

Divert

Deter

Detect

Disrupt

Serious Organised Crime Strategy

Tackling serious organised crime requires
everyone to play their part

Contents

| | |
|---|-----------|
| Foreword | 02 |
| What is our vision and aim? | 03 |
| What is serious organised crime? | 05 |
| How does serious organised crime harm people in Scotland? | 07 |
| What are we doing to reduce the harm caused by serious organised crime? | 09 |
| How will we use this strategy to achieve change? | 10 |
| How will we know if we are succeeding? | 12 |
| What can you do? | 13 |
| Annex A: related strategies, programmes and initiatives | 15 |
| Annex B: structures and governance | 16 |
| Annex C: report concerns and find more information | 17 |

Foreword

Organised crime remains a serious threat to us all and we pay for it every day, either directly as victims or indirectly by paying for the services – such as police, prosecution, the health services – that are required to respond to it.

I want to see a Scotland where we all work together to reduce the harm caused by organised crime. Harm reduction will benefit our communities, businesses and every one of us.

Despite significant progress, we know that the coming period will be ever more challenging as we adapt to new ways of working to tackle the consequences of leaving the European Union and the significant complexities of current and future threats. We know also that there is a significant changing face to organised crime in Scotland with issues such as fraud and cybercrime very much to the fore.

Serious Organised Crime Taskforce members continue to work with other organisations at home and abroad to tackle these threats. Our multi-partnership approach has delivered notable successes, but there is more to be done. We recognise the increasing importance of working with communities to divert those vulnerable to exploitation away from the reach of organised crime groups.

This updated strategy puts the emphasis firmly on identifying the key threats and putting our response to those threats at the heart of our efforts. It marks the first stage in a continuing journey as our plans evolve and mature. We will have the greatest chance of success if everyone in Scotland plays their part in keeping our communities safe and continuing to make the country a hostile environment for those who co-ordinate and commit serious offences or seek to exploit others for their own gain.



Keith Brown
Cabinet Secretary
for Justice and Veterans

A handwritten signature in black ink, appearing to be 'KB', written over a white background.

What is our vision and aim?

Vision:

A safer, fairer and more prosperous country free from the harm caused by serious organised crime.

Aim:

To reduce serious organised crime and the harm it causes.

Objectives

We will deliver this aim by focusing on four objectives:

- Divert** to divert people from becoming involved in serious organised crime and using its products
- Deter** to deter serious organised crime groups by supporting private, public and third sector organisations to protect themselves and each other
- Detect** to identify, detect and prosecute those involved in serious organised crime
- Disrupt** to disrupt serious organised crime groups

Contribution to national outcomes

Reducing the harm caused by serious organised crime will contribute to many of the national outcomes in the Scottish Government's national performance framework including:

- **Children and young people** – we grow up loved, safe and respected so that we realise our full potential
- **Communities** – we live in communities that are inclusive, empowered, resilient and safe
- **International** – we are open, connected and make a positive contribution internationally

There has been considerable change in the global landscape since the Serious Organised Crime Strategy was last updated, including the UK vote in 2016 to leave the European Union and the CoVID-19 pandemic. On the domestic front, a range of legislative provisions relating to serious organised crime have come into effect including amendments to the Proceeds of Crime Act 2002 (POCA)¹, the commencement of provisions in the Serious Crime Act 2015² and the passing of the Human Trafficking and Exploitation (Scotland) Act 2015.

While it is clear that the existing vision, aim and objectives set out above remain current and that the 'four Ds' – Divert, Deter, Detect and Disrupt – are useful, relevant and clearly understood, this refreshed strategy reflects those changing landscapes and operational results. In particular, the use of the Scottish Multi-Agency Strategic Threat Assessment (SMASTA) will allow us to focus on serious organised crime prevention in a way that is informed by analysis of the threat and should allow us all to respond more quickly and flexibly to assessments of changing threats. This is the first stage in a longer programme of work to ensure that our collective response to organised crime remains current.

