



Good practice fiche

Title of the policy or measure (in English)	Joint operation group between public agencies
Case study/good practice name	Joint Operations – an effective tool against work-related crime and social fraud
Country	Norway
Sectors	All sectors
Target groups	Public agencies involved in tackling undeclared work
Type of measure	Prevention
Short sentence summarising the measure	In January 2015, a new strategy for combating work-related crime was launched in Norway. The strategy aims to broaden cooperation between public authorities and social partners on prevention, knowledge sharing and enforcement. It contains 25 priority areas and measures. One of these, which is the subject of this fiche, is to extend regional and local cooperation between agencies through the establishment of ‘joint operation groups’.
Background	
<ul style="list-style-type: none"> Background context driving the implementation of the measure 	There are many challenges in the Norwegian labour market, ranging from tax crime to violations of the immigration act (i.e. use of illegal workers). The new strategy for combating work-related crime recognises the need for the agencies involved in tackling these issues to improve cooperation in order to gain a better understanding of these crimes and to detect and tackle them.
<ul style="list-style-type: none"> When was the measure implemented? (including start date and end date/ongoing) 	The Norwegian government launched the strategy for combating work-related crime in January 2015, based on a dialogue with the main employer and employee federations. The scope of the strategy was recently expanded. The updated strategy was launched in February 2017.
<ul style="list-style-type: none"> Names(s) of authorities/bodies/organisations involved 	The following agencies have been involved in setting up the joint offices: <ul style="list-style-type: none"> Police, Tax Administration, Labour Inspection Authority, Norwegian Labour and Welfare Administration (NAV).
<ul style="list-style-type: none"> Scope of the measure (a pilot project, nationwide, regional wide) 	Nationwide
<ul style="list-style-type: none"> Type of (policy) measure 	This is a structural reform, introducing a new way of working within the public organisations involved in tackling undeclared work.
Key objectives of the measure	The measure aims to increase cooperation between public agencies at national, regional and local level to streamline approaches, enhance information exchange and coordinate resources aimed at combating work-related crimes. This includes the possibility of using a broad spectrum of sanctions.
Specific measure	

<ul style="list-style-type: none"> Description of how the measure operates in practice 	<p>In January 2015, the Norwegian government launched a strategy¹ aimed at strengthening efforts to combat work-related crime by promoting responsible and sound working conditions. The strategy is based on broad cooperation between the public authorities and the social partners on prevention, knowledge sharing and enforcement. An updated strategy was launched in February 2017. The strategy now contains 25 instead of 22 priority areas and measures, including extending the regional and local cooperation between agencies.</p> <p>Established on the basis of a dialogue between the main employer and employee federations, the strategy brings together staff members from the Labour Inspection Authority, the Labour and Welfare Administration, the Tax Administration and the police, in joint offices in five Norwegian cities (Oslo, Trondheim, Bergen, Kristiansand, Stavanger, Bodø, Tønsberg). Two additional offices are planned for 2017.</p> <p>The cooperation between the agencies is governed by formalised cooperation plans and activities as well as a guide on information sharing between agencies. In addition, further cooperation agreements exist between the joint offices and other authorities and partners, for example border control authorities or social partners.</p> <p>Joint offices have been established in seven Norwegian cities: Oslo, Trondheim, Bergen, Kristiansand, Stavanger, Bodø, and Tønsberg. The joint offices consist of staff members from all agencies. Shared offices facilitate enhanced cooperation, with joint leader group meetings being held twice a month to discuss operational priorities. The joint leader groups consist of mid-level staff from each authority. All offices have an analysis team and an inspection team which supports their operations. Inspections are carried out by at least two different agency staff members who decide on a common approach when carrying out an inspection. An internal database to facilitate information exchange between joint offices was created in December 2016. In addition, there a National Interagency Centre for Analysis and Intelligence was set up in 2016 as part of the new national strategy. The centre is to conduct national threat assessments for joint strategic measures against economic crime, for example by delivering intelligence reports, which shall help decision makers to analyse cross-national trends.</p>
<ul style="list-style-type: none"> Which groups are targeted by the measure? 	<p>Direct target group: Staff of all relevant participating public agencies Indirect target group: Employers</p>
<ul style="list-style-type: none"> What resources and other relevant organisational aspects are involved? 	<p>Specialised staff from all agencies form part of the joint offices.</p>
<ul style="list-style-type: none"> What are the source(s) of funding? 	<p>National budget</p>
<p>Evaluation and outcome</p>	
<ul style="list-style-type: none"> Has the measure achieved its objectives? 	<p>The establishment of joint offices has allowed for enhanced cooperation, opening up new opportunities based on knowledge and information sharing, exchange of good practices and mutual learning.</p> <p>An evaluation report produced in 2015-16 concluded that the efforts which have been undertaken by the government to combat work-related crime through broadening cooperation between agencies and sectors has achieved important results. However, the complexities of cross-agency cooperation, in</p>

¹ <https://www.regjeringen.no/en/dokumenter/strategi-mot-arbeidslivskriminalitet/id2359493/>

	<p>particular with regard to existing hierarchical structures of the operational apparatus, inter-agency data sharing and information exchange, and the efficiency of measures, continue to pose challenges. Striking a balance between already existing local cooperation initiatives and standardising efforts across agencies should be a priority for the coming years.</p>
<ul style="list-style-type: none"> Assessment method (including indicators used to measure its impact), and the outputs and outcomes achieved 	<p>The Ministry of Labour and Social Affairs commissioned a report which evaluated the efficiency of the regional and local cooperation between agencies. The evaluation was carried out between Autumn 2015 and Autumn 2016 by the Uni Research Rokkan Centre, SNF Centre for applied research and Ideas2evidence. The report was based on a survey, document analysis and interviews.</p>
<ul style="list-style-type: none"> What are lessons learnt and the key conditions for success? 	<p>Cross-agency cooperation is complex, as it needs to build on existing hierarchical structures of the operational apparatus. Inter-agency data sharing and information exchange and the efficiency of measures, continue to pose challenges. It is important to build on, or complement, existing local cooperation initiatives.</p>
<ul style="list-style-type: none"> Level of transferability (e.g. other countries/groups/sectors) 	<p>This is a transferable measure. Other countries could introduce similar efforts to improve cooperation between public agencies and in doing so gain efficiencies and improve efforts to detect and tackle UDW.</p>
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Sources	<p>Further information about the measure can be found at the following links:</p> <ul style="list-style-type: none"> The strategy for combating work-related crime https://www.regjeringen.no/en/dokumenter/strategi-mot-arbeidslivskriminalitet/id2359493/ Status for follow-up of the strategy for combating work-related crime https://www.regjeringen.no/en/dokumenter/status-for-oppfolging-av-strategi-mot-arbeidslivskriminalitet/id2435363/
Metadata and key words for online search	<p>Holistic approach, Joint operations, Structural Reform</p>