

<b>For Information</b>	
<b>Non Public</b>	<b>Category 7</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>15<sup>th</sup> June 2015</b>
<b>Report of:</b>	<b>Update on Nottinghamshire Police's approach to tackling Organised Crime</b>
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<b>Agenda Item:</b>	<b>10</b>

## **Update on Nottinghamshire Police's approach to tackling Organised Crime**

### **1. Purpose of the Report**

- 1.1 This report will detail the methods by which Nottinghamshire Police identify and reduce the threat posed by organised crime in the county. It will outline details of the organised crime group management process, governance arrangements and strategy and offer an indication of the current threat from such groups.

### **2. Recommendations**

- 2.1 1: That the Police and Crime Panel note this report.  
2: That the Panel support the development of OCG Partnership Boards.

### **3. Reasons for Recommendations**

- 3.1 Serious and organised crime is recognised as a significant threat to both Nottinghamshire and the UK as a whole. HM Government's Serious and Organised Crime Strategy places considerable emphasis on partnership working and it is important that the PCC Panel is sighted on current measures to tackle the issue within Nottinghamshire.

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- 4.1 Serious and organised crime has long been recognised within the Home Office's Strategic Policing Requirement as a National Threat (together with terrorism, national cyber security, public order, civil emergencies and child sexual abuse). HM Government's Serious and Organised Crime Strategy sets out under 'the 4 P's' (Prepare, Prevent, Protect and Pursue) the measures expected of law enforcement agencies and other partner agencies to tackle the problem.

In Nottinghamshire, organised crime and the groups associated with it have been a priority in one form or another for Nottinghamshire Police for many years. The threats and risks posed by organised crime are diverse, covering multiple crime types and causing individual and community harm, damage to crime performance and loss of public confidence. Nottinghamshire Police's approach to dealing with the issue is closely tied into collaborative policing arrangements through the work of the East

Midlands Special Operations Unit (EMSOU) who in turn liaise with other regional and national agencies.

In the 2014/15 Nottinghamshire Police Strategic Intelligence Assessment, organised crime was identified as an area where plans were progressing, but where some additional action was required. Primarily, this was due to the need to develop partnership working and, in particular, the Prevent and Protect strands of the strategy. Accordingly, Nottinghamshire Police is currently further developing its ties with local, regional and national agencies in order to offer the best possible combined strategy and tactics to tackle organised crime.

#### 4.2 **Currently identified Organised Crime Groups (OCGs)**

OCGs are identified in partnership between Nottinghamshire Police and the EMSOU OCG Mapping (OCGM) Team. The process used ensures consistency and communication across the East Midlands region and further afield. The methodology has been used to identify the 34 currently active OCGs assessed as having an impact within Nottinghamshire's borders and which contain nominals who are predominantly living within Nottinghamshire. Each of these groups meets the ACPO definition of OCGs:

*"Individuals, normally working with others, with the intent and capability to commit serious crime on a continuing basis, which includes elements of: planning / control / coordination / structure / group decision-making".*

OCGs within Nottinghamshire include 255 nominals classed as currently active within organised crime although it should be noted that these numbers are fluid due to the nature of criminal and law enforcement activity. Nominals are spread across Nottinghamshire with a roughly 60/40 split between the City and the County (based upon the nominals' home addresses rather than necessarily where they commit crime). The methods of identifying and managing these OCGs are detailed below.

#### 4.3 **Organised Crime Group Management (OCGM) Process**

The diverse nature of the threat posed by organised crime requires a complex but robust management process. Each OCG is assigned a Lead Responsible Officer (LRO) within the Force who takes on the responsibility for the management and co-ordination of activity around the OCG and acts as a single point of contact. The LRO monitors the criminal activity of their assigned OCG with the assistance of an Intelligence Analyst and reviews all intelligence that comes in. They log decisions and current concerns around OCGs via the Force's Organised Crime Administration (ORCA) database, which has been specifically designed in-force to help monitor and manage OCGs. Members of the OCGM team meet regularly with each LRO to assign each OCG a:

**Threat score:** based on criminality and intent, which enables meaningful comparisons to be made between the threats posed by different OCGs so that appropriate resourcing can be put in place. It also offers a sense of whether the threat from a single OCG is increasing or decreasing based on the changes in score over time. This scoring is always done in conjunction with the OCGM team to maintain consistency across LROs within and between forces across the East Midlands Region. Considerations which impact on the overall score are varied but include issues such as community impact, violence used, commodities supplied by the OCG and the capability of the group to commit crime.

**Banding:** ranging from 1A to 5C. Again this is based upon intent and criminality and is used to provide an indicator as to the level of risk presented by particular groups

across regional Forces (see table below for details on banding). The Regional Tactical Tasking Group (RTTCG) employs the rebuttable presumption that EMSOU will offer tactical support to all groups assessed as 3B or above.