In doing so, it is important that we raise awareness of the harm done by organised criminals to our communities. The greatest benefits will be achieved when organisations both within and outwith Scotland can pool resources, including information and intelligence, to tackle specific threats.

¹ Changes made by Criminal Finances Act 2017.

² Measures in the Serious Crime Act 2015 that have been commenced include those relating to Serious Crime Prevention Orders and child sexual exploitation.

What is serious organised crime?

For the purposes of this strategy, serious organised crime is: crime which involves more than one person; is organised, meaning that it involves control, planning and potentially use of specialist resources; causes, or has the potential to cause, significant harm; and involves financial or other benefit to the individuals concerned.³

What does serious organised crime look like in Scotland?

Latest assessments suggest that while the geographical spread of Serious Organised Crime Groups (SOCGs) operating in Scotland remains much as before (with a majority of SOCGs located in the West of Scotland), the threat from these groups is growing in scale and complexity.

Many groups operate across country boundaries and, in some cases, globally. We also know that SOCGs based elsewhere operate in Scotland.

Drug trafficking remains the largest criminal market in Scotland, with a majority of SOCGs involved in drug crime. More and more SOCGs are diversifying, with two thirds involved in multiple crime types including drugs, violence, money laundering, fraud, human trafficking, counterfeiting, illicit puppy trade, rogue trading and environmental crime.

High-priority areas of threat include SOCG violence, drugs, cybercrime, criminal use of firearms, human trafficking, child criminal exploitation, child sexual exploitation and the potential for SOCG infiltration of legitimate businesses.

EU exit means that with no physical controls at the Ireland/UK border, it is almost certain that the Irish land border and Common Travel Area routes to mainland Great Britain will remain of concern. Cybercrime has no geographical boundaries and affects communities and businesses by exploiting advances in digital technology and vulnerabilities of victims. The threat from cybercrime has grown significantly and will continue to expand in scope, frequency and impact. Due to the evolving and complex nature of cybercrime, assessing the level of threat it poses to our communities is challenging and the true scale and impact of serious organised crime is not yet fully comprehended, but the scale is likely to be larger than known.

³ The statutory definition set out in the Criminal Justice and Licensing (Scotland) Act 2010 section 28(3) states: “Serious Organised Crime means crime involving two or more persons acting together for the principal purpose of committing or conspiring to commit a serious offence or a series of serious offences. ‘Serious offence’ means an indictable offence– (a)committed with the intention of obtaining a material benefit for any person, or (b)which is an act of violence committed or a threat made with the intention of obtaining such a benefit in the future, and ‘material benefit’ means a right or interest of any description in any property, whether heritable or moveable and whether corporeal or incorporeal.”

Human trafficking for the purposes of labour exploitation and sexual exploitation occurs throughout Scotland and is not confined to our major cities. The Scottish Government's Trafficking and Exploitation Strategy for Scotland is available at <https://www.gov.scot/publications/trafficking-exploitation-strategy/>

There has also been an increase in child criminal exploitation, including county lines models⁴, and in online child sexual exploitation. County Lines can result in increased community tensions and violence in affected areas and, in many cases, relies on the criminal exploitation of children and vulnerable adults. The increasing demand for and impact of on-line Child Sexual Exploitation is also of significant concern particularly as children spend increasing time online.

A majority of SOCGs are involved in the operation of seemingly legitimate businesses including pubs, restaurants, shops, garages, nail bars, hairdressers, construction and property development. The key reason for serious organised crime involvement in these industries is for the purposes of laundering illicit money raised through serious organised criminality. Many of these businesses seek to infiltrate the public sector space through contracts, licences, permissions and so on.

The Scottish Multi-Agency Strategic Threat Assessment

The Scottish Multi-Agency Strategic Threat Assessment (SMASTA) presents a comprehensive picture of the scale and nature of serious organised crime, significant vulnerabilities and emerging threats, alongside the intelligence requirements to fill any gaps in coverage. It is used by partners at the Scottish Crime Campus to identify strategic priorities and emerging threats in order to inform operational work and decision making.

