

SERIOUS ORGANISED CRIME AGENCY
ANNUAL PLAN 2009/10



SOCA
SERIOUS ORGANISED CRIME AGENCY



FOREWORD BY THE HOME SECRETARY



I am very pleased to be writing this foreword to SOCA's annual plan for 2009-10, its fourth such plan.

The Government set up SOCA in order to bring about a new approach to tackling serious organised crime, not only preventing and detecting such crime but also reducing its harmful effects.

In its three years of existence SOCA has, as the Government expected of it, greatly improved its knowledge of organised crime as it affects the UK and built its responses around it. For example, this plan shows how SOCA intends, through a High Volume Operating Model to markedly increase the number of organised criminals who are monitored, with a view to taking actions against them. The plan also points to the work SOCA will be doing to deprive criminals of their assets; and to its use of a range of other, non- traditional tools such as serious crime prevention orders to make life more difficult for organised criminals.

Raising the risk for organised criminals is not only about taking action against them in the UK. Much organised crime originates from abroad and SOCA has some 140 officers in 40 countries around the world who work closely with their overseas counterparts to reduce the harms which such crime causes here. Those officers are highly regarded by the host nations and the plan aims to improve the effectiveness of those relationships.

Three years on, SOCA can take credit for considerable successes which are described in its annual reports – tens of tonnes of class A drugs seized and involvement in more than 2000 arrests around the world in 2007-08. Significantly, there is some evidence that these successes are having a real impact with pressure on the wholesale price of cocaine and street level purities of cocaine at a low level.

This plan shows how SOCA intends to build on those successes. It will be working in close collaboration with police forces, the UK Border Agency, HM Revenue and Customs and many other important partners both here and abroad. I wish SOCA and those partners every success in taking the work forward. It has the Government's full support.

A handwritten signature in black ink that reads "Jacqui Smith". The signature is written in a cursive style with a long horizontal flourish at the end.

Jacqui Smith

HOME SECRETARY

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JOINT STATEMENT BY THE CHAIR AND DIRECTOR GENERAL

This is the fourth annual plan for the Serious Organised Crime Agency (SOCA), which we are required to publish under Section 6 of the Serious Organised Crime and Police Act 2005. It sets out how SOCA will exercise its functions in the year 2009/10. A report on how SOCA has discharged its functions during the year 2008/09 will be published in May.

The experience of SOCA's first three years has underlined the scale of the problems that it has been tasked to address and also the fluidity of serious criminal activity and its resilience to attack. We have learnt the value of deploying a range of measures, both traditional (arrests, interdictions) and innovative (alerts, financial reporting orders, serious crime prevention orders).

Collaboration with partners, both at home and overseas is crucial to our success. This is not simply recognition that on our own we lack the critical mass to make a lasting impact, but also that the opportunities available to partners will differ and that the law enforcement community must demonstrate the same fluidity of response as its adversaries. To date we have been encouraged by the willingness of partners – through the public sector and outside it – to engage with us to create a more effective UK response. A new feature from April 2009, however, will be the work of the UK Organised Crime Partnership Board, which is being designed to deliver a better understanding of the threat to the UK from organised crime and a more co-ordinated response from the Association of Chief Police Officers, the United Kingdom Border Agency, Her Majesty's Revenue and Customs and SOCA. It is envisaged that the Board will act in an oversight role in relation to operational priorities within the programmes of the Control Strategy. Central to this new approach will be the ongoing work by UK police forces and national agencies to identify known organised crime groups/individuals.

SOCA has developed a 'high volume operating model' to respond to this challenge, to deliver more activity against more people but without increased resource. This will be the first full year of the application of this model. Alongside this SOCA will continue to extend its lifetime management agenda such that all convicted serious organised criminals are on SOCA's radar long term.

SOCA's workforce is its most valuable resource. The resourcefulness, experience and commitment of SOCA's staff has been strongly evident over the last year and it will be the key to the organisation's ability to make a difference this year. It will be strengthened further as SOCA recruits new blood to reinforce as well as to learn from the experience of its existing staff.

In the coming year SOCA will continue to implement an ambitious programme of capital investment. This investment is key to the delivery of the new ways of working referred to in this plan, to the creation of a 'knowledge-led' agency and will ensure that SOCA has the right staff located in the right places to meet the challenges of the future.

The SOCA Board has agreed that the five strategic imperatives underlying the Agency's work, as set out in last year's plan, remain valid: continued emphasis on building our knowledge and understanding; attacking criminal assets at home and overseas; increasing the risk to organised criminals through proven techniques and using new tools; collaboration with partners; and building our capability to make a difference. While much has been achieved in all these areas, SOCA is ambitious and recognises that further progress is both necessary and achievable. This plan explains how we intend to approach the work.



Sir Stephen Lander
March 2009



William Hughes QPM

Introduction

The Serious Organised Crime Agency (SOCA) is an intelligence-led law enforcement agency with harm reduction responsibilities. Harm in this context is the damage caused to individuals, communities, society, and the UK as a whole by serious organised crime.

SOCA assumed its full functions on 1 April 2006. In its first triennium, SOCA established a reputation for excellence in the pursuit of criminal justice outcomes, made progress in the embedding of a knowledge culture and achieved significant success in the interdiction of illegal commodities. These tools and approaches will remain the most potent weapons in SOCA's armoury going forward. From inception, SOCA has recognised however that the scale of serious organised crime affecting the UK is such that criminal justice tools, including cash forfeiture and asset confiscation, will not be sufficient on their own to deliver a sustainable impact on the international criminal conspiracies affecting this country. During the past three years SOCA has accordingly sought to extend the toolkit it deploys, using civil and administrative law powers, against organised crimes and organised criminals. It has developed a larger toolkit, piloting new approaches and taking advantage of new laws (such as serious crime prevention orders) and organisational change (including the merger with the Assets Recovery Agency). In 2009/10 SOCA will seek to turn this development work to good account. It will apply these new tools in higher volumes without deflecting resources away from SOCA's criminal justice casework and, building on earlier success of the programmes of the UK Organised Crime Control Strategy (the Control Strategy), enhance its interaction with, and support for, operational partners at home and overseas. This Annual Plan, SOCA's fourth, sets out how it plans to exercise its functions during 2009/10 to that end.

Governance

SOCA is an Executive Non-Departmental Public Body (NDPB) of the Home Office. It is led by a Board with a majority of non-executive members. The Board is responsible for ensuring that SOCA discharges its statutory responsibilities and meets the strategic priorities set under statute by the Home Secretary.

