Tackling serious and organised crime

a local response

Foreword

More and more, councils are working with law enforcement partners to disrupt serious and organised crime. Serious and organised crime can have a profound impact on an individual, family, business or community. This is particularly prevalent where vulnerability plays a part within individuals, families and communities, as those who are most vulnerable are frequently targeted by organised crime groups and more likely to be exploited. Traditionally, the view has been that serious and organised crime is not the responsibility of local councils given its complexity and the general view that it doesn't take place in sight of the general public. However, given that local councils often take responsibility for vulnerable individuals within our communities, it is vital that organised crime is addressed as part of council agendas

Recently, there has been an increasing recognition that serious and organised crime can occur across all communities, in public spaces and in private dwellings. Councils have access to critical community intelligence and a number of enforcement powers that can be used to disrupt this criminality and protect local communities.

Developments in technology are creating more and more opportunities for councils and their partners to prevent, detect and disrupt the activity of organised crime groups. However, this is an area also exploited by organised crime groups as it enables them to circumvent the traditional methods of preventing and tackling organised crime. Therefore, it is paramount that councils maximise all opportunities to utilise modern technology in order to keep one step ahead.

Councils already work in partnership with their law enforcement partners on a number of community safety issues, but increasingly they are working together to disrupt serious and organised crime. Examples include sharing information about the use of properties to enable crime, traders of illicit goods that may have links to other criminal activity or closing venues that permit the sale of illicit drugs.

Many criminals involved in serious and organised crime also commit low level criminal offences that can be enforced by local councils such as fly-tipping, illegal parking or benefit fraud. Tackling low level criminality such as this can significantly impact on organised criminality and thus minimise its harm to local communities.

This guidance outlines the important role of councils working with law enforcement partners to tackle serious and organised crime. Included in this guidance is more information about what serious and organised crime looks like, how it impacts local communities, suggested roles and responsibilities for councils, case studies of local approaches and recommended questions to ask and check local understanding of the prevalence and impact of serious and organised crime. We hope you find this guidance helpful in your ongoing role to protect local communities.

Councillor Simon Blackburn
Chair LGA Safer and Stronger
Communities Board

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Introduction

Although serious and organised crime (SOC) is often thought of in a regional, national or international context its impact is most felt by local communities. It harms individuals, families and local businesses alike with rippling implications for even the smallest and most rural communities.

However it is not a crime itself. SOC is controlled and led by organised crime groups (OCGs) that use intimidation tactics and corruption for unlawful gain. OCGs are deceitful and unscrupulous in their pursuit of money, power or personal gratification through the harm of others.

These are hidden crimes that take place around us every day. Too often, the theft of a mobile phone or possession of drugs for personal use enables a more insidious, organised and pervasive criminality such as human trafficking or fraud. SOC has a significant social and economic cost – estimated at £24 billion each year to the overall economy.

These criminals often prey on vulnerable communities and individuals to profit financially or otherwise. They supply and distribute illegal drugs, firearms and counterfeit goods; commit fraud, tax evasion and facilitate human trafficking and child sexual exploitation (CSE).

The profile and prevalence of SOC differs greatly from area to area, community to community. Some areas may be more vulnerable to the supply and distribution of drugs whilst other areas may have hidden victims of modern slavery or trafficking.

Councils need to understand their unique local vulnerabilities to serious and organised crime and address them through multi-agency action plans.

This guidance is for all those in local government who have a role in making our communities safer and protecting the most vulnerable members of our communities. It is aimed at leaders and members of community safety partnerships, health and wellbeing boards and local safeguarding boards.

It is also aimed at those who have a role in leading, planning, commissioning and delivering services – from community safety, public protection and regulation, licensing, housing, transport, advice and guidance, through to leisure services, cultural activities and supporting community development.

There is a clear role for councils alongside law enforcement agencies to tackle organised crime. Councils should work in partnership with the Police and other agencies to:

- identify and safeguard vulnerable adults exploited by OCGs

- tackle child sexual exploitation, especially where there is clear organised criminality

- protect communities from cyber enabled crime such as fraud

- use local regulation and licensing and powers to disrupt OCGs

- use taxis/PHVs or licensed premises to share essential community intelligence

- tackle those selling counterfeit or illicit goods which may be linked to wider, more organised criminality

Councils should work with their local law enforcement to understand the current prevalence and nature of serious and organised crime in their area. They should develop local serious and organised crime profiles and multi-agency action plans to tackle local issues.

This document will also give advice on the role of local councils and councillors.

Serious and organised crime

What is serious and organised crime?

Serious and organised crime:

- takes places within local communities, across local borders, nationally and internationally

- is dynamic and opportunistic

- is perpetrated by groups of networks of individuals that collaborate to establish criminal networks and build resilient and profitable organisations

- involves violence, corruption and intimidation to protect and sustain criminal activity

- develops access to a diverse set of capabilities across a wide network of individuals, including professionals such as lawyers and accountants, often targeted for their expert knowledge.

The UK Government[1] and National Crime Agency (NCA)[2] define serious and organised crime (SOC) as 'serious crime planned, coordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain. Organised criminals working together for a particular criminal activity or activities are called an organised crime group (OCG)'.

OCGs undertake the following criminal activities:

- the organised supply and distribution of drugs

- sophisticated theft and robbery

- organised child sexual exploitation, including the sharing of indecent images of children online

- human trafficking and modern slavery

- fraud and other forms of financial crime

- the supply of firearms or other weapons and counterfeit goods

- cyber crime and cyber-enabled crime[3], including online grooming, harassment and stalking.

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1   Home Office (2013) Serious and Organised Crime Strategy
2   National Crime Agency: www.nationalcrimeagency.gov.uk/crime-threats/organised-crime-groups

3   Ibid

"Organised crime is commonly viewed within partner agencies as being in the stratosphere of offending; the preserve of the Police and tackled by highly specialist police teams. The community safety partnerships in Bedfordshire realise that the impact of serous and organised crime is felt both directly and indirectly locally. Now, previously considered low level nuisance activity is tested for links to other more serious or organised criminality. For example, cycling on pavements has been attributed to drug dealing networks and street prostitution influenced by organised immigration crime. Information sharing and the production of serious and organised crime local profiles have helped improve this understanding."

Shane Roberts
Detective Chief Inspector, Serious and Organised Crime Unit, Bedfordshire Police

What is an organised crime group?

An organised crime group consists of three or more persons who act, or agree to act, together with the intent, or as one of their purposes, to carry out criminal activities. At last count, law enforcement agencies across the UK estimate that there are 39,000 people involved in more than 5,800 groups. Organised crime groups often rely on vulnerable communities and individual needs to profit economically or otherwise.

What does a serious and organised crime group look like?

OCGs all operate differently depending upon the criminality, group structure and the level of sophistication involved. Some OCGs are extremely well organised with high levels of capability.

These organisations can run networks that undertake criminal activity across international, national and county borders. In some instances they may engage with other OCGs to undertake more exposed criminal activity of their behalf.

Others are less organised and engage in criminal offences that require less professional competence, eg low level drug supply and distribution, fraud and trading illicit goods.

