

# **National Lead Force Performance Report**

Q3: October – December 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		
Green	The success measures are being met	
Amber Green	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	
Amber Red	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	
Red	It is unlikely the success measure will be met for the annual period based on the success shown in quarters to date	
Grey	Insufficient evidence means that no meaningful assessment is possible at this time.	

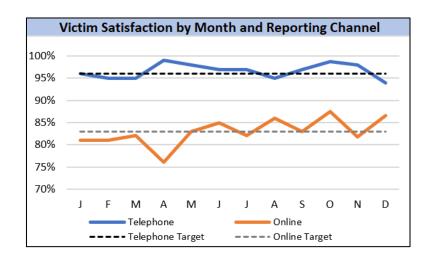
### **Outcome 1:** The public has confidence in the Action Fraud reporting service.

**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.





Feedback from the Action Fraud satisfaction surveys indicates that satisfaction with telephone reporting service was 97% for the quarter, just above the target of 96%. There was a slight decrease in satisfaction levels relating to telephone reporting during December (94%) the lowest it's been in over a year.

Satisfaction with online reporting has fluctuated during the period, reaching a high of 88% in October, before dropping below the target to 82% in November. However, there is a marked improvement in online satisfaction since the recent introduction of the virtual advisor or 'chatbot' service in May, in addition to improved signposting on the website.

Since the launch of the current victim satisfaction survey, Action Fraud advisors have provided a consistently good service. Overall, 1.1% of those reporting a crime in Q3 opted to provide satisfaction feedback to the confirmation fulfilment survey. Over 1.2m confirmation survey links have been delivered to date, with 14,937 respondents opting to provide satisfaction feedback or free text responses, which are used to continuously improve our service.

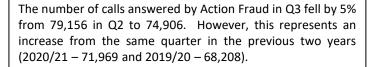
The number of Action Fraud complaints logged in Q3 2021/22 rose slightly from 81 in Q2 to 84, however this is below reported levels from the previous year following a new engagement process being put in place. During the quarter, 91 cases have been finalised as either resolved or it was found that the service was acceptable. The most commonly received complaint was in the category A2 – Decisions, often due to the non-investigation of a report.

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

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#### **Success Measures:**

- Average time taken to answer within Action Fraud is 5 minutes\*
- The percentage of reports to Action Fraud that are abandoned is below 16%\*
- \* These benchmarks are based on an assumed static demand level from 2019/20.

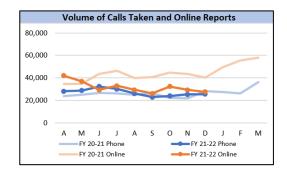


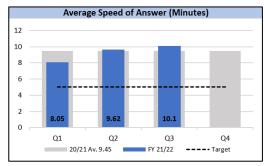
The overall average time taken to answer calls in Q3 (10.1 minutes); is slower than the previous quarters this year, and the 2020/21 average. This is impacted by the 9% increased in reporting compared with the 2019/20 benchmark, average call handling time, attrition and onboarding of new starters.

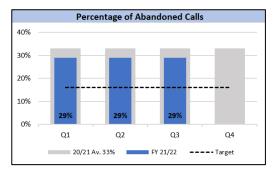
Call abandonment figures remain static quarter on quarter at 29%; but remain an improvement on previous financial year (33.5%). In December the lowest abandonment this year was recorded, at 24% a marked improvement from the start of the quarter (Oct 32%, Nov 31%).

Volumes of online reports received rose slightly this quarter; from 88,345 in Q2 to 89,161 in Q3. This represents a significant decrease of 18% from Q1. Some of this decrease is due to seasonality and may also have been impacted by the negative press Action Fraud received earlier in the year.

The percentage of abandoned online attempts is a new measure, reporting the number of draft reports started but not completed. This has decreased slightly this quarter from 26% to 25%. 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.







In the Contact Centre, as a result of vetting delays the planned intakes of advisors was unfortunately reduced. However, the department is now trained on full-service (bar new starters in their

first 4 weeks) which provides an

Staff turnover has remained relatively

improved victim experience.

upskill training.

flat month on month and the November rate of 4.8% is the lowest rate this year. Casual absence remained low, despite seasonal illnesses and Covid-19 affecting call handlers. Focus remains on supporting advisors to ensure that leavers are kept to a minimum, and to

improve the service through advisor

On the online reporting tool, the Chatbot development has continued and all guests who aim to chat, will now come through the menu provided. Phase 2 of the project is now live, and provides 60+ informational and guidance responses via a neural language bot, to free text questions from service users. This should result in further capacity to support the inbound voice service and uptake is now reasonably stable.



