



Specialist Crime Directorate Strategic Objectives



2004/2005 Business Plan

Introduction

I have pleasure in presenting the Specialist Crime Business Plan for 2004/05. This is the second plan to be published since taking operational charge back in November 2002. There has been significant and sustained progress to date. I am confident that the contents clearly demonstrate how we are going to build on the many impressive successes of the past year.



There are many challenges facing the Police Service and the work we as a Directorate undertake. Through our planning process (guided by the National Intelligence Model), combined with the talents and abilities of all staff, we can respond to these in a dynamic and positive manner.

I have recognised that we have to deliver all that is promised and to the highest standards despite:

- No further growth in police officer numbers
- Increased demands placed on our resources
- New threats and emerging trends

It is essential that we:

- Become more efficient and effective
- Are prepared to do things differently
- Build lasting relationships within MPS, other enforcement agencies and communities

‘It is an immutable law in business that words are words, explanations are explanations, promises are promises

- but only performance is reality’

What we do and why

Where the Specialist Crime Directorate fits in:

Metropolitan Police Authority/Metropolitan Police Service – Vision
To make London the safest major city in the world



Our Contribution
To support London becoming the world's safest major city by actively seeking to prevent, detect, reduce and disrupt serious and organised crimes



Our Purpose
Our purpose is to provide an effective response to the damaging nature of organised crime and those criminals involved in such activity, whilst also investigating those crimes that demand specialist skills

We will do this by:

- Maintaining a professional approach to specialist enquiries
- Providing the necessary resources and skills to respond to complex and challenging investigations
- Providing a focus and expertise for Borough Command Units (BOCUs) to call on
- Effectively deploying the latest technology, techniques and legislative powers in combating specialist crime
- Reducing the burden on BOCUs - allowing them concentrate on their core business
- Engaging with partners and having direct communication with communities

Priorities for Action

Intelligence:

- Improving operational capability and knowledge management
- Adoption of National Intelligence Model (NIM) standards
- Having a library of NIM compliant products to support operations

Prevention:

- Developing effective problem solving approaches with all stakeholders
- Formulating a programme of activity to exploit crime reduction opportunities
- Proactively managing and reducing risk in key areas

Enforcement:

- Creating the right conditions and support for improved performance
- Embedding a culture of continuous improvement, focusing on doing things better and getting things right first time
- Maximising the contribution of staff through their development and involvement.

Working with others:

- Fully supporting Boroughs in tackling crime successfully
- Strengthening links with communities and stakeholders
- Developing existing partnerships with other judicial agencies
- Engaging with communities to identify specific areas of concern and responding to their needs

Objectives for 2004/2005

Policing Plan Objectives:

1. To reduce the level of gun enabled crime
2. To disrupt organised activity of persons identified as Class 'A' drugs suppliers
3. To dismantle organised criminal networks and seize their assets
4. To safeguard children and young persons from physical and sexual abuse

Specialist Crime Key Directorate Objectives:

5. To improve the investigation and prevention of homicides
6. To reduce the impact of organised crime in distinct communities

Specialist Crime Sustaining Objectives:

7. To deliver an effective range of forensic services to the MPS contributing to tackling crime and an understanding of criminality in London
8. To enable the Directorate to be well managed, effective, professional and to assist in the delivery of its strategic objectives

**'If there's a way to do it better...
find it'**

Our Values:

- Remain impartial, sensitive, polite and *treat everyone fairly*
- *Be open, honest* and transparent
- *Work in partnership* and support participation and consultation
- *Change to improve* our performance, processes and delivery of service
- Acknowledge and value diversity
- Capturing, recognising, celebrating and promoting our success
- Learning from experiences

Our staff will:

- Take responsibility and be accountable for their actions
- Understand success and how they contribute
- Be properly trained and equipped for the roles they perform
- Be professional in all situations
- Respond to challenges and embrace change

Our leaders will:

- Provide support and coaching, especially to new team members
- Communicate effectively
- Recognise strengths and take advantage of team skills
- Set and maintain agreed standards
- Demonstrate clear and unequivocal leadership
- Ensure that 'risks' are properly considered when operations are planned and authorised
- Be visible within communities and to staff

