200 a month to 294,984, a 5% increase** in the number of crimes reported to Action Fraud compared with the PY.
- **64%** increase in outcomes reported back from forces to the NFIB to **59,444**.
- **11%** increase in disruption requests across City of London Police to **141,314**.
- At the end of March 2018, City of London Police ECD are currently managing **1,220** live investigations of which 189 are distinct to NLF.
- ECD currently has **36** active OCGs.

Protect

- Overall satisfaction with products and alerts issued by the NFIB is **96% (619/648)**. Highest levels of satisfaction are registered in relation to how alerts are “informative” and “relevant”.
- **41** national protect events coordinated with a combined reach of almost **3,600** individuals, with social media messaging aimed at providing cyber protect advice to small businesses achieved well over half a million views.
- National and international media coverage in relation to supporting NLF priorities City of London Police.

Prepare

- **In 2017-18, 96** courses delivered by the Economic Crime Academy (ECA) attended by **1,201** delegates, amounting to **4,154** training days delivered.
- **99%** delegate satisfaction with the attended courses.

Victim Service

- **83%** (55/66) of respondents registered overall satisfaction with the service provided by ECD officers in the last 12 months (Apr 17 – Mar 18).
- Action Fraud complaints via PSD (**140**) were **0.03%** of crime and information reports received in the same period (**392,691**).

RECOMMENDATION It is recommended the Board note this report.

MAIN REPORT

1. BACKGROUND

This report outlines the quantitative and qualitative performance of City of London Police as the National Lead Force for Fraud for the period Apr 2017 – Mar 2018 (YTD). Where data is available this performance has been compared against the same period for the previous year.

The report is divided into four areas:

- **Pursue** – to reduce the economic crime threat through the coordinated investigation of the individuals or groups engaged in economic crime and the disruption of their activities
- **Protect** – to strengthen the protection of individuals, communities, systems and infrastructure against economic crime
- **Prepare** – to reduce the impact of economic crime by dealing effectively with the ongoing criminality and future threat.
- **Victim Service** – to maximise victim service and satisfaction.

2. PURSUE

2.1 National Outcomes

During 2017/18, there has been an **increase** of over **14,000** (almost 1,200 a month) victim reports to Action Fraud, a **5%** increase in the **number of crime and information reports** that were made to Action fraud with **294,984** recorded compared with **280,706** in the previous year. This increase can be attributed in part to the continued awareness and greater understanding of the Action Fraud reporting system.

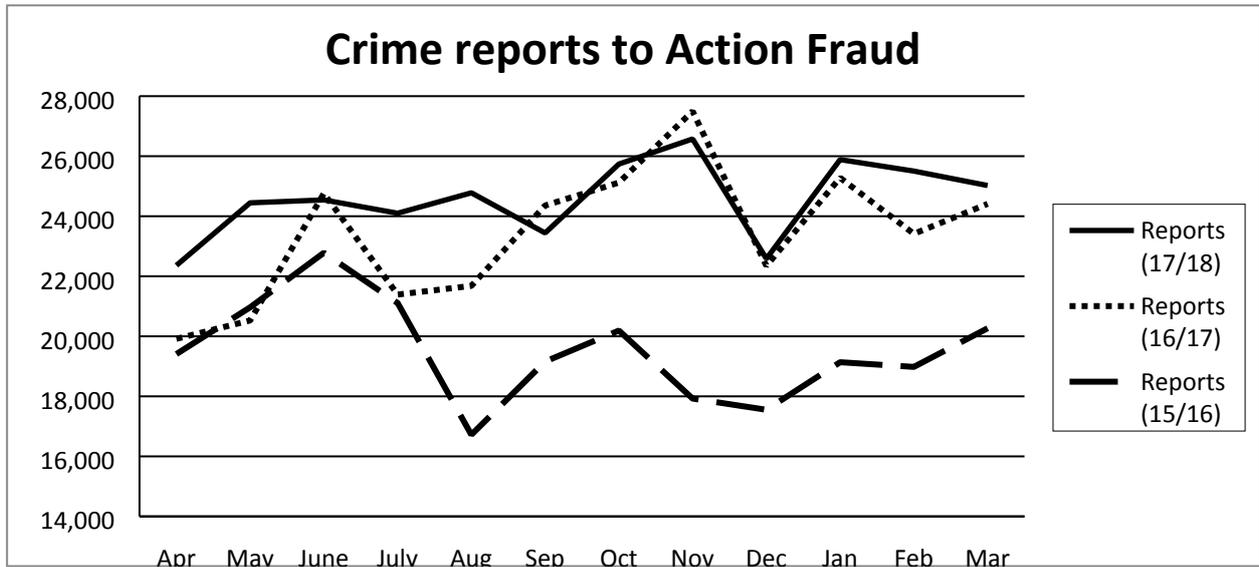
There has been a **19%** reduction in the number of disseminations to forces with 12,935 less disseminations. The decrease in disseminations is due to a reduction of reviewing capacity. This has been addressed with a recruitment and training programme and also in part a more discerning assessment of matters that are viable for further investigation.

