



SOUTH WEST ROCU

Regional Organised Crime Unit



A briefing for senior and key stakeholders responsible for tackling Serious and Organised Crime (SOC)

Clear, Hold and Build –

The role of the SOC Community Coordinators and how they can assist you



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Introduction to the Southwest SOC Community Coordinators (SOC CC)

A key element of the role involves both socialising the concept of **Clear, Hold and Build (CHB)** to deliver long term solutions to reduce the demand and impacts of serious and organised crime (SOC), along with fostering and nurturing partnerships to strengthen the multi-agency response to SOC in high harm locations and help to build resilient communities. SOC Community Coordinators (SOC CC) act as an ambassador for CHB and provide guidance on how to roll the tactic out at force level.

The SOC CC is a strategic role which has been created by the Home Office and supported through the Police Uplift Programme (PUP) to act as a fulcrum to improve how SOC is tackled collaboratively with the community and for the community. The SOC CC's will work to drive forward work to create a whole system approach to tackling SOC, bringing Regional Organised Crime Units closer to local and neighbourhood policing to ensure there is the capacity and capability to aggressively tackle Organised Crime Groups, create safer streets and improve community trust and confidence.

The SOC CC is pivotal to the refocusing on strengthening local partnerships and the importance of deterrence and prevention in tackling OCGs. As SOC CC's we are active in engagement with key stakeholders to bring partners together, and police leaders are encouraged to facilitate the connection between SOC CC's and force leads for SOC and Neighbourhood Policing, whilst ensuring continuous support of work to improve response to SOC threats. This includes the capturing of the voice of the communities, which ensures the community takes positive ownership of their local area.

SOC Community Coordinators

The SOC CCs for the Southwest region working within the Southwest ROCU are as follows.



Detective Inspector 3138 Mandy Pilling

Mobile 07935009719

Email mandy.pilling@avonandsomerset.police.uk



Detective Inspector 1655 Andy Fox

Mobile 07889657994

Email andy.fox@avonandsomerset.police.uk



Key strands of work for SOC CC include the following.

<p>Neighbourhood Policing and local Partners</p>	<ul style="list-style-type: none"> • Support the work to generate a better understanding of SOC, how it manifests, how it is recognised and share intelligence to understand the entirety of the SOC threat. • This includes promoting communications of local SOC threats and potential interventions in the community.
<p>Strengthen existing Local Partnerships</p>	<ul style="list-style-type: none"> • Develop links with existing community safety partnerships (CSPs) SOC partnership or boards or other relevant partnerships to promote SOC awareness and identify changing community dynamics. • To build and enrich relationships with partners and key stakeholders, including local authorities, private, voluntary and charity sector to identify vulnerabilities and intervention opportunities. • This includes executive level support from all partners, including the police, to influence existing partnership networks to include threat from SOC within their tactical planning. The SOC CC will be a link across related programmes including VAWG, serious violence, drugs strategy and homicide reduction. • The SOC CC works closely with the Government Agency Intelligence Network (GAIN) Coordinator and forces and partners are encouraged to utilise this capability to strengthen partnership working.
<p>Provide operational guidance</p>	<ul style="list-style-type: none"> • To support force LRO's, ROCU's and SIO's to develop 4P approaches aligned to clear, hold and build methodology to drive strategic, tactical and operational delivery against SOC threats. • To advise, support and help forces embed Clear Hold Build and the foundation blocks for success. • The SOC CC is a strategic advisor role and force SOC leads and LROs should enlist their support to drive improvements and consistency across 4 Plans and C/H/B. • In complex or high-profile cases, the SOC CC can have a greater "hands on role" to support forces deliver their plan.
<p>Continuous Improvement</p>	<ul style="list-style-type: none"> • The SOC CC will contribute to continuous improvement by identifying good practice, ensuring learning and innovative practice is shared across forces and partners. • The SOC CC is a point of contact between forces and the Home Office and NPCC lead and offer advice and support to develop their responses to SOC and drive consistency. • The SOC CC will support forces take forward HMICFRS recommendations



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Clear Hold Build – An overview.