The Board of SOCA comprises:

Sir Stephen Lander	Chair (Non-Executive, will step down in July 2009)
William Hughes	Director General
Stephen Barrett	Director (Non-Executive, will step down in Aug 2009)
Elizabeth France	Director (Non-Executive)
Ken Jarrold	Director (Non-Executive, will step down in Aug 2009)
Janet Paraskeva	Director (Non-Executive)
Sir Roger Wheeler	Director (Non-Executive, will step down in Aug 2009)
David Bolt	Director Intelligence
Malcolm Cornberg	Director Corporate Services
Paul Evans	Director Intervention
Trevor Pearce	Director Enforcement

The Chair of SOCA, appointed by the Home Secretary, is responsible for SOCA's overall approach and for its relationship with Ministers and with Government generally, for SOCA's strategy and, with the Board, for oversight of its operational performance.

The Director General is also appointed by the Home Secretary, and is responsible for everything SOCA does operationally and administratively. He is responsible for the day-to-day leadership of SOCA's

management team and ultimately also for the appointment, accreditation and direction of its staff. As Accounting Officer, he is responsible for SOCA's expenditure and accounting arrangements.

The Non-Executive Directors bring a wealth of experience to the leadership and oversight of SOCA:

Stephen Barrett is International Chair, Corporate Finance at KPMG;

Elizabeth France is the Chair of the Office of Legal Complaints of the Legal Service Board and the Telecommunications, Energy and Surveyors Ombudsman. Formerly she was the Information Commissioner;

Ken Jarrold is a Director of Dearden Consulting Ltd and the Non-Executive Chair of the County Durham Economic Partnership. He is the former Chief Executive of County Durham and Tees Valley Strategic Health Authority and also former Chair of the Drugs Action Team for Durham;

Janet Paraskeva is the First Civil Service Commissioner, Non-Executive Chair of the Child Maintenance and Enforcement Commission and Chair of the Olympic Lottery Distributor. She was previously Chief Executive of the Law Society and has served as a non-executive director of the Assets Recovery Agency and as an independent member of the Consumer Council for Water; and

General Sir Roger Wheeler is a Non-Executive Director of a major defence company and holds senior positions in a number of Armed Forces related charities. He was Chief of the General Staff from 1997 to 2000.

During the year, its first Chair, Sir Stephen Lander (in July) and three of its first non-executive directors (in August), Sir Roger Wheeler, Stephen Barrett and Ken Jarrold will relinquish their appointments. It is anticipated that the Home Secretary will appoint replacements well in advance of those dates.

Functions

SOCA's functions are set out in the Serious Organised Crime and Police Act 2005 (SOCAP) and (in relation to civil recovery functions) in the Serious Crime Act 2007.

They are to prevent and detect serious organised crime and to contribute to its reduction in other ways and the mitigation of its consequences, and to gather, store, analyse and disseminate information on crime. In summary, as explained in the 2004 White Paper "One Step Ahead", SOCA has been tasked with making an impact on serious organised crime that affects the UK so that the harm that it causes is reduced.

In addition, SOCA provides support to UK law enforcement partners, notably UK police forces, HM Revenue and Customs (HMRC) and the UK Border Agency (UKBA), and supports the operation of the Child Exploitation and On-line Protection Unit (CEOP). CEOP is an affiliated unit and while it has operational independence from SOCA it is accountable to the SOCA Board through a committee chaired by Janet Paraskeva. It publishes its own separate Annual Plan and Report.

Structure and resources

SOCA is divided into four functional directorates. Each specialises in particular aspects of the work. In practice, staff from all of the directorates come together in multi-disciplinary teams to tackle particular problems or undertake casework or other operational tasks. The directorates are:

- **Intelligence**, which gathers and assesses information (from both overt and covert sources) and uses it to produce the best understanding of organised crime and to support the Agency's operational work against organised crime targets. The directorate ensures that all activity is knowledgeable and directed towards agreed priorities, and that SOCA builds strong working relationships with other agencies, including other law enforcement partners;
- **Enforcement**, which provides a flexible operational response to threats, building high quality criminal cases against key targets and serious organised crime groups and using new tools to undermine criminal businesses. It also provides a range of specialist support, for example in relation to kidnap, extortion and corruption threats, both to SOCA and to partners;
- **Intervention**, which aims to make life harder for organised criminals, with a particular focus on attacking criminal assets and working with the private sector. Intervention also houses the international arm of SOCA, which is a particularly important element of the business because most of the organised crime threats affecting the UK originate overseas; and
- **Corporate Services**, which supports and develops SOCA's capabilities.

During 2009/10, SOCA will employ a little over 4,000 full-time equivalent staff. These staff will operate from almost fifty sites in

the UK, as well as forty overseas. This plan is based on the provision of funding sufficient to sustain SOCA at at least its current (end of 08/09) size. To achieve that outcome, SOCA will need to continue to identify and exploit opportunities for efficiency savings in order to balance its books.

Organised crime threats to the UK

Those involved in organised crime take care to disguise their activities and are adept at doing so. As a result, it is sometimes difficult to develop a clear understanding of the scale and nature of the threat. To be successful in reducing the harm caused by serious organised crime, it is essential that efforts to combat it are well-directed, and this requires investment in developing knowledge and understanding of the threats and of those responsible for them. In particular, the harm to the UK comes from a large number of individuals and groups operating in tactically astute ways. This means that, sector by sector, there is never one or only a few obvious strategic targets for SOCA and partners to pursue, but rather effort is required to build understanding of criminal markets and criminals' ways of operating so that the most important individuals and groups can be targeted. For an organisation the comparatively small size of SOCA, operating against very large international criminal conspiracies with numerous tactical choices, quality of targeting and the identification of the right tactical opportunity are more important than quantity.

The best assessment, based on current, albeit incomplete, knowledge and understanding of the nature and scale of organised crime affecting the UK is set out in the multi-agency supported United Kingdom Threat Assessment (UKTA) available through the SOCA web site, www.soca.gov.uk.

This shows that:

- taken together, the organised crimes that SOCA has been set up to address are on a *very large scale*. These crimes are motivated by financial gain and focus on activities where large amounts of illicit money can be made. Broad estimates value the economic and social costs to the UK, including the costs of combating it, at at least £20bn a year and probably significantly more. In terms of the scale of serious organised criminal involvement, drug trafficking, especially of Class A drugs, poses the greatest single threat;
- these criminal activities are *fluid* and *resilient to attack*, continuously balancing profit and risk. Individuals involved can sustain heavy losses before an area is not worth pursuing. Where individuals no longer operate, others are quick to compete to replace them;
- organised crime is *complex*. While it can be convenient to identify and attack crimes by sector, to do so exclusively oversimplifies the position. The sectors are tied together – by themes such as money laundering and firearms – and by the fact that those committing the crimes change their activity according to the opportunities and risks they perceive. Thus groups may be variously involved in a variety of crimes at any time or in quick succession. There is also a seasonal factor for some criminal activities with ‘peaks’ and ‘troughs’. The actual and potential significance therefore of different criminal activities is subject to change;
- most organised criminal activities require some measure of *criminal collaboration and infrastructure*, and this lies behind the formation of organised crime groups and networks.