**‘Managers do the right things,
leaders get things right’**

**‘Planning ahead enables us to set our
priorities so we can spend time on only
the aspects of our work that add value’**

**Detective Inspector John Oldham
Homicide Command**

Specialist Crime Objective 1

To reduce the effect of gun enabled crime

Lead: Commander Cressida Dick

What success looks like:

- Fewer recorded firearms offences
- Improved detection rates for gun enabled crime
- Fewer shootings
- Increased confidence and reduced levels of fear

How we are going to measure success:

- A reduction in gun enabled crime
- Improved detection rate in gun enabled offenses
- Reduction in commercial robbery in three 'Hotspot Boroughs'

Key activities:

- Continue to develop a strategic assessment of gun crime supply across London
- Encourage and develop third party reporting of gun crime offences, for example, appealing to concerned relatives for information
- Make effective use of the National Firearms Forensic Intelligence Database
- Provide MPS tactical analysis of gun crime
- Develop an understanding of gun crime offender profiles and criminal 'careers'
- Develop and maintain a menu of options for gun crime prevention interventions
- Seek, with local authority partners, the closure of badly managed licensed premises that attract serious violence
- With Territorial Policing increase disruptive operations on 'safe houses' and other locations identified as frequented by gun crime offenders
- Disrupt criminal networks by targeting illegal armourers in addition to those committing firearm offences
- Disrupt criminal networks by targeting illegal suppliers
- Pursue the full range of forensic opportunities related to gun crime scenes and suspects
- Apply the Proceeds of Crime Act against firearms suppliers and 'men of violence'

Specialist Crime Objective 2

To disrupt organised criminal activity of persons identified as Class A drugs suppliers

Lead: Commander Stephen James

What success looks like:

- Fewer opportunities to buy Class 'A' drugs
- Reduced supply of Class 'A' drugs
- Better targeted operations

How we are going to measure success:

- Number of drug trafficking organisations disrupted
- Number of operations directed solely or mainly at cross-border and serious drugs supply
- Survey conducted within appropriate groups re: price availability

Key activities:

- Through intelligence gathering and analysis, identify criminal networks that are involved in drug trafficking
- To identify open markets within the MPS with a view to co-ordinating operational activity against these markets
- Working in partnership with London agencies, community groups and other agencies to tackle middle market drug problems and reduce the demand for drugs
- Active media strategy to address prevention and education opportunities as well as the contribution of the MPS to combating Class 'A' drugs
- Target persons identified as supplying Class 'A' drugs together with associated criminal enterprises
- Reduce harm caused by serious crime through removal of commodities, profits and dealers

Specialist Crime Objective 3

To dismantle organised criminal networks and seize their assets

Lead: Commander David Armond

What success looks like:

- More criminals deterred from committing serious organised crimes
- Greater confidence in the economic well being of London
- Using the full extent of our legislative powers

How we are going to measure success:

- Value of assets recovered
- Number of organised criminal networks disrupted

Key activities:

- An analysis of fraud in London in consultation with business and partner agencies
- Increase the number of referrals and improved co-operation with the Inland Revenue
- Prevent money being illegally siphoned away from public services and the capital city economy
- Provide a timely and appropriate operational response to 'fast track' financial disclosures
- Working in partnership with financial institutions and public sector bodies
- Implement a media strategy launching and sustaining Operation Sterling
- Crime prevention advice and target hardening for vulnerable locations and premises
- To establish an Operation Sterling proactive team for Tactical and Tasking Co-ordination Group
- Maximise the opportunities presented by the Proceeds Of Crime Act and the Asset Recovery Incentive Scheme

Specialist Crime Objective 4

To safeguard children and young persons against physical and sexual abuse

Lead: Commander David Armond

What success looks like:

- More successful investigations for child abuse
- Multi-agency approach to preventing abuse

How we are going to measure success:

- Detection rate in allegations of intra-familial abuse
- Number of arrests of subjects identified by the Child Protection Intelligence Unit as a danger to children
- Detection rate for murders investigated by Child Protection's Murder Investigation Team

Key activities:

- The creation of effective intelligence sharing protocols with partner agencies to develop intelligence on:
 - suspects who commit intra-familial abuse
 - predatory paedophiles and high risk sex offenders who represent a threat to children including those involved in sex tourism
- Through partnership with other agencies, meet the objectives of Capital Initiatives as published in May 2002
- Prevent unsuitable people from working with children
- Assist in the development of a manual of standards for investigations surrounding computer based crime involving children
- Secure best evidence through forensic intelligence and evidence
- Develop paediatric havens to provide best service to victims

Specialist Crime Objective 5

To improve the investigation and prevention of all homicides

Lead: Commander Andy Baker

What success looks like:

- Fewer homicides
- Improved confidence within diverse groups
- Real progress toward solving all homicides

How we are going to measure success:

- Measure clear-ups for homicides
- Reduce the number of homicide offences
- Reduce the attrition¹ rate for homicides

Key activities:

- Undertake annual strategic analysis to inform the homicide picture of London, building on the recommendations tackling knives as a contributor
- Develop intelligence on the activities of individuals and organisations involved in criminality or other activities likely to lead to the homicide of another
- Identify better intelligence processes within NIM to save lives. This is an intended product from some of the Homicide Working Groups
- Develop a model for managing prevention options in “Osman” (threat to life) warnings and other serious crimes that may be a precursor to homicide
- Maintain a standard of review for learning in preventing homicide
- From the various homicide prevention working groups to identify preventative processes to save lives
- Undertake to detect all homicides in London, disrupt criminal activity in relation to homicides and target those for arrest and prosecution (whether or not for homicide itself)
- Review the impact of Domestic Violence Risk Assessment on domestic violence incidents and homicides
- Take the learning from the Domestic Violence model into other strategic working groups to prevent homicide, these include:
 - Domestic Violence
 - Homicide Prevention (Mental Health)
 - Honour Killings
 - Gay Murders
 - Murder of older people
 - Stranger attacks on lone females
 - Murder of Sex Workers
 - Ritual Murders
 - Contract Killers
 - Serial Killers
 - Where knives are featured
 - Where arson is featured
 - Potential Murderers

¹ Attrition is defined as all defendants who are not convicted of the main offence as charged or alternative excluding discontinuances and consists of not guilty, dismissed, no evidence offered and judge ordered acquittal.

Specialist Crime Objective 6

To reduce the impact of organised crime in distinct communities

Lead: Commander John McDowall

What success looks like:

- Increased community confidence
- Fewer people trafficked and forced into the sex industry

How we are going to measure success:

- Number of operations carried out under Operation Maxim
- Number of arrests generated by Operation Maxim
- Conduct a survey within impacted communities

Key activities:

- Act as a co-ordination point and best practice model for MPS Boroughs and Operation Reflex generated intelligence
- Disrupt such activity through increased proactive operations and financial investigation.
- Build staff skills, capability and enhance community involvement and partnership working
- Conduct National Intelligence Model (NIM) cross-Borough operations against organised crime groups engaged in serious and organised crime

Specialist Crime Objective 7

To deliver an effective range of forensic services to the MPS contributing to tackling crime and an understanding of criminality in London

Lead: Gary Pugh

What success looks like:

- Enhanced contribution to tackling crime through increased forensic intervention and outcomes
- Improved timeliness of response to rapidly identify suspects and reduce delays in the criminal justice process
- Effective use of forensic information from suspects and crime scenes to better understand and inform solutions to tackling crime in London

How we are going to measure success:

- Increased forensic intervention across a range of crime types
- Increased forensic outputs (Direct and from forensic intelligence)
- Increased detections from forensic interventions

Key activities:

- Development of forensic response focused on Specialist Crime
- Implementation of Borough forensic strategies with targets for Forensic Services contribution to Borough objectives
- Delivery of fingerprint services through a Service Agreement to meet Borough requirements
- Roll-out of sole response to burglary by crime scene examiners
- Improved timeliness and performance by forensic science providers through an effective commercial relationship
- Implementation of a Specialist Evidence Recovery and Imaging Service for forensic support to Specialist Crime
- More effective monitoring of forensic outcomes for all crime
- Effective operation of Forensic Analysis Units within Specialist Crime and Territorial Policing
- Effective reactive and increased proactive forensic response to terrorist threats

Specialist Crime Objective 8

To enable the Directorate to be well managed, effective, professional and to assist in the delivery of its strategic objectives

Lead: Mark Thomson

What success looks like:

- A sufficient and appropriate workforce to help achieve the Directorate's strategic objectives. The workforce would be sufficiently resourced, trained and appropriately accommodated.