There has been a significant increase in the number of outcomes back from Forces across the country that have been recorded and driven by the National Coordinators Office, City of London Police. During 2017/18 there were **59,444** outcomes reported compared with **36,251** in 2016/17, amounting to a 64% increase.

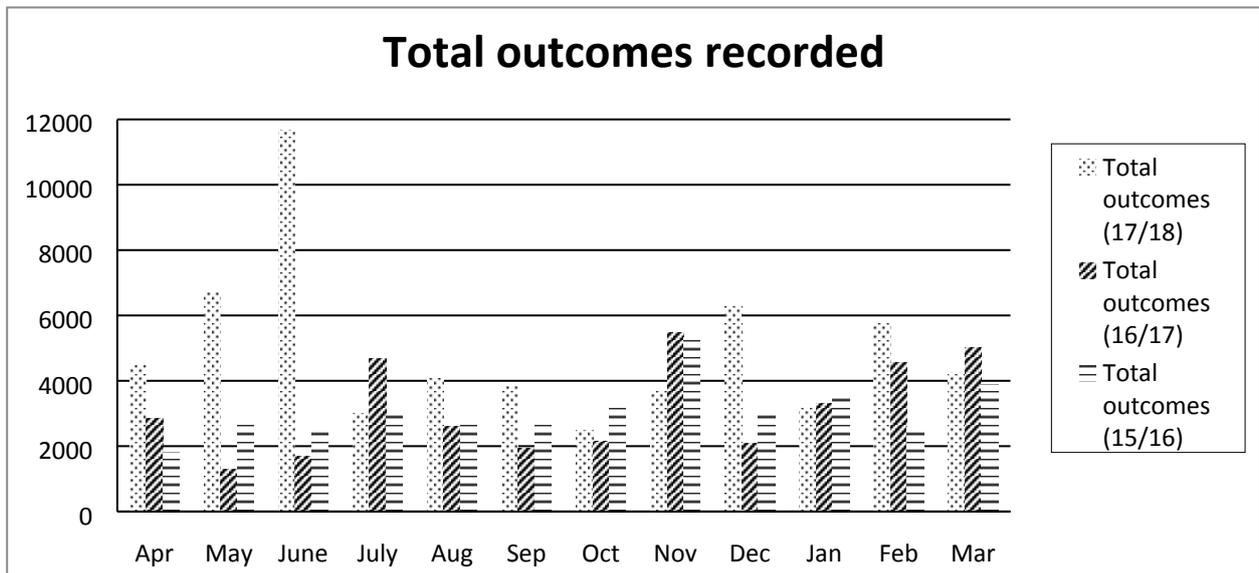
The table below shows a comparison of crimes reported, disseminations and recorded outcomes at the Year End point for the past three years.

	2015/16	2016/17	2017/18	16/17 – 17/18 change
Crime reports to Action Fraud	234,201	280,706	294,984	5% ▲
Disseminations	72,654	68,606	55,671	19% ▼
Judicial outcomes	9,873	8,105	9,476	17% ▲
Non-judicial outcomes	26,346	28,146	49,968	78% ▲
Total outcomes	36,219	36,251	59,444	64% ▲

The graph below shows the number of crime reports made to Action Fraud by month over the last three financial years.



The chart below shows the total number of recorded outcomes by month over the last three financial years.



2.2 National Disruptions

There has been an **11%** increase in the total number of disruption requests made during 2017/18 with **127,480** compared with **141,314** during the previous year.

Website disruptions confirmed during the year yield a potential future saving of **£32,507,941**. These can be attributed to the **732** confirmed website disruptions by the NFIB.

