



Specialist Crime Directorate

# Child Abuse Investigation Command Policing Plan

2007/2008



METROPOLITAN  
POLICE

Working together for a safer London

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# 1 OCU Commander's Introduction

The Child Abuse Investigation Command (CAIC) continues to build on past performance and success through the development of relationships with partners and key stakeholders. We have maintained a clear focus on our responsibility to investigate crime and deliver a bespoke service to support children who have been subjected to criminal behaviour by those who are charged with their custody, care, or control.

The Command not only deals with over 7,000 allegations of crimes against children but also has responsibility for other areas of policing. These include the investigation of child homicide, which has seen a significant rise over the previous year, predatory paedophiles, and those who set out to sexually corrupt children through use of the internet.

Over the last twelve months investigators and support staff from the CAIC have committed themselves to achieving the targets set at the beginning of the year.

Through significant effort we have managed to reach and substantially exceed a number of these targets.

Of particular note is the performance in relation to the investigation of rape. Despite the complexities and sensitivities involved in investigating the rape of a child, the Command have substantially exceeded their target for sanction detections.

The Command's Hi-Tech Crime Unit, Paedophile Unit, and Intelligence Unit have had significant successes in identifying predatory paedophiles and those who use the internet as a tool to sexually corrupt children. Over the last year, through the development of intelligence and proactive strategies, the Command has prevented a significant number of children from being subjected to the most serious abuse and secured the conviction of multiple offenders for offences such as grooming, and conspiracy to commit rape facilitated through the internet.

The London Paladin Team, staffed by officers from the CAIC and United Kingdom Immigration Service (UKIS), have responsibility for safeguarding children at London's ports. This includes identifying children trafficked into the UK and also children taken out of the country for the purpose of female genital mutilation or forced marriage. The team were awarded a high commendation by UKIS for their achievements and have continued to develop their expertise. Their work has attracted interest throughout the UK and Europe.

Targets and measures over the next twelve months are detailed within this report and have been set to ensure our performance is focused on the key areas of investigation, partnership working and victim support. The quality of service in these areas will be scrutinised to ensure the standard of service delivery is met.

The Command will continue to explore issues that concern minority communities. Our partnership team, working together with stakeholders including the London and local Safeguarding Children Boards, Independent Advisory Group, and community partnerships will continue to identify concealed issues and develop effective awareness and preventative strategies.

Last year overall reported child abuse was reduced, a trend that has been continuing for the last four years. Increasing the reporting of such a highly under-reported crime is an additional challenge that will be monitored throughout the coming year.

The developing hi-tech environment may have an impact on resources through the potential increase in volume of offenders and the need to keep forensic investigators at the forefront of their field. Developments within this area have been met with innovative Internet investigations and resourceful intelligence application. This will continue over the next twelve months.

The next twelve months will bring many challenges and opportunities. I am confident these will be met with vigour and enthusiasm by all staff who combine to make ours a successful and dynamic Command.

**Alastair Jeffrey**  
**Detective Chief Superintendent**

## 2 Key Measures and Targets

Number	Measure	Target
1	Sanction detection rate	20%
2	Child rape sanction detection rate	37%
3	Sanction detection rate intra-familial child homicide	85%
4	Proactive disruption of individuals with a sexual interest in children	130
5	A) To attend initial case conferences (CAIC related investigations) B) Supply documentation to review case conferences (CAIC related investigations)	95% 95%
6	To comply with Victims code of practice, ensure victims are updated	95%
7	To complete staff mandatory training	95%
8	Attendance at borough London Safeguarding Children Boards	95%