Some OCGs are loose networks who socialise and offend together as seen in some CSE offending[4], others involve smaller groups who each have a specific role to play, such as in the supply and distribution of drugs, and others bridge the gap between terrorism and organised criminality.[5]

4   Cockbain, E., Brayley, H. and Laycock, G. (2011) Exploring Internal Child Sex Trafficking Networks Using Social Network Analysis. Policing, Volume 5, Number 2, pp. 144–157

5   Knoke, David (2015) Emerging Trends in Social Network Analysis of Terrorism and Counterterrorism- "A related strand of terrorist research asserted an emerging nexus between organized criminals and terrorist groups. Terrorists not only engage in criminal activities to fund operations, but many transact with organized criminals to buy and sell goods and services, such as weapons and forged documents."

OCGs who do operate in a networked way often involve non-core members in the commission of the crime. These can include:

- 'mules' undertaking some of the more exposed aspects of serious and organised crime such as storing illicit goods, transporting or supplying drugs or illicit goods, undertaking intimidating or harassment tactics

- specialists or professionals (experts in law, finance, technology, logistics) plus an extended network of associates.

The internet, low-cost transport and international supply chains have made it easier and less risky than ever before to do business.[6] In particular, it has resulted in the spread of cyber crime[7] and the proliferation of online streaming of real-time child sexual exploitation and abuse.

What is the difference between an organised crime group and a gang/ urban street gang?

There is significant overlap across the activities of OCGs and urban street gangs and many gangs evolve into OCGs. Gangs tend to be less organised and more concerned with perpetuating a threat of violence or harm across a particular area (these areas are very small and can often be identified by postcode) related to the gangs core activities.

These groups must consist of at least three people and have one or more characteristics that enable its members to be identified by others as a group.[8]

The key differences between gangs and OCGs primarily relate to the level of criminality, group organisation, planning and control but there are other connections between gangs and organised crime. For example, urban gang members may engage in street drug dealing on behalf of organised crime groups and often aspire to become OCGs in their own right. Areas of high gang activity in the UK tend to be areas where OCGs are most active.[9]

How do individuals get involved in serious and organised crime?

There is no definitive pathway to being involved in serious and organised crime. However, there are factors which increase the likelihood of an individual participating in organised crime. Home Office guidance[10] has identified four categories of risk factors[11] that in combination can put people at greater risk of being drawn into serious and organised crime.

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6   There are legal requirements that apply to community safety working, usually taken forward through community safety partnerships (CSPs) working at district or unitary authority level. (However, in some areas a number of CSPs have merged to form larger partnerships.) https://www.rusi.org/analysis/commentary/ref:C551404452168B/

7   Cyber crime has enabled criminals to further undertake 'traditional' crimes such as fraud, gaining access to personal and confidential information and prohibiting user access to online services.

8   Serious Crime Act 2015 https://www.gov.uk/government/collections/serious-crime-bill

9   Home Office (2013) Serious and Organised Crime Strategy pg.14

10 Home Office (March 2015) Individuals at risk of being drawn into Serious and Organised Crime – a Prevent Guide "These factors are not exhaustive. There is no obvious single pathway into organised criminality just as there is no single pathway into other crimes. It must not be assumed that these characteristics and experiences will necessarily lead to individuals becoming involved. Serious and organised crime includes a wide range of offences, and pathways can differ depending on the crime type." https://www.gov.uk/government/publications/individuals-at-risk-of-being-drawn-into-serious-and-organised-crime-a-prevent-guide

11 Home Office (March 2015) Individuals at risk of being drawn into Serious and Organised Crime – a Prevent Guide "These factors are not exhaustive. There is no obvious single pathway into organised criminality just as there is no single pathway into other crimes. It must not be assumed that these characteristics and experiences will necessarily lead to individuals becoming involved. Serious and organised crime includes a wide range of offences, and pathways can differ depending on the crime type."

Partners should work together and share intelligence and knowledge to identify individuals who may be at risk in order to intervene with them at an early stage as early identification, followed by mitigating action, can prevent some individuals from serious and organised criminality as well as deterring reoffending.

Once individuals have been identified, partners should consider which agencies are best placed to offer support.

Criminality; **repeat offending patterns and trends**: individuals displaying certain offending patterns may be at risk of being drawn into serious and organised crime.

Identity: an individual's upbringing and lifestyle, local environmental and social factors can have a serious impact on their identity which can increase their vulnerability to participating in organised crime. These factors include deprivation or poverty, lacking a sense of belonging, experiencing a lifestyle change such as divorce or unemployment, being a victim of exploitation, holding a positive attitude towards criminality and its impact, experiencing financial difficulties and the feeling of disempowerment.

Individuals: especially young and vulnerable people, can be manipulated into participating in organised crime. They are often invited to undertake a small bit of 'work' for what seems a small and harmless reward. This can often lead to entrapment within an organised crime group. Others perhaps engage in organised crime because it seems to offer a lifestyle of glamour, risk and reward.

Networks: access to criminal networks, through family, friendships, intimate relationships and associates (through business, prison or online) provide a significant opportunity to engage individuals in serious and organised crime.

Ability: organised criminal groups seek specialist skills, including those who are experts in their professional positions. Professionals with specialist skills or employees with access to valuable information or property access are at risk of corruption or bribery by OCGs.

Who are the perpetrators of serious and organised crime?

The majority of organised crime offenders are men and from all different backgrounds. The traditional view of organised crime is of a 'mafia' style organised crime group that is hierarchal with strong family links, using violence and intimidation tactics for profit. However, organised crime groups are dynamic and have evolved and adapted to changing environmental factors, such as better international transport links, cyber-enabled activity and access to wider criminal (professional and familial) networks. What is unique about OCGs is that perpetrators often identify themselves as a part of a wider network and not as an individual perpetrator, ie they see the bigger criminal picture.

The composition of some OCGs reflects the **traditional view** of OCGs, namely:

- familial based and highly organised
- single criminal activity type
- use of a high level of both threat and actual violence
- corruption of professionals
- largely motivated by profit, criminality is converted to cash and subsequently laundered.

The longstanding values and close family connections of traditional OCGs mean they are harder to disrupt and tackle. The majority of their business involves controlling drug trafficking and associated markets.

There is a **changing landscape**, which is reflected more commonly in OCGs, for example, they:

- have multiple crime type operations, where one element of criminality often funds or re-enforces another
- operate a loose network of criminal associates, based on trust and mutual cooperation fulfilling different roles within the group
- have no boundaries regarding criminal associations

- make use of professional (finance, law, technology) enablers for criminal activity

- are highly adept at exploiting new and emerging technology

- continually seek early identification of potential new criminal opportunities from the above,

- are motivated by profit, used to support overt 'glamorous lifestyles' to reflect status.

There is also increased incidence of excessive and disproportionate threats and use of physical violence and the use of young and vulnerable people, including younger males on criminal career pathways, female partners and associates to conduct or facilitate criminal activity.

Emerging trends, evidenced in some OCGs are:

- money laundering by alternative banking platforms

- increased regional, national and international dimensions to their business

- greater exploitation of legitimate markets, eg importation of tobacco and alcohol, bypassing tax laws

- increased use of anonymising IT and the internet

- increased use of front companies (eg high street nail salons) to act as a veil of legitimacy over criminal enterprise.

County lines

The term 'county lines' refers to gangs or OCGs setting up a dedicated phone line for the purpose of supplying illicit drugs. The modus operandi frequently seen is for a gang from an urban area moving into a more rural setting, crossing county and police force boundaries in the process, in order to establish or take over the local drugs market. The phone number is then given out so that those wishing to buy drugs know who to call. The number is also used to contact others in the supply chain so that more drugs can be delivered to the area when needed.