For Q4 the number and potential value of fraud saved through telephone and bank account suspension requests are therefore not available. The table below shows that despite Q4 data not being available the NFIB have continued to improve disruptions of Bank Accounts and Telephones compared to the previous year (Q1-Q3). This is because the NFIB has made a decision to cease some elements of data sharing to ensure we are compliant with the impending GDPR changes. The developing strategy is to fairly and legally share personally identifiable information data to key strategic partners to maximise the prevention and disruption of key enablers. The impact in the short term will be a reduction in management information data, but we ensure ethical disruption continue beyond.

A pilot conducted by the NFIB over the past 6 months following a minor alteration to process has led the identification of over **500** bank accounts and the prevention of **£500,000** worth of losses.

Disruptions requests	2016/17	2017/18	% Change
Website Q1-Q4	947	732	22% ▼
Bank accounts Q1-Q3	30,256	39,793	31% ▲
Telephone Q1-Q3	96,277	100,789	5% ▲
Total	127,480	141,314	11% ▲

2.3 City of London Police Outcomes

During the previous year we saw a number of large boiler rooms containing multiple victims being reported. We see that during 2017/18 there has been a decrease in the number of crime disseminations received for investigation by the Fraud Teams to **362**, and we believe this to be a positive step that there are fewer victims of boiler room frauds coming to the notice of City of London Police. Operation Broadway continues to operate to flush these matters out. During this same period a commensurate reduction in the number of recorded outcomes reported to **465**.

2.4 Organised Crime Group Disruptions

During Q4 2017/18, four new OCGs have been mapped against ECD and three disruptions have been recorded.

At the time of reporting, the ECD are currently managing 36 active OCGs.

2.5 National Lead Force Referrals

Investigations are categorised into City of London Police cases and NLF cases. City of London Police cases are those investigations into matters occurring within the jurisdiction of the square mile and NLF cases are those which have satisfied the NLF cases acceptance process. A majority of City of London Police cases have a national or complex element to them and such factors would constitute a NLF enquiry. Overlap between the categories of City of London Police and NLF is often due to international enquiries, possible threats to the UK economy, and high volumes of victims and the complexity of enquiries.

This excludes investigations undertaken by funded units, namely the Insurance Fraud Enforcement Department, Police Intellectual Property Unit, Dedicated Card and Payment Crime Unit.

YTD **19** NLF investigations have been formally referred to City of London Police. **14** have been accepted, for investigation, or to provide assistance, and **1** has been referred to another agency (Op Falcon). A further **4** referrals are currently under Fraud Hub for assessment.

In addition to the NLF referrals, the fraud desk have received **20** City based referrals. **15** have been accepted, for investigation, and **5** are currently under Fraud Hub for assessment.

At the end of March 2018, City of London Police ECD are currently managing **1,220** live investigations of which 189 are distinct to NLF.

3. PROTECT

3.1 Quality and reach of protect alerts

City of London Police aims to collect feedback from online surveys to determine the quality and impact of the protect alerts, whilst identifying opportunities for improvement. During 2017/18 feedback through targeted alerts achieved an overall satisfaction of **96%**, whilst increasing the number of recipients surveyed to 648, from 308.

At the time of completing the survey recipients are also encouraged to provide feedback to help the continuous improvement of the products and alerts created. The following categories are measured and results compared against 2016/17 results.

	2016/17	2017/18
Informative	98% (302/307)	96% (637/661)
Relevant	96% (292/304)	83% (548/659)
Timely	90% (274/302)	85% (557/659)
Clear	99% (303/306)	93% (617/661)
Actionable	89% (267/300)	78% (514/657)

To increase the reach of alerts City of London Police uses additional platforms, such as the Neighbourhood Alerts Service which currently has **496,730** contactable users.

3.2 Social Media

Action Fraud has continued to deliver and increase its digital reach during 2017/18, sharing several key Pursue and Protect messages. In order to achieve the greater reach Action Fraud has achieved an increase in both Twitter and Facebook followers.

Action Fraud currently has:

- **42,450** Twitter followers
- **41,903** Facebook Likes (followers)

3.2.1 Media stories

The Week mentioned Action Fraud statistics in an article about new trends in investment fraud.

Action Fraud is mentioned in articles published by Will and Probate News, Wired Gov, Third Sector, and Civil Society as the Charity Commission trustees, employees and volunteers are being called to take steps to identify and protect against CEO fraud.