A place based, 3 phase operational framework designed to simultaneously tackle the totality of SOC threats, including OCG's, their business models and enablers, locally exploited vulnerabilities and the highest harm areas

Provides forces with an integrated 4P partnership approach that delivers options in a systematic, proportionate and targeted way at each stage of CHB

Empowers the community's own voice to galvanise local capabilities to "claim back" communities blighted by OCGs and build long term resilience

Galvanises the very best of investigative capabilities, multi-agency disruption opportunities and community based problem solving skills



The CHB model has been piloted as a proof of concept across 8 sites across the UK. This has included academic analysis and has resulted in the model being identified as best practice. Within the Southwest region, there is currently a CHB within Devon and Cornwall which is part of phase 3 of the Home Office pilot and which continues to develop. Learning and insights from this CHB site can be shared across the wider region, informing the implementation and development of other CHB sites in other areas.

CHB is an end-to-end partnership approach that brings together conventional and covert investigative methods, multi-agency disruption tactics and partner-based problem solving to reduce SOC threats and crime levels in high harm areas, building community resilience in a sustainable way.

The CHB model is to be included in the new Serious and Organised Crime Strategy by the Government in 2023, with the Home Office currently working with the College of Police to ensure CHB becomes recognised "smarter practice" to guide partners in operational partners in consistent and effective delivery.

The HMICFRS are embedding CHB into inspection methodology and identified CHB as innovative practice in their "Spotlight" report (August 2022) looking at "the police response to burglary, robbery and acquisitive crime – finding time for crime".

Each phase outlines an operational requirement. An inter-operable 4P approach for each phase should be considered which delivers integrated tactical options in a systematic, proportionate, and relevant way (*LRO guidance*)

The NPCC lead for Serious and Organised Crime (SOC), Chief Constable Steve Jupp, and the Home Office are looking to expand CHB, so it becomes a sustainable tactic in the highest-harm areas across every police force in England and Wales, by March 2024.



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Phase	Activity	Objective
CLEAR 	Interventions that target OCG members, their networks, business interests, criminality, spheres and influence.	<ul style="list-style-type: none"> - Arrest and relentlessly disrupt the OCG members using all criminal, civil and regulatory powers and levers to remove them and impede their ability to operate - Kick-start restoration of community confidence by removing the threat and creating safer places and spaces.
HOLD 	Interventions, counter measures and contingency plans to consolidate and stabilise the initial 'clear' phase.	<ul style="list-style-type: none"> - Stop remaining or other OCG members capitalising on the vacuum created as they seek to capture the illicit market or gain influence over the local area. - Improve community confidence by ensuring those areas made safe by targeted disruption, remain so and initial community perceptions of improved security, reassurance and confidence are not undermined.
BUILD 	A single, whole-system approach to delivering community empowered interventions that tackle the drivers of crime, exploitation of vulnerabilities and geographic places where harm manifests.	<ul style="list-style-type: none"> - Enable the community to become more assertive and confident in reducing permissive behaviours, tolerating illicit goods and services as well as criminal and anti-social behaviour. - Improve the living, working and recreational environment for resident by empowering them to work with stakeholders to generate resilience and build a safer community. - Enhance partner agency and stakeholder connectivity to improve local service provision based on need.



Clear Hold Build – The Foundation Blocks

The evidence has shown that it is critical to the success of CHB for there to be oversight and support from Chief Police Officers and executive level leaders across partners. The foundation blocks (FB) required to successfully achieve the aims of CHB are detailed below.

Chief Constable Serena Kennedy of Merseyside Police talks about the value and benefits of CHB in the following link, in particular the police’s role and the need for Chief Officer level involvement.

Click here: [EVOLVE – Clear, Hold, Build | Merseyside Police](#)

FB1	Socialisation of Clear, Hold, Build within forces and partners	Identify and engage essential decision makers at strategic level across agencies to secure support for the roll out of CHB and ensure an understanding of the concept. This is extended to other key stakeholders for the specific CHB area identified.
FB2	Resource and system requirements	Each force requires officers and staff to be allocated to be actively involved in the outset. This will include a SRO, LRO, analytical support and research capability. This will ensure that that there is prioritised allocation of force based operational capabilities to lead interventions appropriate to threat and desired outcomes. This will also be about understanding the partnership landscape for SOC
FB3	LRO support/training	Ensuring that LRO receive the support and training prior to commencing the role and fully understand their responsibilities, this is to ensure the 4P plan is designed and delivered, stakeholder groups are established, performance measured, and multi-agency resources coordinated.
FB4	Identification of CHB site – Locality profile	Police and partners data overlaid to understand the totality of the SOC threats and its manifestation of harm, to avoid viewing through a single agency lens. Recommended it is a post code/ward-based size site that real impact can be achieved.
FB5	Community Asset Mapping	Critical to understanding assets, skills and capabilities within the community which can be aligned to the CHB response (Statutory/Private/Voluntary/Third Sector)
FB6	Governance Structure	Establishing a structure, comprising partnership based Gold/Silver/Bronze format. These can be existing group but who have an operational footprint in the CHB area.
FB7	Performance baseline	Establishing a baseline pre-CHB to benchmark progress and show impact both quantitatively (ie MORILE scores/disruptions) and qualitatively (filling gaps in provision/community perceptions)
FB8	Multi-Agency Launch	To share locality profile, articulating threats and create common understanding, identify collaborative opportunities, and identify operational deliver groups to lead programmes
FB9	Communication strategy	Key ingredient to the success of CHB, considered from a multi-agency perspective. Identify key audience to reach, key messages and who is best to deliver
F10	Community Engagement	Identify ways to ensure community concerns are heard (surveys/mobilise influencers) and ensure they are involved in decision making and initiatives to deliver a sustainable response to SOC