Some serious organised criminals belong to established groups with clear hierarchies and defined roles while others are part of looser criminal networks. Contacts are often reinforced by links of kinship, ethnicity, or long association. In consequence, efforts to combat organised crime need to focus both on groups and on individuals;

- the profits from organised crime *arise at all points*, in supply arrangements from conspiracies at the international level down to the streets of the UK. So opportunities to respond are likely to arise at different levels of law enforcement activity and in different jurisdictions. To be successful SOCA will need to work effectively with other Agencies at home and overseas;
- while many of those known to be involved in serious organised criminal activity in and directly affecting the UK are *British nationals* a significant number of foreign nationals are also involved, both in the UK and abroad. This reflects the fact that the trades in illicit goods as well as many remote frauds mostly originate outside Europe and transit neighbouring countries en route to the UK; and
- organised criminals and groups are often resilient in the face of *conventional law enforcement activity*, as evidenced by the numbers who have been investigated, convicted and imprisoned over the years, some repeatedly, without ending their criminal activities. This underlines the need to develop mechanisms that can be applied efficiently to individuals and groups to increase the risk they face, alongside a continued concentration on well focussed and competently delivered criminal justice casework.

Despite these challenges, serious organised criminals themselves run many risks and there are a number of opportunities for SOCA and its law enforcement partners including:

- organised criminals' ability to expand their operations is constrained by mistrust and by competition, as well as by an inability to protect a market short of violence, which itself makes them more vulnerable;
- they suffer from misconceptions about the capabilities available to law enforcement and sometimes see the hand of the authorities when it is not there, or fail correctly to detect it when it is;
- organised criminals in the UK cannot generally rely on the communities in which they operate to protect them – most of our citizens are law abiding and reject criminal role models;
- the very fluidity of organised crime groups noted as a strength also makes them vulnerable to penetration; and
- there are some helpful choke points in many organised crime business arrangements, notably around transport logistics and a dependency on cash.

The Home Secretary's priorities

Under the Serious Organised Crime and Police Act 2005, the Home Secretary may set SOCA strategic priorities. This was first done in June 2005, to cover the first three years of SOCA's existence, and confirmed at SOCA's commencement. The priorities set by the then Home Secretary were:

- SOCA should devote a higher proportion of its resources and activity to intelligence than the agencies that it replaces;
- Class A drugs and organised immigration crime, in that order, should be its top priorities;

- effort should continue to be devoted to the other organised crime threats already identified, including fraud against individuals and the private sector, hi-tech crime, counterfeiting, the use of firearms and serious robbery; and
- emphasis should be placed on recovering the proceeds of crime.

In 2005 the Home Secretary also set sectoral priorities: that SOCA should maintain effort against Class A drugs at broadly the same level as its predecessor agencies, that effort against organised immigration crime should be raised; and that together, these two areas should account for the bulk of SOCA's effort.

In October 2007 the Home Secretary reaffirmed Class A drug trafficking and people smuggling and trafficking in that order as SOCA's priorities, but directed that SOCA should elevate firearms work as an additional priority recognising that this would require some revision of priorities elsewhere.

In March 2009 the Home Secretary confirmed that these sectoral priorities remained valid and should be rolled over into 2009/10.

Assessing performance

Police forces and other law enforcement bodies may be judged on easily quantifiable measures, such as the number of individuals prosecuted or the amount of illegal commodity seized. These are important activities. They have a welcome impact on public confidence and demonstrate that criminals are not "untouchable". But for serious organised crime at a national level they do not directly or consistently measure impact on the harm caused.

The Home Secretary has said that ultimately SOCA's success will be assessed with reference to trends in the underlying harms caused by organised crime. Those harms

are hard to measure directly, and where measurement is possible, changes may reflect a range of factors outside the law enforcement environment. As such, they are not suitable for use in performance measurement. Instead harm trends will be examined periodically by the Home Office, with SOCA gathering and providing evidence in support.

In 2005 the Home Secretary set out more immediate ways to assess SOCA's progress. They were:

- growth in SOCA's own capacity to make a difference, with particular focus on the quality of the intelligence about and understanding of organised crime;
- performance against asset recovery targets; and
- evidence of dislocation of criminal markets, including evidence that criminal groups are finding the UK a less attractive market.

The performance regime designed by the SOCA Board with the Home Office follows this framework. It employs a range of qualitative as well as quantitative measures, not all of which it is appropriate to publish. The performance report is scrutinised regularly by the SOCA Board and Home Office officials on behalf of ministers. The report includes:

- detail on SOCA's allocation of its resources against the programmes of activity in the Control Strategy;
- progress in the implementation of key projects;
- key financial and human resource data;
- a summary of the SOCA risk register;
- an assessment of progress in improving knowledge and understanding;
- a report on progress in tackling proceeds of crime;
- a synopsis of the activity within each of the Control Strategy programmes of activity together with commentary on impact in the real world; and

- an assessment of the strength of SOCA's relationships with key partners, both domestic and foreign.

SOCA seeks to apply a practical approach to the validation of its approach to harm reduction and the assessment of progress. The approach taken supports SOCA's operating model while recognising the complexities involved. It is based on a 'Harm Framework' which describes the 'real world' harms caused by serious organised crime sorted by type and scale. SOCA operations and projects use the 'Harm Framework' to identify the harm(s) being caused by particular criminal activity and the qualitative and/or quantitative change SOCA expects to see as a result of its actions. The 'Harm Framework' is set out at Appendix B.

Exercise of functions

Taking into account the strategic priorities set by the Home Secretary, the Board of SOCA has:

- committed to the continued pursuit with partners of a single strategy against organised crime (the UK Organised Crime Control Strategy);
- set strategic imperatives to guide SOCA's work;
- determined a structure and organisation for SOCA, and the use of available resources, to support those imperatives; and
- considered and consulted the relevant jurisdictions on the exercise of SOCA's functions in Scotland and Northern Ireland.