One example is from Bedfordshire Police – information emerged that Bedford gangs had started to be 'taken over' by London based gangs. Gang members travelled from London and settled in Bedford with the intention of infiltrating and controlling local criminal markets. They had the capability to replace the local drug dealers very quickly, often having elevated 'status' earned by their propensity for violence and means of exerting fear and control over others.

Local vulnerable people, many of whom were addicted to drugs themselves, would be exploited by the gang who would move into their homes to use as a base for dealing drugs. Threatening and aggressive social media content was used to exert additional influence on victims and other network members, and their operational agility meant that they could change 'bases' regularly and at short notice.

What about previous offenders of serious and organised crime?

Many of those involved in OCGs will already be familiar to councils and their partners because of their previous offending. Existing partnership arrangements, such as Integrated Offender Management (IOM), provide a means of managing the risk of previous offenders to the community.

IOM brings a cross-agency response to manage and monitor those who present a risk to community safety. Councils, as responsible authorities on community safety partnerships, have a statutory duty to reduce reoffending. Councils already work with the National Probation Service (NPS) and their local community rehabilitation company (CRC) through the community safety partnership (CSP) to pro-actively manage the risk of re-offending within local communities.

This wider partnership approach means that offenders identified as being of most concern locally are either subject to statutory supervision by the National Probation Service, Community Rehabilitation Company, or managed on a voluntary basis depending on the type of offence and risk of harm to the local community. IOM ensures that offenders of concern remain on the radar of local agencies.[12]

The National Probation Service manages the majority of previous offenders who have been assessed as presenting high risk of harm to others under probation supervision.

Community Rehabilitation Companies offer rehabilitative services ensuring that for the first time, prisoners with sentences of less than twelve months will start to prepare for their reintegration back into society from the day they are imprisoned.

Who are the victims of serious and organised crime?

The victims of serious and organised crime are local people, communities and businesses. OCGs take advantage of vulnerable people and their communities for their own personal gain. Local people, communities and businesses are most likely to be victims of cyber enabled crime such as online fraud, grooming, harassment or stalking and/or encountering illegal or offensive online content.

The sole purpose of serious and organised crime is personal gain in whatever guise. They can therefore harm communities in many different ways, for example:

• the supply and distribution of drugs within communities that harm users and can also impact on the local environment

• putting children and young people at risk of child sexual exploitation, online grooming or exposure to adult or illicit material online

• fraud, identity theft and other forms of financial crime can harm the wellbeing of individuals within a community

• the supply of firearms or other weapons to threaten or harm individuals

• support, enable or profit from human trafficking and modern slavery.

The harm caused by serious and organised crime is far reaching and can be very different for individuals, communities and businesses alike:

• it can include the loss of money or other assets, or harm to business or personal reputation

• victims can suffer from anxiety and stress, particularly if they are vulnerable

• occasionally victims can be physically injured, subjected to psychological trauma, or killed as a direct or intended consequence of criminal action[13]

• entire communities can also be victims; for example prevalent drug supply and distribution across a local area can have substantial impact on the health and wellbeing of residents and the overall environment, generating a sense of fear or disquiet. Money laundering, loan sharks, illicit businesses and the exploitation of workers can also harm local communities.

12 Home Office (2015) Integrated Offender Management Principles https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/406865/HO_IOM_Key_Principles_document_Final.pdf

13 Examples of criminal activity include: sexual abuse of children and adults, distributions of indecent images, shootings targeting rival gangs or individuals, torture of a suspected informant of a drug trafficking group, addicting people to drugs to supply the demand in human trafficking for labour and sexual exploitation, kidnap, robbery, stress caused by fraud.

The national policy context

In 2013, the Government launched a new Serious and Organised Crime strategy to better coordinate a national approach to reduce the level of serious and organised crime affecting the UK and local communities. It coincided with the launch of the National Crime Agency (NCA). The NCA is the national law enforcement agency against serious and organised crime and works globally across multi-agency partnerships that include the Police, law enforcement, local public sector agencies and private industry.

The national strategy uses the framework that has been developed for national counter-terrorist work and has four thematic pillars, often referred to as the 4Ps: prosecuting and disrupting people engaged in serious and organised crime (**Pursue**); preventing people from engaging in this activity (**Prevent**); increasing protection against serious and organised crime (**Protect**); and reducing the impact of this criminality where it takes place (**Prepare**).

The serious and organised crime strategy sees councils and a range of partners playing an important role alongside the Police to tackle SOC and OCGs. From a local perspective Pursue, Prevent, Protect and Prepare means:

Pursue: prosecuting and disrupting the criminal activity of OCGs. Locally this means establishing strong, effective and collaborative partnerships to gather and share intelligence on organised criminal groups that operating in local area and across county borders.

Prevent: deterring individuals from getting drawn into serious and organised crime and previous offenders returning to crime. Prevent involves a wide range of local approaches and interventions and can include developing new interventions, making use of existing services and raising local awareness of the reality and consequences of being involved with organised criminal groups to dispel associated myths of wealth and glamour.

Protect: protecting individuals, families, businesses and communities against serious and organised crime. Protect involves ensuring the right controls and practices are in place to safeguard communities and ensure these groups have the information to help them to protect themselves.

Prepare: being prepared to manage the impact or consequence of serious and organised crime. This includes the ability to immediately respond to major serious and organised crime incidents and ensure a rapid and effective resolution and recovery for affected communities, victims and witnesses.

New powers to tackle serious and organised crime

In 2015, the Serious Crime Act[14] improved the legislative powers available to local partners to tackle serious and organised crime. They include a new offence of participating in the activities of an organised crime group and a strengthened preventative capability through Serious Crime Protection Orders. The new participation offence, which applies in England and Wales, carries the potential to prosecute effectively the full spectrum of criminality engaged in organised crime. The serious crime prevention order ('SCPO') is intended for use against those involved in the most serious offences, including drugs trafficking, fraud and money laundering. The SCPO is a court order that is used to protect the public by preventing, restricting or disrupting a person's involvement in serious crime. Breach of this order is a criminal offence. These enforcement powers will tackle serious and organised crime in a more complete way, capable of addressing the complexity of organised crime. Councils should work alongside law enforcement agencies, sharing relevant intelligence, to make the best use of these new powers to disrupt and halt such crime.

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14   In March 2015, the Government passed the Serious Crime Act (the Act). This Act gives effect to a number of proposals and commitments made in the Government's Serious and Organised Crime Strategy (2013) and updates existing law dealing with the cyber-crime, serious crime prevention orders, gang injunctions, child cruelty, female genital mutilation (FGM) and the commission of certain terrorism offences abroad.

The role of councils and their partners in tackling serious and organised crime

Who is responsible for tackling serious and organised crime?

Everyone. Public sector organisations and law enforcement agencies have a duty to protect the wellbeing of their local communities including: councils, police, health, social care, education services and immigration enforcement.

Under section 17 of the Crime and Disorder Act councils have a responsibility to do all that they reasonably can to prevent, crime and disorder in their area. Publically commissioned private and voluntary sector providers must also contribute to prevention efforts through due diligence and information sharing to protect communities from serious and organised crime.