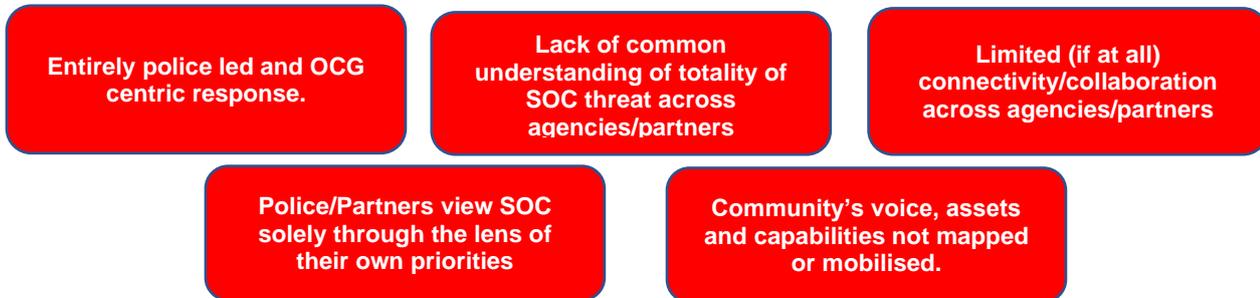


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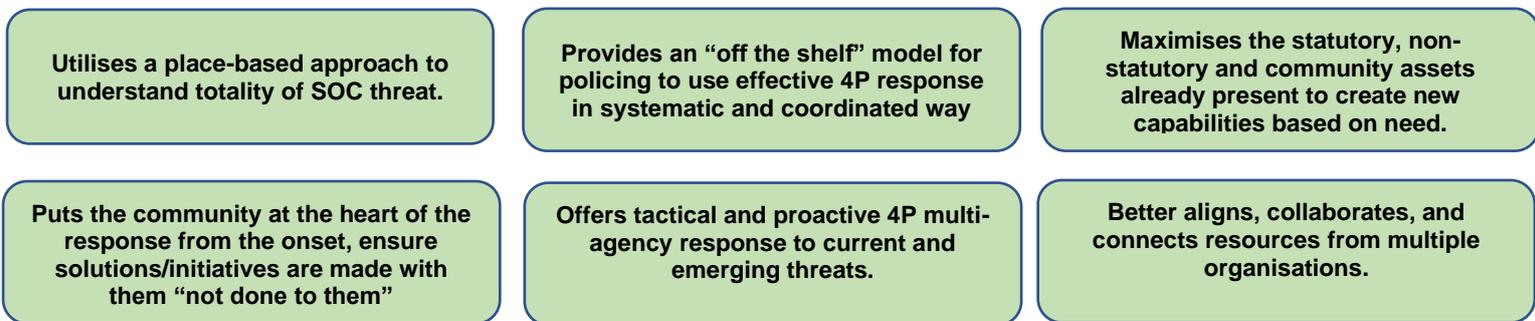
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Clear Hold Build – What is the difference?

CHB overcomes current inhibitors to the local SOC response which include:



CHB changes this by:



Clear Hold Build – What are the benefits.

Some examples evidenced from the pilot sites include:

Qualitative	<ul style="list-style-type: none"> Improved information on the entirety of the threat, with elevated understanding of drivers and pathways influencing it. Improved partnership work, in one case 47 agencies from all sectors involved, better connectivity with private and voluntary sector. increased community intelligence leading to disruption. Improved community engagement (groups/schools etc) and resilience – better response to surveys and connection with neighbourhood policing teams
Quantitative	<ul style="list-style-type: none"> Crime Severity Index fell by 27% in 8 months 30 % reduction in serious violent offences 20 % reduction in drug offences – less dealers on the streets Reduction in MoRILE threat scores for locations and OCGs within Secondary impacts beyond SOC, such as reducing ASB and burglary, supporting the Beating Crime Plan

Clear Hold Build - Don't just take our word for it!