The UK Control Strategy for Organised Crime

In the judgement of the Board, SOCA would not be able to achieve its strategic imperatives by using its resources in isolation. The necessary impact against organised crime can only be achieved in collaboration with others. The Control Strategy provides the basis for this collaboration. It provides a framework for a coordinated and concerted response to organised crime. It reflects the

judgements contained in the annual UK Threat Assessment (UKTA), and drives the priorities in the National Intelligence Requirement (NIR). SOCA will use its 'Harm Framework' to shape overall efforts against the 16 Control Strategy Programmes of Activity, which are listed in Appendix A.

For 2008/09 the SOCA Board determined that SOCA should aim to apportion its operational effort (including fixed operational and support costs) against clusters of programmes in the UK Control Strategy. The intended apportionment was as follows:

<i>Criminals and their businesses</i>	about 12%
<ul style="list-style-type: none"> • Organised Criminals, their business structures and logistics • Lifetime Offender Management and Prisons • Criminal finances and profits 	
<i>Fraud</i>	about 5%
<ul style="list-style-type: none"> • Technology enabled crime • Non-fiscal fraud • Identity fraud and counterfeiting • Fiscal fraud 	
<i>Drugs</i>	about 43%
<ul style="list-style-type: none"> • The 'upstream' heroin trade • The 'upstream' cocaine trade • Drugs trafficking from the EU to the UK • The illegal drugs trade in the UK 	
<i>Organised immigration crime</i>	about 15%
<ul style="list-style-type: none"> • Organised immigration crime source countries and nexus points • Organised immigration crime into and within the UK 	
<i>Cross cutting</i>	about 7%
<ul style="list-style-type: none"> • Firearms • UK Borders • Other and emerging threats 	
<i>Other activity</i>	
<ul style="list-style-type: none"> • Operational support to partners outside the Control Strategy • Fixed institutional support to others¹ 	<p>about 8%</p> <p>about 10%</p>

For 2009/10 the SOCA Board has determined that these apportionments remain valid. They are not targets for expenditure but statements of intent concerning operational commitments. They may require adjustment in-year to match the reality of operational opportunity or to reflect any adjustments in the Home Secretary's strategic priorities.

¹ Including, inter alia, UK subscriptions to international bodies such as Interpol and Europol, support from the multilateral desk and intercept capability.

Strategic Imperatives

The SOCA Board has agreed five overarching and linked priorities as follows:

Strategic Imperative 1

to build knowledge and understanding of serious organised crime, the harm it causes and the effectiveness of different responses.

Planned deliverables in 2009/10

- by the end of 2009/10, knowledge underpinning most of the Control Strategy programmes of activity should be assessed at least as “fair” with the most important elements assessed as “good”;
- routine identification of persons of interest across all areas of the Control Strategy and monitoring of all of them (the High Volume Operating Model) with a level of coverage, prioritised in tiers, for those criminals causing the most harm with the aim of delivering high numbers of actions against them.
- a continuous flow of problem focussed intelligence as well as case focussed reporting maximising the use of the SOCA log as the means of capturing and sharing intelligence;
- by the end of 2009/10 delivery of a suite of IT based and other processes designed to exploit fully all available internal and external data sources; and
- a steady flow of reports using the Harm Framework and assessment of disruptions and their impacts to establish a baseline and to refocus operational objectives and tasking.

Measures and Outputs

Measures

- NIR ‘scores’;
- Programme impact assessments (number/quality);
- numbers of ‘persons of interest’ (PoI) recorded by SOCA;
- numbers subject to tier A, B, C tasking;²
- intelligence products issued (number/quality);
- % of objectives met within operations and projects;
- % operational objectives met when operations and projects completed;
- assessments (number/quality/actions taken);
- number of assessments and reports shared with partners with feedback from ‘customers’ on their quality;
- information management functionality (new/gaps/usage); and
- indications of positive and negative impact of SOCA’s actions against harm.

Outputs

- a level of knowledge and understanding of serious organised crime as it affects the UK, and of those persons of interest causing the greatest harm;
- levels of coverage prioritised in tiers, for the most serious criminals affecting the UK;

² **Tier A** – priority operations in respect of SOCA assets, where the utilisation of the full range of SOCA capabilities can deliver an impact within a finite timeframe. **Tier B** – majority of operations targeting serious organised criminals and their associates, enablers and common services. **Tier C** – single strand enquiries.

Strategic Imperative 1

to build knowledge and understanding of serious organised crime, the harm it causes and the effectiveness of different responses.

Measures and Outputs

Outputs

- the targeted capture, by overt and covert means, of the information required to support the production of a continuous flow of problem focussed and operational reporting;
- SOCA Logs³ that capture qualitative and quantitative evidence of impact from SOCA activity;
- establishment of a central system to support receipt of data (from partners) and match this across existing SOCA data sets;
- development and implementation of criteria for identifying new criminals;
- an evidence-based understanding of 'what works' tactically (in terms of advancing operations and achieving operational objectives) and strategically (in terms of reducing harm); and
- production of a steady flow of well informed assessments and other reporting with evidence that these are proving genuinely useful to customers.

³ The SOCA Log enables staff to identify, comment on and forward intelligence relevant to SOCA's nominal and thematic interests in serious organised crime from various sources for recording in its knowledge base.

Strategic Imperative 2

to tackle criminal finance and profits, including through asset recovery.

Planned deliverables in 2009/10

- effective use will be made of Criminal Finance and Profits (CFP) tools and Proceeds of Crime Act powers by SOCA;
- the reformed SARs regime will allow greater value to be extracted from SARs data by law enforcement end users; and
- make good progress in achieving HMG's asset recovery targets.

Measures and Outputs

Measures

- continued mainstreaming of CFP work, so that effective use of CFP capabilities, including POCA powers, new tools and financial intelligence, is made throughout all operational activity;
- development and trialling of a new framework for assessment of SOCA CFP performance taking into account cross-government work and providing greater insight into the contribution of CFP tools to increasing risk to criminals, disrupting crime and reducing harm; and
- delivery of the SARs Committee's objectives as defined and measured in the SARs Annual Report, including the delivery of technological enhancements.

Outputs

- good progress made towards achieving HMG's and SOCA's asset recovery targets.

Strategic Imperative 3

to increase risk to serious organised criminals operating against the UK, through both traditional means and new ones.

