

# Performance Report

Q2: July – September 2021

# Performance Assessment - Key:

The dashboard provides an assessment of City of London Police performance against the National Lead Force (NLF) aims and objectives as set out in the National Lead Force Plan 2020-2022 (NLF Plan).

The NLF Plan was approved by the City of London Police Authority in October 2020. The plan sets out how City of London Police will improve the national response to fraud. It reflects NLF's contribution and commitment to the National Fraud Policing Strategy and the National Economic Crime Centre's (NECC) five-year strategy. The NECC leads the 'whole system' to drive down the growth in fraud on behalf of the UK Government.

The NLF plan sets out five outcomes that City of London Police is seeking to achieve: -

Outcome 1 - The public has confidence in the Action Fraud reporting service

Outcome 2 - People and organisations are prevented from being victims of fraud, and victims are supported (National Fraud Policing Strategy)

Outcome 3 - Police resources are deployed efficiently and effectively against fraud threats (National Fraud Policing Strategy)

Outcome 4 - Fraudsters operating nationally are identified and offending is disrupted

Outcome 5 - Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud (National Fraud Policing Strategy)

In order to identify if these outcomes are being achieved a series of success measures for each outcome have been produced and are reported on throughout this period. The success measures related to each outcome can be found at the start of each slide alongside the current RAG assessment for the relevant success measures.

The below chart identifies the RAG assessment criteria for the success measures.

**Table 1 – Success Measure Performance RAG assessment**

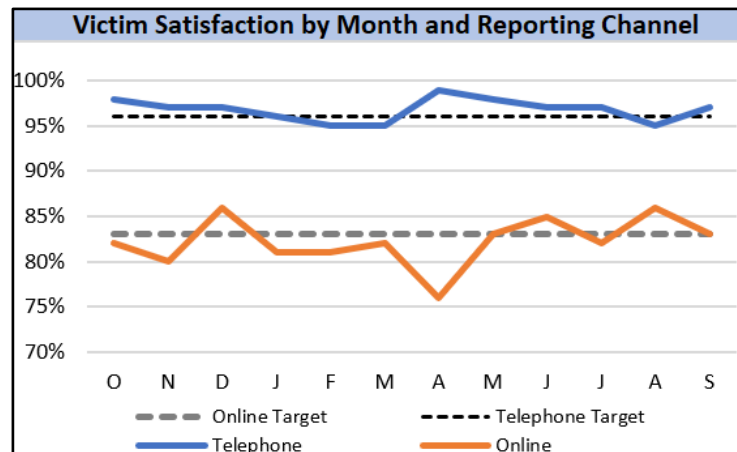
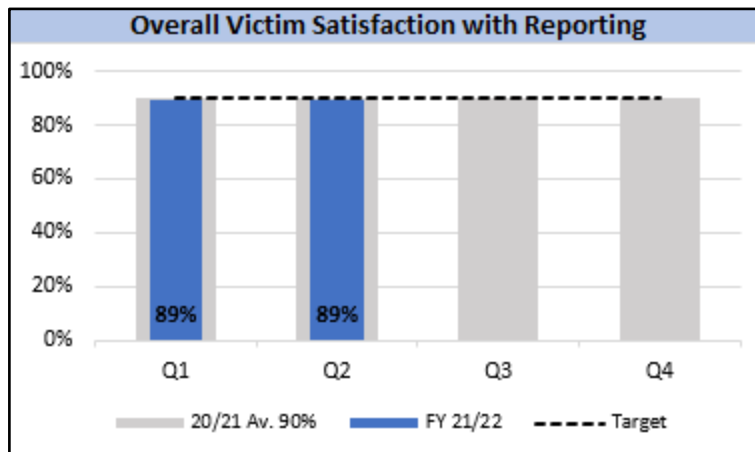
<b>Green</b>	The success measures are being met
<b>Amber Green</b>	The success measures have not been consistently met but there is sufficient evidence to show that developments are being made to improve the RAG status of the measures to green by the end of the period
<b>Amber Red</b>	The success measures have not been consistently met and there is insufficient evidence to show that developments are being made to improve the RAG status of the measures to green by the end of the period
<b>Red</b>	It is unlikely the success measure will be met for the annual period based on the success shown in quarters to date
<b>Grey</b>	Insufficient evidence means that no meaningful assessment is possible at this time.

## Outcome 1: The public has confidence in the Action Fraud reporting service.

**NLF Role:** City of London Police operates the national fraud and cybercrime reporting service. Responsibilities include providing a first point of contact for victims of fraud, crime reporting and triage.

### Success Measures:

- 96% of survey respondents are satisfied with the telephone reporting service.
- 83% of survey respondents are satisfied with the online reporting service.



The percentage of victims completing the phone satisfaction survey has fallen slightly; since the previous year. In Q2, over 81,000 calls were answered and 487 victims responded to the telephone survey. This represents a 0.60% completion rate compared to 0.77% in the previous quarter; and 0.67% during the previous financial year.

Of those victims who reported online, 488 completed the online survey from a possible 88,345; a response rate of 0.55%. This is a slight reduction compared to the response rate in the previous quarter (0.62%); and last financial year (0.68%).

Overall 0.57% of victims completed the customer satisfaction survey this quarter, a fall from both last quarter's and the previous year's completion rates (0.69% and 0.68% respectively).

Feedback from the Action Fraud satisfaction surveys indicate satisfaction with telephone reporting was above the baseline (96.1%). There was a slight decrease in satisfaction levels relating to telephone reporting during August (95.1%); subsequently the level of satisfaction rose again to over 96% in September.

Satisfaction with online reporting was slightly below the baseline during July (82%); rising to 86% in August and 83% during September. The recent introduction of the virtual advisor or 'chatbot' service, in addition to improved signposting; aim to further improve reported levels of online satisfaction.

Complaints Data – Q2 results were unavailable at time of submission.

## Outcome 1: The public has confidence in the Action Fraud reporting service.

**NLF Role:** City of London Police operates the national fraud and cybercrime reporting service. Responsibilities include providing a first point of contact for victims of fraud, crime reporting and triage.

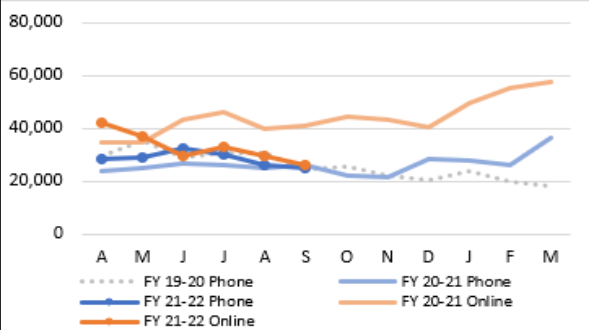
### Success Measures:

- Average time taken to answer within Action Fraud is 5 minutes\*
- The percentage of reports to Action Fraud abandoned by is below 16%\*

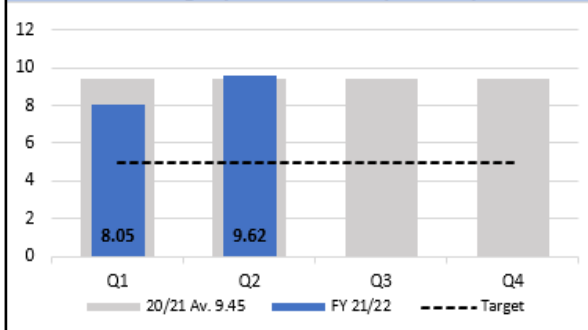
\* These benchmarks are based on an assumed static demand level from 2019/20.