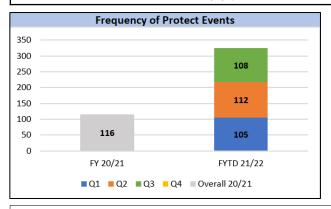
### Outcome 2: People & organisations are prevented from being victims of fraud, & victims are supported.

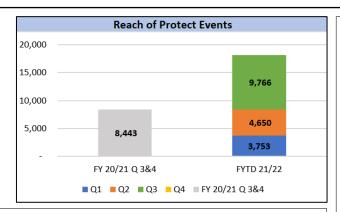
**NLF Role:** City of London Police is responsible for providing first contact support for victims who report to Action Fraud. It is also responsible for developing and disseminating national protect messaging for policing based upon latest crime reporting trends.

#### **Success Measures:**

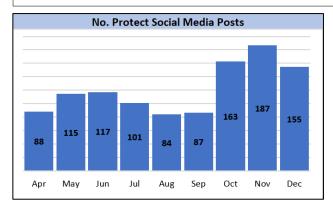
- Maintain the reach of protect messaging\*
- Establish a baseline for use of protect messages through CoLP online and offline media channels and engagement events.

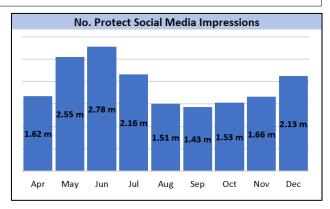
\*Stretch Metric – Extend the reach of Protect messaging by 10%





The 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.





The number of protect events were significantly lower in 2020/21 than previous years; as restrictions were imposed due to Covid-19. However, teams found new ways of engaging with stakeholders and the public, in particular using online events which can reach greater numbers. This recovery continued in Q3 of this year, with 9,766 people attending 108 events. Of particular note, over 5,000 people attended online events held by DCPCU in October, and NFIB held a number of high profile webinars.

Action Fraud social media activity peaked in December with 145 posts and 2,104,150 impressions, linked by the #12Frauds campaign covering a different fraud type every other day in the lead up to Christmas.

Across the quarter, focus was on social media, as only 3 interviews were given to traditional media, and the Media Team oversaw 17 press releases. Subject matter varied from press releases about cryptocurrency fraud, ghost broking and notable sentencings. Interviews included BBC1's 'Claimed and Shamed' programme...

The NFIB released 17 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.

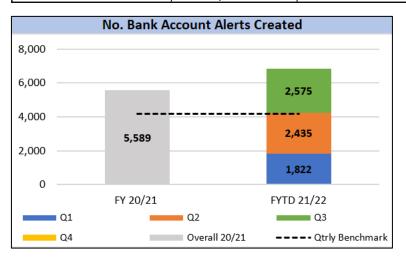
**NLF Role:** City of London Police is responsible for providing first contact support for victims who report to Action Fraud. This includes the banking sector, utilising initiatives to identify and disrupt accounts used in Payment Fraud.

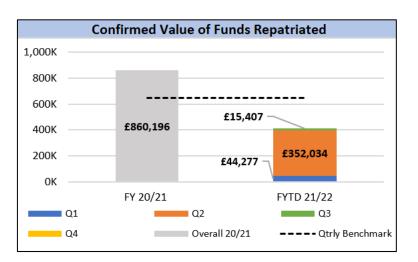
#### **Success Measures:**

• 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 759 for 2021/22 FYTD. October recorded a peak of 909 alerts sent to banks, followed by slightly lower numbers in November and December. The confirmed value of repatriated funds is reliant on feedback from banks which is not always available. The confirmed average monthly savings rose sharply from £14,759 in Q1 to £117,345 in Q2, but then fell to only £1,548 in Q3. 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 £24,687,061 and as a result £397,859 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.

