

*Programme*

# PRECISION

Working together to tackle serious and organised crime in West Yorkshire



[www.westyorkshire.police.uk/precision](http://www.westyorkshire.police.uk/precision)



West Yorkshire  
Violence Reduction Unit  
*Tackling Violence Together*



Programme  
**PRECISION**

Working together to tackle serious and organised crime in West Yorkshire

**Serious and organised crime covers many areas of threat including firearms, human trafficking, exploitation, fraud, cyber-crime, corruption and organised acquisitive crime including burglary and robbery. Programme Precision is about delivering a co-ordinated response to protect our local communities.**

**SERIOUS**

**Strategy** – To build a highly effective West Yorkshire partnership which will work together to make West Yorkshire a hostile environment to those engaged in all forms of organised crime.

**ORGANISED**

**Operation Delivery** – A joint response which will maximise impact and dismantle those involved in organised crime in all areas of the community.

**CRIME**

**Collaboration** – To deliver a cohesive combined response to disrupt organised crime by sharing intelligence, ideas and resources.

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## Kersten England

Chair of the Programme Precision Executive Steering Group and Chief Executive of City of Bradford Metropolitan District Council



As Chair of the Programme Precision Executive Steering Group, I oversee the delivery and implementation of our collaborative multi-agency Serious and Organised Crime Strategy. The Government's Serious and Organised Crime Strategy which was released in November 2018 detailed the significant impact organised crime has on all our communities. We know how serious the issues are for some communities, with a small minority of people causing unacceptable difficulties for the vast majority.

We are committed to continue to ensure that those who seek to intimidate, exploit and corrupt people and conduct their criminal activities within the communities of West Yorkshire will be continue to be met by a joint coordinated response.

This is based on the key framework set out in both the government and Programme Precision response strategies covering 4 key areas.

**Prepare** – We aim to reduce the impact of serious and organised crime to victims, businesses and communities.

**Prevent** – We aim to prevent people from becoming involved in organised crime.

**Pursue** – We are jointly focused on relentlessly pursuing criminals through disruption.

**Protect** - We aim to understand the drivers behind organised crime and what is coming over the horizon and take steps to protect against our vulnerabilities.

The national strategy is clear; strong partnership working using the knowledge and skills of a range of people, professions and groups to deliver tried and tested evidenced based approaches to these issues is needed. This is in addition to, where required, developing new and innovative ways of working. This is needed to meet the threat of organised crime.

This joint working, enhanced intelligence sharing and engagement with a range of partners provides opportunities to continue to make progress on a wide range of options to tackle organised crime. Programme Precision harnesses the joint working relationships between relevant agencies and partners pulling them together and continually learning to make sure we respond effectively to the wide-ranging and diverse issues faced across all communities of West Yorkshire.

Crime types that seek to exploit vulnerable children and adults to become engaged in drug dealing, acts of violence and the ever increasing occurrence of online offending, means now more than ever we need to continue with our shared vision and a common purpose.

Programme Precision and the collaborative efforts it entails continues to reducing the risks of significant harm to vulnerable individuals and strives to remove the blight that serious and organised crime causes for all our communities across West Yorkshire.

## Alison Lowe

### West Yorkshire's Deputy Mayor for Policing and Crime



Tackling serious and organised crime is a significant priority within the West Yorkshire Police and Crime Plan, but we can only achieve this by working together.

Since becoming the Deputy Mayor for Policing and Crime and having previously been the Chair of the West Yorkshire Police and Crime Panel, I am acutely aware of the work undertaken through Programme Precision and what it represents to our communities.

This collaborative response has ensured significant strides have been taken to deal with the individuals and gangs that blight our towns and cities.

Our Mayor, Tracy Brabin, has pledged to place the safety of women and girls at the heart of our response, and this chimes closely with the ambitions of Programme Precision.

Child criminal exploitation, county lines and violent offences for instance, can often have a disproportionate impact on women and girls, and we must recognise this in our efforts to rid the county of serious organised crime.

Prevention is always better than cure, however, and our West Yorkshire Violence Reduction Unit (VRU), which the Mayor oversees, is working hard to deliver local interventions at the earliest opportunity in people's lives.

The VRU adopts a unique public health approach, which considers the underlying causes of an issue within a community, identifies the risk factors, and takes action to reduce incidents. You'll read more about the team later in the strategy, which really brings to life the fantastic work underway.

This is just one strand of the solution in combatting serious and organised crime, and this document will outline how all the different elements come together to provide a unifying force.

We know that crime changes and evolves over time, often exploiting new technologies and situations. By remaining ahead of the game and using our collective momentum, we will continue in our robust response, ensuring West Yorkshire is a safe place to live and work.



**Tracy Brabin**  
**Mayor**  
**of West Yorkshire**

## *Working together to tackle serious and organised crime is a priority for West Yorkshire Police and our partners.*



### **Tyron Joyce**

Assistant Chief Constable  
Specialist Crime

Programme Precision is our partnership response to the threat of serious and organised crime.

This strategy sets out our common vision and commitment to work together in tackling these threats to ensure our communities continue to be safe places to live, work and visit. Serious and organised crime costs the UK economy around £37 billion every year and brings misery and suffering to victims, their families, and our communities.

Since its launch Programme Precision has been successful in developing effective partnership working to tackle drugs and firearms offences, child sexual exploitation and modern slavery. We must, however, ensure that as the threat continues to evolve, we also remain adaptive and put ourselves in a position to protect those who are most vulnerable. We will continue to tackle those involved in the spectrum of serious and organised criminality including cyber-crime, money laundering, gang activity, serious violence, and County Lines activity. We have forged strong collaborative approaches across West Yorkshire to do this but recognise we can always work more closely with our partners, other agencies, the third and voluntary sectors, faith organisations and our communities. Collaboration is fundamental to both understanding the threat and to devising strategies and effective tactics to disrupt those involved and provide a multi-faceted, coordinated, and effective response. I want West

Yorkshire to be a hostile environment for those who are involved or assist in serious and organised crime. Closer working arrangements with our partners, engendering shared responsibilities and values help us to make best use of resources, join up ideas and increase tactical capabilities, which improves what we do, ensures we take positive action and protects those who are the most vulnerable. The Programme Precision Strategy reflects our shared vision to make the people of West Yorkshire safer and feel safer in all they do. Those involved in serious and organised crime should know that together we remain committed to our relentless pursuit of disrupting their criminal activity.



**WEST YORKSHIRE  
POLICE**

# 12 MONTH REPORT

Over the last 12 months Programme Precision has continued to deliver a West Yorkshire wide response to Serious and Organised Crime.

Our work focusses on a whole system response to these issues, which means that it is wider than disrupting and arresting criminals involved in this type

of crime, but is also about identifying and supporting those people, businesses and communities who may be at risk of becoming exploited into, or victims of SOC as well as building the resilience in our communities to be able to feel safe and strong to report concerns and not accept SOC as an acceptable element of our lives.

## THIS YEAR PROGRAMME PRECISION HAS . . .

... DEVELOPED SERIOUS AND ORGANISED CRIME LOCAL PROFILES FOR EVERY LOCAL AUTHORITY AREA



WEST YORKSHIRE POLICE  
HAVE ALREADY CONFISCATED OVER  
**£3.5m**  
OF CRIMINAL ASSETS



and are on track to reach around  
**£7.5m** by the end of the year



### – OPERATION OF NOTE – OPERATION ABBOTSVILLE

An operation run in Leeds aimed at tackling Urban Street Gangs (USG's) who are actively carrying knives and machetes causing multiple attacks across the city. The operation provided a multi-agency response to the issue reducing the number of USG attacks across the city.

... USED INNOVATIVE APPROACHES TO DELIVER A JOINT SUSTAINABLE OPERATING MODEL

that draws together all partners in targeting SOC within communities by adopting a problem solving approach.



FIREARMS  
2021/21



... REDUCED CRIMINAL FIREARMS DISCHARGES  
by **50%**  
over the past year

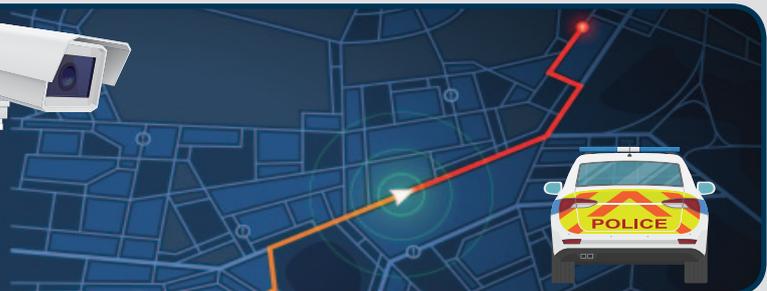
to a figure of **23** discharges and remain on track for a similar level in 2021/22

This is an ongoing reduction from **60** firearms discharges a few years ago. We have a very high detection rate (**67%**) following investigations into discharges.