### 3 Support to Corporate Objectives

Objective:	Citizen Focus
Activities	<p>The Child Abuse Investigation Command Partnership Team is involved in various initiatives e.g. Project Violet (communities and child protection) and Project Indigo (police responses to child death). These projects have multi-agency representation on their programme boards. The Community Partnership Project is being piloted in eight boroughs. The project has multi-agency over-sight and is managed through the London Safeguarding Children Board (London SCB).</p> <p>Every Borough within London has a Local Safeguarding Children Board (LSCB). Each Child Abuse Investigation Team (CAIT) has responsibility for protecting children and identifying offenders. All key stakeholders including the CAIC attend these meetings to help keep children safer within each Local Authority. Sub Groups exist within this structure, e.g., Policy and Practice, Training, Quality Assurance, Child Death Reviews.</p> <p>The LSCBs have evolved recently as a result of “Every Child Matters” legislation, which has been published by the Government. This puts the responsibility for the five key areas of Child Development within each Local Authority and ensures that any service that has dealings with children, takes an active part in these groups.</p>
Engagement	<p>Implementation of a shaken baby and safer sleeping campaign, through Project Indigo.</p> <p>The Command is supported by the Safeguarding Children Independent Advisory Group (SCIAG) with representatives from a cross section of diverse communities and faiths. The SCIAG meets quarterly with the CAIC Senior Management and Partnership Team. The SCIAG is available for deployment when a senior investigating officer, or senior management team member identifies the need. They are also available to offer advice on policy and community engagement around projects to address offences connected with Female Genital Mutilation (FGM) and Ritual Abuse (RA).</p>

<b>Objective:</b>	<b>Citizen Focus</b>
<b>Engagement</b>	<p>We have close links with many Children and Survivor Organisations. We regularly attend conferences held by Barnardo's and the NSPCC and other charities, which care for children. Funding has been made available to organisations such as AFRUCA (Africans Unite Against Child Abuse) to assist in their community engagement conferences.</p> <p>The Partnership and Training Team attend national and international conferences to showcase and deliver talks on our project work and engagement within the diverse communities of London seeking greater involvement and enhanced community confidence.</p> <p>Together with the London SCB, we are developing a Pan-London approach to multi agency child death reviews.</p>

<b>Objective:</b>	<b>Together</b>
<b>Activities</b>	<p>The London Safeguarding Children Board provides strategic over-sight for child abuse investigation and safeguarding across the Metropolis. Its representatives comprise the Association of Chief Police Officers (ACPO), Association of Directors Children's Services (ADCS), Association of Chief Executive Officers, the Strategic Health Authority, NSPCC and London Councils. It has a procedures sub group, which commissioned and maintains the recent re-written Pan London Child Protection Procedures. All partner agencies that provide services to children use these in conjunction with "Working Together to Safeguard Children".</p> <p>We have developed and funded multi agency Critical Incident Exercise (MACIE) Training. This takes places four times a year where senior practitioners can improve their inter agency working see how each stakeholder makes decisions within their own areas of Child Protection. This involves managers from CAIC, Health, Social Service and the Department of Skills and Education (DfES).</p>

Objective:	Together
Activities	<p>As part of the Specialist Area of Child Abuse Investigation the Command's training team run "Joint Investigation" training throughout the year. This is for new officers who join us and for partner agencies that deal with Child Protection Investigations, who send their practitioners to train with Police Officers. They are taught to a nationally recognised standard, which involves all areas of multi agency practices and policies. These are taken from documents such as "Achieving Best Evidence", "Working Together" and "Every Child Matters"</p> <p>A Commander in Territorial Policing (TP) is currently leading the Every Child Matters Programme Board (ECMPB) of which the Command is a key member and individual CAIC senior managers have taken on Project Management roles within the programme to help ensure successful adoption across the organisation.</p>
Engagement	<p>Multi-agency referral processes and procedures are clearly defined. They set out a single set of procedures for London and are produced by the London Safeguarding Children Board. These are consistent with our standing operating procedures.</p> <p>Our senior management team are members of the ECMPB.</p> <p>Child Abuse Investigation Team (CAIT) managers are measured on their attendance at Local Children Safeguarding Boards (LSCBs)</p>