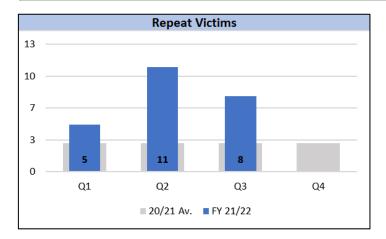
Additional funding has been received through the Lloyds collaboration to further automate alerts into the UK Finance BPS system; which many banks are using to identify monies at risk across industry. The additional benefit of this work, is to also automate the feedback from the banking industry back 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.

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

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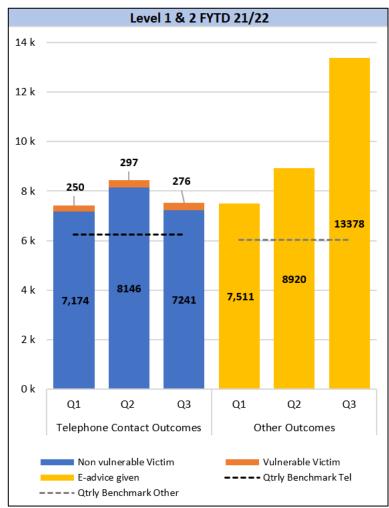
#### **Success Measures:**

- 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



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. The NECVCU is looking at onboarding more forces and have conducted 19 trials.

In the third quarter of 2021/22 the NECVCU has performed above 2020/21 averages in both Level 1 and 2 services. During the period, NECVCU has engaged with 24,514 victims, and of these only 8 (0.03%) were recorded as repeat victims. Between October and December 2021, 8 victims have requested additional advice over suspicious emails or phone calls preventing re-victimisation and preventing an estimated £130k in fraud, and 72 victims have been provided with additional safeguarding support. Over the past 12-18 months NECVCU have supported victims to recover over £1,220,000.



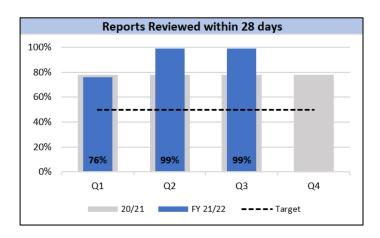
### Outcome 3: Police resources are coordinated and deployed efficiently and effectively.

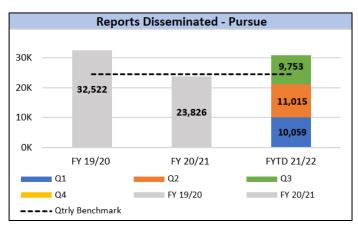
**NLF Role:** City of London Police is responsible for developing and disseminating crime reports for intelligence, protect and pursue action to policing and other law enforcement through the National Fraud Intelligence Bureau. It is also responsible for leading and coordinating the police response to 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 was unavailable for some time. We now have preliminary figures from project DROID and are awaiting final sign-off of these, so they could be subject to change in future reports.

A total of 9,753 Pursue reports were disseminated in Q3 which represents a slight fall from Q2 but is higher than the 2019/20 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 fell below the 2020/21 quarterly average of 2,553, with 2,574 crimes send 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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#### **Success Measures:**

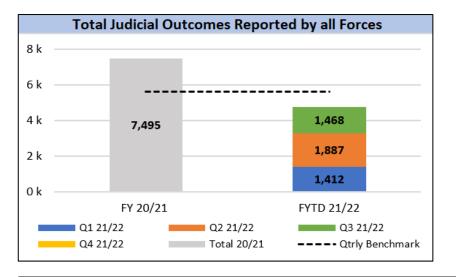
- The number of judicial outcomes recorded by policing is increased.
- 100% of Home Office forces are in the compliant category for outcome reporting.



Forces are required to provide outcome information to CoLP every month, matched against their NFIB disseminations. All forces continued to provide a return each month in Q3. 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 (7-9 Returns)	45
Partially Compliant (3-6 Returns)	0
Non Compliant (0-2 Returns)	0



There has been a slight decrease in judicial outcomes reported nationally this quarter compared to the last, and levels remain below the quarterly benchmark from last year. It is still expected that this should recover before the end of the year as courts return to a higher operating capacity and backlogs in the criminal justice system are reduced.

The total outcomes reported in the period can relate to disseminations from any time frame. The volume of outcomes fluctuates throughout the year as, for example, one investigation into a boiler room might have hundreds of outcomes attached to it.