Established community safety partnerships (CSPs) are well placed to lead on the strategic coordination of this activity. These partnerships have a statutory duty to: reduce reoffending; tackle crime and disorder; anti-social behaviour; alcohol and substance misuse; and any other behaviour which has a negative effect on the local environment.

These partnerships also have access to a wealth of powers available to councils and partners that can disrupt the activity of local OCGs. Just within a council: Trading Standards, planning enforcement, licensing, environmental health, anti-social behaviour and safeguarding powers can minimise the harm of OCGs on local people and communities.

What can the council do?

Disruption activity relies on good, appropriate information sharing between local partner agencies. Local multi-agency partnership arrangements such as community safety partnerships (CSPs), serious and organised crime partnerships (SOCPs), multi-agency safeguarding hubs (MASH) and multi-agency risk assessment conferences (MARAC) are likely to hold valuable intelligence that can aid law enforcement agencies to pursue organised crime groups and individual perpetrators.

Councils should work with partners to further understand the pathways and vulnerability factors that may result in individuals participating in organised crime and put interventions in place.

One local intervention already in place is the Troubled Families programme.[15] Councils should discuss the Prevent strand with their local Troubled Families programme manager to discuss any cross-over activity.

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15 The Troubled Families programme began in April 2012. It is led by the Department for Communities and Local Government (DCLG), and is a cross-departmental initiative to change how government intervenes and helps families with multiple problems. Councils play a key role in coordinating action locally and delivering the programme with local partners, including police, health and the voluntary and community sector.

The 'Achilles Heel' approach

The most effective way of reducing serious organised crime is to bring the information and powers of a wide range of agencies to bear against it. At a local level, councils are well placed to tackle serious and organised crime.

They hold powers (including rights of entry) and information central to disrupting and preventing criminal activity. These powers can be used to disrupt serious and organised crime by disturbing their planned activity or exposing other criminal offences such as benefit fraud, trading illicit goods or failure to meet health and safety legislation. This is called the 'Achilles Heel' approach.

For example, councils can use Closure Notices on venues which are strongly suspected to be linked to serious and organised crime through the distribution of drugs. Councils should discuss with partners the full range of powers available locally to disrupt the activity of OCGs. Many council services can help disrupt the criminal activity of organised crime groups; in fact it is hard to think of a council service that is unable to contribute in some way to tackling serious and organised crime.

Collectively, the Community Safety Partnership and other partners will have access to intelligence, community safety and safeguarding powers that can significantly disrupt the activity of OCGs and minimise their impact on local communities and businesses.

The Government Agency Intelligence Network (GAIN) is a capability that sits within each Regional Organised Crime Unit (ROCU) that helps facilitate information sharing between partner agencies when tackling serious and organised crime, as well as identifying potential joint areas of work. Referrals into the network can be made by any GAIN partner to help tackle serious and organised crime at the local level.

Derbyshire

Derbyshire Council have already had some notable success with this approach. Derbyshire Trading Standards were nominated as the lead agency to disrupt the activities of a local organised crime group. This organised crime group was involved in the supply of counterfeit and illicit tobacco. Trading Standards used a number of approaches to disrupt the planned criminal activity of this group. Derbyshire Trading Standards joined up with district council business rates teams to find out property information on the premises from where these goods were being sold. As a result joint discussions between Trading Standards, the local police and the property landlords the tenancies of the premises where it was clear illegal activity was taking place were terminated. As a result over a dozen shops were closed down in Derbyshire, significantly disrupting the activity of this organised crime group, and preventing the supply in the county of approximately 150,000 packs of cheap illegal tobacco worth over £1 million.

In Derbyshire, the Police have been working with the county council's emergency planning team to prepare reception centres following a number of police operations to rescue victims of human trafficking. The emergency planning team organises these centres where victims are offered welfare services to ensure their wellbeing while also helping the Police obtain initial evidence in relation to any perpetrators of human trafficking.

Derbyshire County Council's Assistant Director Community Safety Sally Goodwin said: "This is a real example of where community safety priorities and emergency planning work come together and we endeavour to work in partnership with the Police to ensure we provide the best possible response to support victims of human trafficking in Derbyshire".

Reception centres also consider the reintegration of victims into communities and during their stay victims are able to access support from the UK Human Trafficking Centre, local health services, local authority social care and housing, the British Red Cross and the Salvation Army. The emergency planning team is also responsible for organising temporary overnight accommodation where needed.

Councils have a responsibility to ensure communities are protected from such crime and build resilience within communities themselves so that they too can deter and disrupt serious and organised crime. Councils may wish to consider:

- raising local awareness about serious and organised crime and its impact on local communities and businesses

- mapping the tools and support available to communities to help them protect themselves

- building resilience and developing protective controls within councils where they might be vulnerable to fraud, bribery and corruption.

Councils should also work with police and crime commissioners to support victims of serious and organised crime.

This includes looking at the total provision available to people, communities and businesses within a local area provided by the public sector, voluntary organisations and community groups. There is also anecdotal evidence that victims of serious and organised crime might not always recognise themselves as victims. Councils should therefore work with local victim's services to ensure that there are adequate pathways of support for those who may take some time to seek, engage and accept help.

Lancashire

In Lancashire, 'Operation Genga' is a police force-wide partnership meeting which includes regional/national agencies to tackle local organised crime groups. Partners include the Department for Work and Pensions (DWP), Her Majesty's Revenue and Customs (HMRC), Environment Agency, UK Border Force, Gambling Commission and Vehicle and Operator Services Agency (VOSA). It also includes policing representatives from the Police and community safety partnership managers from district councils. Police officers are tackling local organised crime groups (OCGs) through the use of partnership interventions, civil tools and powers. These include the use of Interim Gang Injunctions, Criminal Behaviour Orders (CBOs) and Serious Crime Prevention Orders (SCPOs).

Northamptonshire

Police teams are also working with wider enforcement teams including Trading Standards, the Vehicle and Operator Services Agency (VOSA), council enforcement teams and others to disrupt OCG evasion tactics. Policing Northamptonshire's borders is a co-located cross-border specialist police team targeting organised crime gangs. Cross-border officers target those who operate on the fringes of Northamptonshire in the belief that the rural location will help them evade capture. Despite crime rates falling nationally, police intelligence shows that criminals still actively target the borders around different counties in the belief that these areas will not be policed as actively as large towns and cities.

The team of officers from Northamptonshire, Lincolnshire, Leicestershire and Cambridgeshire work together to make sure criminal activity around the borders of Northamptonshire improve the cover of law enforcement

activity along county borders. To help track down such offenders, officers in the new cross border team will have access to automatic number plate recognition (ANPR) cameras to allow them to spot known criminals as they drive into Northamptonshire. This pro-active method of local joined-up enforcement disrupts the activity of OCGs making use of highways and cross-border activity to evade law enforcement agencies.

"Parts of east Northamptonshire in particular have, for a number of years, suffered from roaming organised crime gangs who do not see our county borders as boundaries. They see them as an area where they believe they can avoid detection by individual police forces. Our new cross border team will work to make sure that is not the case by staging regular operations to target known criminals and using the latest technology to track down criminal activity."