... PRIORITISED SERIOUS ISSUES SUCH AS STREET GANGS



We have worked hard to identify such gangs across West Yorkshire and developed operations to respond to the criminality and harm that they cause.





– OPERATION OF NOTE –  
**BRADFORD –  
OPERATION STEAMLAND**

**31kg** of class A drugs seized – street value over **£1million** of **Heroin** and **£100,000** cash seized as part of this investigation with 5 suspects arrested and 3 charged with this.



– OPERATION OF NOTE –  
**LEEDS –  
OPERATION DRESSPARK**

Raising awareness in primary schools of the risks of drugs and knife crime. This work was done in an area known for OCGs targeting younger children as part of their criminality. Further work took place with local youth groups and clubs to ensure we highlighted the dangers of SOC within our communities.

... SUPPLIED BESPOKE TRAINING AND SPECIALIST SUPPORT

on Modern Slavery, County Lines and SOC and continues to be delivered to partners including housing providers, trading standards, young people and professionals from the charity and voluntary sector and modern slavery partnership groups within districts.

Training aids are also regularly produced – one recent example on Domestic Servitude was produced for **United Nations Trafficking Against Persons Day** on 30 July and was produced collaboratively with Hope for Justice, the Mayor's Office and the MSOIC programme, the video has also been translated into Urdu, Punjabi and Bengali for further community engagement.



RECOVERED  
**5** VIABLE FIREARMS

though work with partners including County Line enforcement. 3 suspects were given a combined total of 26 years custody.



... PROACTIVELY IDENTIFIED AND SAFEGUARDED VICTIMS AND PROSECUTED PERPETRATORS OF SLAVE LABOUR



West Yorkshire Police have made **148** referrals into the NRM during the first 3 quarters of this year helping to safeguard potential victims.

**Organised Immigration Crime** involving migrants coming into West Yorkshire remains a priority. Since the 28/08/21 to 15/11/21 we have had **37** events, involving **57** migrants.



**PROJECT ADAMANT**

Child Trafficking  
(28 June – 4 July)

**COUNTY LINE WEEK OF ACTION**

(14 Sep)

**PROJECT ADAMANT**

High Sophistication Offending & Sexual Exploitation (6 – 17th Sep)

**WEST YORKSHIRE MODERN SLAVERY TEAM**  
have co-ordinated three modern slavery intensification periods this year. All have involved effective police and partnership work to tackle some of the really important issues facing the county.



– OPERATION OF NOTE –  
**OPERATION TOWER**



6 month operation by KD Precision with support from regional partners into drugs supply via the 'dark web'. Over 100 kilos of controlled drugs were recovered along with over £5million in Crypto currency. Suspect currently on remand.



– OPERATION OF NOTE –  
**OPERATION DOCKWOOD**

LD Precision intelligence led investigation into the supply of Class A in the Hyde Park area of Leeds. Following numerous warrants the investigation located a large amount of a Class A drugs, cash and a firearm. This led to the convictions and sentencing of Connor McGibbon (12yrs 3 months), Josh Wilcock (7½ years) and Lamarle Dennis (2 years) for Firearm, drugs and POCA offences in December 2020.

... REDUCED SOC THREATS

By refining our understanding of SOC and taking a wider approach, we have been able to reduce the number of active SOC Threats from

**106** to **82**

in the last year through effective mapping, disruption and prosecution.



# WHY DO WE NEED PROGRAMME PRECISION?

The Government's most recent serious and organised crime (SOC) strategy set out their (and our) approach to it.

The Government's aim is to protect citizens and prosperity by allowing no safe space for serious and organised criminals to operate within the UK and overseas, online and offline. As part of the strategy they (and we) will:

- 1 Relentlessly disrupt and take targeted action against serious and organised criminals and networks having the greatest harm in the UK.**
- 2 Build the highest levels of defence and resilience in vulnerable people, communities, businesses and systems.**
- 3 Stop the problem at source, identifying and supporting those at risk of engaging in criminality.**
- 4 Establish a single, whole-system response, aligning the efforts of all those involved in responding to serious and organised crime as one, cohesive system.**

This new strategy will target the highest harm networks and the most dangerous and determined criminals who exploit vulnerable people. It will use all the powers and levers available to the state to deny them access to money, assets and infrastructure. But the Government recognises that we will not achieve this through disruption alone. Everyone must work together - the public, businesses and communities must work cohesively to help stop themselves from being targeted by criminals and support those who are. We must also intervene early with those at risk of being drawn into criminality. The strength of our approach, through Programme Precision, will be adopting a shared vision and achieving buy-in from partners, charities, the third and voluntary sectors, faith organisations and communities across the entire county of West Yorkshire.

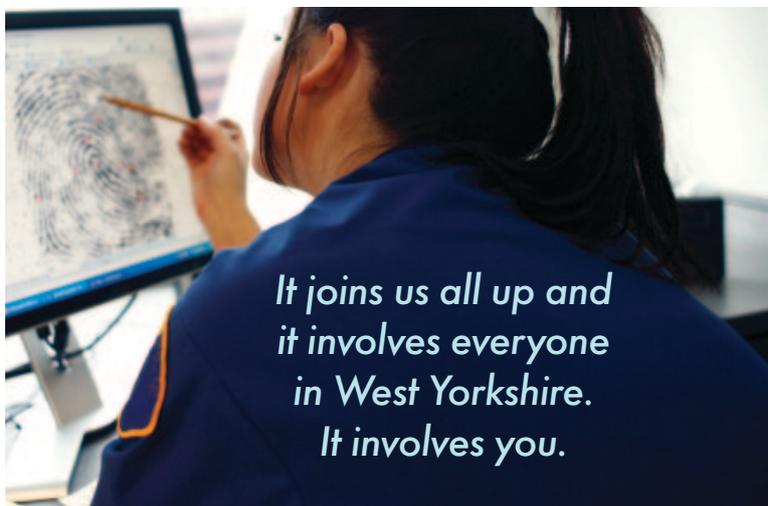
We recognise that serious and organised crime is a major threat to our communities. The ability of those

involved to transcend local, national and international boundaries as well as infiltrate emerging communities, use the most up to date technology and identify and exploit the most vulnerable in our society means that we need an approach that is different to how we have traditionally delivered our policing response.

The communities of West Yorkshire deserve the very best response to this threat. A response that delivers an effective, efficient and state of the art service that disrupts and dismantles this type of crime.

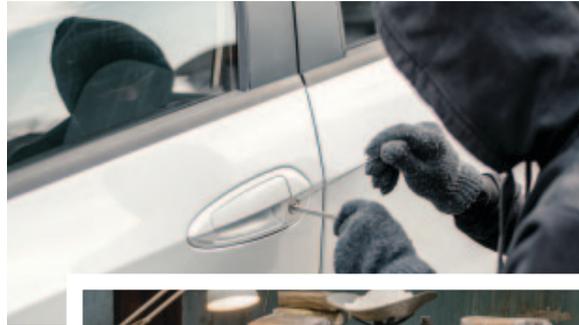
The direction from government is clear, we need to establish a whole systems approach through strong, coherent and connected partnerships to understand the threat of serious and organised crime, which operates with a common vision and shared goal to make communities safer.

The old ways of working are not sufficient. We will continue to catch and convict perpetrators, prevent and deter offending and rehabilitate and resettle offenders but we need to supplement this work. The ability to have early engagement with vulnerable groups to break the cycle of offending is crucial. We need to be able to operate within virtual communities where criminals manipulate the internet to commit fraud, groom children for sexual exploitation and move commodities such as drugs and firearms via the dark web.



*It joins us all up and  
it involves everyone  
in West Yorkshire.  
It involves you.*

# WHAT IS SERIOUS AND ORGANISED CRIME?

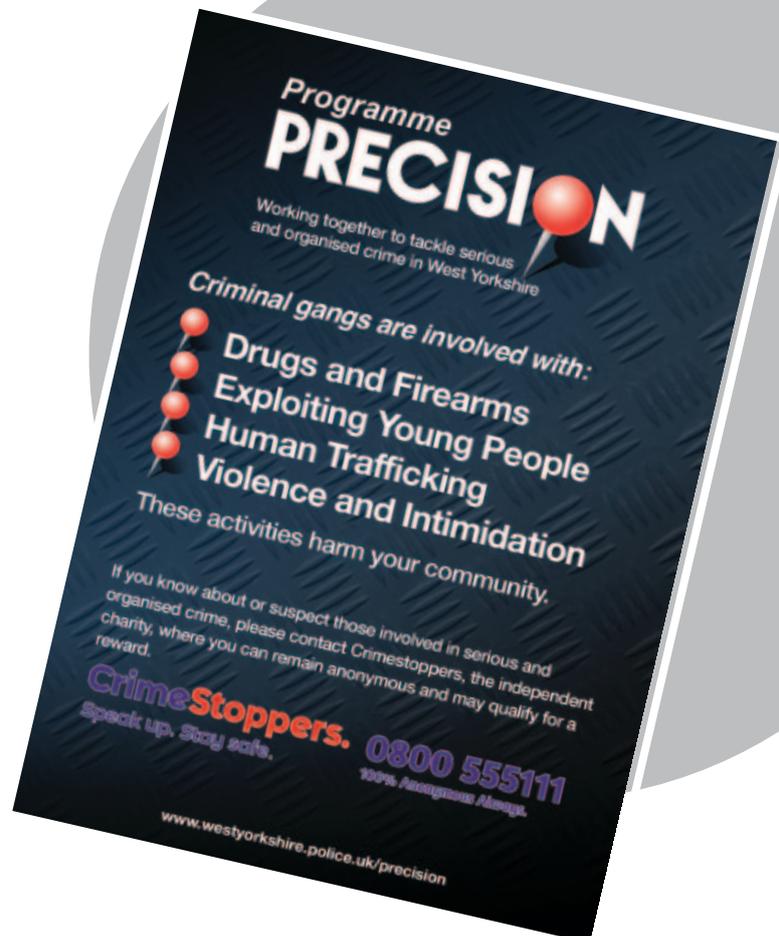


For criminal activity to be defined as “serious and organised crime” the following criteria must be met:

- More than one criminal is involved;
- It involves control, planning and use of specialist resources;
- It causes significant harm or has the potential to do so;
- There is material gain, which is usually financial.