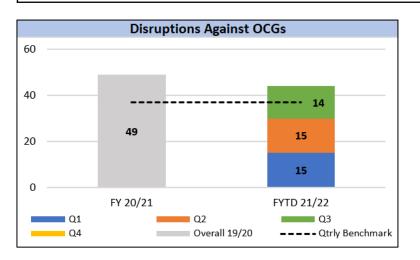
When considered in relation to the number of crime report disseminations that have been made for the year to date this gives a judicial outcome rate of 15%.

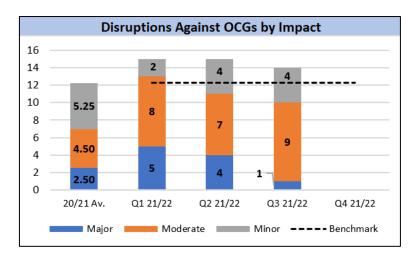
Note: Judicial outcomes refer to Home Office Counting Rules Outcomes 1-8 which include charges, cautions, taken into consideration etc (they do not refer to the wider criminal justice process).

**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 it's funded units.

#### **Success Measures:**

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





There are currently 61 mapped Organised Crime Groups (OCGs) under investigation by National Lead Force teams. One new OCG was mapped in Q3.

There were a total of 14 disruptions for Q3 2021/22, which is higher than the quarterly average of 12 during 2020/21. This indicates that disruption activities have continued to increase as Covid-19 related restrictions have been further relaxed. The main proportion of these disruptions were judged to be moderate in their impact this quarter. The number of major disruptions continues to be above the quarterly average from 2020/21.

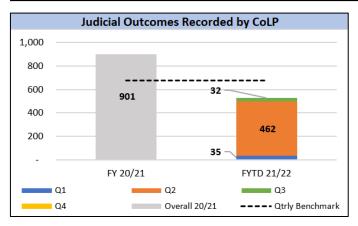
- One Major NLF disruption was claimed in Q3 and was approved. This Major disruption represents the sentencing of a key nominal in an IFED operation to 40 months in custody.
- The City SOC team continue to receive and assess NLF referrals where appropriate for proactive support and investigation. Over the last quarter, SOC assisted a regional partner with an NLF courier fraud investigation and is currently working on an NLF referred money laundering investigation

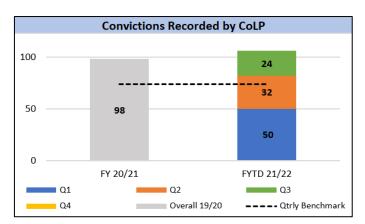
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#### **Success Measures:**

Increase the number of judicial outcomes recorded by City of London Police.\*

\*The ambition is to increase by 25% with a stretch metric of 50% of 20/21 outcomes





Pursue activity was affected by the pandemic throughout the previous year, with lower numbers of arrests, interviews, cautions and charges than in 2019/20. Each quarter of 2021/22 has seen recovery of activity levels across all of these measures, reaching a peak in October as officers responded to further lifting of lockdown restrictions and reported 30 charges.

The chart to the left shows that following the high numbers of judicial outcomes reported in 2020/21 and Q2, the numbers dropped considerably in Q3 of this year, matching the volume reported in Q1 and falling below the quarterly benchmark.

A significantly higher number of judicial outcomes were recorded by CoLP in Q2, with outcomes posted for three notable operations, each giving multiple outcomes and some providing closure for hundreds of victims. This fluctuation is expected as cases with varying numbers of crimes attached are seen in courts throughout the year.

In Quarter 3, there were less convictions for cases that had been tried during the current reporting period than in Q2. However, the Q3 total of 24 convictions brings the overall number for 2021/22 to 106, surpassing the annual count from 2020/21 and showing a return to pre-pandemic levels.

A notable success by DCPCU 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.

A high profile IFED conviction centred around a woman who forged medical documents stating she had terminal cancer in an attempt to claim £130k. She received a 2 year suspended sentence and 6 month tagged curfew.