The number of calls answered by Action Fraud in Q2 (81,330) has fallen by 9%; compared to the previous quarter (89,310). This represents a continued decrease from the same quarter in the previous year 2020/21 (90,164). Similar to the previous quarter current levels remain slightly lower than during 19/20 (-5%); the baseline for the success measure The overall average time taken to answer for Q2 (9.62 minutes); is slower than Q1 (8.05 minutes) but remains quicker than the average time for Q3 and Q4 of 2020/21 (12 minutes). Call abandonment figures were slightly higher in Q2 (29.5%) than Q1 (28.7%); but remain an improvement on previous financial year (33.5%). Volumes of online reports received have also decreased this quarter; falling from 108,479 in Q1 to 88,345 in Q2 - a significant decrease of 19%. The percentage of abandoned online attempts is a new measure, reporting the number of draft reports started but not completed. This has increased slightly this quarter from 23% to 26%. At the present time this measure solely relates to reports commenced by registered users. It is not currently possible to determine the number of new registrations for the period.

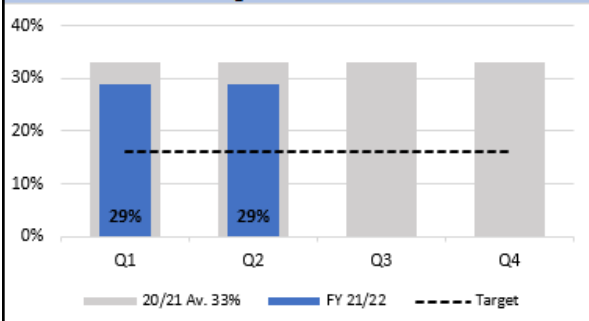
AF Volume of Telephone and Online Reports



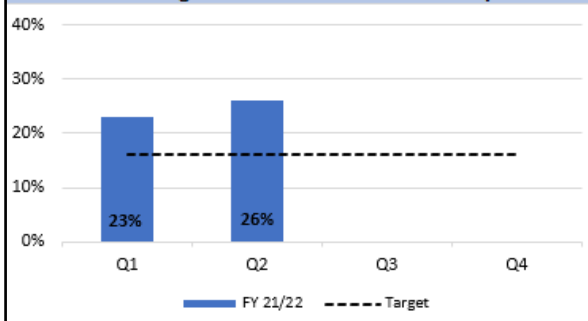
Average Speed of Answer (Minutes)



Percentage of Abandoned Calls



Percentage of Abandoned Online Attempts



During Q2 43 new advisors commenced their induction training. Attrition levels have decreased slightly this quarter (13% in July, 7% during August and September). Recruitment events continue although the Force reports challenges in attracting high quality of candidates. Measures are being developed to report on staff turnover.

The implementation of Improved Call Routing (IVR) in June has continued to enhance service. Most notably for live cyber call reporting. More effective call routing has led to a 35% reduction in calls identified as live cyber incidents; leading to improvements in both the time to answer and the call handling times; required to support victims.

Further improvements were made to Virtual Advisor menu of options. Phase 2 is ready to begin trials adding 60+ informational and guidance responses; via the application. Continued monitoring of take up suggests the bot has freed up the equivalent of 3.5 FTE capacity; to support other victims.

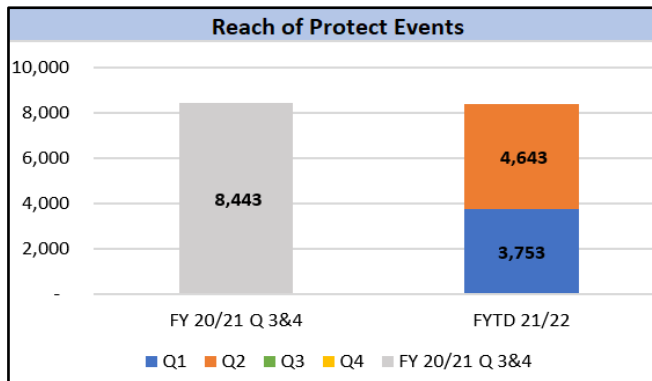
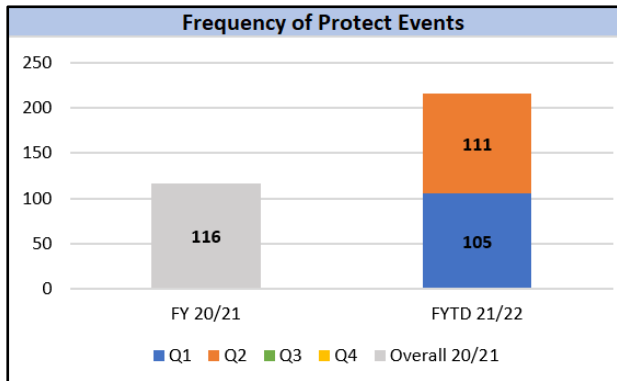
## Outcome 2: People & organisations are prevented from being victims of fraud, & victims are supported.

**NLF Role:** City of London Police is responsible for providing first contact support for victims who report to Action Fraud. It is also responsible for developing and disseminating national protect messaging for policing based upon latest crime reporting trends.

### Success Measures:

- Maintain the reach of protect messaging\*
- Establish a baseline for use of protect messages through CoLP online and offline media channels and engagement events.

\*Stretch Metric – Extend the reach of Protect messaging by 10%



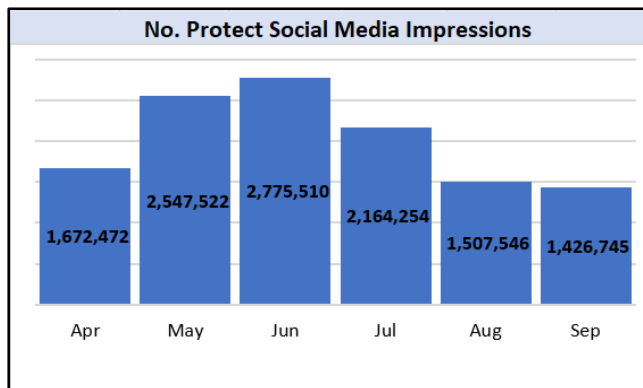
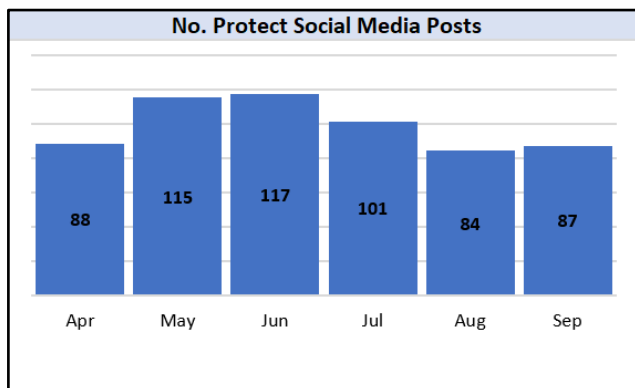
The number of protect events were significantly lower in 2020/21 than previous years; due to the restrictions imposed as a result of Covid-19. Towards the end of the year teams found new ways of engaging with stakeholders and the public, in particular using online events which in turn could reach greater numbers of the public. This pattern continued in Q2 of this year, with 4,643 people attending 111 events, a 24% improvement on Q1 (3,753).