Objective:	Information Quality
Activities	<p>Our staff and senior police officers from boroughs attend local Multi Agency Public Protection Arrangements (MAPPAs) and key MPS staff across all departments have access to the Violent Sex Offenders Register (VISOR). We have a dedicated intelligence unit linking with borough intelligence units and teams, which monitor registered sex offenders.</p> <p>We are working to increase and improve the links between us and Territorial Policing (TP) in order to raise the profile of and seek assistance with, identified intelligence gaps. These will include community intelligence on female genital mutilation/forced marriages/ritual and spiritual abuse/over chastisement of children.</p> <p>Through this we will be able to enhance our information gathering from within communities at a local level by police officers and Police Community Support Officers (PCSOs). We will make sure that borough intelligence units are aware of the full range of information, which is of interest to us, allowing the opportunity to review and access the information. We will also engage with boroughs to improve the quality of reports relating to children.</p> <p>A range of intelligence/information sharing tools is currently being “scoped” to allow our intelligence unit to disseminate relevant and current information to each borough. These include sending out electronic briefing packs to borough intelligence units to include in their briefings and having our intelligence reports on London-wide screen savers.</p> <p>We are heavily involved in the implementation of the national Impact Nominal Index Project (INI) and there will be two fully trained officers on each Child Abuse Investigation Team (CAIT) over the next twelve months who will be able to access the index as an additional research tool when conducting investigations.</p> <p>We have extended the current commitment to providing dedicated staff to support children on the Child Protection Register.</p>

<b>Objective:</b>	<b>Information Quality</b>
<b>Engagement</b>	<p>Our senior managers are members of the MPS Crime Oversight Group (CROG) that ensures accurate reporting and compliance with National Crime Recording Standards (NCRS).</p> <p>Our intelligence unit representatives attend forums within Territorial Policing giving access to Safer Neighbourhood Teams, Borough Intelligence Units, Community Safety Units and Rape Investigation Teams (Operation Sapphire).</p> <p>Police Conference Liaison Officers (PCLO) work with each London borough to reach the most appropriate decisions about children on the Child Protection Register.</p>

## 4 Command Objective

Objective:	To Safeguard children and young persons from physical, emotional and sexual abuse
	<ol style="list-style-type: none"><li>1 Child Homicide Investigations, professionalising and sharing learning of specialist pathology/evidence gathering techniques, to reach an 85% sanction detection rate.</li><li>2 Realignment of some investigative resources to areas of London with most significant child protection issues, in order to deliver a consistently high standard across the Command, which will be demonstrated through the sanction detection rate of 20% and 95% compliance with VCOP.</li><li>3 Rape Investigation - enhanced professionalism, adoption of best practice and consistency to attain 37% sanction detection rate across the Command.</li><li>4 Covert Internet Investigations/disruption of individuals with a sexual interest in children - 130 disruptions per year</li></ol>
Intelligence	<ol style="list-style-type: none"><li>1 Analysis of data from child deaths, serious case reviews and links with domestic violence and drug use within families as possible factors to homicide offences.</li><li>2 Amended supervision ratios, to allow enhanced and consistent supervision of investigations and accurate and timely submission of intelligence reports. Appropriate representation at Child Protection Review Meetings and submission of reports in line with measures and targets of 95% successful contributions. Consistent representation of staff at Local Safeguarding Children Boards (LSCBs), and their sub groups, Multi Agency Public Protection Meetings (MAPPAs) and Borough Forums to both gather and disseminate quality intelligence.</li><li>3 To share intelligence with partner agencies and boroughs in accordance with London Child Protection Procedures. We are to maintain an effective intelligence database of all offenders of child rape who come to notice. To actively seek intelligence on known offenders through covert proactive operations. To identify series of linked offences.</li><li>4 To maintain and develop our methodology which enables our Hi-tech Crime Unit to trace the off-line identity of on-line offenders in 'real time'.</li></ol>
Prevention	<ol style="list-style-type: none"><li>1 Publicity for cases coming to court - highlighting issues e.g. dangers of shaking a baby and lengths police will go to to investigate crimes against children to protect the most vulnerable in society.</li></ol>