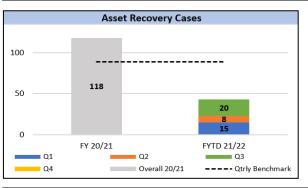
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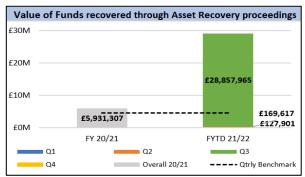
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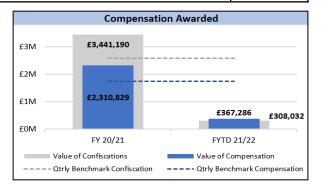
#### **Success Measures:**

- 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.

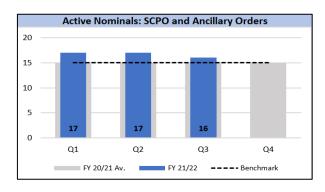


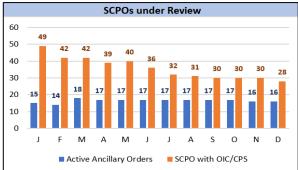




There has been an overall drop in POCA activities compared to the previous year's averages. At this stage of the Financial Year, the value of these orders has reduced considerably across all measures with the exception of Account Forfeiture. These decreases are notable due to a single operation in the past financial year, where over £2 million was confiscated. Decreases in POCA activity are being seen nationally and the Strategic Asset Recovery Board is investigating this change.

In October, the Asset Recovery Team working in partnership with the CPS obtained two Account Forfeiture orders totalling over £28.75m; the UK's highest ever account forfeiture. In November, as an offshoot to this ground breaking investigation, an Account Freezing Order was obtained for £1.48m.





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

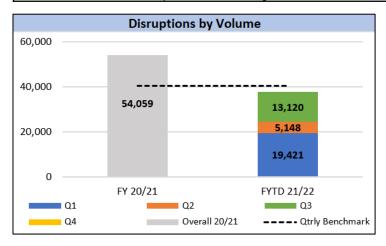
Throughout the year numbers fluctuate as orders expired and new ones have been served. Quarter 3 has fallen slightly below Q2 by 1, but remains above the 20/21 benchmark.

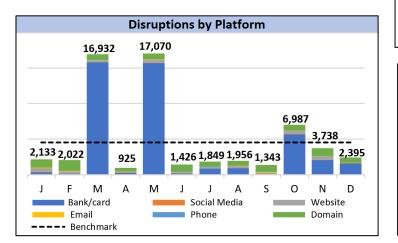
Currently CoLP have 28 SCPOs under review with OIC/CPS and 16 Active Ancillary Orders with one order having expired in September.

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#### **Success Measures:**

• The number of disruptions to technological enablers is sustained.





During Quarter 3, 13,120 disruptions were recorded; this takes the total for the year to just below the quarterly benchmark of 40,500. Although activity in most areas of this measure have exceeded those of Q2, the majority focused on bank account/card (up 414%) and proactive domain (up 11%) disruptions.

In October, a DCPCU investigation generated a large recovery, the estimated value of which was £4,332,000.

The NFIB Prevention and Disruption Team (P&D) assisted high-street chain WHSmith in taking down a cloned website created to take payment for non-existent goods, causing financial loss to the public and the business at a critical period of their recovery following the ongoing pandemic. UK Registrar Nominet are due to publish their annual figures; these show the team increasing referrals by over 200 this year. In total, over 800 fraudulent websites were taken down before they went live as a result of the team's pro-active referrals. During the period the team have proactively identified and disrupted websites selling counterfeit UK passports, driving licences, ID documents and UK bank notes. Additionally, a single Gmail account, identified from multiple reports of online shopping fraud, resulted in the identification and disruption of 13 websites linked to this account. These were purporting to sell items such as Knives, Children's Toys and Clothes and failure to take them down would have resulted significant financial loss to the public.

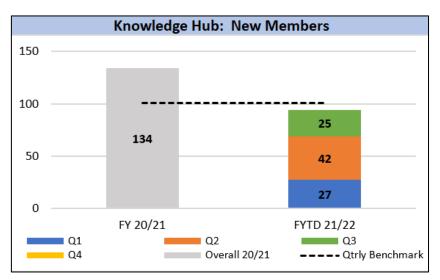
City of London Police and National Cyber Security Centre Suspicious Email Reporting and Takedowns: NCSC & COLP receive reporting of suspicious emails from the public via SERS, which launched 21 Apr 2020. As of 31<sup>st</sup> December 2021 the number of reports received stand at more than 7,700,000 with 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 Q3 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.