The Force continues to develop its understanding of engagement and reach for protect messaging; in order to establish the relevant baseline through online and offline media channels. There are processes in place to collect data for the number of Protect events and social media posts each quarter, and to record the numbers of attendees and impressions linked to these. Next steps will involve engaging with attendees to understand the effectiveness of the content and whether behaviour will change, and the reach of social media posts. Impressions are defined as the number of people your content is visible to, while reach refers to the number of people engaging with your content through likes, comments and shares.

Action Fraud alerts peaked in July with 101 posts and 2,164,254 impressions, covering topics including pet fraud, holiday fraud and vaccine phishing.

Across the quarter, 31 interviews were given to the media, and the Media Team oversaw 19 press releases, with activity particularly high in July. Subject matter varied from press releases about pet fraud, ghost broking and notable sentencings. Interviews included the One Show and Crime Watch around cash for crash schemes and a successful PIPCU goods seizure.

The NFIB released 8 alerts through its digital community messaging platforms. These platforms reach approximately 600,000 users each time an alert is sent.



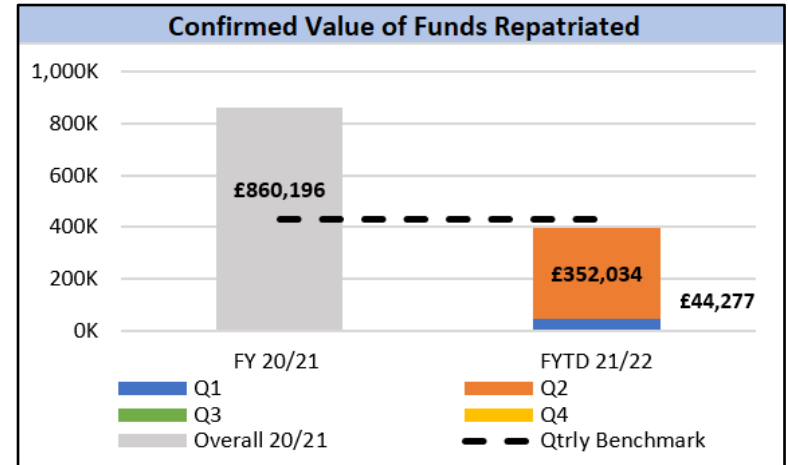
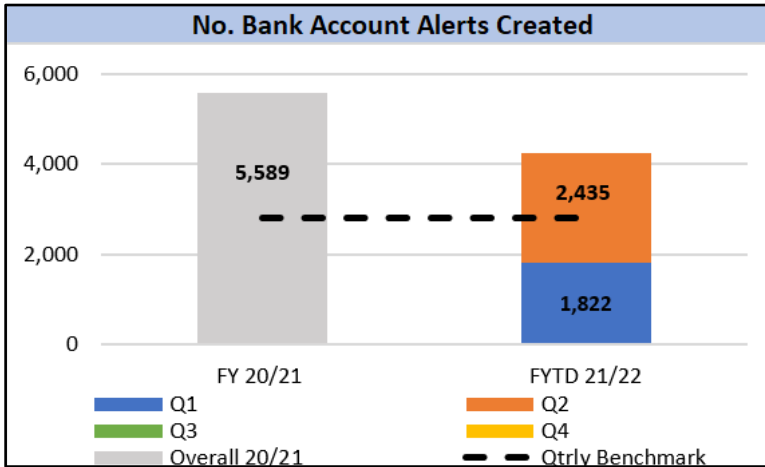
## Outcome 2: People & organisations are prevented from being victims of fraud, & victims are supported.

**NLF Role:** City of London Police is responsible for providing first contact support for victims who report to Action Fraud. This includes the banking sector, utilising initiatives to identify and disrupt accounts used in Payment Fraud.

### Success Measures:

- The value of transactions confirmed as prevented or disrupted before passing into criminal hands is increased\*

\*The ambition is to increase this by 25% of 20/21 funds for the year with a stretch metric of a 50% increase.



CoLP is continuing its long standing initiative to alert banks to accounts used in fraud. The monthly average of referrals has steadily increased from 164 alerts in 2019/20 and 466 in 2020/21, to 709 for 2021/22 FYTD. July recorded a peak of 916 alerts sent to banks, followed by slightly lower numbers in August and September. The confirmed value of repatriated funds is reliant on feedback from banks which is not always available. The confirmed average monthly savings have risen sharply from £14,759 in Q1 to £117,345 in Q2 (the average monthly savings in 2020/21 overall was £71,683). This is partly due to a £173,000 payment diversion fraud repatriated in July. For the financial year to date CoLP have alerted banks of accounts used to receive the proceeds of fraud to the amount of £20,155,856 and as a result £395,141 has been recovered since April.

The number of disrupted bank accounts has been rising since the inception of the project and the initiative allows not only for funds to be returned to victims, but also disrupts fraudsters, demonstrates good partnership working, and provides CoLP with the ability to start an investigation early if an alert is missed by the banks. A solution regarding automation of early reporting back to banks in a more consistent and timely manner went live in May. The system is not linked to UK Finance systems at this time, so feedback will continue to rely on manual reporting from banks until this is resolved.

Additional funding has been received through the Lloyds collaboration to further automate alerts into the UK Finance BPS system; which many banks are using to identify monies at risk across industry. The additional benefit of this work, is to also automate the feedback from the banking industry back into CoLP as to the outcomes of the alerts sent by NFIB. The aim is to enhance feedback on action taken and funds repatriated to victims whilst reducing the manual effort to both chase, and send an outcome back to CoLP. Work is ongoing as to the feasibility of this solution working with UKF, CoLP IT and IMS with a delivery date on or before August 2022. In the meantime efforts have been made to improve the current process with individual banks utilising a CoLP volunteer working in the financial industry; to increase reporting of outcomes back into the NFIB.