⁴ County Lines refers to criminals from larger cities who expand their operations into smaller towns. They endeavour to exploit young and vulnerable people to sell drugs, carry cash and weapons - bringing violence, coercion and abuse.

The latest SMASTA summarises the current threats and threat enablers as follows:

| Current Threats | Cross-Cutting Threat Enablers |
|--------------------------------------|--|
| Human Trafficking | Use of Technology |
| Child Sexual Abuse | Border Vulnerabilities |
| Violence (SOCG-related) | Transport |
| Firearms | UK and Overseas Connections |
| Drugs | Specialists and Business |
| Financial Crime | Prisons and Lifetime Management |
| Money Laundering | Foreign National Offenders |
| Cybercrime | Corruption |
| Organised Immigration Crime | |
| Organised Acquisitive Crime | |
| Illicit Trade | |
| Organised Environmental Crime | |

The SMASTA will be updated and published on a regular basis.

How does serious organised crime harm people in Scotland?

Serious organised crime is characterised by individuals exploiting others for personal gain (usually wealth, but not always).

While SOCGs prey on the vulnerable members of our communities, threatening our society and business community, serious organised crime is not just something that happens “somewhere else” or to “other people”. It affects us all and we pay for it every day, either directly as victims or indirectly by paying for the many services – eg police, prosecution, health services – that are required to respond to it.

The misuse of drugs is a significant harm for people in Scotland, with Scotland suffering consistently high levels of drug-related deaths per capita.

There is evidence⁵ to suggest that Serious Organised Crime has a disproportionate impact on Scotland’s poorer communities, contributing to social and economic inequalities, and thereby increasing individual vulnerability. For communities where serious organised crime is deeply embedded, the cumulative effect of its presence can result in a degree of resignation to its impact. Fear and violence form part of the background to everyday life.⁶

“When chaos is chaos and you see it everywhere, it’s normal... ye see neighbours beating lumps out of each other, it’s just what you see, it’s only when you’re older you realise.”

(Community respondent, Urban Embedded, male aged 18-30).⁷

Police investigations relating to bogus workmen and doorstep crime have found that the average age of victims is 81. Most victims are women who live alone. After a crime of this type, victims suffer more rapid declines in health than non-victim peers.

Young people can be particularly at risk of exploitation and consequent exposure to harm including through greater exposure to violence, a risk of criminal record and custodial sentences, disengagement from education and a consequent reduction in life opportunities.

5 From Scottish Government (2013) [Public perceptions of organised crime in Scotland](#). Scottish Government Social Research

6 From “[Community Experiences of Serious Organised Crime in Scotland](#)” Scottish Government 2018

7 Quoted in [Community Experiences of Crime in Scotland](#).

Legitimate businesses lose out when consumers opt to purchase counterfeit goods, often resulting in those businesses having to close, and people losing their jobs. They also lose out to corrupt businesses funded by serious organised crime that exist to launder the proceeds of crime. Such businesses have the unfair advantage of resources, funds and unscrupulous tactics at their disposal to give them an advantage over legitimate competition.

These might be small, local enterprises where the closure will be felt more strongly by the community they serve, leaving boarded-up premises, fewer jobs and furthering the conditions which allow organised crime to spread. Legitimate businesses may also be threatened with violence, forced to pay protection or forced to participate or facilitate in organised crime. There is also the possibility that many legitimate businesses may be forced to adopt underhand tactics in order to compete with SOCGs for survival.

Our public services are at risk – the more money that is spent on tackling the consequences of serious organised crime, the less there is to spend on public services. It is increasingly apparent that many organised criminals seek to legitimise themselves by bidding for public sector contracts, despite police intelligence linking them to serious organised crime. This has the knock-on effect of diverting income from legitimate operators, depriving them of turnover. We must all remain alert to the risks in relation to the awarding of public sector contracts and ensure that appropriate measures are in place to address these risks.