Tables showing the banding of Nottinghamshire OCGs:

<b>34</b>	<b>5A</b>	<b>4A</b>	<b>3A</b>	<b>2A</b>	<b>1A</b>
	<b>4</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>2</b>
	<b>5B</b>	<b>4B</b>	<b>3B</b>	<b>2B</b>	<b>1B</b>
	<b>16</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>
	<b>5C</b>	<b>4C</b>	<b>3C</b>	<b>2C</b>	<b>1C</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Intent and Capability</b>	<b>5 A</b>	<b>4 A</b>	<b>3 A</b>	<b>2 A</b>	<b>1 A</b>
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Highly organised and disciplined; expert; resourced; coercive and/or corrupt others.	Highly organised and disciplined; expert; resourced; coercive and/or corrupt others.	Highly organised and disciplined; expert; resourced; coercive and/or corrupt others.	Highly organised and disciplined; expert; resourced; coercive and/or corrupt others.	Highly organised and disciplined; expert; resourced; coercive and/or corrupt others.
	<b>5 B</b>	<b>4 B</b>	<b>3 B</b>	<b>2 B</b>	<b>1 B</b>
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.
	<b>5 C</b>	<b>4 C</b>	<b>3 C</b>	<b>2 C</b>	<b>1 C</b>
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.
<b>Criminality</b>					

**Tier:** ranging from 1 to 4, tiers are based upon the current level of police activity deployed against the OCG and are used as an indicator as to how often an OCG needs to be reviewed by the LRO and EMSOU – for example, a Tier 1 OCG that is subject to a comprehensive operation or investigation will be formally re-scored monthly, whereas a lower risk Tier 4 OCG that is being monitored and opportunities developed as intelligence arises, may only be re-scored every six months.

- 4.4 In addition to the scoring process outlined above, OCGs are discussed at the relevant Divisional (Level 1) Tactical Tasking and Co-ordination meeting in order to review current activity and assign resources to LROs. Where appropriate, this meeting will seek the tactical support of force resources through the Force (Level 2) Tasking and Co-Ordination Meeting. Further, and held immediately before Level 2 tasking, a monthly Force OCG Management Scrutiny Meeting is held in order to add an additional level of review by Chief Officers and Senior Managers. Within this meeting, current trends in organised crime are discussed as well as updates as to why scoring levels may have changed for particular groups. On a rolling basis, each OCG is subject to a scheduled “deep dive” scrutiny so that Senior Managers are assured that all risks are being correctly managed and resourced. This meeting,

chaired by an ACC is attended by LROs, Intelligence representatives, EMSOU, resource holders, divisional stakeholders and Senior Officers in order to provide a forum for problem solving to be properly reviewed.

Above this meeting sits the Regional Tactical Tasking and Co-ordination Group (RTTCG), chaired by the DCC Head of EMSOU and attended by ACCs from each of the regional forces as well as Heads of Crime, Directors of Intelligence and representatives from other law enforcement agencies (such as the National Crime Agency, Immigration Enforcement and Her Majesty's Customs and Excise). This meeting serves to task and review EMSOU specialist resources across the region. Requests for regional assets and tactics are considered and the meeting also provides a forum for the identification and review of cross-border organised crime problems that may be impacting on multiple forces.

The above structures enable LROs to access resources from the most appropriate level, from BCU assets through to capabilities held nationally within the NCA.

#### **4.5 Identification of new OCGs**

The OCGM process also describes the means by which OCGs can be identified, mapped and scored. Such groups are identified through a variety of avenues including:

- Intelligence
- Investigations
- Partnership work
- EMSOU (other Forces or investigations)

All operational officers and staff within Nottinghamshire Police have received an online training package which helps them to spot the characteristics of an OCG and the means by which they can bring them to the Force's attention.

Intelligence regarding potential OCGs is developed and directed to the OCG Management Scrutiny meeting for consideration. If the criminal group is assessed as meeting the definition of an OCG, it will be formally triggered to the OCGM team along with any completed development work. They are then responsible for making a final decision as to whether the group should be mapped. If so, then an LRO will be assigned and the OCG becomes part of the overall management process.