Superintendent Andy Cox
Northamptonshire Police

Public sector organisations should be aware of their own vulnerabilities too. In particular, the change of emphasis from local government being a provider to a commissioner of services changes the risk profile of fraud, as well as the control environment in which such risk is managed. More arm's length delivery of services by third parties in the private, voluntary and not-for-profit sector and personal control of budget means that more public money is entrusted to more actors.

Bidding for public service contracts is attractive to OCGs who may seek to benefit from public procured services in different ways, including to raise money through fraudulent activity or to use businesses offering public services to launder illicit profits. Controls and safeguards that deter, detect and investigate both internal and external fraud must remain resilient with more frequent or substantial procurement of services. More information can be found in Fighting Fraud and Corruption Locally.[16]

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16 http://www.cipfa.org/services/counter-fraud-centre/fighting-fraud-and-corruption-locally

What's the role of the community safety partnership (CSP)?

The national Serious and Organised Crime Strategy requires police and crime commissioners to establish local partnership groups to lead multi-agency work to disrupt and minimise harm from organised criminal groups. However, police and crime commissioners have the discretion to decide whether to establish new arrangements or to look to existing partnership structures. Some may feel that existing partnerships can take on this responsibility. CSPs are well established partnerships where SOC is already discussed in a number of areas and should be closely involved in any work aimed at tackling serious and organised crime.

Bedfordshire

Bedfordshire Community Safety Partnership (CSP) led Operation Transformation disrupting the activity of an OCG involved in drug trafficking. This OCG was exploiting local vulnerable people to support their drug dealing network.

Positive relationships between CSP colleagues and local police teams led to effective information sharing that identified previously unknown business interests of an OCG already known for their involvement in violent and drug trafficking activities. These included running a restaurant, a hair salon and involvement in a level of coercive 'control' over a local pub.

The CSP worked with a number of law enforcement colleagues from Trading Standards, fire and rescue, licencing and health and safety to target and disrupt the business activity of this OCG.

This resulted in the identification of illegal immigrants employed by these businesses, tax evasion and a closure notice for a pub which had been used as distribution centre for drugs. As a result, the OCG's network was disrupted.

Community Safety Performance Manager, Joy Piper performed the role of Lead Responsible Officer (LRO) 17 against a notorious OCG in Bedfordshire. Using the powers available to the partnership, including a number of council enforcement powers, Joy led disruption of activity that significantly reduced the impact of the OCG's offending.

DCI Shane Roberts, Bedfordshire Police said "this was an excellent example of where intelligence and resource sharing between agencies delivered real impact. The CSP held intelligence which added significant value to the overarching picture of the criminal activities, networks and distribution mechanisms. From this excellent intervention opportunities were identified".

Serious and organised crime local profiles and partnerships

In November 2014, guidance was issued by the Home office which asked each police force to produce a Local Profile of the threats from serious and organised crime in their area.

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17 All OCGs have a nominated lead responsible officer (LRO) who has overall charge of coordinating and leading the investigation/intervention.

The profile should include input from a range of local partners to ensure a comprehensive picture is developed, along with a 4P action plan for tackling the OCGs at the local level.

In addition, Police and Crime Commissioners were asked to develop serious and organised crime partnership boards in their area. One response to this request has been the expansion of the CSP agenda to cover serious and organised crime, whereas in other areas new boards have been developed for this purpose. Councils can significantly contribute local intelligence via the Troubled Families programme, community safety partnerships (CSPs) and health data from the Joint Strategic Needs Assessment (JSNA).

Manchester

Manchester Council alongside law enforcement partners developed local serious and organised crime profiles and multi-agency plans to tackle identified OCGs alongside the national 4Ps (Prevent, Pursue, Protect and Prepare). Tackling serious and organised crime is a thematic priority within the Manchester Community Safety Partnership (CSP) Strategy and they have established a Serious and Organised Crime Executive, a sub-group of the CSP to lead on this work. Looking ahead, Manchester is planning stronger links with troubled families and their multi-agency safeguarding hub to further develop a more integrated and coordinated response to tackle serious and organised crime.

Manchester is also involved in a large operation led by Greater Manchester Police called 'Operation Challenger' which was set up to learn about local responses to serious and organised crime and OCGs. There has been a significant focus on multi-agency working and 'Operation Challenger' comprises a multi-agency team including the Police, the council, HMRC, a social worker and an anti-social behaviour practitioner. There are also seven Challenger police community support officers with a remit to gather intelligence on OCGs / OCG members.

How can councils and partnerships prevent residents and communities participating in serious and organised crime?

Preventing residents and communities participating in serious and organised crime is a key concern for local authorities. It means stopping people from getting involved in all forms of serious and organised crime and deterring existing organised criminals from continuing their criminal activity.

Participation or endorsement of serious and organised crime either by an individual, a group or community can significantly harm a local area. Councils should consider how they can build community resilience and raise awareness of serious and organised crime to prevent individuals from being drawn into organised crime groups.

Community safety partnerships (CSPs) and local safeguarding children boards (LSCBs) should work together to ensure there are integrated pathways of support for vulnerable children, good awareness amongst local practitioners and services available that can support children and young people away from this complex criminal activity.

It is vital that information on those at risk is passed to the relevant partners to ensure that appropriate action is taken and that the family receives information and support.

Vulnerable young people are particularly at risk of getting involved in serious and organised crime and crime groups. It is important that council partners including health, schools and the Police have policies in place to deal with safeguarding duties in Working Together to Safeguard Children.[18]

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18 www.gov.uk/government/publications/working-together-to-safeguard-children

Options for preventing individuals from engaging in serious and organised crime:[19]

- Work with all relevant partners: police, neighbouring councils, commissioned services, education, health, voluntary sector, community rehabilitation companies (CRCs) and more…

- Understand the local characteristics of organised crime and develop local responses.

- Make better use of existing programmes such as Troubled Families, early help services, community engagement programmes and interventions targeting gangs.

- Raise awareness amongst practitioners and young people about serious and organised crime: a toolkit of resources to can be found at: http://infed.org/mobi/soctoolkit/

Scarborough and North Yorkshire

Working together, Scarborough Borough Council and North Yorkshire Police realised that by building better relations with local taxi drivers they could significantly boost their community 'eyes and ears'. Sandra Rees, the council's Community Safety and Safeguarding Manager and Sgt Rachel Wood introduced mandatory safeguarding training for taxi drivers wishing to obtain or retain their licences. They had identified that working with taxi drivers was key to safeguarding practices linked to the local night-time economy, particularly in helping to prevent sexual exploitation.

This training also gave an opportunity to establish closer working relationships with drivers going forward.

Local taxi offices are now allocated a named Police Community Support Officer to visit them on a weekly basis to share information and concerns, stickers with 'zero tolerance to abuse on drivers' were printed and distributed to all taxis, and information cards with relevant agency numbers were produced and given to all taxi companies for distribution by their drivers.

With perseverance and careful delivery, the outcomes have been very positive; forging closer relationships with drivers and impacting on their decisions to report concerns. For instance, it has led to a greater number of reports to police regarding drugs information.

How can councils ensure the right controls and practices are in place to safeguard individuals?

Councils must continue to work closely with partners to safeguard vulnerable individuals. This includes safeguarding both children and adults who may be vulnerable for many different reasons. Councils and partners need to be aware of the links between trafficking, sexual exploitation, prostitution, cuckooing and serious and organised crime.