Planned deliverables in 2009/10

- criminal justice success (domestic and international) against the most significant criminals/crime groups affecting UK thereby impacting on their ability to operate effectively; and

Measures and Outputs

Measures

- number of arrests in the UK and overseas benchmarked against 06/07–08/09 performance;
- number of subjects prosecuted benchmarked against performance during 06/07–08/09;
- number of convictions;
- number of court proceedings vs guilty pleas;
- number of High Court and Crown Court Serious Crime Prevention Orders (SCPOs) obtained benchmarked against 08/09 performance;
- number of new Financial Reporting Orders (FROs), Travel Restriction Orders (TROs) and other ancillary orders obtained benchmarked against 07/08–08/09 performance;
- volume of class A drugs interdicted in the UK and overseas;
- number of illegal immigrants interdicted in the UK and overseas;
- narrative evidence of impact through production of SOCA Logs including evidence of dislocation of criminal markets targeting the UK;
- number of criminal networks disrupted in the UK and overseas;
- reporting of the use of new powers and capabilities; and
- SOCA products, and Senior Responsible Officer (SRO) impact assessments that evidence impact on markets through indications that organised criminals are choosing not to target the UK, have ceased to operate or have relocated elsewhere.

Strategic Imperative 3

to increase risk to serious organised criminals operating against the UK, through both traditional means and new ones.

Measures and Outputs

Outputs

- maintaining a 90% plus success rate in conviction of subjects in domestic court proceedings (where SOCA is investigating agency);
- number of ancillary orders obtained and number of convictions these relate to (including SCPOs, FROs TROs and others where SOCA is the investigating agency);
- number of arrests facilitated in overseas jurisdictions benchmarked against 06/07–08/09 performance;
- continued use of international instruments such as European Arrest Warrant (EAW) and Interpol capabilities benchmarked against 06/07–08/09 performance;
- number of opportunities to support/instigate overseas disruption activity;
- number of joint international operations with partners;
- proportion of intended disruptions delivered against Organised Crime Groups (OCGs) and criminal markets/infrastructures;
- volume of drugs interdicted and number of overseas arrests; and
- number of persons intending to enter the UK illegally who are prevented from doing so.

Strategic Imperative 3

to increase risk to serious organised criminals operating against the UK, through both traditional means and new ones.

Planned deliverables in 2009/10

- development and use of operational practices which, in addition to the criminal justice approach against individuals/groups, provide alternative means of targeting criminal infrastructures, behaviours and markets.

Measures and Outputs

Measures

- quarterly Reviews;
 - review of SOCA's use of alternative means of targeting criminal infrastructures, behaviours and markets;
 - narrative evidence of level of effectiveness of the intended impact upon criminal markets and organised crime groups and their infrastructures including:
 - changes in availability, price and where appropriate purity of criminal commodities
 - changes in behaviour
 - displacement of activity
 - narrative evidence that those involved in SOCA view the UK as a more hostile environment in which to pursue their criminal activities;
 - numbers of disruptions of OCGs due to non traditional intervention tactics; and
 - numbers of SOCA Pols in prison whose licence conditions or categorisation are influenced by SOCA.
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Strategic Imperative 3

to increase risk to serious organised criminals operating against the UK, through both traditional means and new ones.

Measures and Outputs

Outputs

- all operational planning, execution and review to include consideration, utilisation and where appropriate, trialling of existing and developing capabilities and tactics;
- 100% of Tasking Initiation Documents (TIDs) and Reviews to evidence consideration of SOCA non-criminal justice interventions and tools;
- number of new tools/techniques developed and included in mainstreaming work (therefore assessed as effective) by the end of 09/10;
- number of non-criminal justice tools/techniques used by the end of 09/10, with each of their impacts evaluated including increases in the following:
 - SCPOs
 - FROs
 - TROs
 - Exclusions
 - Deportations
- number of organised criminal enterprises disrupted through use of non-criminal justice means;
- ongoing review of a credible menu of tactical options with potential to deliver impact;
- 100% of imprisoned Poles, convicted as a result of a SOCA operation, assessed to determine suitability for influencing licence conditions with those appropriate actively managed; and
- SOCA influence on decisions re the location or categorisation of Poles in prison on at least 25 occasions by end 09/10.

Strategic Imperative 4

to collaborate with partners in the UK and internationally to maximise efforts to reduce harm, and provide agreed levels of high quality support to our operational partners and as appropriate seek theirs in return.

Planned deliverables in 2009/10

- effective working relationships with partners with strong personal relationships at management level to ensure that engagement is effective and relevant, that greater effort is brought to bear on organised crime than SOCA can deliver alone, and that SOCA has earned a reputation as a centre of excellence and a supportive, non-competitive operational partner;

Measures and Outputs

Measures

- partnership agreements or similar documentation that include specific targets;
- annual formal feedback process;
- number of requests received by SOCA's Industry Exchange unit (IndEx) for contacts in the private sector & number of interaction reports submitted;
- development of the concept of a Private Sector Crime Impact Report by 2010;
- number of target hardening measures taken by private sectors and non-law enforcement public bodies as a result of information shared;
- number of Alerts issued; and
- success of new Organised Crime Partnership Board arrangements.

Outputs

- appropriate (depending on specific requirements of the PoA) partner engagement with the Control Strategy;
- ensure levels of mutual support with partners are agreed by July 31 2009 and relationship rating with each strategic partner to either be maintained at "fair" or improved to "better" levels;
- SOCA to be represented in 10 multi-agency Regional Intelligence Units (RIUs) by March 2010;
- completion of development of comprehensive data set of Pols from ACPO, ACPOS, PSNI, UKBA, HMRC and SOCA;
- establishment during 09/10 of SOCA/UKBA, and SOCA/HMRC Liaison units and e-Borders for improved exchange of information and products;

Strategic Imperative 4

to collaborate with partners in the UK and internationally to maximise efforts to reduce harm, and provide agreed levels of high quality support to our operational partners and as appropriate seek theirs in return.

Planned deliverables in 2009/10

- operational support and fixed institutional support to partners outside the Control Strategy; and

- overseas relationships are functional and delivering benefit with the SOCA Liaison Officer network aligned to UK Control Strategy and overseas priorities and opportunities.

Measures and Outputs

Outputs

- relationships sustained with priority partners in the private sector;
- the impact and coverage of Alert warnings issued throughout the year;
- appropriate levels of direct support (as defined by S24 and S25 of SOCAP) being provided in the UK to strategic partners in terms of volume, type of task, area of criminality and quality; and
- effective involvement in planning for a safe and secure 2012 Olympic Games.

- quantum of efforts in support of partners matches intentions set out on page 12 of this plan.

Measures

- number of officers embedded with foreign agencies, international bodies or joint teams;
- number of strategic agreements reached with international partners over mutual sharing of Liaison Officer Networks, criminal assets and intelligence;
- number of occasions that operational capability is established with two or more partners with evidence of operational outputs;
- reporting of volumes, types of task, areas of criminality and quality;
- documented processes for managing relationships in the absence of a permanent SOCA presence or existing partnership, where such a relationship is an operational requirement; and

Strategic Imperative 4

to collaborate with partners in the UK and internationally to maximise efforts to reduce harm, and provide agreed levels of high quality support to our operational partners and as appropriate seek theirs in return.