#### **4.6 Recent results of activity**

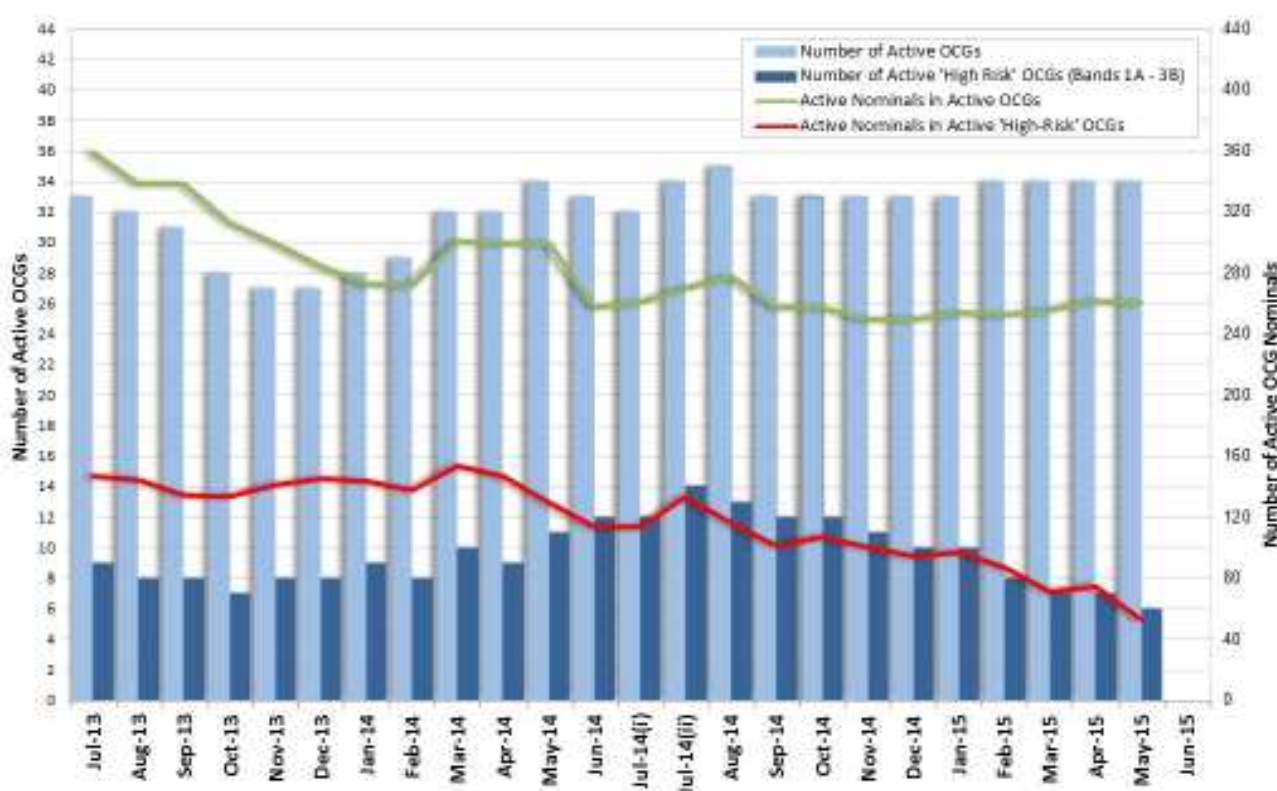
Under the Pursue aspect of the 4 P's, Nottinghamshire Police have continued to resource operations designed to target high risk OCGs and their members. These operations aim to disrupt the group and erode their ability to continue to operate. Operation Vanguard is an example of such an initiative. The Police's Vanguard Team are a dedicated resource focussing on Urban Street Gangs and firearms. Between April 2014 and February 2015 this team has recovered drugs with a street value of £2,836,429, cash to a value of £85,705, plus 5 firearms and associated ammunition. This trend has continued in recent months with operations such as Jongleur. Operation Jongleur is a recent operation focussing on one of the City's Urban Street Gangs, which has resulted in over 60 premises searched, 40 arrests, 19 persons charged on drugs offences with 13 on police bail pending further enquiries. The operation has also recovered drugs with a street value of £15,000 (including £13,000 worth of Class A heroin and cocaine) and £44,311 in cash.

Vanguard Plus is the 'Prevent' and 'Protect' element of the same initiative. Led by Local Authority partners and governed through the Ending Gang and Youth Violence initiative, disruption tactics have resulted in a 1.2% drop in EGYV cohort members

offending, a DWP diversion project that saw 23 nominals taking part with 18 being offered jobs at the end of the course and 6 nominals being referred to CCM mediation options (with a further 4 pending).

Operation Timon is another example of initiatives targeted at those groups causing the most harm. Led by EMSOU and using resources of both Nottinghamshire Police and the National Crime Agency, it has led to the arrest and charging of key members of a group with National and International links.

