

# Scrutiny Report

## Crime and Disorder Committee

### Work Plan Study on Serious Organised Crime – March 2016 – November 2016

#### **Serious Organised Crime –**

Organised criminality by a group involving two or more individuals where the crime or crimes cause or have potential to cause significant harm. Significant harm can have one or more of the following characteristics:

- Significant profit or loss
- Significant impact upon community safety
- Serious violence
- Corruption
- Exercise of control



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## Introduction

### Foreword by the Chair, Councillor Jonathan Saksena



The Crime and Disorder Committee has reviewed Serious Organised Crime which happens anywhere and everywhere. The Committee wanted to consider the implications arising from this type of crime as a community safety issue for the City and its residents.

The Committee is wholly supportive of the individuals and organisations who work in partnership to combat such crime. This review has illustrated the effects Serious Organised Crime can have on communities and how it affects families generation after generation. It is also expensive to combat in both time and resources.

I would like to thank everyone involved in this study which has proved to very interesting and worthwhile.

The study was undertaken by the following Committee members:-

Councillor Mrs P Brown	Councillor Mrs McManus
Councillor Corker	Councillor Moss
Councillor Coupland (Vice-Chair)	Councillor Patel
Councillor Mrs Edmondson	Councillor Pomfret
Councillor Mrs Gildert	Councillor Rollo
Councillor Hammond	Councillor Saksena (Chair)

# Scoping

## Introduction

1. In March 2016 Members of the Crime and Disorder Committee began their work plan study on Serious Organised Crime proper.
2. It was noted that the Departmental Link officer was the Director of Corporate Services assisted by an officer in Member Services.

## Scoping of the Topic

3. On 6 October 2015 the Crime and Disorder Committee first received a draft of the Scoping document for the Serious Organised Crime work plan study. The Scoping document has since been amended as it is a working document. The final version can be found at **Appendix A** of this report.
4. The aims of the review were to consider the implications of Serious Organised Crime (SOC) for communities in Preston and identify how the Council can work in partnership with other organisations to address many aspects of SOC.

## Possible Outcomes

5. The Committee understands the possible outcomes of the review will be to:
  - Gain a greater understanding of SOC in Preston and the multi-agency activity required to address Organised Crime Gangs (OCGs)
  - Improve protection, intervention and support for vulnerable persons and identify if they are effective in deterring OCGs
  - Understand community perspectives in relation to SOC and OCG activity, including cyber-enabled crimes and sale of counterfeit goods
  - Understand the measures required to protect communities further
  - Improve the Council's role in protecting its assets, sharing intelligence and the use of regulations, licensing and powers to tackle SOC and OCGs
  - Recommend measures which the Council, with partners, could introduce to reduce the harm arising from SOC.

## Added Value of Scrutiny?

6. This work plan study enables Members to discuss the issue of SOC with stakeholders, including community representatives, and in doing so the Committee may consider the implications arising for community safety from Serious and Organised Crime.

## Information Required

7. To undertake the review, the Committee has linked the subject to the Council's Corporate Priorities and Projects. In addition information relating to the following will be required:-
  - Pan-Lancashire Strategic Assessment and Preston District Profile;
  - The Preston Community Safety Partnership Plan 2016;
  - Pan-Lancashire and local district profiles for SOC; and
  - Findings of local analysis, research studies and guidance.
8. A number of individuals, both internal and external, and organisations would be invited to participate in the study to enable the Committee Members to

9. make valid recommendations. Details can be found in the Scoping document at **Appendix A** to this report.
10. The Committee agreed to use a variety of methods to undertake the study, including face to face interviews, a desk top exercise, analysis of data and information and guidance from a range of Government, and other, reliable sources.

## Diversity

11. The scope of the review would take into account the extent to which Serious Organised Crime impacts upon families and individuals in the community and these could differ according to age, gender and ethnicity. The draft recommendations would have an equality impact assessment appended.

## Conclusions and Recommendations

### Key Conclusions:

- Sadly, Serious Organised Crime affects all areas of the UK and blights the lives of the most vulnerable individuals involved in it. A full profile of Serious Organised Crime, specific to the people of Preston, is currently being developed and mapped.
- The Partnership working which exists to tackle SOC is vast and works efficiently using stretched resources. The Committee supports and praises all the organisations involved.
- It is clear that some people are reluctant or fearful of contacting the Police to report Serious Organised Crime due to fear of retribution. The use of the Crimestoppers charity, as an anonymous body to whom the public can report such crime is therefore priceless in ensuring members and organisers of SOC are brought to justice and convicted.
- Members concluded that some members of the public have a vague understanding of what the Police actually do to address SOC and this may reduce their willingness to report matters. The Police could do more to pro-actively communicate with the public.
- It is clear that all partners must adapt to new ways of working, as already proven, to reach out to all members of the community in endeavouring to stop SOC.
- The Twilight Project run by Preston Vocational Centre and the Serious and Organised Crime Project running alongside Operation Genga, and in partnership with some local authorities including Preston City Council, were of particular importance in tackling SOC. The partnership working and success rate had made such an impact on the lives of young people and the Committee were concerned that the funding for these projects could cease.
- The Committee acknowledged the need for further investment in services which can assist those people affected by SOC and the need for organisations to be made aware of who they can refer and to whom.