Measures and Outputs

Measures

- level and impact of joint operational initiatives (e.g. as per MAOC framework) undertaken with key foreign partners in respect of relevant UK high harm problems.

Outputs

- SLO network developed into a “hub and spoke” mode in 12 key locations;
- common objectives for overseas activity agreed with international partners;
- implementation of Afghanistan Expansion Programme⁴;
- new posts in West Africa and deployment of more resource in Afghanistan and Asia with corresponding reduction in Europe;
- delivery of international law enforcement assistance to partners against statutory and other agreed standards; and
- agreed processes in place for managing relationships in foreign jurisdictions in the absence of a permanent SOCA presence or existing partnership, where such a relationship is an operational requirement.

⁴ Subject to continued external funding.

Strategic Imperative 5

to build our capability to make a difference.

Planned deliverables in 2009/10

- Efficiency savings totalling 3% of the overall budget both cashable and non-cashable;

Measures and Outputs

Measures

- finance – delegated budget setting process and reported through SOCA Management Accounts; and
- reports to Procurement Committee and full Board.

Outputs

- in-year savings totalling 3% of resource budget; and
- commercial savings of £2M in efficiencies.

- Deliver SOCA's HR strategy in 2009/10, including; a career management strategy and career paths defined; increased emphasis on people management and leadership development activities; workforce planning to address skills shortages; recruitment balances wastage and funding; Identity Programme and Inclusion, Diversity and Equality (IDE) Strategy. Associated learning and development also planned in order to meet the needs of both business and individuals;

Measures

- number of courses delivered;
- utilisation of training estate and trainers;
- budget monitoring; policy reviews conducted and new policies and procedures issued;
- sick leave and staff turnover statistics;
- % of Performance Development System reports completed on time;
- number of grievances;
- number of vacancies and the time the recruitment process takes to fill;
- Staff Survey; and
- gap analysis against new legislation (Single Equality Bill) completed.

Strategic Imperative 5

to build our capability to make a difference.

Planned deliverables in 2009/10

- continued delivery of a secure organisation through the embedding of a security culture across all aspects of SOCA business and the extension of Developed Vetting (DV) and aftercare within the workforce;

Measures and Outputs

Outputs

- people strategies published on the intranet and implemented;
- delivery of the second year of a 2-year recruitment plan to ensure a steady state workforce;
- delivery and implementation of SOCA Identity Programme;
- revised Staff Charter published;
- a rolling Staff Survey launched;
- published 'Vision of SOCA in 2015'; and
- Year 1 of the three year IDE strategy.

Measures

- Security Department Annual Report;
- Security and Professional Practice Committee Reports;
- Compliance with the 70 mandatory requirements in the Security Policy Framework (SPF); and
- Trends in reporting of critical or high risk security incidents.

Outputs

- 60% of workforce DV cleared by 31 Mar 10;
- establishment of an in-house Vetting Investigation Team;
- continuance of the DV and Aftercare initiative; and
- taking forward the Data Handling Review (DHR) and Security Policy Framework (SPF).

Strategic Imperative 5

to build our capability to make a difference.

Planned deliverables in 2009/10

- delivery of Capital Investment Plan for 09/10 in support of the 3-year Investment Plan approved by the Board. Business benefits identified through the CIP and IDG across all SIs;

Measures and Outputs

Measures

- IDG & Board Reports;
- year 2 of Estates strategy;
- first full year of Project Kerno;
- iSM Programme Board reporting;
- project approval processes compliant with Treasury standards;
- Investment Delivery Group (IDG) governance to Executive Board and Cabinet Office in line with PRINCE 2: Managing Successful Programmes and Portfolio standards; and
- quantifiable savings identified within all business cases relating to Estates rationalisation.

Outputs

- year 2 of the 3-year investment plan completed including:
 - Estates Programme;
 - The Information Management programme;
 - The iSM Infrastructure programme; and
- delivery of those projects approved by the Board to agreed time, quality and cost parameters.

-
- Integrated Service Management (iSM) services maintained and enhanced;

Measures

- iSM – Monthly Management Information data.

Outputs

- additional Self Service functions;
 - further access to services 24/7;
 - Embedded Support; and
 - ICT Refresh.
-

Strategic Imperative 5

to build our capability to make a difference.

Planned deliverables in 2009/10

- year 2009/10 milestones within the 2010 Project; and

Measures and Outputs

Measures

- 2010 ICT Services short list of companies/consortia to be complete by May 09.

Outputs

- achievement of Year 2 the 09/10 milestones; and
- completion of 2010 full business case.

-
- taking forward the SOCA Pay Strategy.

Measures

- pay remit process;
- recruitment and retention analysis;
- management/TUS liaison and meetings;
- grievance and appeals processes; and
- Workforce Planning Forum/Monthly In Post Monitoring reports.

Outputs

- 99% of staff on SOCA terms by Jul 10;
 - improved pay reward and progression/performance linkages;
 - elimination of poor value allowances and inefficiencies arising from mixed workforce contract terms; and
 - alignment of grade mix and budgetary targets, in particular in relationship to senior management grades.
-

Exercise of functions in Scotland and Northern Ireland

SOCA has statutory duties in relation to the whole of the UK and its remit reflects that criminal conspiracies are not respectful of devolved or national boundaries. Whilst the nature of organised criminal activity might show regional variations, its impact and the harm it imparts are the same. SOCA's policies and processes are designed to be sufficiently flexible and dynamic to tailor the pursuit of national priorities to local delivery.

Policing and the fight against crime are devolved in Scotland and plans are well advanced to devolve policing and criminal justice functions in Northern Ireland to a new Department for Justice there. Against this background, SOCA will continue to engage closely with partners in both jurisdictions in line with its priorities, as set by the Home Secretary, alongside those of the relevant administrations. It will further contribute actively to strategic planning focussed on these priorities identifying both traditional and non-traditional responses.

Working with local prosecutors SOCA will develop a prosecution strategy for Northern Ireland and build on its effective relationship with the Crown Office and Procurator Fiscal Service in Scotland.

SOCA will continue to provide a range of intelligence support to law enforcement agencies in both Scotland and Northern Ireland. In line with its role as the national gateway it will ensure that law enforcement agencies in both jurisdictions benefit from Europol and Interpol services available to the UK. These services include, for example, enquiries overseas on persons of interest to law enforcement in both Scotland and Northern Ireland.