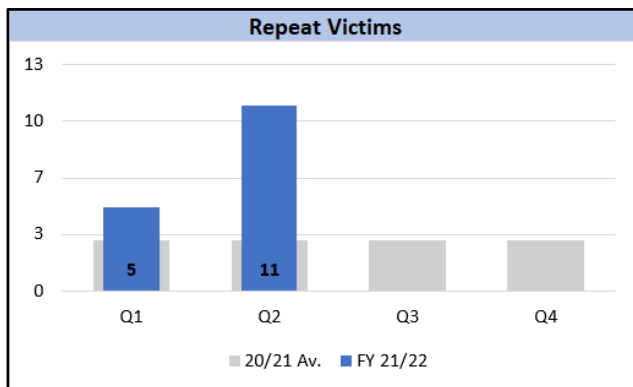
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### Success Measures:

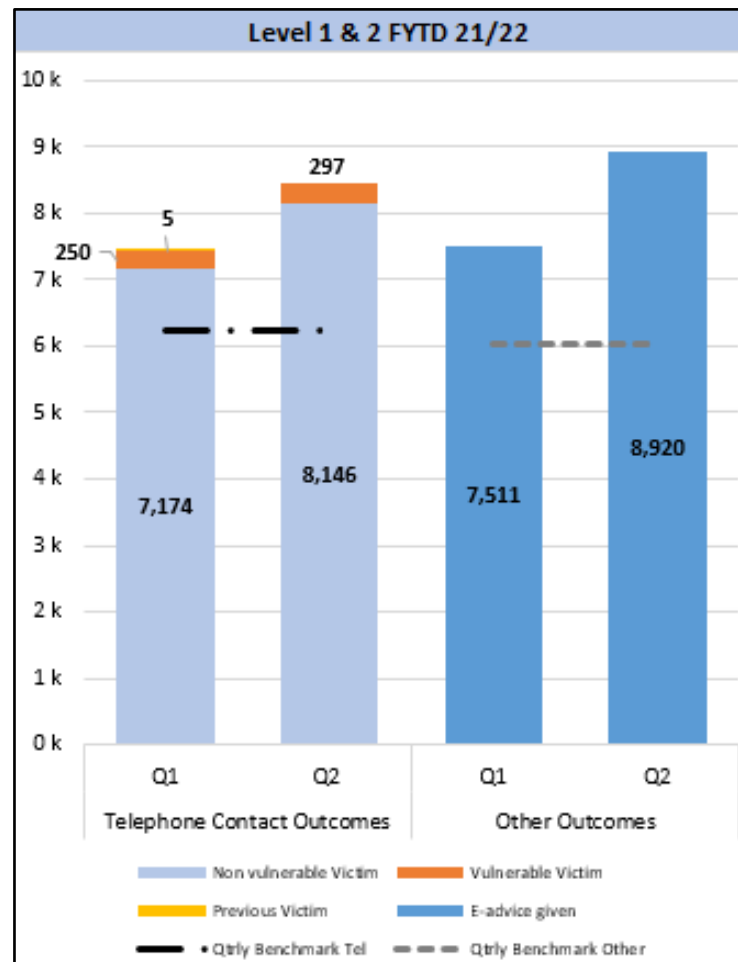
- The Economic Crime Victim Care Unit will maintain the level of support provided to victims
- The Economic Crime Victim Care Unit will sustain the low levels of repeat victimisation following interaction with their service\*

\*Stretch Metric – Reduce the levels of repeat victimisation to less than 8%



The National Economic Crime Victim Care Unit (NECVCU) supports forces at a local level, delivering care to victims of fraud and cyber-crime, allowing for a consistent and national standard of care and support. The **Level 1** service gives Protect/Prevent advice to non-vulnerable victims of fraud. The **Level 2** service engages with victims when vulnerability is identified, and by giving crime prevention advice and signposting to local support services helps the victim to cope and recover from the fraud. Six forces are currently covered by both Level 1 and 2 services, with a further 14 receiving Level 1 only.

In the second quarter of 2021/22 the NECVCU has performed well above 2020/21 averages in both Level 1 and 2 services. During the period, NECVCU has engaged with just over 20,000 victims, and of these solely 11 (0.08%) were recorded as repeat victims. Between July and September 2021, 13 victims have requested additional advice over suspicious emails or phone calls preventing re-victimisation, and 43 victims have been provided with additional safeguarding support. Over the past 12-18 months NECVCU have supported victims to recover £1,045,725.



### Outcome 3: Police resources are coordinated and deployed efficiently and effectively.

**NLF Role:** City of London Police is responsible for developing and disseminating crime reports for intelligence, protect and pursue action to policing and other law enforcement through the National Fraud Intelligence Bureau. It is also responsible for leading and coordinating the police response to fraud.

#### Success Measures:

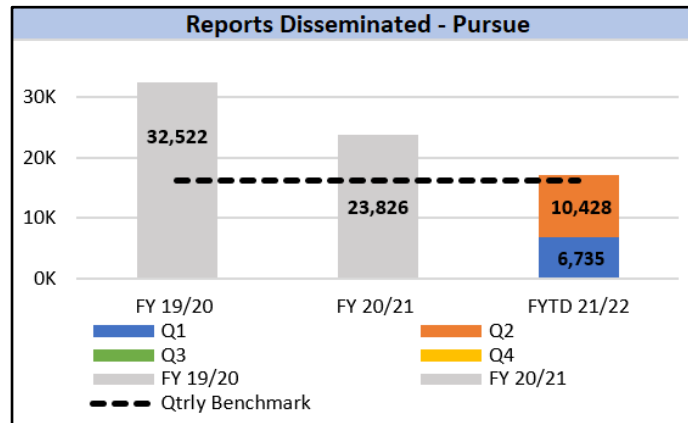
- 50% of crimes that meet the threshold are reviewed within 28 days
- The number of crimes disseminated for investigation is increased\*

\*The ambition is to sustain 2019/20 levels as per graph benchmark.

All fraud reports received are triaged against agreed thresholds and prioritised for review. The highest harm frauds are prioritised and the reports are further examined. Levels of harm are set each year through a MoRiLE process where each fraud and cyber crime type is ranked and the highest ranked for potential harm and risk become priority control strategy crimes.

Once the report is reviewed a decision will be made about the viability of cases and most appropriate agency to investigate them. The report will then be disseminated to that agency. If the report is not reviewed or disseminated then Protect Advice is sent to the victim and they may be referred to the National Economic Crime Victim Care Unit if appropriate.

Due to technical issues the data for triaging times is currently unavailable. The Force anticipates this issue will be resolved in Q3/4 of 2021/22.



A total of 10,428 Pursue reports were disseminated in Q2 which is a sharp rise from both Q1 (6,735) and the benchmark quarterly average of 8,130 disseminations (Note: this excludes reports that are disseminated for intelligence purposes or victim care). There is work ongoing to link in with Action Fraud and improve the quality of the fraud reports taken. For example, the use of mandatory fields for vital information such as bank account details will reduce the volume of additional enquiries made during initial investigations; and streamline the review and dissemination processes.

The dissemination of Control Strategy crimes has remained almost level with the quarterly average of 2,553 in 2020/21 at 2,574 this quarter. Control Strategy priority crimes include: Romance Fraud, Courier Fraud, Investment Fraud, Payment Diversion Fraud, Insurance Fraud and Banking/Payments Fraud. This is in line with the campaigns run throughout the year, focusing on a number of these areas along with COVID-19 related fraud.