## Recommendations:

1. Following a recent award of funding, the Twilight Project has been extended. As such, this Council encourages its partners to make referrals to Twilight as the Project is mapped out. Referrals should ideally be considered prior to final expulsion from schools in order to ensure that young people may benefit from such a successful project at Preston Vocational Centre.
2. That Officers be requested to approach the Crimestoppers charity with a view to discussing a potential partnership approach to develop resilience to internal fraud, as suggested at the Conference attended by the Chair in London (**See Appendix B**).
3. That multi-agency partners be encouraged to identify and publicise organisations that accept referrals for people who have been affected by Serious Organised Crime and additionally encourage and support local organisations to develop programmes to further assist children and young people affected by SOC.
4. That the Desktop Audit on Environmental Health and Licensing, delivered by the Chief Environmental Health Officer/Deputy Director, be delivered to all Members on a Member Training evening and be based on the English 4P Model of Pursue, Prevent, Protect and Prepare.
5. That as per the Durham model, the Police be encouraged to communicate more effectively with members of the public focussing on the overt rather than covert, thus engaging and reassuring the community and building trust between the two.

- 6.** That the Senior Management Team at Preston Police be invited to meet with all elected Members to discuss experiences and ideas relating to Serious Organised Crime and the management thereof.
- 7.** That officers be encouraged to work with different organisations sharing intelligence leading to a greater understanding on how SOC is being committed on a daily basis.
- 8.** That the Community Safety Partnership be requested to consider discussing SOC on a regular basis giving the opportunity for intelligence to be shared and exchanged securely.
- 9.** That Legal officers be requested to consider the Council's Section 17 duties; that is that, without prejudice to any other obligation imposed on it, it shall be the duty of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.
- 10.** That the Council supports Operation Genga but the Police and multi-agency partners be recommended to further publicise Operation Genga to the wider community.

### **Corporate Management Team Response to the Recommendations within the Report:**

The Council's Section 17 duty is not discharged by the Legal Service but by the Council as a whole. In practice each service considers the duty when preparing its service plan (annually published each April). The Legal Service advises on the discharge of the duty. Services meet the duty in a variety of ways e.g. graffiti removal; diversionary activities. With regard to serious and organised crime services such as Revenues and Benefits and Environmental Health, they are responsive to requests and initiatives pursued by the Police.

### **Cabinet Response – meeting held 25.1.17. Minute CA94 refers:**

#### **Summary**

Councillor Saksena, Chair of the Crime and Disorder Committee presented a Work Plan Study report on Serious and Organised Crime.

#### **Decision Taken**

That Cabinet endorsed the report and undertook to review the recommendations.

#### **Reasons for the Decision**

Cabinet has a duty to consider Work Plan Studies and the reports therein.

#### **Alternative Options Considered and Rejected**

There were none considered.

## Evidence

### Reports and Documents Considered and Interviews Conducted:

- 6.10.15
  - Draft Scoping Document presented.
- 22.3.16
  - Revised Scoping Document submitted.
  - Presentation from the Community Safety Manager giving background information on the chosen work plan study topic.
  - Document from the Local Government Association entitled '[Tackling serious and organised crime – a local response](#)' and another from HM Government entitled '[Serious and Organised Crime Local Profiles: A Guide](#)' were submitted by the Community Safety Manager.
  - Confidential Part B (excluded from Press and Public) document submitted entitled 'Serious and Organised Crime Local Profile' for South Lancashire.
- 14.6.16
  - Further revised Scoping document. (**Appendix A**)
  - Presentation by the Community Safety Manager on a procurement pilot developed by the Home Office regarding serious organised crime, in particular regarding companies who acted as a front to gain contractor work which had been particularly prevalent in Scotland.
  - The Chair submitted a report on his attendance at the 'Tackling Serious and Organised Crime: The Role of Local Authorities' Conference held in London on 7 June 2016. (**Appendix B**)
  - Part B (Confidential) interview with Ms Linda Carthy of the Lancashire Serious Organised Crime Project.
- 22.6.16
  - '[Individuals at risk being drawn into Serious and Organised Crime - A Prevent Guide](#)' circulated to Committee Members
  - <https://crimestoppers-uk.org/0800555111> - web address and telephone circulated
- 9.8.16
  - Interview with Mrs Rebecca Ramsay, Project Manager of the Serious and Organised Crime Project (a Lancashire multi-agency project hosted by Blackburn with Darwen Council). Details of the Project were given.
- 19.8.16
  - Desktop Audit on Serious Organised Crime, facilitated by the Chief Internal Auditor, Gordon Brown, and attended by Councillors Hammond and Mrs Brown.
- 11.10.16
  - Interview with Mr Danny Barry of Preston Vocational Centre on their Twilight Project.
  - Mr Gary Murray of Crimestoppers attended the meeting for interview on the work of the charity organisation.
  - Desktop Audit feedback from Councillors Hammond and Mrs Brown following the Audit undertaken with the Chief Internal Auditor on 19.8.16 on Serious Organised Crime.

