

## Chief Constables Council

NPCC Serious and Organised Crime (SOC) Lead

Security classification:  
**OFFICIAL-SENSITIVE**

Force/organisation: NPCC SOC  
Portfolio  
Date created: 12/07/2023

### 1. INTRODUCTION/PURPOSE

This paper seeks Chief Constables Council agreement to the continuation of the role of a full time SOC Chief Constable, upon the departure of the current incumbent, Chief Constable Steve Jupp.

### 2. PROPOSAL

#### Context

Following a proposal agreed by Chief Constables Council last year, Steve Jupp was appointed by a senior multi-agency panel as NPCC's first full time Chief Constable SOC lead in October 2022.

Serious and Organised Crime (SOC) remains a significant and growing threat to the UK's security and future prosperity. It is highly corrosive and causes significant harm to communities up and down the country; undermining traditional structures of authority and community cohesion. This was recognised in HMG SOC Strategies published in 2013 and 2018. It will be reiterated and further amplified in the new SOC Strategy, expected to be published by the Home Office this Autumn.

In recognition of the scale of the threat and the fact that policing is responsible for the vast bulk of SOC related operational activity (95% across forces and ROCUs), it was previously agreed by Council that a full time Chief Constable was required to work on behalf of policing and alongside the **\*\*S23\*\*** Home Office and wider partners to strengthen the SOC system and amplify policing's voice and role within it.

#### Achievements

Since being appointed full time lead, CC Jupp has delivered a number of notable achievements on behalf of policing. These include:

- Coordinated delivery of an **additional 725 officers** in to the ROCU network and SOC policing in London as part of the Police Uplift Programme (PUP). These additional resources are already increasing the volume and impact of policing activity against SOC, as measured by a new holistic SOC Policing performance framework.
- Collectively the **ROCU network delivered the following results** in FY 2022/23:
  - 5,827 years imprisonments
  - £26.6m in seizures, forfeitures, restraint orders, confiscation receipts and confiscation orders.

- 2,780kg of Cocaine seized
- 926kg Cannabis seized
- 258kg Heroin seized
- 271 firearms recovered
- 1,672 children safeguarded
- 453 adults safeguarded
- Development of a holistic **SOC Local Strategy** to support forces, officers and wider practitioners in their day to day responsibilities around tackling SOC, understanding the threat and supporting our officers and staff.
- Worked with the Home Office and alongside forces, to support the rollout of the pioneering **Clear, Hold, Build (CHB)** methodology to tackle SOC at a local level. CC Jupp has also worked with Ministers and senior officials in the Home Office as part of a new Ministerially chaired SOC Local Board, to ensure that partners are fully engaged and recognise their roles and responsibilities to support the wider effort to tackle SOC, particularly as part of the Build phase of CHB.
- **14 SOC Community Coordinators** have been onboarded into the ROCU network to directly support forces with effective partnership working and to develop community intelligence to improve our overall response to SOC.
- **Secured £1.5m (of part of a wider one off additional investment in ROCUs) of additional Home Office funding to support forces and ROCUs to deliver Op MILLE, **\*\*S31 & S24\*\***.** The first phase of a sustained operation led to the execution of around 1,000 warrants concerned with commercial cannabis cultivation, the arrest of more than 1,000 suspected offenders, the recovery of over £130m of cannabis, multi- kilos of powder cocaine and the seizure of several firearms.

● **\*\*S23\*\***

● **\*\*S31 & S24\*\***

● **\*\*S31 & S24\*\***

● **\*\*S31 & S24\*\***

● **\*\*S23\*\***

● **\*\*S31 & S24\*\***



- Led the delivery of the **SOCEX Annual Conference**, bringing together national and international partners to discuss the growing and changing threat from SOC, and innovative approaches to tackling it. The Conference is now widely recognised as being one of the most prominent SOC events across law enforcement internationally, with guest speakers from the United States, Australia, New Zealand, Canada and Germany.
- Overseen the **integration of the NPCC SOC Portfolio** in to the wider NPCC Hub architecture. As well as providing wider efficiency and effectiveness gains for policing nationally, this approach ensures that available resources are maximised in mutual support of the teams' respective functions.
- Numerous engagements with **Ministers and senior Home Officials** to ensure that the policing voice is heard and understood in the policy development process.

Whilst it would be fair to say that at least some of this progress could have been made without a dedicated Chief Constable lead (e.g. with a Chief Constable also retaining force leadership responsibilities), it is equally fair to conclude that not all of the successes listed above would have been achievable.

The time and capacity that a full time post holder has to build important working relationships with Ministers (see quote below) and senior officials has been critical in securing Home Office support for continued investment in SOC policing (including the additional MILLE funding). It has also ensured that the policing voice is heard and understood in the policy development process (SOC Strategy, development of potential legislation, Performance Framework, extension of PUP uplift to ease pressure on forces are some examples), and it has facilitated sustained and meaningful engagement with the NCA and other operational partners to improve SOC system cohesion (joint chair of national tasking, SOC local effort, CHB, MILLE leadership).