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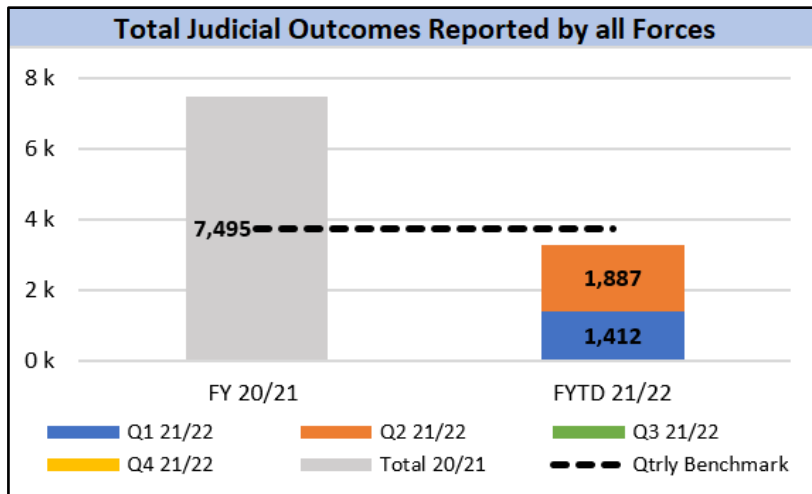
- The number of judicial outcomes recorded by policing is increased.
- 100% of Home Office forces are in the compliant category for outcome reporting.



Forces are required to provide outcome information to CoLP every month, matched against their NFIB disseminations. All forces provided a return each month in Q2. The National Coordinators continue to engage with forces to ensure this 100% compliance can be maintained throughout the year.

FY 20/21	Returns
Compliant (10-12 Returns)	39
Partially Compliant (7-9 Returns)	3
Non Compliant (0-6 Returns)	3

FY 21/22 FYTD	Returns
Compliant (4-6 Returns)	45
Partially Compliant (n/a)	0
Non Compliant (0-2 Returns)	0



The total outcomes reported in the period can relate to disseminations from any time frame.

There has been an increase in judicial outcomes reported this quarter compared to last but levels remain below the quarterly benchmark from last year.

Direct NLF engagement to forces at multiple levels continues as a strategic objective to increase judicial outcomes.

For 2021/22 1 in 5 of all crime reports disseminated have received an outcome.

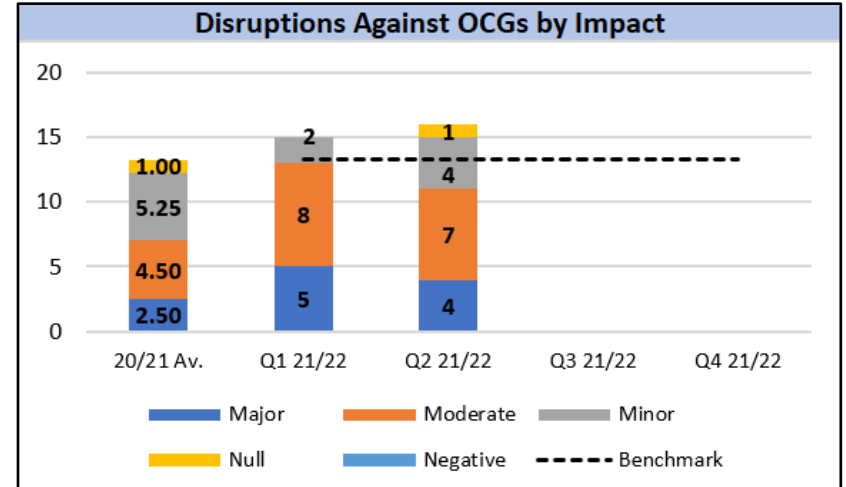
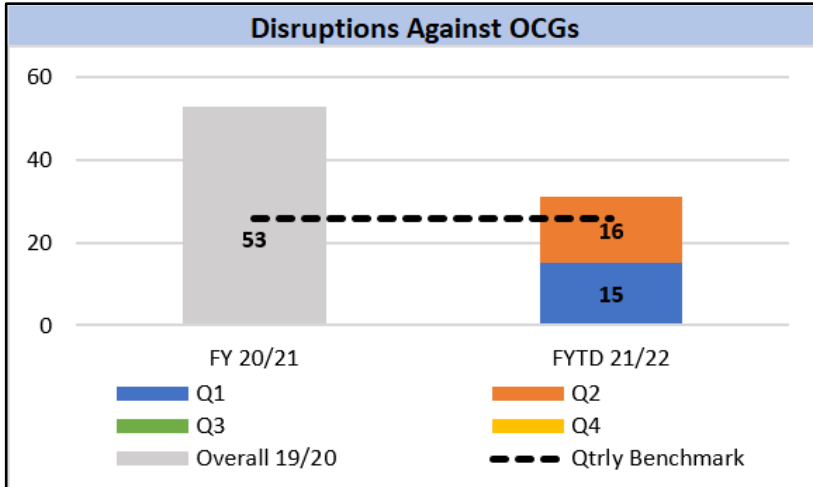
Note: Judicial outcomes refer to Home Office Counting Rules Outcomes 1-8 which include charges, cautions, taken into consideration etc (they do not refer to the wider criminal justice process).

**Outcome 4:** *Fraudsters operating nationally are identified and their offending is being disrupted.*

**NLF Role:** City of London Police investigates nationally significant, serious and complex fraud on behalf of policing. It received referrals from a range of stakeholders including police forces, ROCUs, National Fraud Intelligence Bureau and the National Economic Crime Centre, as well as stakeholders linked to its funded units.

**Success Measures:**

1. CoLP OCG disruptions are sustained with higher proportion of major disruptions.



At the end of Q2 City of London Police had 59 organised crime groups (OCGs) the majority of which are involved in Fraud (71%) including 16 known to be involved in money laundering; and 15 with links to wider economic crime. One new economic crime related OCG's has been mapped this quarter and there are 27 OCG specific operations being run across the Force.

There were a total of 16 disruptions for Q2 2021/22, which is higher than the quarterly average of 13 during 2020/21. This indicates that disruption activities have continued to increase as Covid-19 related restrictions have been further relaxed. The main bulk of the disruptions were judged to be moderate in their impact for this quarter and the number of major disruptions continues to be above the quarterly average from 2020/21.

- 5 Major disruptions were claimed in Q2 of FY21/22 and authorised at SOC Board in October for Operations JUPITER (IFED), ROVER (DCPCU), VOMER (IFED), GIENAH (DCPCU) and EUPHONIUM (MLIU).
- SOC Intel continues to devote significant resources into developing understanding as to the criminal production and supply of counterfeit identity documents.
- Intel development is also ongoing to establish evidence of counterfeit currency supply online.