- 26.10.16
  - Licensing Desktop Audit undertaken with Craig Sharp, the Chief Environmental Health Officer/Deputy Director, attended by Councillors Rollo, Corker, Mrs Gildert, Hammond and Mrs McManus.
- 22.11.16
  - Interview with, and presentation from, Andrew Taylor, Fraud Manager, on how the Council's Fraud Team work to tackle Fraud.
  - Interview with, and presentation from, DCO Dawson, Lancashire Constabulary, and Ms Hoyle, OCG & Genga Co-ordinator on Operation Genga and its multi-agency partnership approach to tackling SOC.
  - Feedback from the Desktop Audit Section with Craig Sharp and a request that the Audit be delivered to all Members of Council following the English Model.
  - Circulated documents (Part B – Excluded from Press and Public): Serious Harm Reduction Strategy and Serious and Organised Crime Local profile – South Lancashire BCU.
  - A sub-group was agreed with a membership of 4:2:1 to consider the conclusions and recommendations on the Serious Organised Crime work plan study.
- 6.12.16
  - Sub-Group comprising Councillors Saksena, Rollo, Coupland, Corker, Hammond, Mrs Edmondson and Mrs Brown met to compile and consider draft conclusions and recommendations prior to circulation to all Committee Members.

## **Desktop Audits (See also Appendix C)**

The audits were carried out to enable Members to consider circumstances relating to SOC which may affect the Council.

The Serious Organised Crime Desk Top Audit provided opportunity to consider how Council services might be affected by SOC, their resilience to infiltration by organised criminals and measures which are taken to protect the Council's resources, intelligence, finances and reputation.

The Environmental Health Desk Top Audit focused upon the contribution made by the Council's service in relation addressing SOC as part of its core services and as part of a multi-agency partnership with other agencies. Members discussed the information provided in scenarios based upon similar cases and made recommendations to the Crime and Disorder Committee based upon their findings. The audits provided opportunity to apply decision making to detailed scenarios, relevant to the Council, increasing knowledge of the risks and threats of SOC and how these are addressed in service planning and delivery.

### **Serious Organised Crime Desktop Audit**

Councillors Hammond and Mrs Brown provided an update on the recent desktop audit on serious organised crime undertaken with the Chief Internal Auditor.

Councillor Hammond reported that following a scenario provided by the Chief Internal Auditor both he and Councillor Mrs Brown had to determine how they would respond to the developing situation, identifying key events and measures that could have been put in place which would have assisted in preventing the situation occurring.

Both Members reported that the desktop audit was excellent in understanding how the Council works with other organisations and how the Council can assist in preventing serious organised crime when appropriate mechanisms are in place.

### **Licensing Desktop Audit**

Members who attended the recent desktop audit of Environmental Health and Licensing reported that the session had proved very useful. Members had requested that the desktop audit be rolled out to all Members as a Member Training event.

## **Internal Witnesses**

### **Preston City Council Officers:**

- Alison Hatton, Community Safety Manager

### **Desktop Audits with Members**

- Gordon Brown, Chief Internal Auditor (Serious Organised Crime)
- Craig Sharp, Chief Environmental Health Officer/Deputy Director (Licensing)
- Andrew Taylor, Corporate Fraud Manager (Fraud)

## **Dates of Crime and Disorder Meetings (and link to minutes)**

- [6 October 2015](#)
- [22 March 2016](#)
- [14 June 2016](#)
- [9 August 2016](#)
- [11 October 2016](#)
- [22 November 2016](#)

## **Financial and Legal Implications**

### **Financial**

There are no financial implications at present.

### **Legal**

Legal officers should take in to account S17 responsibilities to prevent crime and disorder when carrying out the Council's functions.

## **Monitoring Arrangements**

This report will be submitted to the Council's Corporate Management Team for their comments and prior to submission to a meeting of the Cabinet who are the decision makers in this instance.

The Cabinet will be asked to minute their response to the recommendations formally.

Officers will endeavour to implement any approved decisions and a six month report will follow on the progression of the outcomes.

## Glossary

This Glossary is designed to assist in the interpretation of acronyms used, although already detailed in the report, as well as to provide definitions for a number of items referred to:-

### **Community Safety Partnerships (CSPs) and Partnership Plans**

Community safety partnerships (CSPs) are statutory partnerships of organisations who work together in an area to reduce: crime, anti-social behaviour, drug misuse, reoffending  
Preston CSP is made up of many local agencies who work together to prepare strategic assessments and deliver Partnership Plans.

### **Corporate Priorities and Projects**

These are the things which the Council aims to deliver for the good of the people in Preston.

### **Counterfeit Goods**

These are fake items deliberately made to look genuine. These can range from tobacco and alcohol products, clothes, bags, watches, perfume, cosmetics and electrical items as well as pirate DVDs, CDs, computer software and games.