The relevant safeguarding pathways must be aware of these links and ensure that early intervention and support is offered as soon as possible. Information about potential or prolific perpetrators that pose a risk to vulnerable people should also be shared in appropriate settings such as local Serious and Organised Crime Partnerships or Multi-Agency Safeguarding Hubs (MASH).

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19 Home Office Guidance (March 2015) Individuals at risk of being drawn into Serious and Organised Crime – a Prevent Guide

'Cuckooing'

Organised criminal groups are increasingly targeting vulnerable people and taking over their homes to use them as a distribution point for illicit drugs. The tactic is known as 'cuckooing', after the bird that invades nests, with victims left with little choice but to cooperate. Below are a couple of examples where this has happened in a small town:

- A vulnerable man with mental health problems was preyed upon for four months. This man would repeatedly return to a property full of people dealing drugs. The Police raided the flat on a few occasions and found it full of people, none of whom were really proper friends. The landlord repeatedly contacted authorities and eventually this man was re-housed.

- A single young woman living with two young children was targeted because she used to regularly use drugs. An old friend visited and asked to use the phone. When the woman said yes, two men came in with her friend and took over the flat for two weeks. When the Police raided the property, they found crack pipes under the high chair.

What is my role as a local councillor?

As locally elected representatives, councillors are best placed to learn of and understand the impact serious and organised crime can have on a local community. Councillors can share essential intelligence with relevant local agencies that will contribute to the disruption of criminal activities and networks that impact on local communities, families and businesses. Local councillors also have an important role in raising awareness of the impact and serious nature of organised crime.

The key leadership roles councillors have on community safety partnerships, child and adult safeguarding partnerships, health and wellbeing boards and local enterprise partnerships provide a means to highlight the threat posed by OCGs. Councillors also have an assurance and scrutiny role checking that multi-agency approaches to tackle serious and organised crime are established and effective.

Key ways councillors can play a role in tackling serious and organised crime:

- the 'eyes and ears' of local communities – councillors are well connected with their local communities and can listen to the concerns of local residents and share community intelligence with officers

- as decision-makers, where necessary, councillors should understand their local serious and organised crime profile and give a high profile to policy interventions and make the issue a political priority for action

- promote the importance of partnerships, multi-agency working and information sharing to solving the problem of serious and organised crime

- as scrutineers, investigate the work that the council and its partners are doing and reduce its vulnerability to SOC, encouraging continuous improvement.

Councils are also at risk of becoming victims of serious and organised crime. Councils are particularly at risk of fraud, including procurement fraud, bribery and corruption and third party actors unknowingly participating in serious and organised crime.

Key ways councillors can protect their council from serious and organised crime:

- ensure council procedures and controls against fraud, including procurement fraud, are reviewed regularly, and staff can identify fraudulent activity including high risk processes

- ensure council staff and councillors are aware of the risks of bribery and corruption, including employees that maybe be targeted for their professional skills eg accountancy, law and technology

- ensure the council has procurement and commissioning policies that highlight the responsibilities of a third party to protect themselves against serious and organised crime

- check that the council has clear reporting or whistleblowing policies, undertaking 'mystery whistle-blower' tests to check the effectiveness of the policies

Serious and organised crime – threat summary

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Child sexual exploitation and abuse	The production, distribution and possession of indecent images of children. Online child sexual exploitation and abuse. Contact sexual abuse of children in the UK by lone (non-familial) offenders, groups or gangs. Contact sexual abuse of children by UK nationals overseas.	Protecting all children and young people in a local authority area, in particular, those most vulnerable to abuse. Safeguarding children, protecting children online. Disrupting perpetrators of child sexual exploitation: lone, organised groups or gangs.	• Children's services • Community safety partnerships • Police / PCCs • Public health • Education • Probation • National Crime Agency – CEOP Command (Child Exploitation and Online Protection)[21]	• Work with partners to ensure the safety and wellbeing of all children and young people through local partnerships. • Use existing local safeguards and interventions such as the Troubled Families programme and early help services. • Raising awareness about child sexual exploitation and crime reporting routes. • Monitor those at risk of offending and use effective offender management to rehabilitate and manage the most dangerous criminals and the risks they present.

20 National Strategic Assessment of Serious and Organised Crime 2015 http://www.nationalcrimeagency.gov.uk/publications/560-national-strategic-assessment-of-serious-and-organised-crime-2015/file

21   CEOP pursue those who sexually exploit and abuse children, prevent people becoming involved in child sexual exploitation, protect children from becoming victims of sexual exploitation and sexual abuse, and prepare interventions to reduce the impact of child sexual exploitation and abuse through safeguarding and child protection work. https://www.ceop.police.uk/

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Criminal use of firearms[22]	Supply of firearms across the UK (including use and possession). Firearms enter the criminal market through a variety of means, including direct importation through post/ parcels and thefts from legitimate firearms holders or dealers.	Possession and use of firearms to intimidate and commit criminal offences. Local demand and desire for firearms. Council staff, police and other partners entering premises or confronting individuals that may be in possession of a firearm, including urban street gangs.	• Community safety partnerships • Police / PCCs • Probation • Local public protection services including, licensing and Trading Standards. • National Crime Agency – Organised Crime Command	• Encourage frontline staff and communities to report possession of firearms. • Work with partners to share intelligence on the supply and demand of firearms.

22 Crimes involving firearms remain relatively rare in the UK. In 2012/13, the Police recorded 8,135 offences in which firearms were used, a 15% decrease compared with 2011/12. For context, overall police recorded crime fell by 7% over the same period. Firearms continue to be used in a small and diminishing proportion of total police recorded crime (0.2%) and occur predominately within the Metropolitan police force area, West Midlands, Merseyside and Greater Manchester areas. http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/focus-on-violent-crime-and-sexual-offences--2012-13/rpt---chapter-3---weapons.html

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Organised immigration crime and human trafficking (including modern slavery)	The involvement of organised crime in illegal immigration to the UK by air, land or sea (excluding the near continent). The trafficking of human beings into, out of or within the UK. Organised crime involved in clandestine people smuggling through priority nexus points to the UK border. The production and/or supply of false travel or supporting documents to support organised immigration crime. Organised crime involved in organised immigration crime, including marriage abuse or other legitimate means to remain in the UK.	Health and wellbeing of victims of human trafficking, including modern slavery. Impact on local public services.	• Community safety partnerships (CSPs) • Police / PCCs • Local public protection services including, licensing and Trading Standards • Housing and street population services • Immigration and Border Enforcement • UK Human Trafficking Centre	• Work with partners to share local intelligence. • Raise awareness about the signs of immigration crime and human trafficking, including how to report a safeguarding concern or crime. • Monitor those at risk of offending and manage the most dangerous criminals and the risks they present. • Work with emergency planning teams to support victims who may be rescued at short notice. • Raise awareness of sham marriages or signs of forced marriage with local registrars.