The harm done by serious organised crime can have lifelong implications, not just for individuals and their families but for communities and Scotland as a whole. If crime is normalised within a community, the more likely it is that vulnerable children and young adults will drift into involvement. The

more serious organised crime groups are perceived to be “getting away with it”, the less likely people are to report their suspicions, the more damage is done to their community and ultimately the greater the damage done to society as a whole.

SOCC operating methods, flexibility and responsiveness

While some organised criminals may specialise in a particular area of criminality, many are opportunistic in nature. SOCGs generally run as businesses, ready to expand into wherever they can make money quickest.

SOCCs do not abide by the same legal and moral constraints that the rest of society is content to live by. SOCCs see vulnerable people and communities as expendable assets to be exploited. Increasingly they operate internationally, even globally. They are flexible and quick to exploit any opportunity they can see for personal gain, whatever the cost to others.

While the CoVID-19 pandemic caused considerable disruption to some spheres of criminal activity, it also increased the vulnerability of many people in Scotland either as victims of SOCCs or increasing the likelihood that they might become involved in serious organised crime. It demonstrated the adaptability of SOCCs to exploit a new situation quickly to their advantage.

All of this makes it important that we can flex more quickly to meet the threat posed by serious organised crime. We need to be as ready to adapt as they are. It requires us to tackle the threat holistically, not in silos. They don't operate in silos; we shouldn't either. This is why the Scottish Crime Campus has been so successful. Now we need to build on that success by emulating the Scottish Crime Campus model of threat identification and wider collaboration as explained in the following section.

What are we doing to reduce the harm caused by serious organised crime?

It is clear that while we have had considerable success in some areas there is more to be done.

It is also clear that, given the speed of change and the speed with which SOCGs react to changing landscapes, we need an overarching strategy that sets the framework for what we are hoping to achieve and that encourages coherent, joined-up activity to deliver against the aims and objectives. There are four main elements that must be incorporated into any approach. These are:

- **The strategic vision** – what are our aims and objectives
- **The threat assessment** – informed by intelligence and evidence
- **Tasking** – how we translate our threat assessment into specific activity in order to achieve our objectives
- **Collaboration** – how we work together to deliver more effectively

We will therefore use analysis of the latest threat assessment to enable the Serious Organised Crime Taskforce to set the priorities for action. We believe that this will give partner organisations the flexibility to respond quickly to changing threats. It may require organisations to react differently in order to ensure they play their part. We will ask partner organisations to consider how they will manage this response. The threat impacts on us all; it is right that we each consider how best to respond.

This should create a more integrated picture where the strategy sets the vision, objectives and direction of travel, where our assessments of the threats we face provide the intelligence to help us prioritise our actions, where we have arrangements in place to support collaborative working between Taskforce members and between the Taskforce and other organisations, and where information gained at any level in the process can be utilised to secure improvements and to change direction if necessary. It will require some changes to the existing structures and governance arrangements in order to improve cohesion between the strategic, tactical and operational layers. These changes are set out in Annex B.

Challenges will remain, not least those caused by leaving the European Union and the changing international picture given the increasingly global nature of organised crime.

How will we use this strategy to achieve change?

What happens next to make this real?

We will take account of the priority areas we have identified in turning the objectives in this strategy into practical activities, projects and improvements that will reduce the harm caused by serious organised crime.

When we publish progress reports we will include action plans for each of the four strands of the strategy (Divert, Deter, Detect and Disrupt) setting out what we plan to do and providing details of the projects and pilots we are undertaking. One aim is that these plans will act as a resource to assist Taskforce members and other organisations in identifying opportunities for joint working and further activity.

We will publish an annual report setting out what has been achieved and providing updates on ongoing projects.

Once a project or pilot has proved itself, we expect it to be rolled into mainstream activity and do not expect it to continue as part of the action plan. The action plans should therefore provide a snapshot of new or changing activity, rather than detailing existing work or core business.