SOCA provides the UK's Financial Intelligence Unit (FIU). It administers the regime by which the Regulated Sector (financial services industry and others) complies with its legislative requirement to report suspicious financial activity. SOCA will continue to work closely with both the reporting sector and end users in both jurisdictions to facilitate the submission and use of suspicious activity reports. Using its established international network, the FIU will continue to undertake money laundering enquiries overseas on behalf of law enforcement in both Scotland and Northern Ireland.

SOCA has the only unit in the UK that is equipped to enter and dismantle illicit drug laboratories. This unit has deployed in Scotland previously and will continue to provide a service in both jurisdictions in the coming year. Similarly, it manages a 'deconfliction service' on behalf of all law enforcement in the UK. This ensures, for example, that an investigation by a police force in Scotland or Northern Ireland is not compromised by the interest of another UK police force in the same individual or group.

Further, its Anti-Kidnap and Extortion Unit will continue to provide both training and operational support in Scotland, Northern Ireland and across the UK and its Counter Corruption Department will continue to provide assistance, on request, to law enforcement in all UK jurisdictions.

Northern Ireland

In Northern Ireland, through its participation in the Organised Crime Task Force, SOCA will continue to support activity in respect of the key threats identified by the Task Force namely: robbery, oils fraud, intellectual property crime, organised immigration crime, criminal finance and the potential exploitation of the land border with the Republic of Ireland by organised criminals. SOCA will work closely with local partners both to share information and intelligence on these issues and to take referrals for possible civil recovery action under Proceeds of Crime legislation. Combined with its ability to self-generate cases, this will allow SOCA to utilise asset recovery powers against these and other crime types and to contribute to Northern Ireland's asset recovery targets.

It will exploit the opportunities provided by the recent establishment of its local enforcement team whose officers hold Powers of a Constable in Northern Ireland. This enables operational activity in Northern Ireland to be undertaken on the same basis as the Agency operates in England and Wales. The enforcement team and specialist financial investigators will work together with local law enforcement to ensure the full range of traditional and non-traditional interventions is used to reduce harm.

SOCA will continue to work closely with its partners in the PSNI and An Garda Siochana to tackle the specific opportunities presented by a shared border and with HMRC and the Revenue Commissioners to tackle issues around organised revenue crimes.

Scotland

The Association of Chief Police Officers in Scotland (ACPOS), through the Scottish Strategic Assessment, identifies the most important organised crime threats as class 'A' drugs and tackling Serious Organised Crime Groups, followed by fraud and human trafficking. SOCA is a core member of, and will continue to contribute to, the Serious Organised Crime Taskforce (SOCTF) which is chaired by the Cabinet Secretary for Justice. This offers SOCA the opportunity to work with partners in order that its contribution to the fight against serious organised crime in Scotland is optimised. It will also continue to contribute to the established Police and Law Enforcement forums – including the ACPOS Crime Business Area and the Scottish Tasking and Co-ordination process. SOCA will continue work to define a model for the deployment of resources alongside those of partner agencies in order to improve the two way flow of operational intelligence. These deployments will in particular be in pursuit of agreed priorities informed by the Organised Crime Mapping Project and set by the Scottish Tasking and Co-ordination regime.

SOCA is reviewing its partnership arrangements in Scotland and is working with ACPOS Council through the chair of its Crime Business Area to add clarity to the services offered respectively by SOCA, the Scottish Crime and Drugs Enforcement Agency (SCDEA) and ACPOS and provide detailed understanding of each other's responsibilities both current and anticipated. As part of that process, during the coming year, SOCA will host a seminar for all law enforcement partners in Scotland that will give a detailed explanation of the processes and options available to colleagues conducting international investigations or who are required to execute European Arrest or Evidence Warrants or carry out extradition duties from another state.

In the coming year SOCA will continue to develop its operational capacity in order to contribute to the activities of partners in Scotland. It will progress its first investigation in accordance with the Lord Advocate's direction and report to prosecutors in due course. It is anticipated further similar operations, in line with the Control Strategy for Organised Crime and within the framework of the SOCTF will be undertaken in the coming year. It will also continue its work with Scottish law enforcement partners in an operation targeting the large scale domestic cultivation of cannabis.

Through its participation on the project board, SOCA will continue to support the Scottish Organised Crime Mapping Project. This complements, but is separate from, a parallel process in England and Wales.

APPENDIX A

THE UK ORGANISED CRIME CONTROL STRATEGY

Criminals and their Businesses

1/2. Organised criminals, their business structures and logistics.

Aim: to build knowledge of Persons of Interest (POIs) and to develop plans of a high standard in order that activity can be commenced against them under the relevant 'programme of activity.' To build knowledge and understanding of criminal business structures and logistics, to inform the Control Strategy and operational activity.

3. Lifetime management of organised criminals and prison programme.

Aim: to increase the risk to and exploit vulnerabilities of those involved in organised crime, including while they are in prison or supervised on licence following release.

4. Criminal finances and profits.

Aim: to reduce harm by deterring, detecting and disrupting the finances and profitability of organised crime, in order to make it less attractive to criminals, and ultimately uneconomical.

Cross Cutting

5. Firearms.

Aim: to reduce the possession and use of firearms by organised criminals, and by street gangs involved with the drugs trade.

6. UK Borders.

Aim: to improve the security and resilience of the UK Border from exploitation, abuse and misuse by organised criminals and to exploit the opportunities for law enforcement to make interventions at the 'pinch point' of the UK Border.

18/19. Other and Emerging threats.

Aim: to reduce the harm to the UK from those 'other threats' (as defined in the UKTA) not covered by 'other programmes of activity,' and reduce harm by identifying and responding appropriately to emerging organised crime threats.

Drugs

- 8. The 'upstream' heroin trade.**
Aim: to reduce the harm caused to the UK by the heroin trade, focusing on the 'upstream' elements (Afghanistan to the EU).
- 9. The 'upstream' cocaine trade.**
Aim: to reduce the harm caused to the UK by the cocaine trade, focusing on the 'upstream' elements.
- 10. Drugs trafficking from the EU to the UK, including synthetic drugs.**
Aim: to reduce the harm caused to the UK by drugs trafficking from the EU, focusing particularly on Spain and The Netherlands as the key nexus points.
- 11. The illegal drugs trade in the UK.**
Aim: to dislocate and deter the people involved in the illegal drugs trade in the UK making the UK a hostile environment for those involved.

Organised immigration crime programmes

- 12/13. Organised Immigration Crime source countries and nexus points.**
Aim: to reduce people smuggling and human trafficking affecting the UK from source countries; reduce the harm caused by people smuggling and human trafficking at key nexus points en route to the UK.
- 14/15. Organised Immigration Crime into, within and out of the UK including the exploitation of migrants in the UK.**
Aim: to reduce exploitation of illegal migrants in the UK by organised criminals.