An Action Fraud alert which warns people that fraudsters are cold-calling victims, falsely stating that they are calling from one of the well-known UK telecommunication service providers is mentioned in articles published by the Littlehampton Gazette, A Little Bit of Stone, Chad, the Worthing Herald, the Sussex Express the Leyland Guardian and Peterborough Today.

The Guardian mentioned the NFIB in coverage of a fraudster who was sentenced for falsely claiming to be from Microsoft.

The Manchester Evening News, Insurance Times, Rochdale Online, Insurance Age, Insurance Post and YouTalk Insurance covered an IFED case involving 13 people who claimed refunds on car insurance bought with compromised bank cards.

The Sunday Telegraph, the Sunday Times (Driving), the Sunday Express and the Sunday Mirror covered IFED's ghost broking campaign, ahead of its launch on Monday 5th February. DCI Andy Fyfe did a live interview on Sky News and it was covered on their website. He also did an interview with Sky News Radio and it was syndicated to a number of local radio stations, including Free Radio, Manx Radio and KL.FM96.

Police Professional, Professional Security and City Matters reported on the four year anniversary of Project Servator. It has been used to stop crime and reassure the public in the City of London since February 2014. The operation – which sees plain-clothes officers work alongside unpredictable uniformed deployments – has helped City of London Police carry out 938 searches and 547 arrests.

PIPCU's warning ahead of World Book Day on the danger of buying fake fancy dress was covered by The i, the Mirror, and the Yorkshire Post, as well as being picked up by several regional titles.

3.3 Protect Campaigns and Events

During the previous quarter the NFIB Cyber Protect team have conducted a number of activities with the aim of reducing the impact of cybercrime. This has included supporting and coordinating the ROCU with **9** campaigns, including the Home Office's Cyber Aware relaunch, the NCSC's small charities guide and the recent Take Five campaign. This last was launched after a recent survey published by Cyber Aware and Experian showed that **79%** of Britons send personal information, such as bank and passport details via email. Cyber Protect UK's social media posts focused on the importance of securing your email account with a strong and separate password and enabling 2 Factor Authentication during the reporting period.

Analysis into the NFIB phishing Inbox (currently receiving approximately **35,000-40,000** emails per month) has also led to the introduction of a **#PhishyFriday** social media campaign. This campaign has received significant media attention and has been published in a number of daily newspapers. Currently the NFIB Cyber Protect's social media channels (Cyber Protect UK) have continued to grow, with **2,194** twitter followers and **621** followers on Facebook. These channels now see **500,000** impressions per quarter. A new LinkedIn page has also been introduced to help increase the reach and awareness.

41 national protect events coordinated with a combined reach of almost 3,600 individuals, with social media messaging aimed at providing cyber protect advice to small businesses achieved well over half a million views.

During Q4 2017/18 the NFIB Cyber Protect team took part in **10** events with the public and industries. These events have been attended by over **200** individuals and were aimed at raising cyber security awareness. Content has also been created for the Association of Chartered Certified Accountants (ACCA) website to be viewed by their members.

4. PREPARE

4.1 Economic Crime Academy (ECA)

The ECA developed and delivered a bespoke financial investigation course for the Transnational Organised Crime Unit in Kenya working collaboratively with the National Crime Agency and College of Policing. The course used innovative training methods to capture the knowledge and skills of the delegates to understand the legal context and organisational structures; this combined with core investigative skills developed in the UK resulted in an excellent training programme that received outstanding feedback.

The ECA has developed an interactive bribery case study using immersive training techniques which is utilised on the new bribery investigation programme. The case study is focussed on international corruption perpetrated by a UK organisation involved in the building of a dam. The delivery of the case study is supported by subject matter experts representing a wide range of stakeholders. This is part of a commitment under the UK Anti-Corruption Strategy.

The ECA has developed and delivered in partnership with the Electoral Commission an Electoral Fraud training course, which has had attendance from Economic Crime Units

across the country. This is seen by the commission as a highly positive step for the democratic process.

The ECA has worked with the College of Policing to embed Specialist Fraud training into the National PIP Policy document, resulting in a career pathway for those investigating serious and complex fraud. This is a major achievement in professionalising fraud investigation across UK policing. The Directorate Head represents the Academy with the Cabinet Office Professionals board and the ECD has provided a dedicated resource to develop a professional development programme for Fraud investigators across the public sector.