The most common types of serious and organised crime are:

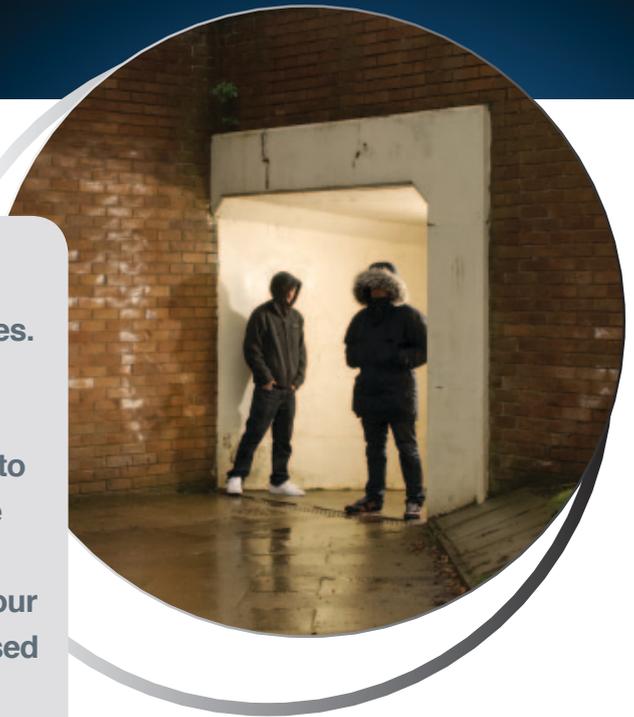
- Production, importation, movement and supply of illegal drugs, often including the use of firearms or weapons.
- The production, conversion and supply of firearms.
- Human trafficking and organised immigration crime.
- Organised Exploitation of Vulnerable People (OEVP) which includes the sexual and criminal exploitation of individuals, groups and within specific communities.
- Fraud and economic crime including the rising threat from cyber related crime.
- Corruption within law enforcement organisations and professional bodies such as accounting, legal services, banking and the service providers.
- Organised acquisitive crime including burglary and robbery.



What this means to the person on the street:

Serious and organised crime can manifest itself in all areas of society and our communities. Within West Yorkshire we want the public, our partners, third and voluntary sector groups, faith organisations and front line practitioners to know what to look out for and to help us tackle these problems at a local level. Tell us what is happening on your street, in your park or by your local shops that is fuelling serious and organised crime so we can tackle it together.

Tyron Joyce  
ACC Specialist Crime  
West Yorkshire Police



Middle-class cocaine users funding slavery and murder

How drugs turned a childhood friendship into a deadly street stabbing

Gangs force thousands of teens to become 'money mules'

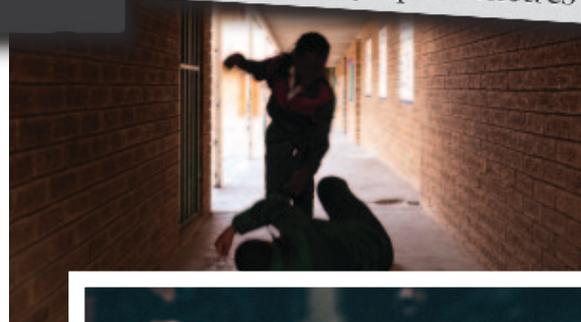
Dark truth behind UK cannabis cultivation revealed as short film exposes exploitation of Vietnamese minors

'Counterfeit Street': the trail of misery behind the designer knock-off you are getting for Christmas

Police warn modern slaves 'staffing nail bars across UK' as Vietnamese gang jailed in landmark case

'Organised crime gangs' targeting drivers in carjacking epidemic

Cocaine users are destroying the rainforest - at 4 square metres a gram



# WHAT DOES SERIOUS AND ORGANISED CRIME LOOK LIKE IN WEST YORKSHIRE?

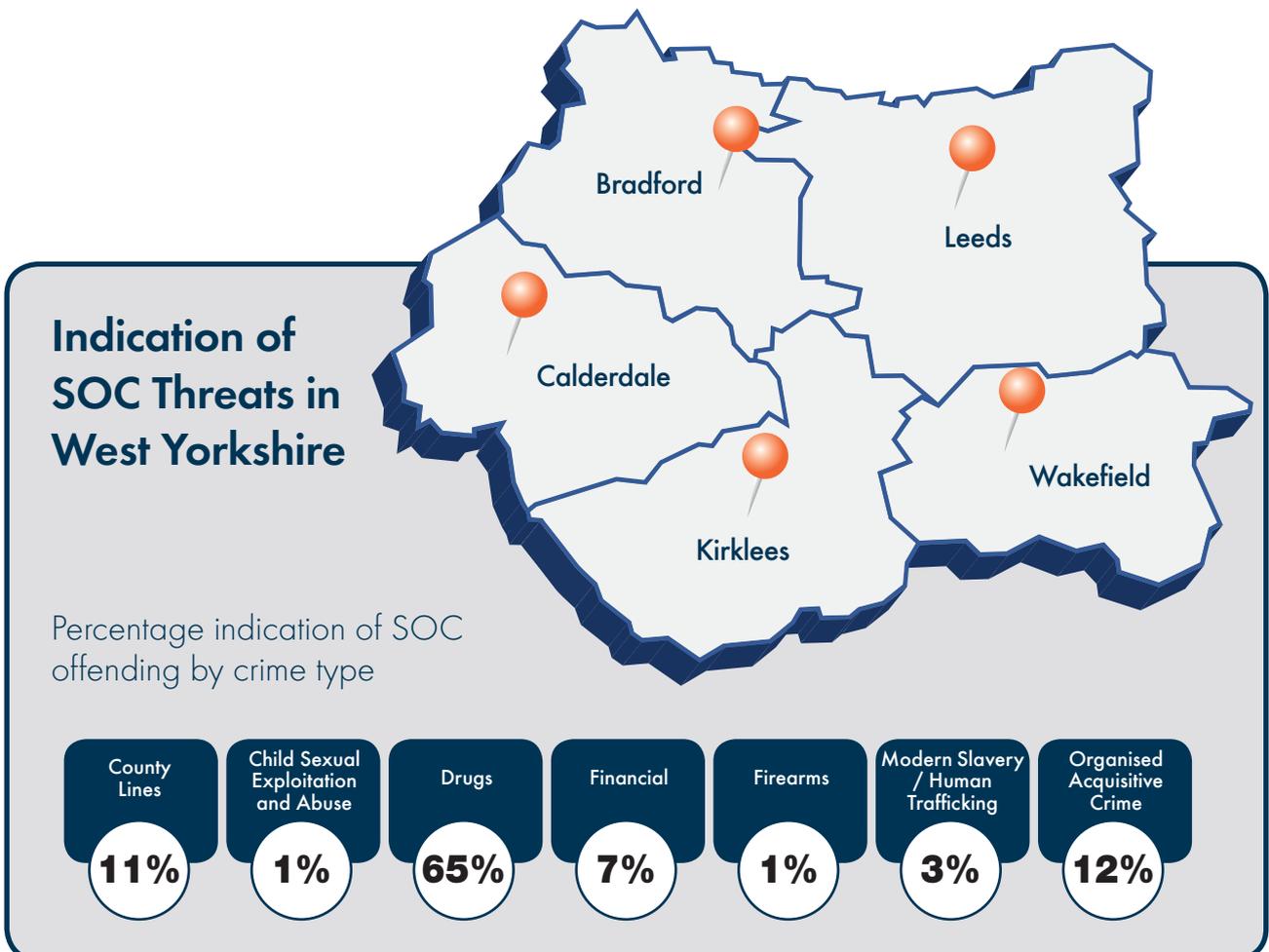
The overall financial cost to the UK economy of serious and organised crime is estimated to be £37 billion a year. There are estimated to be 5,866 active OCGs (organised crime groups) nationally involving 39,414 individuals.