Fraud

- 7. Technology-enabled crime.**
Aim: to reduce the harm caused to the UK by the exploitation of technology, primarily Information and Communication Technology (ICT) by organised crime. To deter organised criminals from using ICT to attack UK victims and to develop new investigative and intervention tools to disrupt the use of ICT by organised crime.
- 16. Non-fiscal fraud.**
Aim: to dislocate and deter the market for non-fiscal fraud, making the UK a hostile environment for fraudsters.
- 17. Identity fraud and counterfeiting (including intellectual property crime).**
Aim: to reduce the harm caused to the UK from identity crime, intellectual property crime and currency counterfeiting.
- 20. Fiscal fraud.**
Aim: to reduce the harm to society caused by fiscal fraud (including the funding of further criminality) by reducing the losses attributable to organised criminal attacks on the tax, duties and credits systems.

APPENDIX B

HARM FRAMEWORK FOR

SERIOUS ORGANISED CRIME

This Framework sorts the harms caused or affected by serious organised crime by type and scale. Some harms are the direct and immediate result of specific serious organised criminal activities, others are wholly or partially the consequence or long-term effect of such activities. In practice, the harms are not neatly boxed, and the effects of a particular activity may be felt in various ways and at different levels.

	INDIVIDUAL/LOCAL	COMMUNITY/REGION	UK/INTERNATIONAL
PHYSICAL	<p>Individual death, injury or illness:</p> <ul style="list-style-type: none"> through use of commodities or services controlled by serious organised criminals (e.g. through drug abuse, or as a facilitated illegal migrant) as a consequence of personal involvement in serious organised criminal activity (e.g. as a victim of inter-gang violence) 	<p>Incidence of deaths, injuries or illnesses within a particular community or geographical area:</p> <ul style="list-style-type: none"> through use of commodities or services controlled by serious organised criminals (e.g. concentrations of drug-related deaths, or of sexually exploited human trafficking victims) as a consequence of direct involvement in serious organised criminal activity (e.g. drug debt kidnaps or spates of SOC-linked violence) 	<p>Levels and patterns of deaths, injuries, illnesses within UK (broken down as appropriate into England, Scotland, Wales and Northern Ireland):</p> <ul style="list-style-type: none"> through use of commodities or services controlled by serious organised criminals (e.g. total annual drug-related deaths) as a consequence of direct involvement in serious organised crime (e.g. drug debt kidnaps or spates of SOC-linked violence)
SOCIAL	<p>Damage to individuals through their criminal and other undesirable behaviours, and the effects on others:</p> <ul style="list-style-type: none"> behaviour of those involved in serious organised crime or using its commodities or services (e.g. propensity to violence, prolific offending resulting from drug addiction, spiralling criminal behaviour) negative influences on others (e.g. young people drawn to criminal lifestyles by easy money and power) effects on victims of serious organised criminal activity (e.g. distress/inconvenience caused to a victim of identity fraud) 	<p>Damage to sense of 'well-being' in a particular geographical area, or within or between ethnic or other identifiable social groups:</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity (e.g. low levels of confidence in local law enforcement and wider criminal justice system) as a result of the availability of its commodities or services (e.g. high rates of acquisitive crime near drug markets leading to increased fear of crime and community tension) 	<p>Damage to UK society, undermining social responsibility, belief in the rights of others, respect for the law:</p> <ul style="list-style-type: none"> as a consequence of serious organised criminal activity, or the availability of its commodities or services (e.g. 'low-level' criminal/non-compliant behaviours, such as 'recreational' drug use or personal tax evasion; unwillingness to support the criminal justice system, for example to act as witness to a crime or to perform jury service)
ENVIRONMENTAL	<p>Degeneration of a locality (inc. a single property):</p> <ul style="list-style-type: none"> as a result of serious organised criminal activities (e.g. physical damage to a dwelling or other premises used to manufacture or sell drugs, or through its use for prostitution linked to human trafficking) or of the actions of those using its commodities or services (e.g. discarded drug paraphernalia) 	<p>Damage to an area (e.g. an estate, neighbourhood, town):</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity, including any hidden health and safety hazards (e.g. unsafe disposal of chemical waste from drug production) from those using its commodities or services (e.g. the creation of deprived/'abandoned' areas through the concentration of drug users or illegal immigrants, leading to further degeneration) 	<p>Damage to the UK as a whole, or to large areas, or to other countries:</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity, or the availability of its commodities or services (e.g. demand in UK for class A drugs causing deforestation in South America)
ECONOMIC	<p>Costs to/economic impacts on individuals or families:</p> <ul style="list-style-type: none"> using serious organised crime commodities or services (e.g. loss of current employment and long-term employability through drug addiction) costs to victims and the wider public (e.g. from thefts, costs of private security, higher insurance premia and other costs passed on to consumers) 	<p>Costs to/economic impacts of serious organised criminal activities on businesses, services & communities in a particular town, city or region:</p> <ul style="list-style-type: none"> on legitimate businesses (e.g. losses as a result of fraud or robbery, or loss of trade or failed businesses as a result of illegitimate competition) to local public & social services (e.g. costs of health services for criminals and victims) to local communities (e.g. through overall downturn in trade or lost opportunities for inward investment) 	<p>Costs to/economic impacts on the UK of serious organised criminal activities and trades:</p> <ul style="list-style-type: none"> direct (e.g. consequences of illegal working on the availability of jobs and competitiveness of UK industry; loss of direct and indirect tax and duty revenue from smuggling of goods and from fraud) indirect (e.g. public expenditure required to combat serious organised crime through law enforcement and through regulation and controls)
STRUCTURAL	<p>Damage to individual perceptions of the integrity of public and private institutions and systems:</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity (e.g. fear of using new technology (internet services) due to perceived risk of online fraud) or of the actions of those using its commodities and services (e.g. individuals losing faith in ability of bodies to protect them/their property from the consequences of criminality, including serious organised crime) 	<p>Damage to commonly shared perceptions of the integrity of public and private institutions and systems:</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity, or the actions of those using its commodities and services (e.g. local areas dominated by seemingly 'untouchable' criminal elements, or local political or business leaders corrupted by or under the malign influence of serious organised crime) 	<p>Damage to perceptions of the UK internationally:</p> <ul style="list-style-type: none"> as a result of serious organised criminal activity (e.g. concerted attack on the financial sector including sub-prime mortgage fraud and 'boiler room' fraud) or the actions of those using its commodities and services (e.g. widespread organised illegal immigration undermining the integrity of the UK border)