These priorities are likely to include particular areas such as human trafficking, economic crime and child protection. Tackling such criminality requires us to utilise all aspects of the 4-D strategy to combat these threats through prevention

and to work together to ensure that teams tackling specific issues such as human trafficking, child protection, consumer protection and cyber resilience also take proper account of the organised crime element. More detail on related strategies is set out in Annex A.

Other activity

We will consider if there are areas where legislative change might be required. And because legislative change takes time we will identify areas where the whole regulatory system could be brought into play. For example, we have developed guidance for public authorities on the importance of having an appropriate gifts and hospitality policy to help protect against organised crime groups exerting undue influence.

In developing new, and innovative strategies we will look at research and consider models/initiatives used in other countries. We will seek to develop/make use of new technologies to address the threat posed by serious organised crime.

Funding

We have introduced a small-scale fund to help members of the Serious Organised Crime Taskforce fund innovative projects that contribute to the objectives set out in this strategy but that are outwith the organisation's core activity. All projects funded through this will be included in the action plan for the relevant strand.

Taskforce membership

Taskforce members work with many other organisations across the public, private and third sectors in the effort against organised crime. We will keep membership of the Taskforce under review, with a view to adapting it when appropriate, but if we are to succeed we need every individual, every private sector business, every public sector organisation and every community to play their part.

For some suggestions on how you can contribute, see '[What can you do?](#)'

Communication and awareness-raising

Communication and awareness-raising remain essential to delivering the safer, fairer, more prosperous Scotland, free from the harm caused by serious organised crime, which we all want to see.

People cannot protect themselves or their families from serious organised crime if they don't know enough about how it operates. Organisations need to understand this in order to assess where they are most vulnerable. We will publicise case studies and success stories as examples of good practice for others to draw on.

As well as educating potential victims, awareness raising activities have a part to play in terms of de-glamourising serious organised crime and deterring people from becoming involved in the first place. The Serious Organised Crime Taskforce Communications subgroup continues work to address this. The Scottish Government has previously published a serious organised crime communications evidence review. This contains a toolkit for communicators and is available at [Serious organised crime: communications evidence review - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultations-petitions/Publications/2021/01/SeriousOrganisedCrimeCommunicationsEvidenceReview.pdf)

How will we know if we are succeeding?

While some aspects of our work to tackle serious organised crime are simple to measure, others can be more difficult to evaluate. For example it is straightforward for us to report:

- on the arrest, conviction and imprisonment of serious organised criminals.
- on the number of people charged and convicted under Sections 28 to 31 of the Criminal Justice and Licensing (Scotland) Act 2010.
- on the number of detections for drugs supply, production and cultivation in line with the Misuse of Drugs Act 1971.
- the value of assets recovered using Proceeds of Crime legislation, the value of assets restrained, the value of cash seizures and the value of drugs and counterfeit goods seized.
- and on the use of Serious Crime Prevention Orders, or human trafficking and exploitation orders (prevention orders and risk orders).

We can use surveys to understand public attitudes to the products of serious organised crime (counterfeit goods and drugs) and changes in those attitudes over time or to measure awareness of serious organised crime in different sectors. We can draw on data on recreational and problem drug use, while recognising the multiplicity of factors at play here.

In order to evaluate the effectiveness of activity to disrupt serious organised crime, or diversionary interventions in schools, communities and prisons, we will work with analysts to assess current evaluation measures and statistical indicators and to devise other methods of monitoring progress.

A key part of this work is to raise the awareness of practitioners within all sectors as to the importance of serious organised crime prevention and target hardening measures through improvements in internal processes and initiatives. Again we can use surveys to measure levels of awareness and work with analysts to develop appropriate measurements of progress that can be used to evaluate some aspects of work on the deter strand.

We will publish research and data as they become available, and we will continue to share examples of evidenced good practice including where regulators have succeeded in disrupting serious organised crime groups.

What can you do?