### **Crimestoppers Charity**

A charitable organisation which receives anonymous telephone calls and emails from members of the public regarding criminal acts being undertaken. The information is then passed on to the Police.

### **Cyber-enabled Crimes**

Existing crimes are carried out through the use of the internet. An example of this could be someone being emailed a cyber scam which is asking for money.

### **Desktop Audit**

This is a study of circumstances in which the Council may be susceptible to or affected by SOC or may be involved in action to address SOC. Participants consider the resilience and capability of the Council in these circumstances and make recommendations based upon their findings.

### **Operation Genga**

A partnership established in Lancashire to share intelligence and implement multi-agency actions to address Serious Organised Crime

### **Organised Crime Group (OCGs)**

An Organised Crime Group (OCG) is any group that engages in continuing organised criminality where the group involves two or more individuals; however there will be circumstances when the existence of an OCG is inferred e.g. undetected crime series, and these should also be included. assisting with the study.

### **Pan-Lancashire Strategic Assessment**

This is a requirement for Community Safety Partnerships, as outlined in the Crime and Disorder Act 1998. The aim of the Assessment is to detail long-term issues and threats from crime and anti-social behaviour across Lancashire.

### **Scoping Document**

This is the document which sets out what topic the Committee intends to study and what people and documents it will consider in order to study the topic effectively. The document also details contact details for members of staff assisting with the study.

### **Serious Organised Crime (SOC)**

There are many definitions of Serious Organised Crime and for the purpose of this work plan study, the Committee understand SOC as follows:-

“Serious Organised Crime is serious crime carried out by a group involving two or individuals working together . A Serious Crime is one which causes or has the potential to cause significant harm. Significant harm can have one or more of the following characteristics:

- Significant profit or loss
- Significant impact upon community safety
- Serious violence
- Corruption
- Exercise of control

## Serious Organised Crime

### SUGGESTED SCOPING

#### Scope

The study will consider the implications of Serious Organised Crime (SOC) for communities in Preston, including how the Council should work in partnership with other organisations to:

- Identify and safeguard vulnerable adults and children exploited by Organised Crime Groups (including sexual exploitation);
- Protect communities from cyber-enabled crime such as fraud;
- Use local regulation, licensing and powers to disrupt OCGs;
- Use taxi/premises licences to share essential community intelligence;
- Tackle those selling counterfeit or illicit goods, which may be linked to wider, more organised criminality.

1a.	<b>Scrutiny Chair:</b>  Councillor Jonathan Saksena	<b>Contact Details</b>  <a href="mailto:cllr.J.Saksena@preston.gov.uk">cllr.J.Saksena@preston.gov.uk</a>
1b.	<b>Head of Member Services</b>  Ms J Grundy	Ext: 6112
1c.	<b>Departmental Link Officer:</b>  Ms A Hatton <b>Community Safety Manager</b>	Ext: 3438
2.	<p><b>Which of our Corporate Priorities does this topic address?</b></p> <p>Corporate Plan Your City- Improving assets and infrastructure Your Council –Demonstrating good governance, openness and transparency Fairness For You -An economy supporting prosperity and promoting fairness in working lives and practices</p> <p>Improve neighbourhoods for the benefit of all communities.</p> <p>Work in partnership to reduce the crime, anti-social behaviour and risk of harm associated with Serious Organised Crime. Remove deterrents to investment which will benefit neighbourhoods and support prosperity.</p>	

3.	<p><b>What are the overall aims and objectives in doing this work?</b></p> <p>The work plan study will consider the risks and threats of harm posed by Serious Organised Crime (SOC) in Preston having regard to:</p> <ul style="list-style-type: none"> <li>(i) Factors which influence a person’s vulnerability to becoming involved in Organised Crime Gangs (OCGs);</li> <li>(ii) Protection measures and early intervention to minimise harm;</li> <li>(iii) The care and support available to vulnerable persons and victims, including whether services are accessible, sufficient to meet their needs and sustainable;</li> <li>(iv) The Investigation of Organised Crime Groups, the disruption and prosecution of offenders;</li> <li>(v) What more could be done to protect communities from serious organised crime.</li> </ul>
4.	<p><b>Possible outputs/outcomes to this review are:</b></p> <ul style="list-style-type: none"> <li>• Greater understanding of the profile of SOC in Preston and the multi-agency activity required to address OCG offending.</li> <li>• Improved protection, earlier intervention and increased support for vulnerable persons and identification of whether they are effective in deterring involvement in OCGs.</li> <li>• Greater understanding of community perspectives in relation to the effects SOC and OCG activity, including cyber-enabled crimes and sale of counterfeit goods.</li> <li>• Increased understanding what is required and the implementation of measures which will protect communities further.</li> <li>• Improved tactics for the investigation, disruption and prosecution of OCG members, including the Council’s role in protecting its assets, sharing intelligence and use of regulation, licensing and powers.</li> <li>• Recommendations for additional local measures which the Council, working with partner organisations, could introduce to reduce the harm arising from SOC.</li> </ul>