## Outcome 4: Fraudsters operating nationally are identified and their offending is being disrupted.

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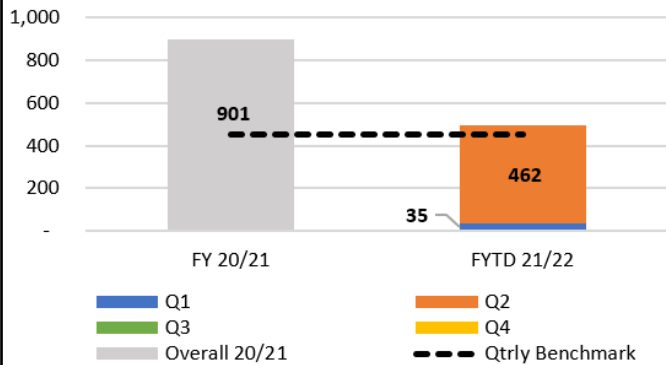
### Success Measures:

- Increase the number of judicial outcomes recorded by City of London Police.<sup>1</sup>

<sup>1</sup> ambition is to increase by 25% with a stretch metric of 50% of 20/21 outcomes



#### Judicial Outcomes Recorded by CoLP

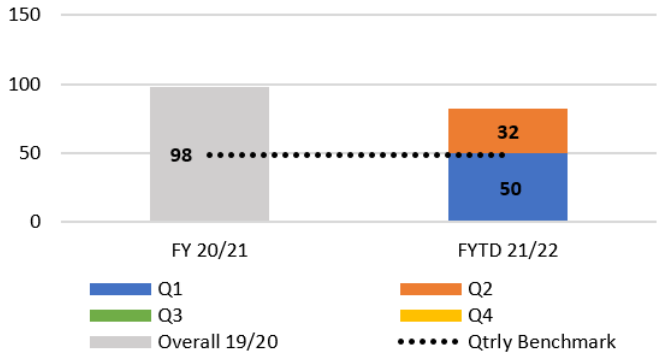


A significantly higher number of judicial outcomes were recorded by CoLP this quarter, 462 compared to 35, a 1220% increase and above the quarterly benchmark. There have been outcomes posted for three notable operations this quarter each giving multiple outcomes; and some providing closure for hundreds of victims.

Pursue activity was affected by the pandemic throughout the previous year, with lower numbers of arrests, interviews, cautions, and charges than in 2019/20. Q1 & Q2 2021/22 now report recovery of activity levels across all of these measures, reaching a peak in September as officers responded to further lifting of lockdown restrictions.

Following the high numbers of judicial outcomes reported in 2020/21, the numbers dropped considerably in Q1 of this year. Judicial outcomes have risen significantly in Q2 following intervention and adherence to best practice across NLF and CoLP teams.

#### Convictions Recorded by CoLP



The chart to the left reports on the number of convictions for cases that have been tried in the current reporting period (Q2).

Throughout the previous reporting year numbers were impacted by the pandemic; with court closures and backlogs. Levels began to report an upturn in Q1 which has since continued into Q2. Levels are currently above the median of the previous annual total; and should this trend continue are likely to surpass the total for 2020/21.

The majority of convictions this quarter have been secured by the Dedicated Card Payment Crime Unit (DCPCU). A notable success resulted in the sentencing of a criminal from South London who spent thousands of pounds on designer goods and luxury watches; after harvesting details from numerous bank customers.

Note: Judicial outcomes refer to Home Office Counting Rule Outcomes 1-8 which include charges, cautions, taken into consideration etc, they do not refer to the wider criminal justice process.

## Outcome 4: Fraudsters operating nationally are identified and their offending is being disrupted.

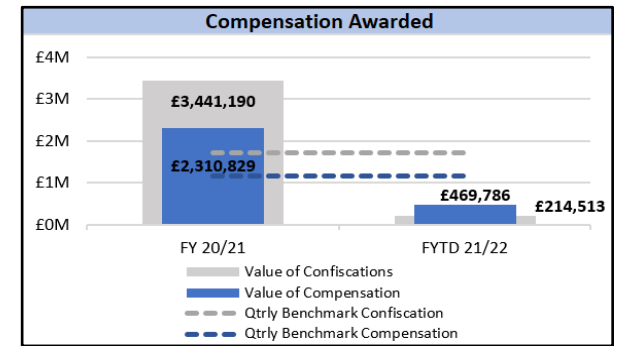
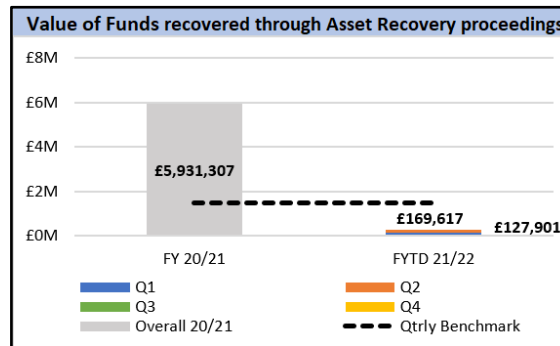
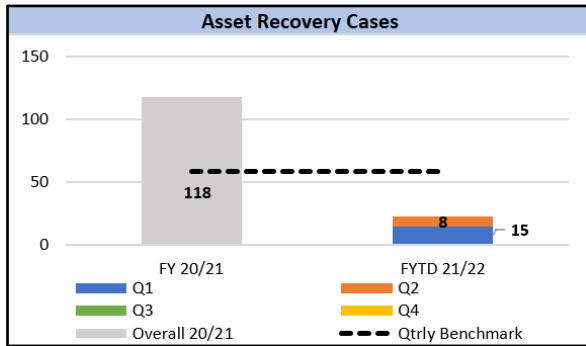
**NLF Role:** City of London Police investigates nationally significant, serious and complex fraud on behalf of policing. It received referrals from a range of stakeholders including police forces, ROCUs, National Fraud Intelligence Bureau and the National Economic Crime Centre, as well as stakeholders linked to its funded units.

### Success Measures:

- Increase use of POCA powers and value of assets denied.<sup>2</sup>
- Increased use and number of new ancillary orders issued by City of London Police.<sup>3</sup>

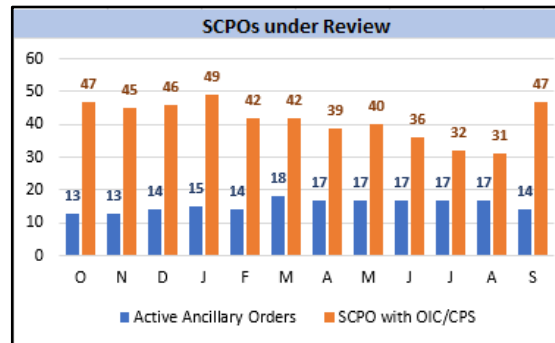
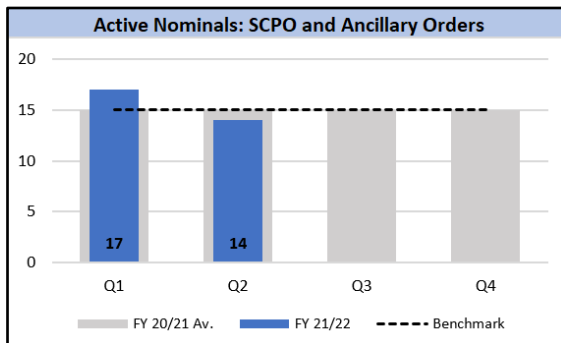
<sup>2</sup> ambition is to increase by 5% with a stretch metric of 10% of 20/21 occasions.

<sup>3</sup> ambition is to increase by 30% with a stretch metric of 60% of 20/21 occasions.