For some organisations, addressing serious organised crime is a clear part of their remit. These include Police Scotland, COPFS, HMRC, the National Crime Agency, the Scottish Prison Service, the Civil Recovery Unit and parts of the third sector and the Scottish Government, but there is a lot that we can all do:

Individuals – You can protect yourselves from cyber threats (with anti-virus software on phones, tablets and PCs, strong passwords etc), report concerns, help vulnerable relatives, friends or neighbours to be safe from scams or other forms of exploitation, avoid buying counterfeit goods or other products of serious organised crime.

Communities – can support people at risk of becoming involved in serious organised crime, work with law enforcement agencies, local authorities and regulators to discourage and deter the selling of the products of serious organised crime, promote positive alternatives to serious organised crime in terms of employment, businesses, products and values. While there are many underlying causes of problems within our communities, tackling these problems successfully will require a range of community interventions including individual willingness to take action through whistleblowing campaigns, Crimestoppers and other initiatives such as See Something, Say Something.

Businesses – You can protect yourselves from cyber threats, vet your staff, report concerns, keep informed about current threats, put plans and processes in place to protect against fraud, corruption, money laundering etc.

Businesses involved in banking and financial services can train staff to recognise signs of money-laundering and fraudulent activity, report suspicious activity to law enforcement agencies, support your customers in protecting themselves.

Local authorities and other public bodies – You can protect yourselves from cyber threats, vet your staff, use the local authority serious organised crime self-assessment checklist, put in place robust procurement processes to protect against corruption, use your regulatory and licensing powers to disrupt and deter serious organised crime groups, share information and intelligence with law enforcement agencies, listen to your communities and strengthen community participation, work through schools to educate children and young people about drugs and counterfeit goods, work together to support young people on the cusp of serious organised crime into education, employment or training.

Elected representatives (Councillors, MSPs and MPs) – You can work with your officials to put in place and apply robust procurement and licensing processes, make reducing the harm caused by serious organised crime a priority, use your links with local communities to contribute to detecting, disrupting and deterring serious organised crime.

Third sector organisations – You can contribute to diverting people from serious organised crime and its products and promoting positive alternatives, protect yourselves from cyber threats and fraud, contribute to stronger, more resilient communities.

Human trafficking victims have been identified across all local authorities in Scotland.

This issue is not just confined to specific areas – it is happening in communities across the country. We all have a part to play in keeping an eye out for possible victims. You can find out more on the [Scottish Government human trafficking website](#) or in our factsheet [Spotting the signs of HT](#)

Serious organised crime affects us all and we can all play a part in reducing the harm it causes. If you see something, say something using the contact details at the back of this document (Annex C)