The direct impact on individual victims, communities and businesses is hard to quantify, but is nonetheless devastating. Programme Precision utilizes the nationally recognised 4 Pillar (4P) methodology to develop the whole system approach. The objectives for each of the four strands - Pursue, Prevent, Protect and Prepare are now embedded onto agency and law enforcement plans.

In common with other areas of the UK, organised crime in West Yorkshire has long been associated with drug trafficking, the illegal distribution of firearms, money laundering, organised acquisitive

crime, fraud, corruption and violence. Whilst all of these areas of criminality continue to heavily influence our local profile and evolve, newer crimes which exploit vulnerability are continuing to emerge. The following areas of criminality are increasingly emerging as local organised crime concerns:

- Organised Exploitation of Vulnerable People (OEVP), both in terms of sexual offending and in exploitation in the illegal drug supply (county lines).
- Human trafficking and illegal immigration.
- Cyber crime and cyber-enabled crime.
- Urban street gangs.

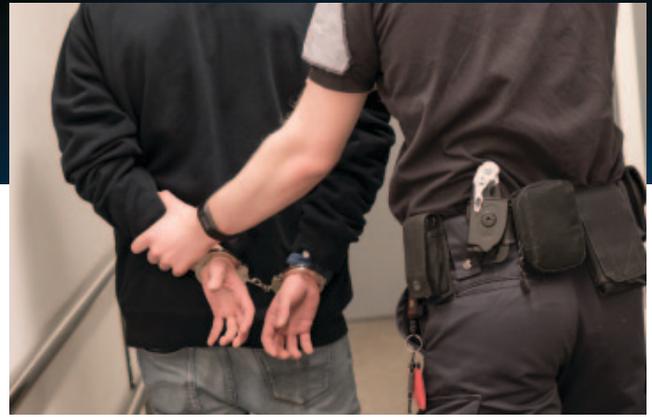


West Yorkshire currently has 146\* organised crime groups and has shown a steady increase in numbers over the past 18 months. This increase is in part due to the increase in awareness in staff, especially within the intelligence units in identifying, understanding and disrupting these groups.

The groups are categorised in terms of their principle criminality. In reality, however, they operate across a number of crime types with firearms often seen as a linked criminality type to drugs supply. The current spread of crime classification accordingly is as follows:

Drugs Supply	69
Organised Acquisitive Crime	34
Modern Day Slavery	12
Firearms	3
Criminal Finances	13
Child Sexual Exploitation and Abuse	3
County Lines	12

95% of mapped SOC criminals in West Yorkshire are male, 78% are British with 34% described as of white ethnicity and 25% Asian. The majority of the members (42%) are aged between 23 and 32.



46 of the West Yorkshire OCGs are known to operate across county borders, affecting 24 different policing areas and even internationally across 11 different countries. Conversely, given the fluid nature of the operation of OCGs, West Yorkshire is impacted upon by 293 OCGs from 21 other policing regions and partner agencies nationally. This presents obvious challenges and highlights the need to work effectively across local authority, county and international borders.

Local understanding of the profile of serious and organised crime is informed primarily through police intelligence and one of the aims of this strategy is to improve the intelligence picture through better engagement with partners who can provide a clearer picture.

Whilst those involved in serious and organised crime can work alone or through informal hierarchies, they typically operate in loose networks based on trust, reputation and experience sometimes based around family ties cutting across ethnic boundaries.

Serious and organised crime can manifest itself in all areas of society and our communities. Within West Yorkshire we want the public, our partners, third and voluntary sector groups, faith organisations and front line practitioners to know what to look out for and to help us tackle these problems at a local level. We want people to tell us what is happening on their street, in their local park or by their nearby shops that is fuelling serious and organised crime so we can tackle it together.





## The Organised Exploitation of Vulnerable People

The Organised Exploitation of Vulnerable People by SOC offenders in order to engage in criminal activity such as dealing drugs has been recognised nationally. Part of this criminality is the phenomenon that has been termed ‘county lines’.

The term is used to describe the situation where a group supplies drugs from an ‘urban’ to a ‘rural’ location and often involves exploiting young people in order to carry out the activities. The established ‘network’ operates by using a branded mobile phone line and supply lines for drugs. Young and vulnerable people are exploited by means of violence, intimidation and coercive control in order to move and deal the drugs and cash.

West Yorkshire is not immune to this phenomenon and experiences ‘county lines’ in a number of ways. This includes organised crime groups from West Yorkshire operating drugs lines into other counties, and across West Yorkshire from urban to rural areas. Groups from outside West Yorkshire are also exploiting people to operate their criminal drug dealing into West Yorkshire.

The true scale or activity can be difficult to determine and requires a whole partnership approach to identify and address the issues. The national response is detailed within the Government’s drug strategy; ‘Ending Violence and Exploitation’ and the Tackling Violence Against Women and Girls strategy, with the need to improve safeguarding responses to gang violence and exploitation highlighted by the then Children’s Commissioner, Anne Longfield, in the report, Keeping Kids Safe.

## Urban Street Gangs

A further visible representation of organised crime is the issue of urban street gangs. Often, but not solely associated with the operating of county lines, these gangs exist in urban areas. The control of local drugs markets can lead to violence, often perpetrated by young people against young people and brings fear to local communities, often devastating the families affected. The response requires a whole partnership approach to tackle the criminality but also to support communities and coordinate activity to remove the pathways into gang membership.

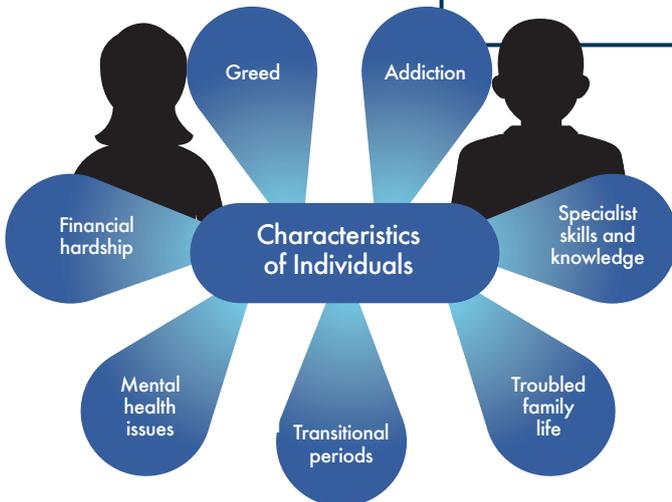
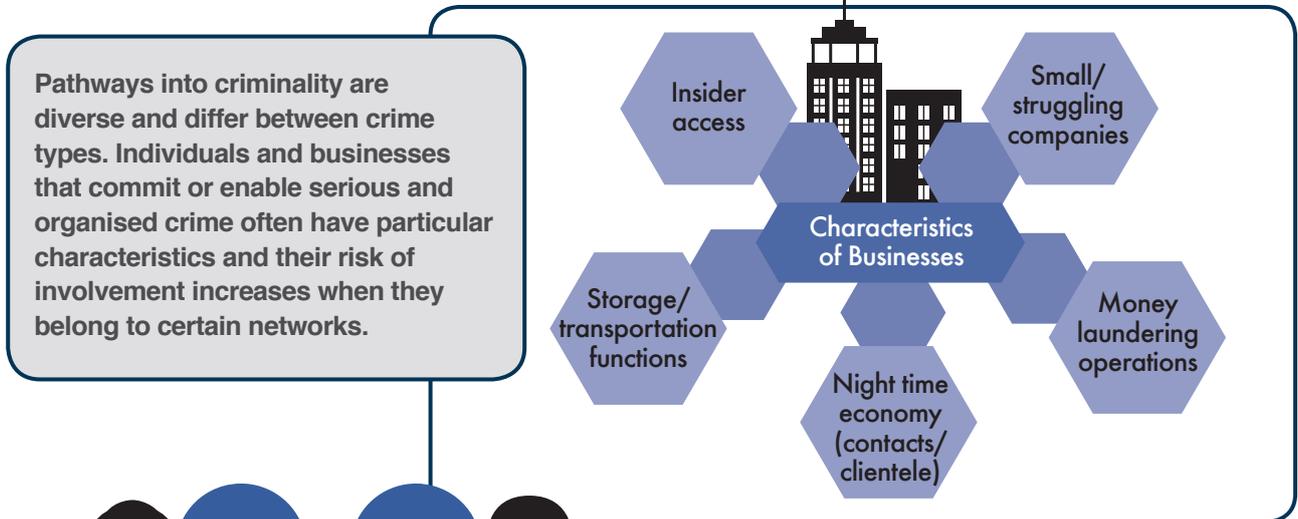
Tackling organised crime groups, county lines and urban street gangs is all part of the Programme Precision approach and features within the partnership responses across the five districts of West Yorkshire.

Collectively, organised criminal groups, county lines networks and urban street gangs are categorised as criminal networks and whilst the focus of their activities can differ, the common issues of the impacts on communities and vulnerable people are clear.