Although it is important to bring OCG nominals to justice, the main focus around police work in this area is to disrupt the activity of the groups and make it unviable for them to continue with their activities. To this end, and in order to give one indicator of disruption, the OCGs and numbers of nominals in each of the OCGs are monitored on a monthly basis. This can be seen in the chart below:



The above chart shows the overall numbers of active OCGs and active nominals as well as those OCGs and nominals that are classed as high risk. It is important to note that some of the fluctuation in this chart is due to changes in counting and EMSOU reviews that have changed how we classify OCGs as our understanding progresses. However, even allowing for this, we can see that the proportion of OCGs and individuals that are high risk has been reducing month on month suggesting that tactics are working in terms of disruption and reducing the threat of organised crime.

#### 4.7 Moving forward – increased Partnership working

A key element of both the Serious and Organised Crime Strategy and the Strategic Policing Requirement is the requirement to increase partnership working around organised crime across all agencies. It is widely recognised that different agencies hold different (but important) information about organised crime and are able to deploy tactics not available to the police alone. Traditionally there has been a focus

on OCGs primarily involved in the sale and use of drugs and firearms. More recently, however, there has been an increasing understanding of those based on illicit tobacco, organised sexual exploitation and modern slavery. The police are not necessarily best placed to lead on the efforts to tackle such groups – Trading Standards, HMRC and Immigration Enforcement may all be more suited to tackle certain aspects of these groups.

Most OCGs will, of course, remain the lead responsibility of the Police but even in respect of these, partnership agencies have a key role to play in support of the Pursue, Prevent and Protect strands. It is of particular note that development of the 'Prevent' agenda in reducing the threat from organised crime features within the Nottinghamshire Police and Crime Plan. To this end, Nottinghamshire Police has been seeking to increase working ties with partnership agencies to ensure that Organised Criminality is a shared priority with a combined approach to disruption. Such work is built on existing and longstanding good practice around initiatives such as Vanguard / Vanguard Plus.

The Serious and Organised Crime Strategy recommends the establishment of Local Organised Crime Partnership Boards (OCPB) which would include local authorities and agencies and in which the Police and Crime Commissioner should play a key role. According to the Strategy, the work of these boards should be informed by serious and organised crime local profiles.

It is currently envisaged that Nottinghamshire will have two such boards, one each in the City and County. Nottingham City has already established the Nottingham Organised Crime Executive Group (NOCEG), which replaces the Ending Gang and Youth Violence (EGYV) Board and which continues, under a broader remit, the work started under that Board. In the County, proposals are being worked through to encompass the role of an OCPB within the existing Safer Nottinghamshire Board Performance Group. It is hoped that these boards will provide the forums needed to deliver the most appropriate partnership interventions against the areas of organised crime of most concern.

Three Organised Crime Local Profiles have already been produced for Nottinghamshire by EMSOU based on OCGM data held centrally. The limitations of these products have been recognised, particularly in respect of the granularity of evidence contained therein. In March 2015, HM Government published an illustrative profile which set out the contents of a best practice local profile. As a direct result, two further local profiles have been commissioned, one each for City and County. These are being prepared within Nottinghamshire Police and it is hoped that they will contain sufficient information to support meaningful decision making by the Partnership Boards in respect of work streams for the year ahead. Initial drafts are due for publication by mid-May.

In order to raise the profile of, and focus, Nottinghamshire's work around organised criminality, the PCC is planning a partnership conference on the subject to be held in the Autumn of 2015. Targeted at strategic leaders within the partnerships, it will include examples of good practice from across the country.

#### **4.8 Conclusion**

Whilst much has already been done to reduce the threat from organised crime within Nottinghamshire, and law enforcement has seen many successes against OCGs in the county, there is no room for complacency. The changing landscape of criminality and emerging criminal groups mean that new strategies and tactics have to be found to tackle them. Cyber-crime, human trafficking and organised child sexual abuse all

require new and untested measures, many of which fall outside the traditional 'Pursue' strand. There are, however, many resources as yet untapped and it is essential that the appropriate partnership arrangements are put in place to develop 'Protect', 'Prepare' and 'Prevent' work.

The Commissioner's Office with Nottinghamshire Police are planning to hold a local conference for partners in September this year to increase awareness and commitment to addressing serious and organised crime. Panel members will be kept informed of this event.

## **5. Financial Implications and Budget Provision**

5.1 Not applicable.

## **6. Human Resources Implications**

6.1 Not applicable.

## **7. Equality Implications**

7.1 Not applicable.

## **8. Risk Management**

8.1 Not applicable.

## **9. Policy Implications and links to the Police and Crime Plan Priorities**

9.1 Serious and Organised Crime features on the National Strategic Policing Requirement and within The Police and Crime Plan.

## **10. Changes in Legislation or other Legal Considerations**

10.1 Not applicable.

## **11. Details of outcome of consultation**

11.1 Not applicable.

## **12. Appendices**

12.1 There are no background papers relating to this report.

## **13. Background Papers (relevant for Police and Crime Panel Only)**

13. There are no background papers relating to this report.