Annex A: related strategies, programmes and initiatives

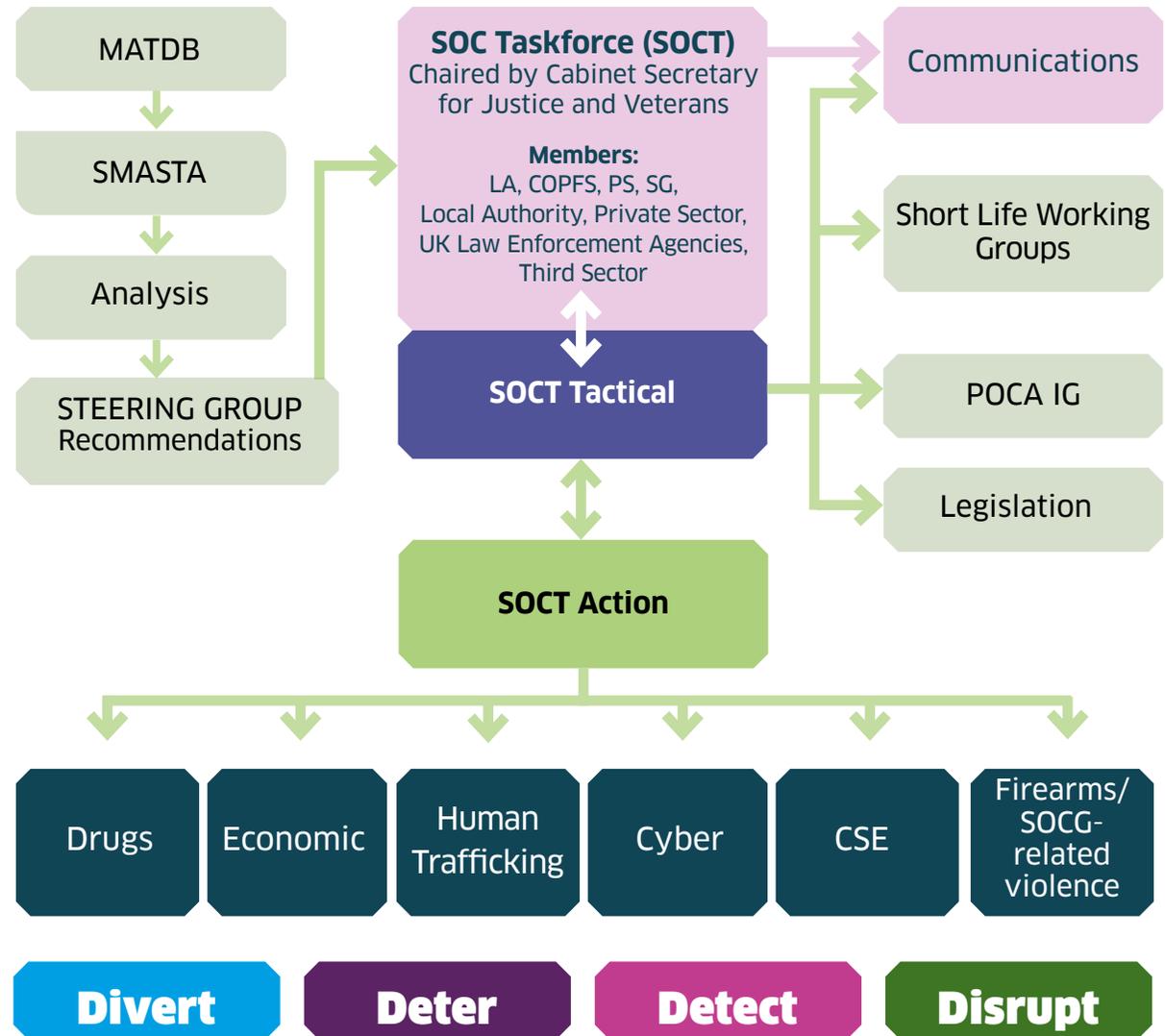
| PROGRAMMES, LEGISLATION AND STRATEGIES | DIVERT | DETER | DETECT | DISRUPT | PROGRAMMES, LEGISLATION AND STRATEGIES | DIVERT | DETER | DETECT | DISRUPT |
|---|--------|-------|--------|---------|--|--------|-------|--------|---------|
| Programme for Government | ✓ | ✓ | ✓ | ✓ | Better Environmental Regulation Programme | | ✓ | ✓ | |
| Justice Strategy for Scotland | ✓ | ✓ | ✓ | ✓ | Equally Safe – Scotland’s Strategy to eradicate violence against women | ✓ | ✓ | | |
| Youth Justice Strategy | ✓ | | | | Protecting Public Resources Scotland – Counter Fraud Strategy. | | ✓ | | |
| Building Safer Communities Programme | ✓ | ✓ | | | Safe, Secure and Prosperous: A Cyber Resilience Strategy for Scotland. | | ✓ | ✓ | |
| Rights, Respect and Recovery | ✓ | | | | Police Scotland Annual Policing Plan | ✓ | ✓ | ✓ | ✓ |
| Psychoactive Substance Expert Review Group | ✓ | | | | Scottish Police Authority Strategic Police Plan | ✓ | ✓ | ✓ | ✓ |
| Getting it right for every child (GIRFEC) | ✓ | | | | National Crime Agency Annual Plan | | | ✓ | ✓ |
| Curriculum for Excellence | ✓ | ✓ | | | Criminal Justice and Licensing (Scotland) Act 2010 | | | ✓ | ✓ |
| Equally Well | ✓ | | | | UK Government’s Serious and Organised Crime Strategy | ✓ | ✓ | ✓ | ✓ |
| Choices for Life | ✓ | ✓ | | | UK Anti-Corruption Strategy 2017 -2022 | | | ✓ | ✓ |
| Know the Score | ✓ | | | | HMRC Business Plan | ✓ | ✓ | ✓ | ✓ |
| Reducing Reoffending Change Fund | ✓ | | | | Human Trafficking and Exploitation (Scotland) Act 2015 | | | ✓ | ✓ |
| Digital Justice Strategy | ✓ | | ✓ | ✓ | Proceeds of Crime Act 2002 | | | | ✓ |
| Cashback for Communities Programme | ✓ | | | | Criminal Finances Act 2017 | | | | ✓ |
| The Early Years Taskforce | ✓ | | | | Serious Organised Crime Act 2015 | | | | ✓ |
| The Early Years Collaborative | ✓ | | | | Reducing Reoffending | ✓ | ✓ | | ✓ |
| Children and Young People (Scotland) Act 2014 | ✓ | | | | | | | | |
| Prevent Duty Guidance: for Scotland | ✓ | ✓ | | | | | | | |
| Scotland’s Economic Strategy | ✓ | ✓ | ✓ | ✓ | | | | | |
| Empowering Communities Fund | ✓ | ✓ | | | | | | | |