Programme Precision will ensure a partnership approach is applied to bring together the skills and resources from across the county to Pursue the criminals, Prepare our communities and responses, Protect our communities and Prevent people from being drawn into exploitative criminal activities that have the common effect of ruining lives.

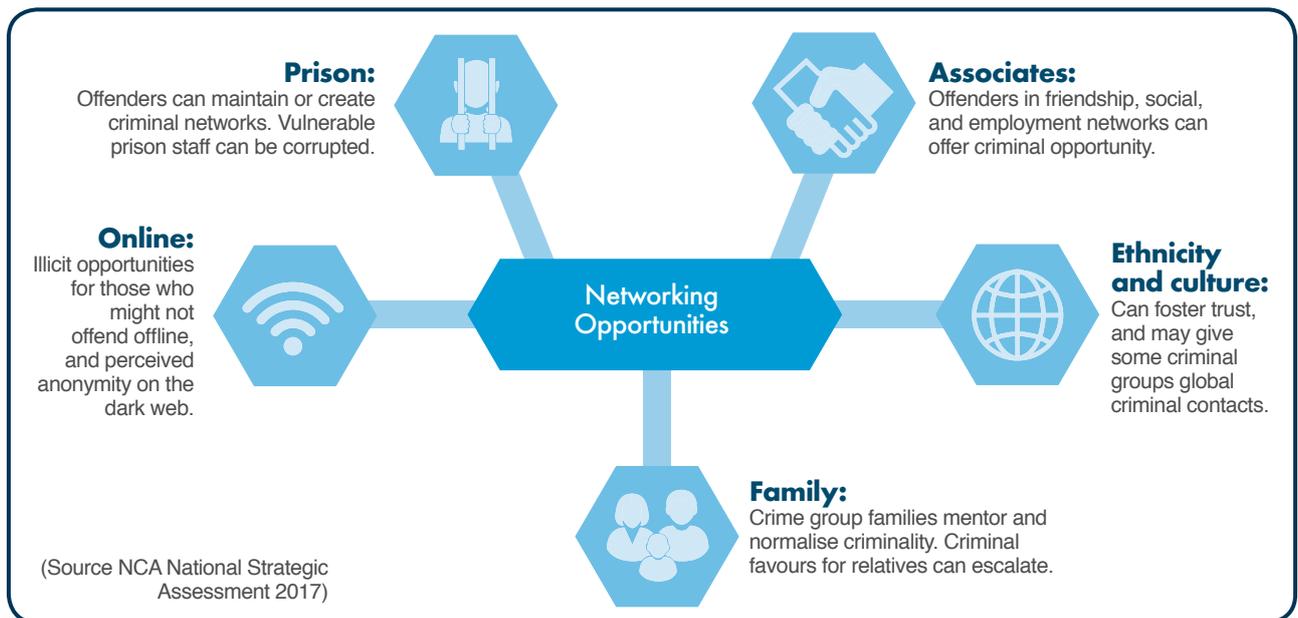


# Pathways into Serious and Organised Crime



Financial gain is not always the principal motivation for involvement in serious and organised crime. For example cyber criminals can be driven by an ideology and Child Sexual Exploitation and Abuse (CSEA) offenders by a sexual interest.

Individuals can be coerced, corrupted, debt-bound, groomed and exploited or even offend unwittingly.



# AIMS AND OBJECTIVES

## Our Vision:

“ To build a highly effective pan West Yorkshire partnership which will work together to make West Yorkshire a hostile environment to those who seek to exploit our communities to benefit from all forms of organised crime. We will focus our efforts on identifying and protecting those vulnerable to organised crime and support and protect our communities. ”

## Our Aims:

- Ensure a comprehensive understanding of organised crime including who is involved and where it takes place.
- Gather and share information and intelligence from all partners, including the community, faith organisations and the third sector, helping to raise awareness of the threat posed by serious and organised crime.
- Develop appropriate partnership interventions to deter people from becoming involved in serious and organised crime, rehabilitate those caught up in criminality and provide wider support to families and communities who are impacted by this.
- Make West Yorkshire a hostile environment for those engaged in serious and organised crime.
- To pursue organised crime offenders through strong and effective partnerships, sharing multi-agency intelligence and resources to maximise impact and disruption resulting in the dismantling and prosecution of these offenders.
- To deliver a cohesive partnership 4 ‘P’ strategy to co-ordinate the partnership response to identify and disrupt all SOC threats.
- Through a whole partnership approach reduce the threat and risk posed by serious and organised crime.
- To reduce the risk of harm and increase confidence in our local communities that all statutory agencies actively engage in tackling serious and organised crime.
- To ensure communities, faith organisations and the third sector have a comprehensive understanding of serious and organised crime and are confident in the support available and the reporting process.

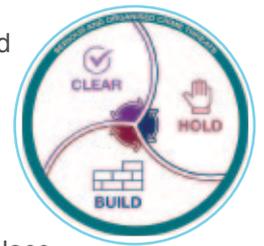
## Our Objectives:

The Home Office and National Crime Agency endorse the “Four P” approach to tackling serious and organised crime: Prepare, Prevent, Pursue and Protect. A fifth P, “Partnership” is embedded across the entire West Yorkshire approach. Our objectives are as follows:

- **Prepare:** Prepare for when SOC occurs and mitigate its impact.
- **Prevent:** Preventing and deterring people from engaging in serious and organised crime.
- **Pursue:** Pursue offenders through prosecution and disruption
- **Protect:** Protect individuals, organisations and systems from the effects of SOC .

### We will utilise the newly adopted Clear, Hold and Build (CHB) Methodology

CHB provides a framework, based on a three-phase operating model, which has been designed to simultaneously tackle the threats from SOC offenders, local vulnerabilities exploited by them and the impact of individual and place-based harm they cause. Each phase outlines an operational requirement. An inter-operable 4P approach, using a combination of each of the P interventions at each stage to deliver tactical options in a systematic, proportionate and relevant way.



The aim is to reduce harm caused by Serious and Organised Crime.

- **Clear** Interventions that target SOC offenders, their networks, business interests, criminality and spheres of influence through arrests and enforcement action or otherwise disrupting their activities.
- **Hold** consolidates and stabilises the clear phase by providing measures to stop other SOC criminals reestablishing themselves and undermining community confidence.
- **Build** seeks to change the community culture, improve the environment and develop partner agency and stakeholder capabilities to create sustainable resilience and safety for those communities.

## 1 Prepare

**Programme Precision will PREPARE the partnership to tackle serious and organised crime by:**

- Ensuring each local authority area has a local serious and organised crime profile and delivery strategy.
- Promoting understanding of serious and organised crime across our partnerships and communities including faith organisations and the third and voluntary sector.
- Supporting our communities affected by serious and organised crime, listening to their experiences and acting on intelligence and information we receive from them.
- Working with a range of partners to address the causes of OCG membership and developing strategies to ensuring precursor activity is identified to allow for early intervention.
- Reporting on our performance in tackling serious and organised crime and ensure the partnership can be held to account.
- Undertaking concentrated partnership activity in the communities affected by serious and organised crime to inform people of the signs and dangers of it.
- Continuing to learn from our experiences and continually building on our responses to serious and organised crime across the partnership.
- Working with the private sector and businesses to ensure that staff are skilled in identifying the signs of serious and organised crime and that effective reporting mechanisms are in place.
- Working with all statutory partners to harness resources and capability to implement The Public Services (Social Value) Act 2012 to improve the economic, social and environmental well-being of communities at risk of or victims of serious and organised crime.
- Working with individuals and families who are involved in, or impacted by serious and organised crime, to ensure they are supported and understand how to report concerns.

## 2 Prevent

**Programme Precision will PREVENT serious and organised criminal activity by:**

- Deterring young people from engaging or being drawn into serious and organised crime through awareness and education programmes for them and their families, and by police and partners adopting an 'early intervention approach'.
- Developing awareness and improved training to front line staff across the partnership with regards to serious and organised crime and organised crime groups.
- Developing an effective response to foreign national offenders by improving our capabilities and building partnerships with relevant agencies.
- Ensuring each local authority's serious and organised crime local profile is continually reviewed to identify new threats and knowledge gaps.
- Using a range of communication and media platforms to ensure we deliver key messages in a manner appropriate to the community we are trying to reach, in order to raise awareness of the SOC activity and ensuring we celebrate success and positive work.
- Identifying opportunities for offenders to be diverted away from criminality.





### 3 Pursue

Programme Precision will **PURSUE** those engaged in serious and organised criminality by:

- Using the Proceeds of Crime Act to restrain and confiscate assets belonging to people involved in serious and organised crime.
- Developing an understanding of powers available across the partnership and statutory authorities that allow us to disrupt the activities of SOC criminals.
- Deploying our specialist capabilities, where required, against those SOC threats that present the greatest risk to our communities.
- Training our staff to use the full range of investigative and disruption opportunities to tackle offending creatively.
- Ensuring that across the partnership staff are skilled to identify SOC threats and that these are appropriately mapped and managed in accordance with national requirements.
- Continually improving our digital capabilities to tackle internet enabled crime.
- Using existing legislation to deal with foreign national offenders engaged in organised criminality.
- Taking every opportunity to collaborate with other forces and law enforcement agencies to bring offenders to justice.
- Using the full range of legislation to tackle the professional enablers who facilitate serious and organised crime.