Throughout the first two quarters of 2021/22, use of POCA powers and value of assets denied has fallen short of the 2020/21 quarterly averages; across all asset recovery proceedings. Last year the quarterly average returned 30 asset recovery cases, £1.4 million recovered, £860,000 confiscated and £577,000 compensation awarded. These decreases appear more notable this year due to a single operation during the past financial year; where over £2 million was confiscated.

An example of a positive result include a male who was charged for £14k obtained through fraudulent insurance claims for work equipment, which he alleged was stolen from his work vehicle. He received a 12 month suspended sentence, 100 hours of unpaid work & ordered to repay £6.5k.



The active ancillary orders include Serious Crime Prevention Orders, Financial Reporting Orders and Criminal Behaviour Orders.

Throughout the year numbers fluctuate as orders expired and new ones have been served. Quarter 2 has fallen slightly below the 2020/21 benchmark by 1.

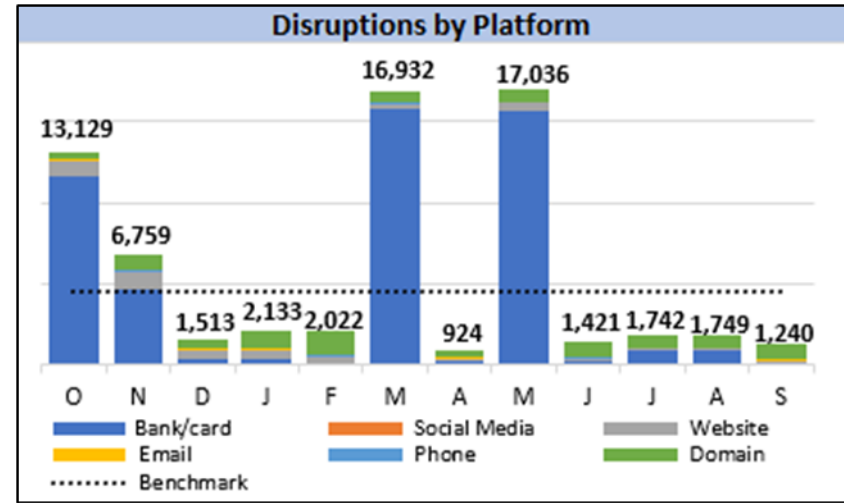
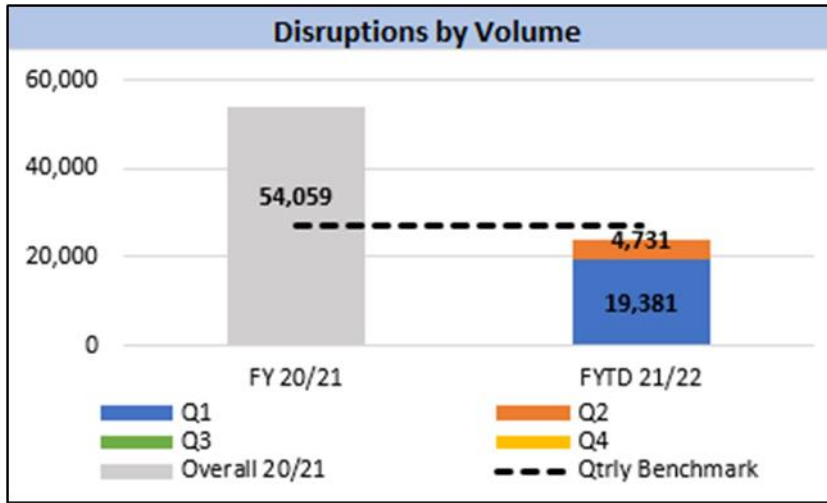
Currently CoLP have 47 SCPOs under review with OIC/CPS and 14 Active Ancillary Orders with three orders having expired in August.

**Outcome 4:** *Fraudsters operating nationally are identified and their offending is being disrupted.*

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**Success Measures:**

- The number of disruptions to technological enablers is sustained.



During Quarter 2, 4,731 disruptions were recorded, this makes the year to date just below the half year bench mark of 27,000. Following two quarters where key DCPCU operations in collaborations with other forces and agencies delivered high levels of disruptions (March, May); this quarter reports a return to expected levels often seen across the Summer and Christmas periods.

The majority of disruptions this quarter have related to either domains (n=2,326) or bank accounts and cards (n=1,797). Notable domain disruptions include a company who were repeatedly targeted by the creation of fraudulent websites. Discovery and resolution of the incident prevented losses to the public; and reputational damage to a small business (victims of identity theft currently fall outside of the Home Office Counting Rules criteria for review). Another operational example includes a takedown involving a fake charity set up in the name of a well known music artist; that could have easily duped members of the public and damaged the artists reputation.