Annex B: structures and governance

We propose to create a new, small steering group to analyse the available intelligence and make recommendations to the Taskforce about the emerging priorities. The core group membership will comprise individuals from a small number of key organisations including the four Taskforce strand leads, and could be augmented as necessary by others whenever the group agrees it would be beneficial. For each specific threat identified, the steering group will be supported by a short life working group bringing together the relevant policy and operational interests so that discussions benefit from specialist knowledge and input at an early stage.

Once the Taskforce has agreed actions to be undertaken, the steering group will work with Taskforce members, the short life working group and with the assistance of them leads to deliver those priority actions. This would create an effective chain of accountability and clarify roles and expectations.

We will also develop underpinning guidance for steering group members, the wider Taskforce and the secretariat, including role descriptions, to ensure clarity on what we expect to happen and the part we expect each individual organisation to play. The intention is not to create a new layer of bureaucracy but to make clear our expectations of concrete action in realistic timescales and to create a culture of prompt, cohesive action.



Annex C: report concerns and find more information

| | |
|---|---------------|
| Police Scotland - | 101 |
| Crimestoppers - | 0800 555 111 |
| HM Revenue and Customs Confidential Hotline - | 0800 595 000 |
| HM Revenue and Customs Tax Evasion Hotline - | 0800 788 887 |
| Modern Slavery Helpline - | 0800 012 1700 |

Websites for further information

| | |
|--|--|
| Police Scotland - | www.scotland.police.uk |
| HM Revenue and Customs - | www.hmrc.gov.uk |
| National Crime Agency - | www.nationalcrimeagency.gov.uk |
| Building Safer Communities - | www.Safercommunitiesscotland.org |
| Scottish Business Resilience Centre - | www.sbrcentre.co.uk |
| Modern Slavery - | www.modernslavery.co.uk |
| Crown Office & Procurator Fiscal Service - | www.copfs.gov.uk |
| Get Safe Online - | www.getsafeonline.org |
| Choices 4 Life - | young.scot/choices-for-life |
| Thinkuknow - | www.thinkuknow.co.uk |
| Childnet International - | www.childnet.com |



Scottish Government
Riaghaltas na h-Alba
gov.scot

© Crown copyright 2022



This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-80201-944-5 (web only)

Published by The Scottish Government, February 2022

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS1010178(02/22)

W W W . g o v . s c o t