5.	<p><b>What specific value can Scrutiny add to this work area?</b></p> <p>To provide an opportunity for the Members to discuss the issues with stakeholders, including community representatives and in doing so consider the implications arising for community safety from Serious Organised Crime.</p>	
6	<p><b>Duration of the Review?</b></p> <p>6 months</p>	
7.	<p><b>What category does the review fall into?</b></p> <p>Policy Review <b>yes</b>                      Policy Development <b>yes</b>  External Partnership <b>yes</b>              Performance Management <b>no</b>  Holding Executive to account <b>yes</b></p>	
8.	<p><b>What information do we need to undertake the Scrutiny Review?</b></p> <ul style="list-style-type: none"> <li>• Preston City Council Corporate Priorities and Projects.</li> <li>• Pan –Lancashire Strategic Assessment and Preston District Profile.</li> <li>• The Preston Community Safety Partnership Plan 2016</li> <li>• Pan-Lancashire and local district profiles for SOC.</li> <li>• Findings of local analysis, research studies and guidance.</li> </ul>	
9.	<p><b>Who can provide us with relevant evidence?</b></p> <p>Members of the Crime and Disorder Committee/ Council Officers including the Council’s Chief Internal Auditor, Fraud Manager, Chief Environmental Health Officer/Deputy Director and the Council’s Licensing Manager.</p>	<p><b>What areas do we want them to cover when they give evidence</b></p> <p>Consideration of the risks and costs to the Council from SOC.</p> <p>Experience relating to the effectiveness of measures being implemented and what more could be done.</p> <p>Experience of the effects upon individuals, families and communities of SOC activity.</p>

<p>Representative from Lancashire SOC Project/ Operation Genga</p>	<p>Analysis of statistical data which relates to the nature and risk of SOC in Preston, including any recent changes in the level of threat</p> <p>The measures implemented by partner organisations to investigate SOC offences, disrupt and prosecute offenders, protect and safeguard victims.</p> <p>Current challenges arising and how these are being addressed.</p>
<p>Representatives from the Police and partner agencies involved in multi-agency activity on SOC, including Trading Standards, Customs and Excise and HMRC.</p>	<p>Experience of addressing the harmful effects of SOC on vulnerable children and adults drawn into OCG activity.</p> <p>The measures implemented by organisations to investigate SOC offences, disrupt and prosecute offenders and safeguard victims.</p> <p>Implementation of effective measures to protect vulnerable people, including Implementation of effective Safeguarding measures for victims.</p> <p>Care and support for victims and families</p>
<p>10.</p>	<p><b>What processes can we use to feed into the review (site visits/observations, face to face questioning, telephone surveys, written questionnaires etc?)</b></p> <p>Face to face interviews with the parties invited to provide evidence.</p> <p>A desk top exercise on the risks and threats posed to the Council in relation to SOC.</p> <p>Problem profile and statistical data relating to Serious Organised Crime/ OCG activity affecting Preston.</p> <p>Guidance from Home Office, Local Government Association and other reliable sources.</p>

11.	<p><b>Diversity – How will we address the diversity standards in order to uphold the Council's Single Equality Scheme?</b></p> <p>The scope of the review will take into account the extent to which Serious Organised Crime impacts upon families and individuals in the community and these may differ according to age, gender and ethnicity. The draft recommendations will have an equality impact assessment.</p>
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# TACKLING SERIOUS AND ORGANIZED CRIME: THE ROLE OF LOCAL AUTHORITIES

PUBLIC POLICY EXCHANGE SYMPOSIUM

Tuesday 7 June 2016

Grange Wellington Hotel, London SW1



## 1. CHAIR'S WELCOME AND INTRODUCTION

The Chair of the Symposium was **Professor Stuart Kirby** from UCLAN, where he is Professor of Policing and Crime Investigation.

He drew attention to the following statistics:

- There are 185 different definitions for “Organized Crime” in official documents
- There are 38,000 offenders involved
- The annual cost to the nation is £24 billion
- 70% of the population feel that the situation is serious, and 67% consider that it is getting worse
- 87% of offenders are male
- The average age of offenders is 37 years
- 92% of offenders have previous convictions
- The average age of first conviction is 19.5 years
- 73% of offenders are involved in more than one criminal activity

## 2. “DETECTING, DISRUPTING AND TACKLING SERIOUS AND ORGANIZED CRIME IN LOCAL COMMUNITIES”

### a) NINA ALLIN, Criminal Barrister, 6 Pump Court

Nina has been involved both as a prosecution and as a defence barrister, including the prosecution of organized crime gangs across Kent and South East England.

Various sentencing powers are now available to courts:

- i. PREVENTION ORDERS
  - These prohibit the defendant or require the defendant to do something
  - They have to be workable and proportionate to the level of risk
- ii. RESTRAINING ORDERS
  - These confine the defendant geographically or inhibit the defendant from engaging in certain types of activity
- iii. SERIOUS CRIME PREVENTION ORDERS
  - These can be obtained following conviction by a court, or upon application to the High Court
  - The Court must have reasonable grounds to believe that the order would protect the public
  - The power to apply to the High Court is confined to the Director of Public Prosecutions and to the Serious Fraud Office – Local Authorities cannot do this
  - This is despite the Local Authority often being the first port of call (for example, Trading Standards)
  - If an order is breached, it carries an additional term of imprisonment
  - SCPOs are only rarely served – there is no clear reason for this

### b) PAUL DARBY, Criminal Justice Practitioner & Management Consultant, B&D Justice Consultants Ltd

Paul is a widely-acknowledged expert on collaboration and data sharing in the field of criminal justice.