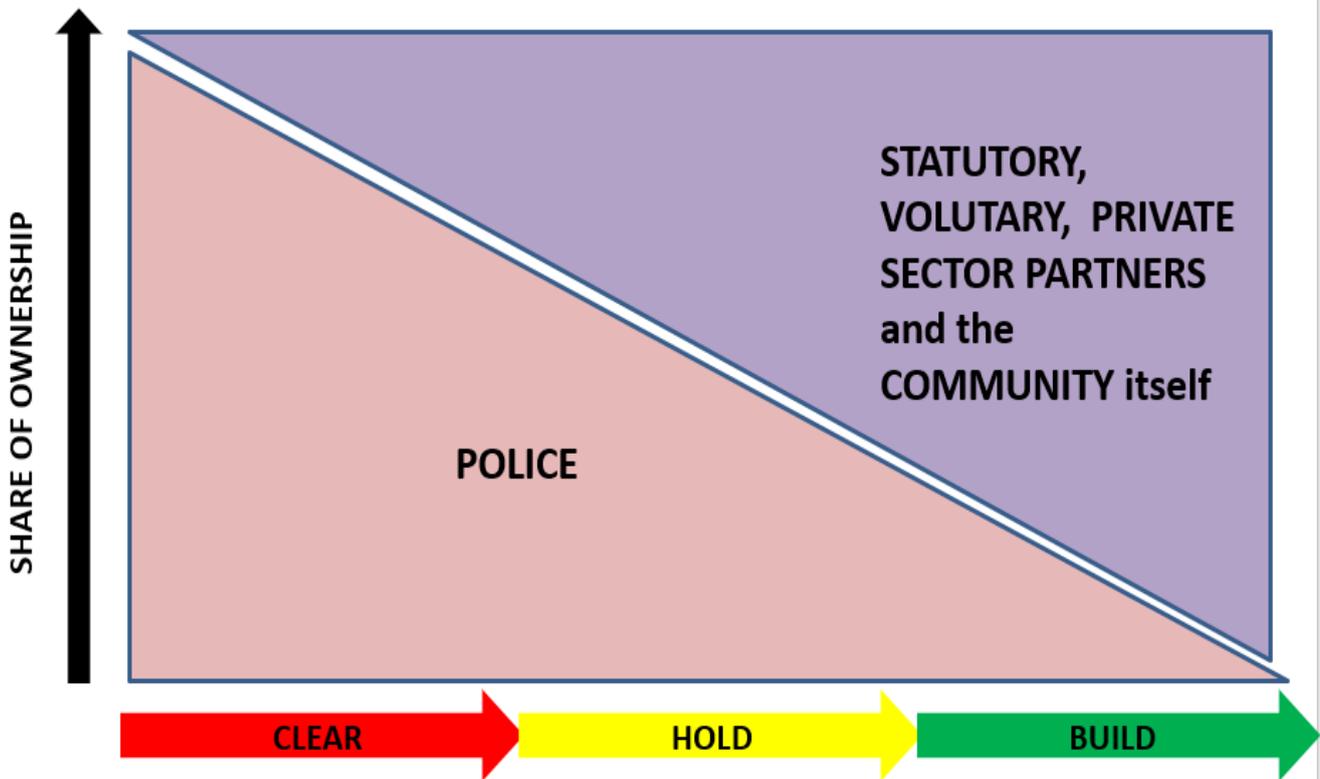
The College of Policing have identified CHB as “Smarter Practice” and published their findings within the below link: <https://www.college.police.uk/support-forces/practices/clear-hold-build>



Clear Hold Build – The Legacy

The aim for CHB is that there are strong and resilient communities that have taken back control of their areas, with strong networks in place who are better equipped to dealing with emerging threats. The involvement of statutory, non-statutory, private and voluntary organisations opens up new opportunities to make areas safer without the need or reliance for cliff edge funding.

Whilst police resourcing commitments are likely to be higher at the foundation building, clear and hold stages, the aim should be to have an exit strategy that means that the requirement for policing to heavily invest in the programme reduces as time goes on. The below picture from The Home Office demonstrates this, however, it is important to note that engagement with partners should not wait until the latter stages of the hold and build stages, working together with partners should be integral from the outset of the planning stages of CHB.