### Key Future Issues and Challenges

There are a number of important upcoming issues at which any future NPCC SOC Lead will be required to represent the views of Chief Constables and wider NPCC. These include:

- Working alongside Home Office and NPCC funding leads to develop a full SOC Policing submission to the **Spending Review**, expected this Autumn.
- Delivering proposals for the second phase of the **Clear, Hold, Build (CHB)** programme of activity.
- **\*\*S31 & S24\*\***

- **\*\*S31 & S24\*\***

- Work alongside the Home Office, **\*\*S23\*\*** and other partners to develop a new **National SOCPeformance Framework** commissioned by Ministers.
- **\*\*S31 & S24\*\***
- **Complete the transition of the NPCC SOC Portfolio** in to the governance and structures of the NPCC Hub.
- **\*\*S31 & S24\*\***



- Deliver the final phase of the **SOC Police Uplift Programme (PUP)** across ROCUs and allied SOC policing functions in London. Ensuring that maximum operational benefit is derived from the additional officers provided.
- Oversee the development and delivery of a comprehensive **SOC People Strategy**, working alongside colleagues in the **\*\*S23\*\***, NPCC Hub and CC Pam Kelly's Workforce Coordination Committee. This needs to address a wide range of issues, but particularly the significant challenge we all face around recruiting and retaining highly specialist civilian staff.
- **\*\*S31 & S24\*\***
- Work with the Home Office, **\*\*S23\*\***, and other partners to prepare for the launch of the new **SOC Strategy**, expected this Autumn.
- **\*\*S31 & S24\*\***,
- Work closely with colleagues in the City of London Police to deliver the specialist Money Laundering capability uplift funded from the **Economic Crime Levy** and support the delivery of the wider aims and objectives of the recently launched **Economic Crime Strategy**.
- Continue to develop a programme of activity with the **College of Policing** to further professionalise our approach to the learning and development of all of our people (officers and staff) who are charged with responding to the SOC threat.
- Support the Home Office with potential **legislation** to strengthen the response to SOC.
- Working closely with the CC Trevor Rodenhurst (NPCC Lead for ROCUs), continue to oversee the delivery of the **ROCU 2030 Strategy** signed off by Chief Constables in January 2022. This commits policing to delivering a more Coordinated, Connected and Coherent ('3Cs') ROCU network by 2030.

### System Support

The continuance of a full time SOC Chief Constable post is widely supported from across the SOC Law Enforcement community and amongst our wider partners. We are grateful to senior colleagues who have provided some supportive quotes below:

*"Chief Constable Steve Jupp has brought considerable experience and outstanding leadership to the role of full-time NPCC SOC lead. During his tenure, he has significantly enhanced the NPCC's voice on SOC both within Government and across Law Enforcement. This includes his work to strengthen both the capacity and capability of the Regional Organised Crime Unit (ROCU) network, alongside Chief Constable Trevor Rodenhurst; the successful implementation of our landmark 'Clear, Hold, Build' programme to all forces in England and Wales; and supporting our efforts to tackle a range of SOC threats such as Drugs, Fraud, Child Sexual Exploitation and Organised Immigration Crime, as well as the threat from **\*\*S31 & S24\*\***. As Policing Minister, I view the future of this full-time NPCC SOC role as crucial. It will ensure that both ROCUs and forces continue to make improvements against our strategic aim to reduce SOC in the UK by disrupting and dismantling organised crime groups operating in and against the UK. Finally, I would like to thank CC Jupp for the dedication he has shown to this role and wish him the best for the future."* **(The Rt Hon Chris Philp MP, Minister of State for Crime, Policing and Fire)**

*"I welcomed the appointment of Chief Constable Jupp as national SOC lead last year. Since then, I have seen improvements made to the coordination of the national response to SOC, with a structural change to governance and more rigor and coordination being brought to SOC policing. I have*



*observed the benefits of having a dedicated leader in this role, including key stakeholders (including the inspectorate) working more closely to navigate the complex landscape of SOC. Mr Jupp's work has put local SOC policing back on the map to solve some of the enduring issues that policing faces. To lose this dedicated leadership role would be a step-back for the SOC policing community."* **(Andy Cooke – Chief HMI)**

*"It has been a pleasure working with CC Jupp, since I came in to post as APCC joint SOC lead. I know, having worked with Steve and discussed with colleagues, what a significant impact he has been able to make in his time in post. He has overseen delivery of the SOC PUP uplift, led the rollout of Clear, Hold, Build and worked tirelessly with partners to ensure the SOC system is as joined up as it could be. As a full time lead, he has had the energy and capacity to engage with Donna Jones (previous APCC joint SOC lead), myself and our PCC colleagues on the key issues. I wish him all the very best for his future role and look forward to working with whoever is selected to succeed him as SOC policing lead."* **(Kate Green – Joint APCC SOC Lead and Deputy Mayor for Policing in Greater Manchester)**

### **Decision Required**

That Chief Constables Council supports the continuance of a full time NPCC SOC Lead at Chief Constable rank, for a further two year period.