	2016/17	2017/18	% Change
Total courses	83	96	16% ▲
Total course delegates	1,065	1,201	13% ▲
Total delegate days delivered	3,748	4,154	11% ▲
Delegate satisfaction	99%	99%	0%

4.2 National force engagement

Banking Protocols

The National Coordinators Office has continued to work with forces and partner agencies developing Banking Protocols. This is a ground-breaking fraud prevention scheme aimed at identifying and protecting potential fraud victims, which enables bank staff to contact police if they suspect a customer is in the process of being scammed. As at the end of March 2018, all 45 police forces were live with the scheme. Through financial institutions and law enforcement working together, in February the Banking Protocol achieved **£2.1million** in prevented fraud, bringing the total to date to **£16,536,856** and led to **16 arrests**, bringing the total to **154. 2,064** emergency calls have now been placed and responded to, with the average prevention per call equating to **£8,012**.

With the launch of the Banking Protocol across Scotland on the 5th March, we have now achieved national coverage and all financial institutions are able to benefit from the partnership. Initial results across Scotland are exceptionally promising with Police Scotland reporting **£44,609** in prevented fraud and 1 arrest in the first 9 days alone.

Deception and impersonation scams continue to be the key driver with police forces reporting missed opportunities daily whereby the customer has been socially engineered into transferring funds into a mule account. 31% of Fraud is facilitated by the telephone. Popular MOs are Fraudsters calling the customer from somebody purporting to be from a bank fraud department or a law enforcement agency.

HMIC Fraud Review/Inspection

During the months of February and March HMIC conducted pilot fieldwork at Action Fraud and the NFIB, and Dorset Police and the South West ROCU. The Terms of Reference and methodology for the inspections has now been confirmed.

Further fieldwork in 10 other forces and the NCA is being conducted between April and June, including City of London Police and its NLF functions. The date of the next force inspection has yet to be confirmed but is likely to be early June. A seminar of initial findings and best practice from this inspection is to be held in July and the report will be published later on in the year.

5. VICTIM SERVICE

5.1 Action Fraud reporting satisfaction

During 2017/18 **10,107** victims completed the online Action Fraud reporting satisfaction survey. **91%** of those surveyed had a positive or neutral experience of the process.

5.2 Action Fraud Complaints

140 complaints relating to Action Fraud were received via the Professional Standards Department during 2017/18 (compared with 169 PY). This is **0.03%** of crime and information reports received in the same period (**392,691**). The most common cause of complaint remains lack of investigations with **83** of the **140** complaints relating to this.

A total of **142** complaints were concluded in the period. All complaints are responded to in writing. Complainants who have reported dissatisfaction with the fact that their crime will not be investigated are provided with an explanation as to how the decision was made and ultimately why an investigation is not possible at this time. Management are aware of the high proportion of complaints relating to lack of investigation and efforts are being made to mitigate dissatisfaction. This includes increased awareness surrounding the Action Fraud process as well as providing all victims with fraud prevention guidance. Accordingly, the number of complaints in this category have decreased from **126** in 2016/17 to **83** in 2017/18.

Additionally **187** correspondence letters including MP letters were received during the same period, and **180** were resolved.

5.3 City of London Police Economic Crime Directorate victim satisfaction – All departments

At the time of reporting only top level headline figures are available relating to the most recent survey.

To improve the interpretation and understanding of trends all quarterly survey results have been presented covering a rolling 12 month period. In total **69** respondents have completed the survey during the current reporting period compared with **147** during the previous period.

During this period **83%** (55/66) of recipients stated satisfaction with the overall service provided by ECD officers. This satisfaction rating represents a further increase in victim satisfaction although the number of responses has also dropped. The level of satisfaction with the outcome of the investigation fluctuates dependant on whether the victim's case ended in a judicial outcome, or compensation. The questions will be reviewed when the contract is renewed.

	2016/17	2017/18	Change
Overall satisfaction with ECD officers' service	73% (107/147)	83% (55/66)	10% ▲
Satisfaction with initial service	75% (110/147)	100% (54/54)	25% ▲
Satisfaction with outcome of investigation	45% (46/102)	51% (14/27)	6% ▲

5.4 Value for Money

Return on Investment

The Return on Investment measure (ROI) which allows for the assessment of the cost of the resources invested against the monetary value of the fraud prevented on a quarterly basis, has been reintroduced this quarter.