SOC Community Coordinators – We are here to help and support you!

As it is documented at the outset of this briefing, SOC Community Coordinators have several responsibilities which include supporting SOC leads to deliver CHB and wider improvements to how SOC is coordinated, administered, and tackled within your area. Please use us, we are keen to support forces and partnerships across the region!

Lead Responsible Officers (LRO's)

This includes the development of Lead Responsible Officers – research has shown that many LROs have had little (maximum of 1 day) or no training to complete their role. It has also been found that support to the LRO's varies considerably across areas and without a network. We are working to improve this area of work to support forces and LROs, creating a regional network for LRO's to be part of - please engage with us!

4P (Pursue, Prepare, Prevent, Protect) plans

It has also been found that 4P plans are not consistent in their quality, structure and regularity of review. Often the 4P plan is top heavy with PURSUE interventions, and a more rounded approach is required. We are here to assist in the development of this, how do the plans look in your area? Do your LRO's have effective full 4 P multiagency plans in place to manage their OCG's?

SOC local profiles

SOC Local profiles are key to understanding SOC threats and harms, and to drive activity within both policing and partnerships to reduce SOC. What do these look like in your area and are they current?

We are network connected and reporting directly to the Home Office and NPCC, we will share good practice and learning, whilst we can also seek solutions for problems faced in your areas. We are here to assist with CHB, please engage us and illuminate our role to your partners. These include, but not limited to, Community Safety Partnerships and SOC Partnership Boards. We have documentation, tools and examples of good practice (for example performance frameworks) that will be of value to your teams and LROs managing the CHB site.

What work has been done so far and future aspirations

- Development of a Regional LRO network for the Southwest within Knowledge Hub.
- Creation of a regional template for LRO and CHB training, which has been offered to all forces as framework for delivery across the region with SOC CC support assistance to implement.
- Monthly “LRO drop-in sessions” with the SWROCU Regional Disruption Team (RDT) who offer advice, guidance, and support around 4P plans, disruptions and interventions available and encourage relationship building between the LRO and SWROCU teams.
- Joint SOC CC (including CHB) and GAIN briefings to some force intelligence teams and LROs.
- Initial discussions with D and C CSP chairs around SOC Partnership Boards and CHB
- Aspiration to hold regional SOC working group and Regional LRO user group to further support forces and LRO's in the delivery of reducing SOC in the region, embedding CHB within forces, enabling the sharing of best practise and learning and encouraging consistency in approaches.



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What we ask of you

Early engagement with the development of CHB processes as we will work to support, advise, and assist. We also must conduct a formal review of the CHB site for the Home Office after 6 months of instigation.

A SOC/CHB SPOC or Tactical Advisor within your force is recommended, which allows there to be clear lines of communication between the SWROCU and the force which facilitates ongoing collaborative working. It also assists in the roll out of continuous professional development across the SOC portfolio.

Bring the SOC CC into your CSP frameworks and any SOC Partnership Boards (or similar) in your area to assist in the development of multi-agency responses to SOC threats.



Useful contacts, documents, and information

Support from the Southwest ROCU (SWROCU)

The Southwest Regional Organised Crime Unit (SWROCU) has created a microsite outlining the services on offer from its 20-plus capabilities to help tackle serious and organised crime.

With access restricted to the five south west forces only, the site details how each capability can support Pursue, Prevent, Protect and Prepare activity working alongside the nine-strong national ROCU network to assist with access to other regions and law enforcement partners.

With capabilities clearly grouped under 'covert', 'cyber threats and digital forensics', 'economic crime and fraud', 'intelligence' and 'vulnerabilities, drugs and county lines', each page gives an overview of the services it offers, who can access them and how to contact them, including out of hours.

The microsite can be found at www.southwestrocu.police.uk.

GAIN Coordinator - Detective Inspector Lucy Edgeworth- lucy.edgeworth@avonandsomerset.police.uk

Further reading

Learning and Impact Report on CHB Proof-of-Concept, Professor John Coxhead, Loughborough University



CHB Pilot Phase 1
(WYP) (final).pdf

Learning and Impact Interim Report on CHB Pilot, Professor John Coxhead, Loughborough University



CHB Phase 2
Piloting Interim Rep

Home Office Guidance for Lead Responsible Officers: Extract on CHB



CHB extract from
LRO guidance.pdf