Problems over collaboration:

- International/Bilateral – for example. Extradition
- Regional – for example, demarcation issues between Police Forces
- Local – for example, overlapping and incompatibilities between PREVENT strategies

Objectives of collaboration:

- To bring together criminal justice partners
- To consolidate proven methods of effective policing
- To merge data sets for UK crime intelligence
- To provide a role for 'MAPPA' and 'Channel'

Questions which should be asked over collaboration:

- Prepare – What?
- Protect – Whom?
- Prevent – Where?
- Pursue – Who?

Available options in collaboration:

- Use of NCA databases
- Use of Europol data
- Witness Protection programmes
- Serious Crime Prevention Orders
- Confiscation Orders
- Gang exfiltration programmes

Recommendations:

- Make use of Serious and Organized Crime Leads
- Make assumptions beyond five years  Adopt Quality  
Assurance frameworks
- Move towards secure shared intelligence
- Appreciate the role of Victim Support

**c) ADRIAN TUDWAY, Head of Operations, Crimestoppers**

Adrian, a former Metropolitan Police Officer, has managed high-risk covert operations both nationally and internationally, is an experienced international hostage and kidnap negotiator, and was until 2012 national coordinator for domestic extremism in the Counter Terrorism Command.

Main points of the presentation:

- Crimestoppers is an anonymous charity – it isn't part of the Police
- The prevalent "Don't Tell Anybody" strategy is toxic
- Crimestoppers led to 450 convictions in 2015-2016
- Crimestoppers fills an "intelligence gap" between the public and the police
- 95% of callers would have gone to the Police but were afraid to do so
- There should be a contract between Local Authorities and Crimestoppers – it should be possible to share information with

Trading Standards, for example, and there could also be a role to play as an “Integrity Line” in local whistleblowing processes

#### **d) QUESTIONS AND DISCUSSION**

Issues discussed:

- ‘Anonymous’ cigarette packaging – does it make smuggling easier?
- The criminalization of “Legal Highs”
- Many Community Safety Partnerships are new to the idea of Serious & Organized Crime priorities and profiles □ How effective are partnerships?
- What is the community role of various agencies?
- Management data – good models are PAM (“Programme for Achieving More”) and Manchester’s Multi-Agency Team
- Local Profiles – nearly all delegates dismissed them as “rubbish”
- Data Protection issues
- Engagement of Crimestoppers with the community – I asked this one, and Adrian Tudway suggested someone called Gary Murray who lives in the North West and is always willing to talk to community groups
- Disconnect between partners

### **3. THE ROLE OF LOCAL AUTHORITIES IN SAFEGUARDING AND SUPPORTING VULNERABLE GROUPS**

#### **a) DR ANNA SERGI, Lecturer in Criminology, University of Essex**

Anna is a research specialist in organized crime studies, Mafia studies and comparative criminal justice systems.

The subject of her presentation was “The Phenomenology of Organized Crime”, and her main issues were:

- The divide between ‘licit’ and ‘illicit’ is a very narrow one (even the assumption that organized criminals are BAD and everyone else is GOOD is not as straightforward as it may seem)
- The common linking of organized crime to underdevelopment (deprivation, poverty etc) is often a bogus one
- “Honour Among Thieves” is real and a serious issue
- Assessment of risks involved can be extremely difficult

**b) TYRELL CHRISTOPHER, Wembley Crime Prevention**

Wembley Crime Prevention is a Registered Charity established for over 30 years, supporting initiatives and projects extensively working towards the reduction and prevention of crime within communities in the London Borough of Brent.

The subject of the presentation was “Building Community Awareness and Resilience”. The main issues were:

- Identifying those at risk – common factors are “failure” at school, family problems, gang membership
- Preventing – the main ways of doing this are promotion of community groups, encouraging volunteering and “crime prevention at its finest”
- Deterring – “Hitting the nail on the head” by making the penalty for first offences tougher, shifting our philosophy, giving incentives to businesses to prevent crime
- “Now” rather than “Later”

**c) VICTORIA FULLER, Detective Chief Inspector, Darlington & South Durham Response Command, Durham Constabulary**

Victoria has played a key role in the development and introduction of Durham Constabulary’s “Sledgehammer” campaign which aims to raise awareness of organized crime both within local communities and with partner agencies.

The subject of the presentation was “Sledgehammer: Hitting Organized Crime where it Hurts”. The main issues were: □ Building Community Resilience

- Diverting
- Use of existing programmes
- Protecting
- Local Authorities managing the situation
- Elected Members have a role
- Children are often at risk in Organized Crime Gang families

**d) ADRIAN TUDWAY, Head of Operation, Crimestoppers**

Adrian Tudway gave a further presentation, this time focused on safeguarding and supporting vulnerable groups.