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Cyber crime[23] This includes cyber-enabled crime and cyber-dependent crime.[24]	Phishing: bogus emails asking for security information and personal details. Webcam and Screenshot manager: where criminals takeover. File hijacker: where criminals hijack files and hold them to ransom. Keylogging: where criminals record what you type on your keyboard. Ad clicker: allows a criminal to direct a victim's computer to click a specific link. Hacking in computer accounts and information Distributed Denial of Service (DDOS) attacks – remote shut-down of online service eg call centres or access to critical data.	Protecting local communities, consumers and businesses from cyber crime. Risk to council services from cyber crime. Council services supporting victims of cyber crime eg Trading Standards. Supporting communities to be resilient against cyber crime.	• Community safety partnerships • Police / PCCs • Probation • Local public protection services including, licensing and Trading Standards. • National Crime Agency – National Cyber Crime Unit (NCCU)	• Work with partners, and financial institutions, to share local intelligence of trends of financial crime and perpetrators. • Encourage communities to protect and secure their online transactions and communications. • Raise awareness of cyber crime amongst communities and its potential impact. • Encourage people to report unusual activity that could be cyber crime to the Police.

23 'Cyber crime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack. Specialist criminal groups target individuals, small businesses and large corporate networks to steal personal information in bulk in order to profit from the compromised data available to them.

24 There are two different recognised types of cyber crime. Cyber-enabled crime: enhancing and enabling existing crimes of fraud and theft and Cyber-dependent crime: a new crime activity that was not previously possible eg an attack on government on-line services using malicious software.

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Drugs	Supply of heroin to the UK market Supply of cocaine to the UK market Production and supply of synthetic drugs to the UK market, including new psychoactive substances. Cultivation and supply of cannabis for the UK market.	Health and wellbeing impact on drug users. Impact on the health and wellbeing of local communities and families. Increase in drug related crime activity	• Public Health • Community safety partnerships (CSPs) • Police / PCCs • Probation • Education • National Crime Agency – Organised Crime Command	• Work with partners to ensure the safety and wellbeing of all through local partnerships. • Work with drug and alcohol support services to share intelligence about the supply and distribution of illicit drugs. • Use local powers to disrupt the supply and distribution of drugs, eg through closure notices or public space protection orders. • Raise awareness of the connection between drugs and organised crime to prevent engagement.

National Serious and Organised Crime Threat[20]	What is the threat?	Key concerns for councils	Key stakeholders (national and local)	Positive action councils can take
Economic crime **Money laundering is considered a high priority risk in its own right.**	• Fraud against the individual, the private, and third sectors. • Fraud against the public sector (including fiscal fraud). • Bribery, corruption and sanctions evasion • Market abuse / insider dealing • Money laundering and criminal finance	• Health and wellbeing of victims of economic crime. • Financial impact on victims of economic crime, including loss of assets or financial security. • Impact on local business growth and sustainability. • Reputation of a safe business and trading environment .	• Community safety partnerships (CSPs) • Police / PCCs • Probation • Local public protection services including, licensing and Trading Standards. • National Crime Agency – Economic Crime Command	• Work with partners, and financial institutions, to share local intelligence of trends of financial crime and perpetrators. • Encourage communities to protect and secure their financial information and to check for irregular activity. • Monitor those at risk of offending and manage the most dangerous criminals and the risks they present.
Organised acquisitive crime	• Organised vehicle crime • Commodity-based criminality (gold, rhino horn) Metal theft and Wildlife crime	• Health and wellbeing of victims of theft. • Impact on local business growth and sustainability. • Reputation of a safe business and trading environment.	• Community safety partnerships (CSPs) • Police / PCCs • Probation • Local public protection services including, licensing and Trading Standards. • National Crime Agency – Organised Crime Command	• Work with partners to share local intelligence. • Encourage communities to protect and secure their property. • Raise awareness of commodity based crime and its impact. • Encourage businesses to secure sites where there is risk of metal theft.

Councillor questions

Questions for community safety partnerships (CSPs)

Is serious and organised crime considered in the local community safety plan?

Has the community safety partnership been involved in contributing to a Serious and Organised Crime Local Profile?

Are partners involved in a multi-agency approach to tackle local serious and organised crime?

How involved are partners outside the immediate CSP members in tackling serious and organised crime?

Is there a community engagement strategy to raise awareness about serious and organised crime?

Is the CSP used as the serious and organised crime partnership board? If not, how is the CSP engaging with the local serious and organised crime partnership?

How have local partners from the public, private and voluntary sector being engaged with when tackling serious and organised crime?

Councillors should be reassured that serious and organised crime has been considered as a part of wider discussions around community safety and protecting vulnerable communities.

Questions for police and crime panels

What is the police and crime commissioner's (PCCs) estimate of the threat of serious and organised crime in the force area?

What are the main threats to the area?

Has a Serious and Organised Crime Local Profile been produced and has this been developed with partners?

Based on your assessment/Local Profile, is serious and organised crime included as a priority in the Police and Crime Plan? If not, why?

What structures has the PCC put in place to coordinate multi-agency approaches to tackling OCGs?

Is there a Local Profile and multi-agency action plan in place? If not, when is this likely to be completed?

Does the Local Profile and multi-agency plan have a Prevent focus?

What training is available for police officers on serious and organised crime?

What plans does the PCC have in place to increase the number of prosecutions for serious and organised crime?

What services are available for victims of serious and organised crime?

What specialist support is available to those who have suffered significantly as a result of serious and organised crime?

Is the PCC engaged with the wider work going on in the area on serious and organised crime?

Do we have a community engagement strategy to raise awareness about the risks and harm of serious and organised crime?

What use is being made of proceeds of crime legislation to deny organised crime groups the benefits of their criminality?

Councillors should expect that PCCs will have undertaken work to establish the prevalence of serious and organised crime within their force and have operational plans in place to tackle the issue. Councillors should also expect PCCs to be working collaboratively with the council to make full use the intelligence and powers available to disrupt serious and organised crime. Councillors should be reassured that PCCs have made some specialist provision for victims of serious and organised crime, as a part of their wider commissioning role and contribute to its prevention.

Questions for overview and scrutiny committees

What is the prevalence and threat of serious and organised crime within our local area?

How does the Police and crime plan to tackle serious and organised crime?

How has the council responded to the threats identified in the Local Profile?

How have you assessed the threat to public sector organisations / councils from SOC in the area?

How is the council responding to the local threats of serious and organised crime outlined in the Local Profile?

Who are we collaborating with to make the greatest impact on the threat of serious and organised crime?

How are we raising awareness of the threats and risks of serious and organised crime across the council?

What services are available for victims of serious and organised crime?

What specialist support is available to those who have suffered significantly as a result of serious and organised crime?

Do we have a community engagement strategy to raise awareness about the risks and harm of serious and organised crime?

How are we reducing our own (the councils') vulnerability to SOC?

Councillors should expect that there has been an assessment made of the level of risk in their area, and that there are systems in place to respond to serious and organised crime, including working with partners to identify perpetrators those a risk of harm.

Questions for health and wellbeing boards

Have community safety issues been considered as a part of your JSNA? To what extent does your JSNA assess the health impact of serious and organised crime in your area?

To what extent has the HWB made links between community safety strategy and wellbeing?

What is the process for reporting concerns regarding the impact of serious and organised crime on local communities to the health and wellbeing board?

How well are partners, in particular community safety partnerships and health and wellbeing boards, working together to respond to cross cutting issues?

How do they identify individuals at risk and who do they refer them to?

Councillors will wish to be aware of the process to raise concerns about serious and organised crime and how they are responded to. Councillors may also want to know how health and children's services are working together on this issue.

Questions for directors of public health

To what extent does your JSNA make links to the impact of serious and organised crime on health?