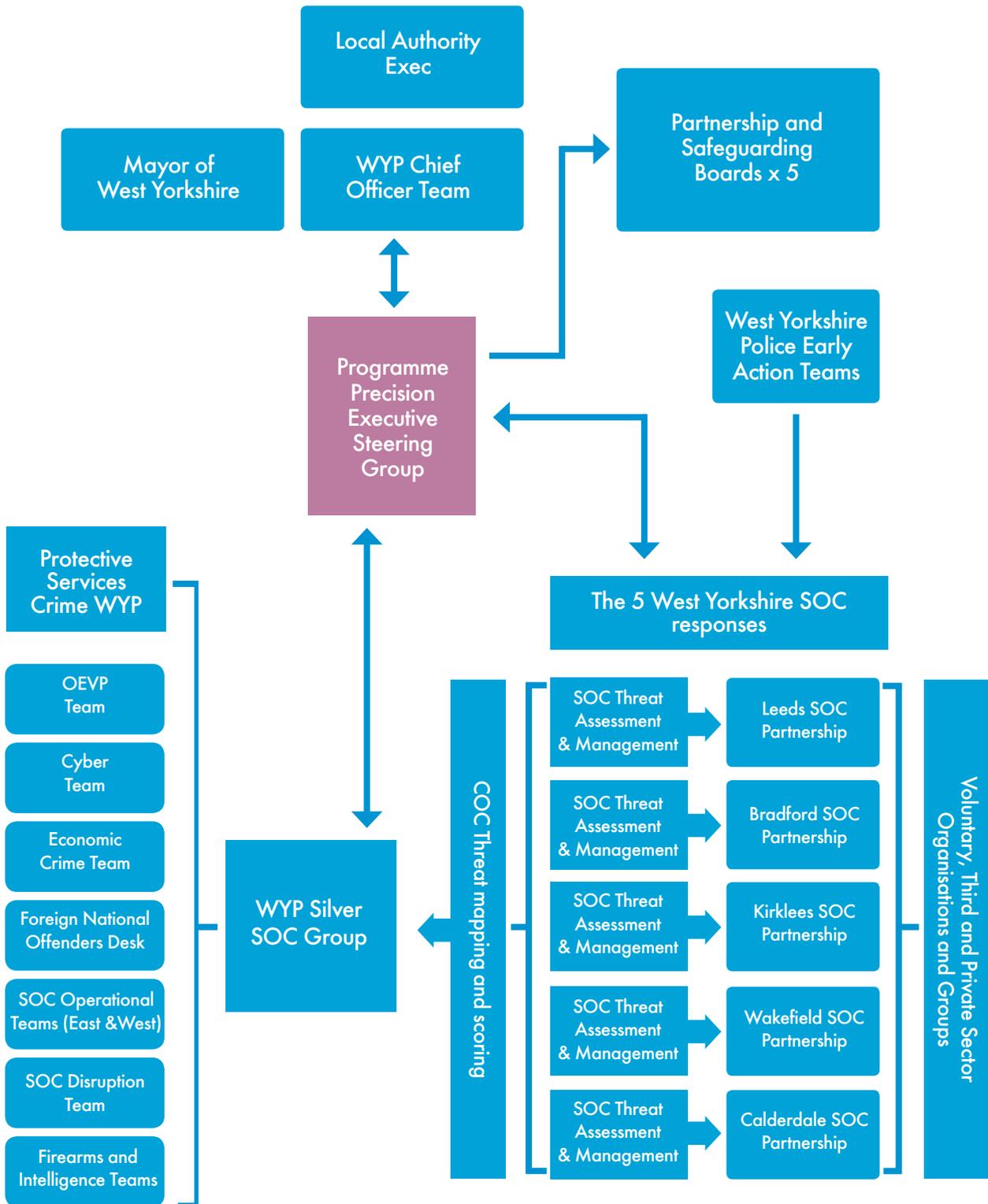
### 4 Protect

Programme Precision will **PROTECT** our communities from the harm caused by serious and organised crime by:

- Working with Safer Schools Officers and Police Community Support Officers to identify the next generation of those vulnerable to serious and organised crime and urban street gangs, to deliver meaningful and appropriate interventions.
- Helping protect businesses by working with them to reduce the threat posed by cyber crime.
- Prioritising the protection of children, young people and the vulnerable from the threat of criminal exploitation.
- Being able to respond to immediate risk and intelligence to keep people safe from the harm posed by serious crime.
- Ensuring that existing mechanisms are used to identify and alert authorities to issues of vulnerability.
- Supporting businesses and the private sector in identifying people at risk from serious and organised crime - especially when crimes are in action.
- Providing a visible presence in communities who are most affected by serious and organised crime and ensuring their needs are met.
- Working with internal and external stakeholders including the voluntary and community sectors to develop indicators to measure the social impact of Programme Precision.
- Developing meaningful partnerships that are reflective of community need and include faith organisations and the third and voluntary sectors so we provide bespoke responses to the impact of serious and organised crime.

# THE WEST YORKSHIRE APPROACH TO TACKLING SERIOUS AND ORGANISED CRIME

## The governance arrangements and lines of accountability



## Our Approach

The West Yorkshire Serious and Organised Crime (SOC) Strategy reflects the national strategy of a 4P framework to tackle SOC (See previous). It is built on a fully engaged partnership approach, involving stakeholders and partners from the public sector, statutory community safety partners, other government and law enforcement agencies as well as the third and private sectors in order to ensure that all available information, resources and powers are brought to bear locally to tackle SOC.

To support the delivery of the strategy, and following a successful national pilot, a West Yorkshire SOC Community Coordinator has taken up post. This senior police officer role has the mandate to support the development and delivery of the pan West Yorkshire partnership response to SOC.

## West Yorkshire Executive Steering Group ` Programme Precision `

Overall governance of the County's SOC arrangements are the responsibility of the Executive Steering Group.

The group supports the delivery of the Serious and Organised Crime Strategy across the county of West Yorkshire. It provides strategic leadership, continual professional development relating to serious and organised crime and maximises opportunities for consistency in the formulation and delivery of strategy and tactics. The group seeks to standardise the approach taken in each area to enable and support the local delivery of the SOC strategy, assisting agencies with a pan-West Yorkshire responsibility to support each district and local authority area. The SOC group provides a link into force, district policing, local authority partnership boards and working groups to ensure that agencies represented at the Programme Precision Executive Steering Group can influence these meetings.



The group chair is the Chief Executive of Bradford Metropolitan District Council and meets every three months. It has clear lines of sight into the West Yorkshire Police Chief Officer Team, local authority executives and the West Yorkshire Combined Authority Deputy Mayor for Policing and Crime.

## West Yorkshire Police Silver Organised Crime Group

Reporting directly into the West Yorkshire Executive Steering Group is the West Yorkshire Police Silver SOC group. The group chair is the Detective Superintendent with responsibility for serious and organised crime in West Yorkshire. It aims to deliver upon strategic requirements set by the Executive Steering Group. The group oversees the consistent delivery of the SOC strategy across districts and ensures that those SOC threats that pose the most significant risk are adequately managed. To this end it is supported by the force's central SOC governance unit which ensures consistency in mapping and scoring of SOC threats, in order that risk is properly assessed thus allowing for the best allocation of resources.

It promotes training and development as well as providing the governance link between districts and force level departments. This allows for an effective escalation and de-escalation process ensuring the most effective tactics are brought about to help dismantle SOC threats.

The group reports into the Executive Steering Group in terms of performance, outcomes and key activities as well as any issues requiring the involvement and intervention of the group, ensuring effective partnership delivery of the National SOC Strategy.

## District and Local Authority Serious and Organised Crime Delivery

Within each local authority and district policing area sits a separate governance structure intended to separate strategic, operational and tactical management of SOC. At the Gold level meeting, the Community Safety Partnership Executive is responsible for the governance of activities. The District Silver Group ensures that the strategic aims of the gold group are met, and that resources are appropriately allocated in order to reduce the risk and harm that SOC presents.

The Silver Partnership Group is also responsible for ensuring the effective use of intelligence and multi agency resources to maximise impact and disruption of SOC threats causing the highest harm within communities.

The Bronze Group is responsible for creating, managing and implementing a proportionate and effective 4P response to reduce the impact of SOC on communities. At the meeting intelligence is shared and activity coordinated to tackle OCGs. The disruption and dismantling of OCGs is delivered through the 4P framework, ensuring that effective, coordinated partnership activity reduces the risk and harm to members of the local community.