	Q4 2016/17	Q4 2017/18	Change
Return on Investment	£20.79	£20.30	2% ▼

During the period, the ROI was calculated at **£20.30** saved for every £1 invested. Although this is **2%** below the previous year's average figure of **£20.79**, it still represents a positive return for the money invested within the directorate.

5.5 Resourcing

The table below shows the number of posts in each ECD department, including both police officers and members of police staff. Also shown are the current vacancies and any over resourcing. This will be monitored on a quarterly basis along with an update on actions being taken to fill any vacancies.

Department	Total posts in Model	Current Strength
DCPCU	17	+ 1 officer - 1 staff
IFED	46	- 4 officers - 1.14 staff
PIPCU	20	- 3 officers - 0.29 staff
FIU	32	- 4.5 officers - 0.23 staff
Fraud Teams	58	- 17.54 officers + 5 staff
ECA	13	- 3 officers - 1 staff
NFIB/AF	81	+ 0.45 officers - 1.65 staff

6. APPENDICES

- Appendix 1 – Key Performance Indicators
 - PP measures – measures set by the Policing Plan committee
 - DP measures – measure set by the Economic Crime Directorate

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**Economic Crime Board - For information
National Lead Force: 2017/18 Performance Report**

APPENDIX 1 – KEY PERFORMANCE INDICATORS

VICTIM SATISFACTION	
<p><u>The percentage of victims of fraud satisfied with the overall service provided by ECD officers</u></p> <ul style="list-style-type: none"> • Satisfactory (S): Cumulative performance to be within 2.5% or higher than the Apr 14 - Mar 17 cumulative satisfaction rate of 71% with the overall service provided by ECD officers. This would therefore allow for a satisfaction rate of 69%. • Close monitoring (CM): Cumulative performance below the Apr 14 - Mar 17 cumulative threshold or continued negative trend. Requires Action (RA): Continued cumulative performance below the Apr 14 - Mar 17 cumulative threshold, with limited signs of improvement. <p>Cumulatively, since the survey's inception in 2014, 74% (439/592) of victims have stated that they are satisfied with the service that was provided by ECD officers throughout their investigation. This is consistent with the cumulative level of satisfaction reported last quarter. Satisfaction has steadily increased over the last three years.</p> <p>Satisfaction regarding the initial service provided by ECD officers has also continued to rise in the last quarter. However, satisfaction regarding the outcome of investigations tends to fluctuate based on whether the victim receives a positive outcome.</p>	S
<p><u>The percentage of victims of fraud who are satisfied with the Action Fraud reporting service</u></p> <ul style="list-style-type: none"> • Satisfactory (S): Monthly performance to be within 2.5% or higher than the 17/18 YTD average. • Close monitoring (CM): Monthly performance below the 17/18 average threshold or continued negative trend. Requires Action: Continued monthly performance below the 17/18 average threshold, with limited signs of improvement. <p>YTD, 10,107 victims have completed the online Action Fraud reporting satisfaction survey. YTD 73% (7,393/10,107) of recipients have registered satisfaction with the system. An additional, 18% (1,778/10,107) stated they were neither satisfied nor dissatisfied; meaning 91% (9,171/10,107) of respondents had either a positive or neutral experience of the system. 9% (967/10,107) stated that they were dissatisfied with the reporting service.</p>	S
PURSUE	
<p><u>The percentage of ECD City fraud investigations resulting in a positive action whether through offender disposal, prevention or disruption.</u></p> <ul style="list-style-type: none"> • Satisfactory (S): YTD performance to remain equal, or within 10% of the 16/17 average of 100% of investigations resulting in an offender disposal, prevention or disruption. • Close monitoring (CM): YTD performance below the 16/17 average threshold or continued negative trend. Requires Action (RA): Continued YTD performance below the 16/17 average threshold, with limited signs of improvement. <p>Year to date 27 City based fraud investigations have concluded. The majority (26/27 96%) have resulted in positive outcomes (Charge/ summoned to court = 14, Disruption = 3, Premises visits/ Intelligence = 9).</p>	S