Are responses to key cross cutting issues in respect of serious and organised crime referenced in both health and wellbeing and community safety plans? For example, the prevalence of illicit drug use or human trafficking.

Are public health employees aware of the links between drug use and serious and organised crime? Is there guidance on how frontline professionals should respond?

Have you considered community campaigns to demonstrate these links and the risks involved?

Councillors should expect that their directors of public health can provide them with information about the relationship between health and serious and organised crime, in particular the prevalence and risks of drug use.

Questions for local safeguarding children boards (LSCBs)

Is there a policy or action plan in place for to protect children and young people from serious and organised crime? Is this a stand-alone policy, or part of a broader strategy (ie community safety)?

How does the LSCB measure the impact of these policies?

What training is available for social workers and partner agencies on serious and organised crime? How does the LSCB measure the effectiveness of the training?

To what extent do LSCB partners engage with the issue and impact of serious and organised crime on children and young people, including their vulnerability to being groomed to engage and participate?

What are our joint working procedures for dealing with children and young people who engage in criminal activities, including serious and organised crime?

Has the impact of serious and organised crime on children and young people been discussed at the LSCB, and what was the outcome of that discussion?

How has the LSCB ensured that multi-agency work on gangs, serious organised crime and CSE is sufficiently joined up?

Have links to serious and organised crime been considered as part of the council's response to child sexual exploitation?

What support is available to children and young people affected by serious and organised crime?

How do we support young people to cease their involvement in criminal activity? How do these services account for a diversity of need?

Councillors will want to be reassured that there is a policy or action plan in place to protect children and young people from serious and organised crime. Councillors should also seek to ensure that there are measures in place to assess the effectiveness of local plans, policies and training.

Questions for directors of children's services

To what extent are local children and young people at risk of engaging in serious and organised crime?

Are some children more at risk of participating in organised criminal activity than others? Can you identify them?

Which partners could help you to identify children and young people at risk of engaging in serious and organised crime, or those that already are?

- other council departments (Troubled Families, social care, youth offending teams)

- schools and education settings

- police

- health professionals

- voluntary and community organisations

- members of the public

- other?

What services are in place to help prevent children from engaging in serous and organised crime?

Are staff and social workers aware of the nature of serious and organised crime and associated signs of involvement?

Councillors should expect that their directors of children's services to be able to provide them with information about the risk of local children and young people becoming victims of serious and organised crime, this would include information about the prevalence of young people already involved in such criminal activity. Training on this issue should be made available to all staff working with children and young people.

Appendix 1:
additional resources

Serious and organised crime	**National Crime Agency (NCA)**: The National Crime Agency leads UK law enforcement's fight against serious and organised crime. http://www.nationalcrimeagency.gov.uk/about-us **Organised Crime Command (OCC)**: The OCC ensures an appropriate response to the threat from serious and organised crime by focusing on individuals, groups and crime types. http://www.nationalcrimeagency.gov.uk/about-us/what-we-do/organised-crime-command **Educational resources for practitioners working with young people**: The Home Office, in partnership with the Police and the voluntary sector, has developed an interactive toolkit for practitioners such as youth workers, social workers, teachers and police working in schools. The toolkit outlines some of the dangers of organised crime and the ways in which young people can get involved or be groomed to take part and aims to help young people recognise these dangers and seek help. The toolkit includes: • a short video for frontline staff outlining what serious and organised crime is • a short, hard-hitting film ('Consequences') for at-risk young people aged between 11-18 years old • a discussion guide practitioners can use with the short film to run interactive sessions. The toolkit is available at www.infed.org/mobi/soctoolkit
Child sexual exploitation and abuse	**CEOP The Child Exploitation and Online Protection Centre (CEOP)**: website focuses on issues around protecting children online. The website is aimed towards 5-16 year olds and also carers, parents and teachers. https://www.ceop.police.uk/ **Internet Watch Foundation**: A UK hotline for reporting criminal online content such as child sexual abuse content hosted anywhere in the world, criminally obscene adult content hosted in the UK and non-photographic child sexual abuse images hosted in the UK. Reports are confidential and can be made anonymously. https://www.iwf.org.uk/
Criminal use of firearms	See **Organised Crime Command (OCC)** **Crown Prosecution Service CPS**: Legal information on the possession and supply of firearms. http://www.cps.gov.uk/legal/d_to_g/firearms/

Organised immigration crime and human trafficking (including modern slavery)	**Salvation Army**: Human Trafficking Awareness Course https://www.salvationarmy.org.uk/toolkits/hta/
Cyber crime	**National Cyber Crime Unit (NCCU)**: The NCCU in a national agency with specialists from the Police Central e-Crime Unit in the Metropolitan Police Service and SOCA Cyber with expert technical, tactical intelligence and investigation teams to support the national response to cyber crime. http://www.nationalcrimeagency.gov.uk/about-us/what-we-do/national-cyber-crime-unit **Cyber security Information Sharing Partnership (CiSP)**: The Cyber-security Information Sharing Partnership (CiSP) is a joint industry and government scheme based in CERT-UK. CiSP is an online social networking tool and enables its members to exchange information on threats and vulnerabilities as they occur in real time. The CiSP is a tool for every kind of organisation within the UK, regardless of their cyber maturity or location. https://www.cert.gov.uk/cisp/ **Cyber Streetwise**: Be Cyber Streetwise is a cross –government campaign, funded by the National Cyber Security Programme, delivered in partnership with the private and voluntary sectors with the aim of improving the online safety behaviour of consumers and small businesses. Advice is set out under four main headings – securing online devices; protecting privacy online, online finances and protecting your business. https://www.cyberstreetwise.com/ **Cyber Essentials**: A government-backed, industry supported scheme to help organisations protect themselves against common cyber attacks. https://www.gov.uk/government/publications/cyber-essentials-scheme-overview **Get safe online**: An extensive website covering all aspects of cyber crime, including latest news and advice for parents and those with businesses. https://www.getsafeonline.org/
Drugs	See **Organised Crime Command (OCC)** **FRANK**: Offers friendly confidential advice and information about drugs http://www.talktofrank.com/

Economic crime	**The Economic Crime Command (ECC)**: The ECC share intelligence and knowledge with partners, disrupting criminal activity, and seizing assets.
	http://www.nationalcrimeagency.gov.uk/about-us/what-we-do/economic-crime
	Action Fraud: Acts as the national reporting point for fraud and cyber crime and the website contains a wealth of information about cyber-dependent crime and fraud. Their news feed is particularly good for keeping up to date with current threats and trends.
	http://www.actionfraud.police.uk/
	Fighting Fraud Locally: Fighting Fraud and Corruption Locally is a strategic approach developed by local government, for local government, and addresses the need for greater prevention and smarter enforcement.
	http://www.cipfa.org/services/counter-fraud-centre/fighting-fraud-and-corruption-locally
Organised acquisitive crime	**See Organised Crime Command (OCC)**
	Metropolitan Police Art and Antique Unit: The unit undertakes the disruption of criminal networks engaged in theft and laundering of cultural property within London.
	http://content.met.police.uk/Site/artandantiques
	Art Loss Register: The ALR is the world's largest private database of lost and stolen art, antiques and collectables. Its range of services includes item registration, search and recovery services to collectors, the art trade, insurers and worldwide law enforcement agencies.
	http://www.artloss.com/en

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