## Local Profiles

To ensure a common understanding of the threat from SOC and how it impacts upon local communities, partner agencies work collectively to ensure all intelligence is shared and a collective assessment of the threat posed is reflected in the Serious and Organised Crime Local Profile (SOCLP). From this assessment the partnership determines the 4P response based on the Government's strategy and in accordance with the strategic aims and objectives.

The partnership will continue to develop its understanding and look to expand the range of information used in the preparation of these profiles.

## West Yorkshire Police Serious and Organised Crime teams

As part of our partnership response, West Yorkshire Police has developed various specialist teams which it uses to combat areas of organised criminality.

### Force Precision Serious and Organised Crime Unit

The dedicated staff from the Force's Serious and Organised Crime Unit have the prime function of tackling serious and organised crime in West Yorkshire. Working alongside the Intelligence Development Team, the unit responds using a range of tactics to address the criminality, prevent harm to people and bring offenders from OCGs to justice.

As well as undertaking complex investigations against the most serious of threats, the teams also respond dynamically to any emerging risk and their response is critical in supporting districts, regional and national partner forces and agencies to develop intelligence. Timely intervention such as tackling OCG tensions caused by rivalry and feuding, prevents risks from escalating, keeping the communities of West Yorkshire safer.

### Safeguarding Teams

Located across our five local authority areas the specialist safeguarding partnership teams work towards protecting children and vulnerable adults from harm. This is a key priority for the Force and its partners. A central governance team ensures a consistent approach to child safeguarding (including child sexual abuse, physical abuse, neglect and child sexual exploitation), adult safeguarding (including domestic abuse and abuse of vulnerable adults), public protection and abusive images. Our multi-agency approach to safeguarding (primarily through local safeguarding boards), means we are increasing our ability to prevent offences, robustly manage dangerous offenders and provide high level support to victims.



## **Modern Slavery Human Trafficking (MSHT)**

The Human Trafficking Team is located within the Protective Services (Crime) department of West Yorkshire Police. This dedicated team is responsible for investigating offences of Human Trafficking (also known as Modern Day Slavery) and actively targets criminals and organised crime groups operating in this crime area. This crime type is currently the second highest priority crime for the Force and is overseen by the ACC for Crime. The team retains ownership for the investigation and disruption of identified individuals, OCG's and criminal networks as well as providing support to investigations across the five policing districts aided by specially trained SPOCs (Single Points of Contact) in each district.

The team supports the National Referral Mechanism to signpost victims for further support and undertake activities to gather intelligence and raise awareness across our communities, the third and voluntary sectors, faith organisations and partnerships.

## **Cyber Crime Unit**

The West Yorkshire Cyber Crime Team is at the forefront of the response to internet enabled offending. Developments in technology mean that criminals are increasingly using on-line capabilities to exploit security vulnerabilities in order to facilitate criminality. The team supports a network of Digital Media Investigators to ensure that the organisation has the capability to gather digital evidence and intelligence to identify, disrupt and detect criminality. The unit engages widely with communities, the third and voluntary sectors, faith organisations and the private sector across West Yorkshire to raise awareness and prevent future victims of cyber criminals.

## **Economic Crime Unit**

The West Yorkshire Economic Crime Unit forms part of the regional response to fraud, money laundering and economic crime through the Regional Asset Recovery Team. Sharing the same senior leadership ensures the links to national, regional and local threats are understood at every level.

The team leads on investigations into OCG activity where financial gain is the primary aim, through either fraud, scams, money laundering or illegal money lending. Furthermore the team target professional enablers acting as professional support services to criminal networks to allow them to realise the profits from illegal activities. The team also work with partners, the community and businesses to build resilience in order to identify the signs of fraud and help protect individuals and communities from loss.

## **International Assistance Unit and Foreign National Offending**

West Yorkshire Police continues to build its capability around the identification and management of foreign national offenders. People who have entered the UK legitimately or otherwise can come into contact with the police through a variety of means. The ability to gather intelligence and information on previous foreign offending they may have been responsible for, allows the police to assess the risk that individual poses to the community. It also helps to identify patterns in offending, the emergence of criminal networks in the communities of West Yorkshire, as well as people who may be at risk of becoming victims of crime through some form of vulnerability. The unit works in partnership with Home Office Immigration teams.



## Firearms Team

The impact of firearms is not only felt by the victims of the violence but also has a hugely corrosive impact on our communities where it takes place. Firearms have become a key facilitator of some drug trafficking networks and the effect of inter OCG rivalry for control of drug markets plays out, often with violence on the streets of West Yorkshire. This dedicated team works with partner agencies to deliver effective and locally tailored solutions to tackle the threat also posed by urban street gangs. All elements of the 4P approach are used to investigate firearms discharges as well as tackling the supply and possession of firearms using a mixture of tactics at the team's disposal. The team also lead on preventive initiatives and are currently working with providers in school settings to warn against the dangers of firearms, criminality and membership of criminal networks.

## Victim Support

Victim Support (VS) is the independent charity for people affected by crime and traumatic events in England and Wales. Our specialist teams provide individual, independent, emotional and practical help to enable people to cope and recover from the effects of crime.

We are not part of the police, the courts or any other criminal justice agency. Our services are free and available to everyone, whether or not the crime has been reported and regardless of when it happened.

Last year we offered support to 814,000 people. With over 40 years experience as the leading independent victims' charity, we know the impact that crime has on peoples' lives and what it takes to help them get their lives back on track.

We work locally across West Yorkshire to support people affected by crime, and campaign nationally to put their needs first, ensuring that they get the support they need and the respect they deserve. Together, we help people feel safer and find the strength to move forward after crime.

We have 5 hub bases in each district of West Yorkshire where victims can drop in or have appointments. We can also provide home visits when necessary.

To make a referral to Victim Support, please contact:-

WY Referral Centre – **0300 303 1971**  
(8am-8pm Mon-Fri) and (9am - 5pm Sat)

National Supportline – **0808 1689 111** (24 hours)

On-line referral through Victim Support website -  
<https://www.victimsupport.org.uk>



## Custody Diversion Project



The Custody Diversion project operates in partnership with West Yorkshire Police, the West Yorkshire Violence Reduction Unit, St Giles Trust and the All Age Liaison and Diversion service, across all 5 districts of the county.

The service is there to support those who are entrenched in serious youth violence and at risk or vulnerable to exploitation.

It sees a bespoke action plan created with the young person based on their ambitions and aspirations.

Referrals to St Giles Trust are received at the point a young person is released under investigation or no further action.

Engagement is undertaken at a pace that meets their needs, ensuring that professionals and family members are kept updated.

What makes this project unique, is the strength of the partnership and the cultural awareness of the case workers, who all have lived experience of the challenges faced.



When 15-year-old JD was referred into the service, he was a young man with little or no direction in regard to his future.

He had a challenging start to his childhood with personal trauma from someone he loved and respected. His mindset was to get money by any means necessary, leading him to commit a series of offences and mingle with a crowd of like-minded individuals.

He was not fully aware of the severity of the charges and by speaking about his mind-set and consequential thinking, a lightbulb moment was triggered.

With one of JD's biggest passions being music, the project supported him to visit the studio, so he could put his thoughts and feelings into a track.

### **JD had this to say about the support he received:-**

“ I was in a lot of trouble. The police were always on me. I trusted the wrong people and did a lot of social smoking. It started with a friend giving me some saying 'have this for free'. Then he came back a few days later and said 'where's the money?' So, then I had to go to another town to sell stuff to pay him.

It's made such a big difference to me having Kevin (caseworker). Things have changed now. He's allowed me to chase my dreams. He helps me to do that. Before, I was just chilling with people who were involved in all this bad stuff. I was angry all the time.

Now I'm not angry like that and I just try to chill with people who are into music. Kevin's made it possible to get into the studio and do music. ”

# MEASURING SUCCESS

**Programme Precision is ambitious. Our structure, processes and governance allow for scrutiny, accountability and oversight.**

**But we want to do more.**

We want to be able to show our communities how effective we have been.

Traditional metrics such as crime occurrence rates and conviction statistics will continue to be collated and published, but through Programme Precision we want to devise new ways of measuring success, identifying effectiveness and establishing our gaps where they exist.

We are working with our partners, including third, voluntary and faith organisations to harness the unique relationships they have within our communities, to measure and seek feedback on the impact of our work.

We are using peer reviews, evaluation and academic oversight to highlight where our processes are working well. We also focus on areas where improvements can be made and recognise that our work need to be in partnership with our communities so that those living with the impact of SOC have the necessary knowledge and empowerment to take action.

Increasing community resilience to the impact of SOC and challenging the permissive attitudes that exist within these communities that allows SOC offending to thrive is key. To address this, we will take an Asset Based Community Development approach, working together and forging strong local links across our neighbourhoods, working with partners to set up local projects and interventions that focus on supporting the victims, families, businesses and communities that are impacted by SOC. We will identify and celebrate case studies of good practice that identify West Yorkshire as a leading light in this arena.