PURSUE	
<p>The outcome rate of City of London crimes disseminated by NFIB</p> <ul style="list-style-type: none"> • Satisfactory (S): Cumulative performance to be within 10% or higher than the Apr 2013 - Mar 17 cumulative outcome rate of 20.95%. This would therefore allow for an outcome rate of 18.86%. • Close monitoring (CM): Cumulative performance below the Apr 13 - Mar 17 cumulative threshold or continued negative trend. Requires Action (RA): Continued performance below the Apr 13 - Mar 17 cumulative threshold, with limited signs of improvement. <p>Since April 2013, 5,788 City of London crimes have been disseminated to the Fraud Teams for investigation. 1,602 investigative outcomes have subsequently been reported by the Fraud Teams. This gives a cumulative outcome rate of 27.68% of disseminated crimes resulting in an outcome, which is a rise compared to the outcome rate of 21.71% reported in December 2017. During the latest quarter (Jan-Mar 18) there were 91 disseminations to CITY OF LONDON POLICE and 365 reported outcomes (20 judicial and 345 non-judicial).</p>	S
<p>The percentage of crimes reported to Action Fraud that result in an investigative outcome</p> <ul style="list-style-type: none"> • Satisfactory (S): Cumulative performance to be within 10% or higher than the Apr 2013 - Mar 17 cumulative outcome rate of 10.80%. This would therefore allow for an outcome rate of 9.72%. • Close monitoring (CM): Cumulative performance below the Apr 13 - Mar 17 cumulative threshold or continued negative trend. Requires Action (RA): Continued cumulative performance below the Apr 13 - Mar 17 threshold, with limited signs of improvement. <p>Since April 2013, 1,280,250 crimes have been reported to Action Fraud. 316,007 crimes have subsequently been disseminated by the NFIB to police forces in England and Wales for investigation. 165,812 of the disseminated crimes have resulted in an investigative outcome.</p> <p>The outcome rate is calculated as the percentage of crimes reported that have resulted in an outcome. The outcome rate at the close of March (Q3 17/18) is 13%. This is an increase of 2.2% compared to the outcome rate at the close of March 2017.</p>	S
<p>The percentage of complaints made relating to Action Fraud compared to the number of crime and information reports made</p> <ul style="list-style-type: none"> • Satisfactory (S): YTD Performance to be within 0.03 percentage points or lower than the 16/17 average complaints to AF reports percentage of 0.04%. This would therefore allow for percentage of complaints to AF reports received of 0.07%. • Close monitoring (CM): YTD performance below the 16/17 average threshold or continued negative trend. Requires Action (RA): Continued performance below the 16/17 average threshold, with limited signs of improvement. <p>YTD 140 complaints have been received via PSD compared with 435,471 Action Fraud reports received. This is 0.04% of complaints compared to reports. PYTD - 169 complaints had been received compared with 435,232 crime and information reports to Action Fraud. This is also 0.04% of complaints to reports.</p>	S

PROTECT	
<p><u>The percentage of recipients satisfied with ECD product and alerts</u></p> <ul style="list-style-type: none"> • Satisfactory (S): YTD performance within 5% or higher than the 16/17 overall recipient satisfaction rate of 98%. This would therefore allow for a satisfaction rate of 93%. • Close monitoring (CM): YTD performance below the 16/17 average threshold or continued negative trend. Requires Action (RA): Continued YTD performance below the 16/17 average threshold, with limited signs of improvement. <p>YTD, 96% (642/671) of recipients have registered satisfaction with the alerts received during the period. This is a decrease of two percentage points from the previous YTD reporting period (2016/17).</p> <p>96% (22/23) of recipients stated that the alerts were Informative and 91% (21/23) stated the alerts were Relevant. The Timeliness (YTD - 85%) and how Actionable (YTD - 78%) the alerts are continue to receive the lowest level of satisfaction.</p>	S
PREPARE	
<p><u>The percentage of delegates satisfied with the Economic Crime Academy courses attended</u></p> <ul style="list-style-type: none"> • Satisfactory (S): YTD performance to be within 5% or higher than the 16/17 average delegates satisfaction rate of 97%. This would therefore allow for a satisfaction rate of 93%. • Close monitoring (CM): YTD performance below the 16/17 average threshold or continued negative trend. Requires Action (RA): Continued YTD performance below the 16/17 average threshold, with limited signs of improvement. <p>Year to date there have been 96 courses attended by 1,201 delegates. 99% (779/768) of delegates have registered satisfaction with the courses. This is the same percentage as the previous year to date. Of the external delegates, 301 were from police forces, 513 from the public and charity sectors, and 229 from 22 private sector organisations.</p>	S