Objective:	To Safeguard children and young persons from physical, emotional and sexual abuse
Prevention	<p>We will link in with prevention initiatives for example highlighting the dangers of sleeping with a child due to risk of them dying from suffocation and to highlight the parallel criminal offence if a parent is intoxicated in these circumstances.</p> <p>Implementation of recommendations from Serious Case Reviews.</p> <ol style="list-style-type: none"> <li>2 Enhanced capability of the Partnership and Training Team to progress projects, and prevention awareness campaigns and to disseminate best practice and changes in policy/procedure internally across the Command.</li> <li>3 We will engage with Children's Services Departments and MAPPA panels to identify those offenders who present a risk to children. We will share information with Local Safeguarding Children Boards to identify and prevent risks to children. Where possible, we will seek to secure evidence against potential offenders through covert surveillance prior to offences being committed. The Partnership Team will work with organisations to promote Child Protection Policies and raise awareness of risks to children.</li> <li>4 We will continue to participate in sub groups of the Home Office Taskforce on Child Protection on the Internet. We will identify prevention opportunities and provide feedback from current Covert Operations to better protect children on-line.</li> </ol>
Enforcement	<ol style="list-style-type: none"> <li>1 Specialised Major Investigation Teams (MITs) are a centre of excellence due to the numbers of cases they have dealt with over last three years. They are responsible for the investigation of intra-familial child homicide and suspicious child deaths within the MPS.</li> <li>2 Improved investigation standards and quality of service to victims and witnesses, will help towards earlier interventions and a reduction of repeat victims of child abuse.</li> <li>3 We will work to existing protocols with the Crown Prosecution Service to ensure best evidence is gathered, providing training to staff to ensure all forensic opportunities are identified and that offenders are brought to justice wherever this is in the best interest of the child victim.</li> <li>4 We will carry out covert internet investigations and prosecutions when viable, against those who seek to sexually exploit children through use of the Internet.</li> </ol>

<b>Objective:</b>	<b>To Safeguard children and young persons from physical, emotional and sexual abuse</b>
<b>Engagement</b>	<ol style="list-style-type: none"> <li>1 The MITs work with experts in this specialised field, including medical and forensic experts i.e. pathologists, radiologists and medical consultants. They continue to develop contacts with Great Ormond Street Hospital and Coroners; they work with partners in Serious Case Reviews and investigations e.g. BOCUs, CAITs, Children Services, Health, Education and Housing Departments.</li> <li>2 The Partnership Team will continue to actively engage with the varied communities of London and partnership officers will seek out sponsorship within London to support the Command's vision to Make London A Safer Place for Children.</li> <li>3 We will deliver consistent representation at Local Safeguarding Children's Boards, at MAPPA meetings and will engage with the CPS to ensure timely review of case files. We will work with the Metropolitan Police Service Forensic Specialists to support our internal training programme and identify forensic best practice for the recovery of forensic evidence. We will continue to support on-going improvements to NHS facilities in becoming more child friendly.</li> <li>4 The Hi-Tech Crime Unit will continue to develop the working relationships with the national Child Exploitation Online Protection Centre (CEOP) for enhanced co-ordination of best practice in relation to covert resources and improved sharing of National Intelligence via Child Exploitation Tracking System (CETS). We will seek sponsorship to contribute to equipment and training to ensure viability of the Hi-Tech Crime Unit.</li> </ol>

## 5 Improvement Activity

Number	Activity	Benefit
1	Diversity Action Plan	Increased number and grade/rank mix of black minority ethnic staff
2	Merlin User Group	Improved supervisory capability, data accuracy and intelligence circulation
3	Formulation of Policy and procedure Implementation Team	Ability to be tasked pan-London to address issues of non-compliance and raise awareness of best practice. To deliver local training as required
4	Communication Focus Group	Improve internal and external communication. Assist with staff development, recruitment, and retention

## 6 Workforce/Budget details

Police Officers	Number	Police Staff	Number
Ch Supt	1	Band A/B	0
Supt	3	Band C	3
Chief Inspector	8	Band D	54
Inspector	30	Band E	73
Sergeant	92	Band F	20
Constable	287	Other	6
<b>Totals</b>	<b>412</b>		<b>156</b>

Budget Line	Budget
Police Officer Pay	£24,145,397
Police Officer Overtime	£1,390,000
Police Staff Pay	£4,605,838
Police Staff Overtime	£107,000
All Other costs	£1,534,857
<b>Total</b>	<b>£31,783,093</b>