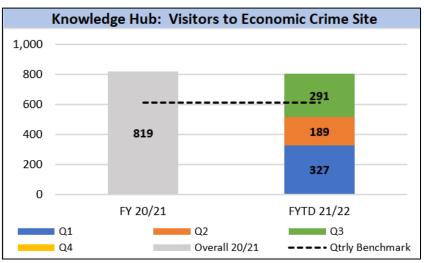
### Outcome 5: Policing has the capability and capacity to detect, disrupt and deter economic crime.

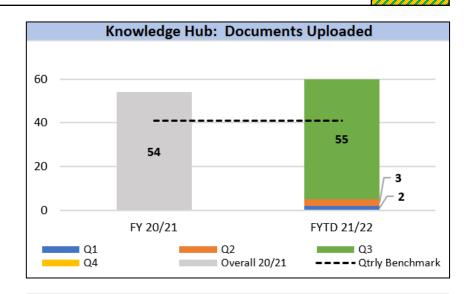
**NLF Role:** City of London Police is a centre of expertise for fraud. It provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing and disseminating good practice.

#### **Success Measures:**

• Economic Crime Knowledge Hub engagement levels are increased







The Economic Crime Knowledge Hub membership has continued to rise steadily during Q3 2021/22. There have been 25 new members to the Economic Crime Knowledge Hub this quarter; increasing the total membership to 337. The rate of growth has slowed since Q2 and remains slightly below the average from last year.

55 new documents were uploaded to the Knowledge Hub during the period, surpassing the total number of uploads from 20/21.

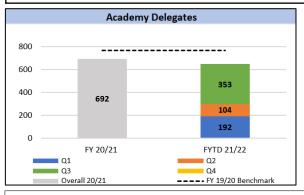
The number of visitors to the hub has increased compared to last quarter, as activity recovered following a quiet Q2. Compared to the quarterly average from 2020/21 there has also been increased engagement with the site.

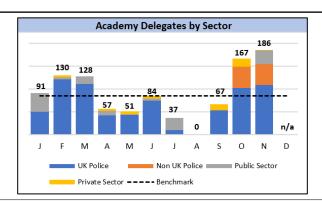
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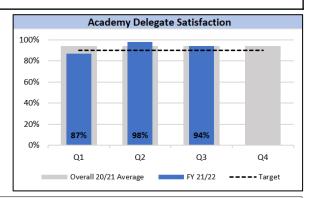
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#### **Success Measures:**

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







December figures were not available at the time of submission. Given that only two months of Q3 are available, the Economic Crime Academy performance during the period was outstanding. 26 courses were run, almost as many as in the whole 6 months previous (28). A total of 353 delegates attended, from across all sectors. This Q3 performance is well above the 20/21 and 19/20 quarterly averages, however they have not reached the target for the financial year so far. The overall satisfaction rate for Q3 fell slightly but is above the target rate.

This quarter has seen the ECA continue to build it's international presence, including Virtual Bribery and Corruption training delivered for Ukraine delegates. The ECA travelled to South Africa to carry out a Training Needs Analysis on behalf of the National Crime Agency, and then onto Botswana to deliver bribery and corruption and money laundering training. Issues arose in relation to covid-19 which resulted in training being terminated earlier than planned and trainers having to quarantine.

The ECA continues to adapt training to suit the needs of their customers. For example Thames Valley requested their Money Laundering course be delivered virtually, while the West Midlands ROCU preferred it to be delivered face to face. Course material has been developed to ensure both methods of training deliver the content in full. A recently commissioned on-line Cyber Enabled Fraud course is currently being piloted, once finished it will be released with the Academy's other Cyber on-line offerings. The ECA are looking to commission a Cyber Open Source Intelligence course in Q4 as part of it's on-line offerings which will be offered to the NFIB.

In partnership working, a fourth course on the Fraud Protect Officers programme is currently being organised, with additional funding from Lloyds Bank, dates are currently being arranged with CIFAS. The ECA are also working jointly with the CPS to create online disclosure training for financial investigators. This project will be funded by the Home Office and it is expected to be completed by the first quarter of 2022. The Economic Crime Academy met with the Serious Fraud Office (SFO) to discuss how they can assist with Fraud Investigators Training to improve the initial training and ongoing CPD for investigators.