The main issues were:

- The establishment of confidence and trust
- The institution of awards for busting serious crime
- Campaigns aimed at gathering intelligence
- The offering of language support

- Complementary, rather than competing activities
- The increased role of Crimestoppers in cases of CSE, slavery, trafficking, cyber-crime and FGM
- The “Adopt a Post Office” scheme – Police agree to use a local post office for weekly or monthly crime surgeries

#### **e) QUESTIONS AND DISCUSSION**

Issues discussed:

- Studies of victims
- Rehabilitation
- Safeguarding
- Vigilance over FGM
- Serious and organized crime in the Financial Sector
- Help from Universities regarding research

#### **4. CONCLUSION**

On the whole, I found it a very useful and stimulating event, especially as the Crime & Disorder Committee is just starting on this topic.

I think the most important points are these:

- Local Authorities should have a role in applying for Serious Crime Prevention Orders;
- Demarcation disputes need to be avoided between agencies and partners;
- The City Council should look seriously at having a ‘contract’ with Crimestoppers;
- Tackling Serious and Organized Crime should be ‘overt’, on the Durham model, rather than ‘covert’, as usually happens;
- We should look at the “Adopt a Post Office” scheme;
- Perhaps we should be talking to Professor Stuart Kirby, the Chair of the event, as part of the Work Study, as he is only ‘down the road’.

9 June 2016

JONATHAN SAKSENA

Chair, Crime & Disorder Committee

Preston City Council

## Appendix C

### Section 1

#### Preston City Council Regulatory Services



## Section 2

### The roles of Preston City Council Regulatory Services in the prevention or reduction of Serious and Organised Crime

Pursue<sup>1</sup> - investigating, prosecuting and disrupting people engaged in serious and organised criminality

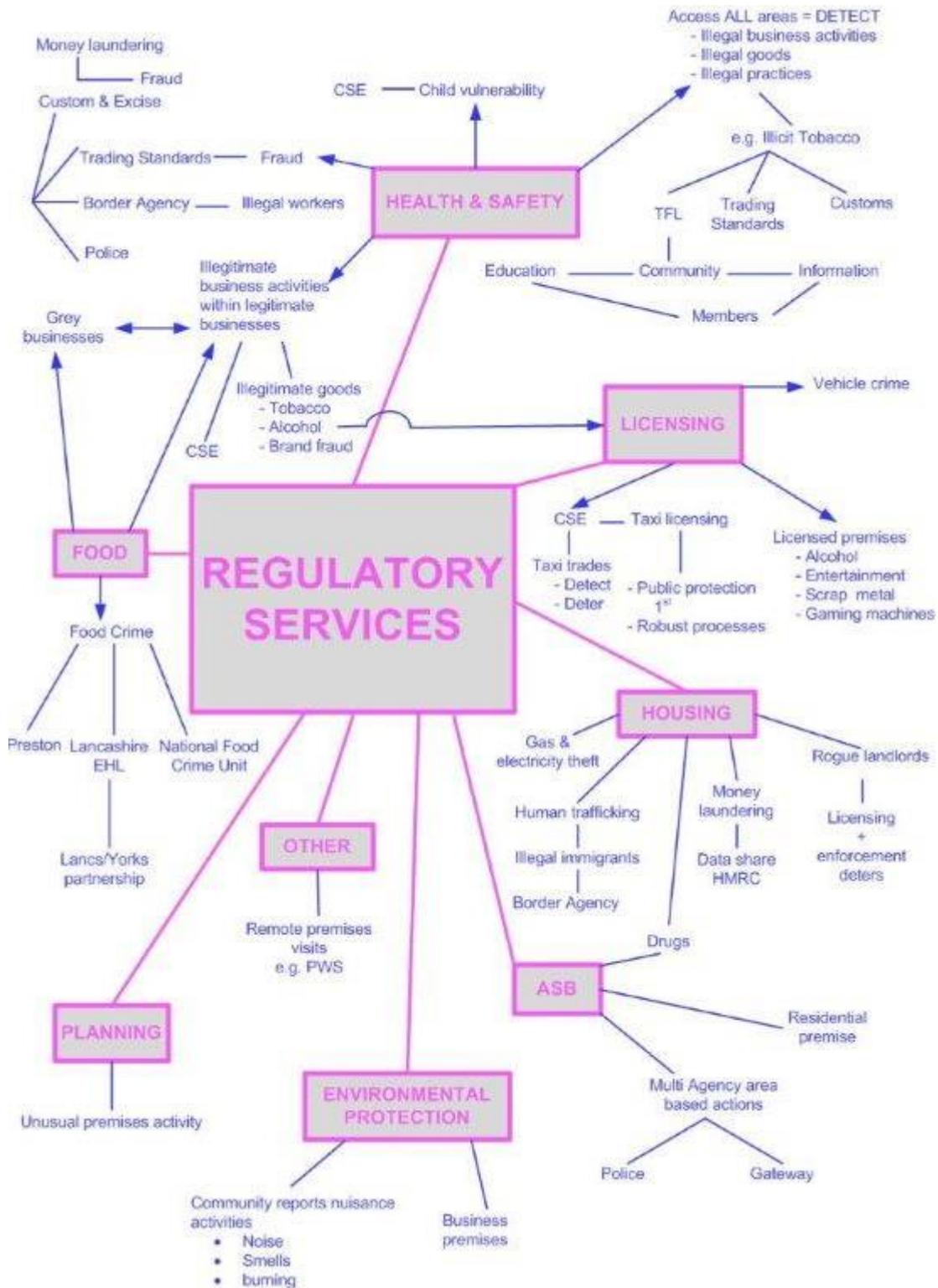
Protect - increasing protection against Serious and organised crime