**City of London Police and National Cyber Security Centre Suspicious Email Reporting and Takedowns**

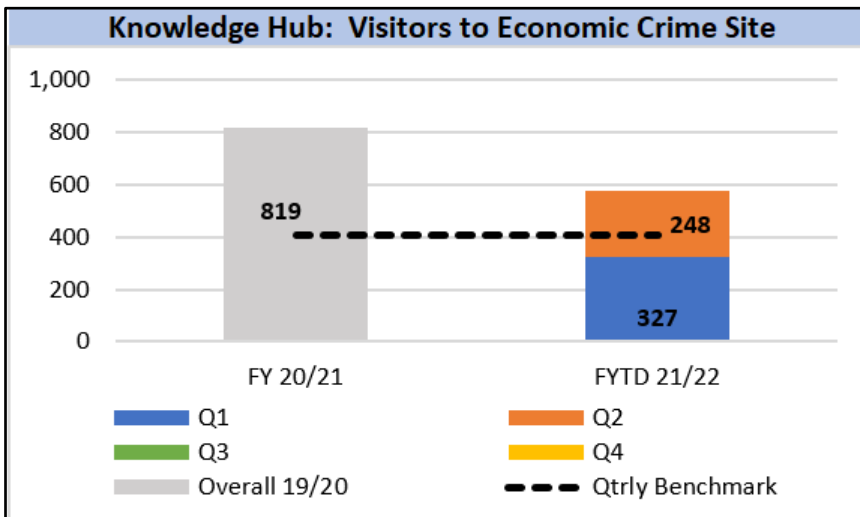
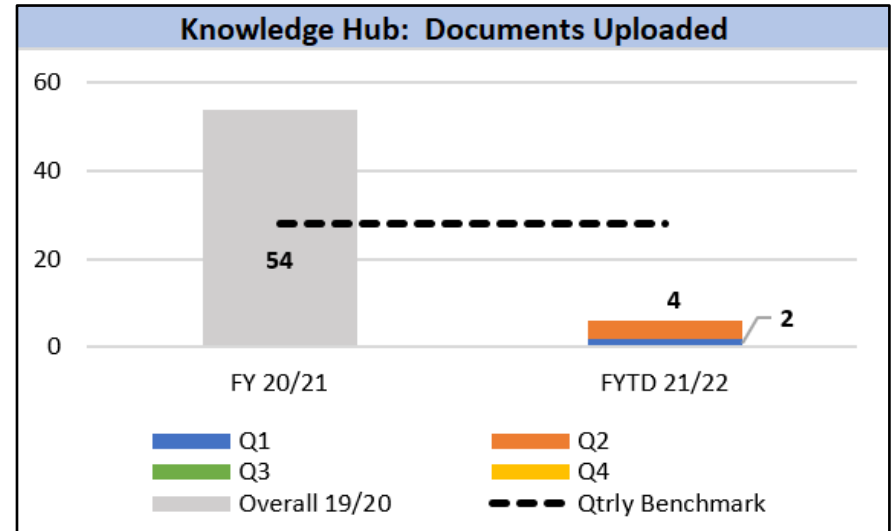
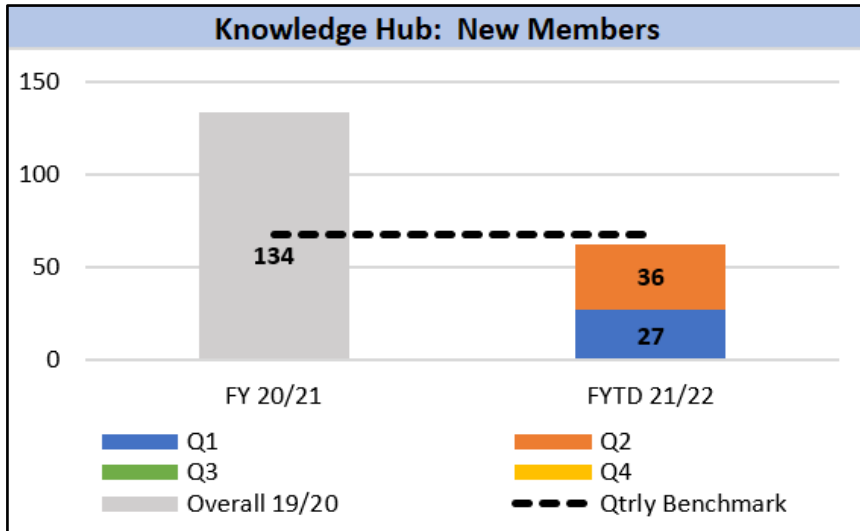
NCSC & COLP receive reporting of suspicious emails from the public via SERS, which launched 21 Apr 2020. As of 30<sup>th</sup> September 2021 the number of reports received stand at more than 7,700,000 with the removal of more than 64,000 scams across 119,000 URLs. The public are sent large volumes of scam messages every day, many of which will be blocked by spam filters or otherwise ignored. Of the messages that reach inboxes, the public report to NCSC and COLP 13,800 per day via SERS; in addition to around 600 cyber-enabled crimes reported to Action Fraud on average per day in September 2021. From these suspicious emails, we identify over 490 new pieces of infrastructure (websites, servers or emails) per day – i.e. about 3.5% of scam messages the public send us contain unique knowledge of something malicious.

**Outcome 5:** Policing has the capability and capacity to detect, disrupt and deter economic crime.

**NLF Role:** City of London Police is a centre of expertise for fraud. It provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing and disseminating good practice.

**Success Measures:**

- Economic Crime Knowledge Hub engagement levels are increased



There have been 36 new members to the Economic Crime Knowledge Hub this quarter; increasing the total membership to 312. This is an increase compared to Q1; but slightly below the average from last year. A relaunch is planned for late 2021.

The Economic Crime Knowledge Hub membership has continued to rise steadily during Q2 2021/22. The number of visits to the hub has dropped compared to last quarter; this is to be expected as Q2 covers the summer period. The number of visitors has increased when compared to Q2 2020/21 (193) and is above the quarterly benchmark so far for 2021/22.

There have been limited updates to Knowledge Hub in the last quarter while work is underway for a relaunch later in 2021, with easier access and usability the key focus. During this quarter 4 new documents have been uploaded and there have been 20 forum posts and replies.

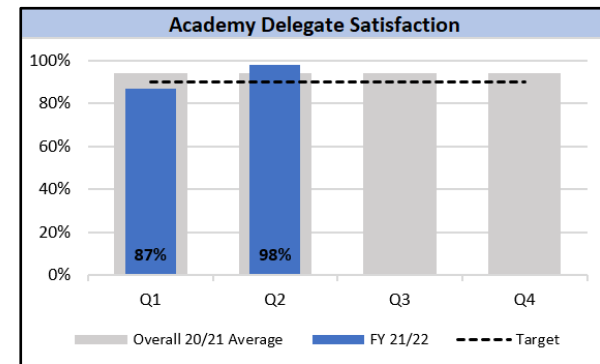
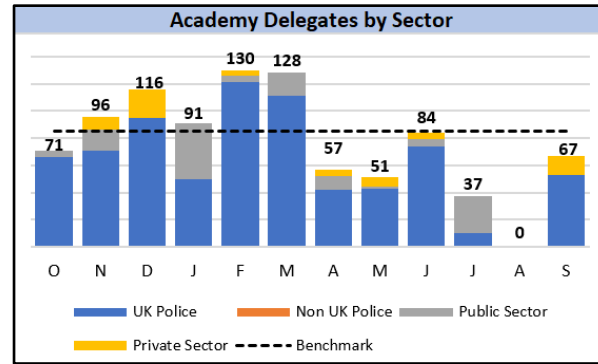
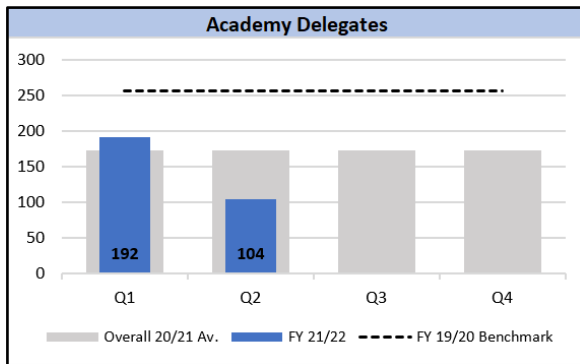
## Outcome 5: Policing has the capability and capacity to detect, disrupt and deter economic crime.

**NLF Role:** City of London Police is a centre of expertise for fraud. It provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing and disseminating good practice.

### Success Measures:

- Delegate training numbers are sustained at 2019/20 levels\*
- Delegate training has a 90% satisfaction rate.

\*Stretch metric to increase these levels.



During the second quarter the Economic Crime Academy provided 10 courses to a total of 104 delegates. This number is below both the quarterly average from last year and the 19/20 benchmark, in 19/20 88 courses were delivered to just over 1,000 delegates. A lower number of courses were delivered this quarter as previous years have shown summer to be a quieter period for take up; and consequently July and August were used to facilitate trainer holidays and essential updates to course materials. Classroom and online training resumed in September with a number of police and private sector delegates. The Academy also completed an Accredited Counter Fraud Specialist (ACFS) cohort in September. This is the first ACFS course the Academy have run in a number of years, feedback was excellent and the Academy are hopeful to fill another course starting in January.

In July the academy developed an online 'Demystifying Cyber Crime' course; to be offered to all CoLP staff which has seen good take up.

The overall satisfaction rate for Q2 is higher than the 90% target and has increased significantly since the last quarter. This is most likely due development of the Moodle platform through which the online delegate experience is improved with easier access to course material and interaction with trainers.