It is important that those living in our communities feel safe. To this end the public confidence in Programme Precision is measured through engagement, feedback from partners, through an increase in intelligence reporting via Crimestoppers and from confidence and satisfaction surveys undertaken by the West Yorkshire Combined Authority.



# COMMUNICATION

The scale of Programme Precision is like nothing seen before in West Yorkshire. All relevant and connected key stakeholders work towards one common goal. To achieve this, clear messaging has been established and is communicated and then delivered. Our position as a collective is as follows -



## Partnership Approach

- Tackling serious and organised crime is a priority for West Yorkshire Police and this dynamic approach sees dedicated officers and partners work closely together, focusing on the most serious crimes affecting our communities.
- By utilising and sharing resources, Programme Precision makes a very real difference in keeping our communities safe and feeling safer.
- Working together with local authorities and other partners, sharing our information and resources, provides the most efficient and effective response to attack the menace of organised crime from every angle.
- Working with partners to develop an early intervention approach and deter young people succumbing to organised crime, helping them to identify positive role models.
- Programme Precision unites West Yorkshire Police with local authorities, probation, immigration enforcement, emergency services and other partner agencies to not only detect and disrupt criminality, but to protect the vulnerable and safeguard those at risk from becoming victims or perpetrators of organised crime.
- Through this partnership approach, Programme Precision targets every single organised crime group in West Yorkshire and uses every available tool to disrupt and dismantle them.
- Partnership working allows Programme Precision to use a wide range of civil tools and powers to disrupt criminal activity.
- We are committed to ridding West Yorkshire of organised crime and this direct approach with partners keeps communities safer and feeling safer.

- West Yorkshire Police may not always be the most appropriate agency to intervene, and the benefit of Programme Precision is that the right people work together to guarantee the best outcome for everyone involved.

## Key Deliverables

- By demonstrating the work and success of Programme Precision in tackling and reducing serious and organised crime using a range of media including online and traditional means we are reaching those communities who are digitally excluded by and utilising community communication channels and methods in a format and language they understand.
- Engaging with the public and encouraging people to report any suspicious activity via the main Crimestoppers number – **0800 555 111**
- Diverting young people away from gun and knife crime by supporting initiatives planned at selected schools across West Yorkshire.
- Establishing the West Yorkshire position in the national picture on tackling serious and organised crime.
- Serious and organised crime will cover a range of initiatives under the Programme Precision umbrella, however we will focus on key threats for pro-active campaign work, such as gun and knife crime, gangs and county lines.
- We have developed a network of Community Champions who work with us to deliver key and bespoke messages to their communities about serious and organised crime. We work with the Community Champions to support the production of communication materials that are accessible and appropriate for the range of diverse audiences within West Yorkshire.



## Key Audiences

- Young people, particularly in relation to gangs and gun/knife crime.
- Residents in hotspot communities to (encourage reporting).
- Faith organisations
- The third and voluntary sectors and other partners who will support Programme Precision
- Services that support women and girls

## Communication Methods

The key to continuing to successfully promote the partnership is regular news updates of Programme Precision successes - arrests, court results, seized cash and property etc.

To co-ordinate the flow of information, media-liaison SPOCs have been established in each of the relevant areas, along with key individuals in partner agencies.

Crucially, priority will be given to regularly messaging selected hotspot communities affected by the most serious issues, via printed flyers and local media, and by co-partnering new online community sites. These will help reach out to residents who would not normally engage with police news channels and even traditional local media channels. We will ensure that, for those digitally excluded communities, we utilise other mechanisms including community communication channels, in order to reach as wide an audience as possible. In terms of actual proactive campaign work, the priority will be on supporting new initiatives aimed at young people, gangs and knives/guns, along with continuing with existing well-established campaigns covering CSE, cybercrime and human trafficking.

## Plan for specific “hotspot” communities/areas targeted for local ‘early intervention’:

- We will form a partnership with local press and relevant local authority media colleagues to target these areas
- Programme Precision printed flyers with local updates and appeals for info circulated to targeted communities where residents don’t traditionally engage with police or media news channels.
- Regular Facebook Live broadcasts by the Precision team in designated hot spots to develop local community following.
- Corporate Communications will work with local partners including faith, voluntary and third sector alongside community volunteers to identify new and existing channels to deliver ultra-local.
- Programme Precision targeted messaging on community web platforms.



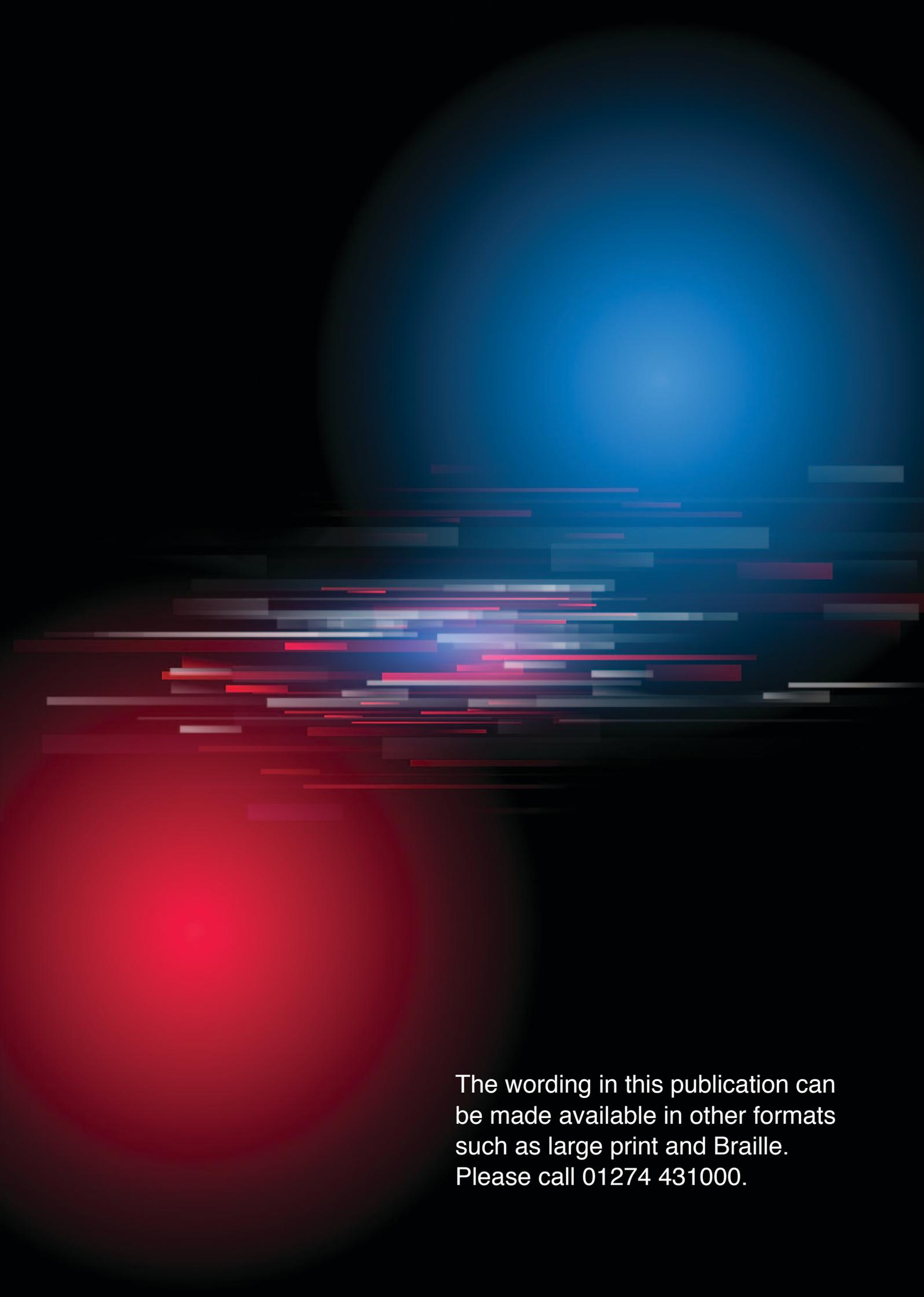
# OUR FUTURE

Despite the challenges faced by the police and our partners, we are determined to work as a collective to make West Yorkshire a safer place to live, work and visit.

As **Programme Precision** evolves and embeds we will learn how to optimise each agency and organisation's assets, ideas and powers. This will maximise our ability to disrupt and dismantle organised criminal networks to protect and safeguard the vulnerable who are affected by this activity.

Our agility and ability to respond rapidly to the changing landscape of serious and organised crime will mean that we proactively identify threats and devise strategies with which to combat them. We all need to take collective responsibility for this challenge and we look forward to delivering the Programme Precision strategy for many years to come.



The background features a large, semi-transparent blue circle in the upper right quadrant. The lower half of the image is dominated by a dense field of horizontal, multi-colored streaks in shades of red, white, and blue, creating a digital or data-like effect. The overall color palette is dark, with the blue and red providing the primary visual accents.

The wording in this publication can  
be made available in other formats  
such as large print and Braille.  
Please call 01274 431000.