Prepare - reducing the impact of this criminality where it takes place

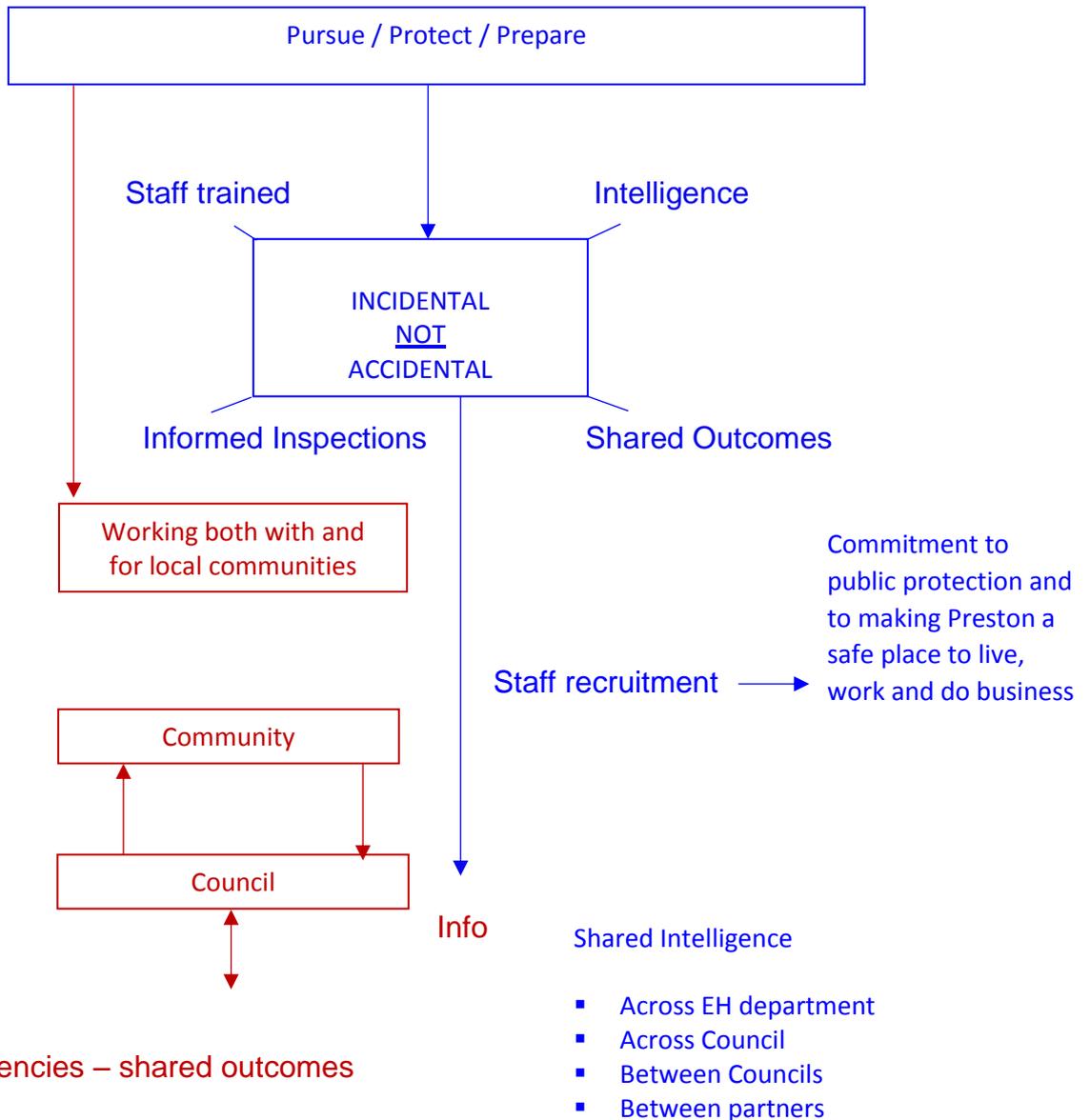
<sup>1</sup>The national strategic response to serious and organised crime comprises the 4Ps (Pursue, Prevent, Protect and Prepare

:

## Section 3



## Section 4



Partner Agencies – shared outcomes

IT'S WHAT WE DO

- Contributing to wider public protection outcomes.
- Is it understood?
- Is it valued?