How we are going to measure success:

- Achieve Police Officer budgeted workforce targets
- Increase Police Officer attendance rates at mandatory training courses
- Increase the percentage of staff that agree/strongly agree that they are happy with their physical working conditions (staff satisfaction survey)

Key activities:

- Continue to recruit and retain police officers and police staff to meet our approved Budgeted Workforce Target entitlements for 2004/2005
- Introduce an attachments programme whereby trainee detectives are provided to the Directorate on a rotating basis from Territorial Policing
- Seek to make our workforce more representative of the Service as a whole
- Improve attendance at mandatory training courses by officers
- Improve completion rate of Performance Development Reviews for police officers and police staff
- Provide improved accommodation for all our units
- Provide better use of vehicle fleet available to the Directorate
- Publish and communicate a revised health and safety policy to our units

Specialist Crime Corporate Projects

Project 1 **Theme: Workforce Modernisation**
Project: Developing the Crime Academy
Lead: Commander Stephen James

What success looks like:

- To be recognised as the world leader for training investigators with the knowledge, skills and related specialist techniques to reduce crime and pursue and bring to justice those who break the law
- To be in a position to deliver training to meet the business needs of the organisation

Main activities:

- The development of the Crime Academy Foundation Degree
- The development of a blended learning approach to Crime Academy training
- The development of the virtual Crime Academy
- The introduction of a robust programme of post course evaluation.
- The introduction of a programme of change in the delivery of Crime Academy programmes
- The recruitment and retention of high quality staff
- The identification of additional revenue streams (including: sponsorship, Home Office funding, sales)
- Marketing and publicity
- Academic accreditation of Crime Academy programmes

Specialist Crime Corporate Projects

Project 2

Theme: Process Modernisation

Project: Improving the effectiveness of Forensic Science

Lead: Gary Pugh

What success looks like:

- Increased effectiveness and impact from Forensic Services,
- Professional and highly motivated forensic work force that add value to the investigative process and contribute to tackling crime in London,
- Effective use of technology within robust management systems

Main activities:

- Understanding of current work processes and where value is added to investigations
- Develop and evaluate new business models for the delivery of forensic services that reduce process times and increase value added by forensic staff to investigation and detection of crime
- Implementation of a role based structure for forensic staff based on a competency framework and clearly defined career pathways for managers and practitioners
- Implementation of a Quality Management System that meets the needs of “customers”
- Partnership with CRFP, PSSO and Kings College, London to raise levels of knowledge and provide a framework for improved effectiveness
- Effective management of the METAFOR project and implementation that delivers business benefits
- Strategic alliances with forensic science providers and other scientific agencies to bring innovations into the delivery of forensic services

Glossary:

CRFP = Council for the Registration of Forensic Practitioners

PSSO = Police Skills and Standards Organisation

METAFOR = METAapplication for FORensic Case Management

Specialist Crime Corporate Projects

Project 3

Theme: Workforce Modernisation

Project: Professionalising the Investigation Process

Lead: DAC Bill Griffiths

What success looks like:

- Improved public confidence in the ability of the MPS to investigate crime
- Increased accountability against nationally agreed standards
- Reduced attrition rates within the judicial system
- Improved detection rates
- Professional investigation against benchmarked standards
- Development of a professional institution

Main activities:

- Evaluation of impact and outcomes from four pathfinder sites
- MPS wide launch of Professionalising the Investigation Process (PIP) in April 2004
- Marketing and publicity of PIP and links with developing Performance Development Review issues
- Integration of level 1 PIP with Performance Development Review and Probationer Development Plan (National initiative for completion April 2005)
- Creation of a MPS implementation team in April 2004

Specialist Crime Corporate Projects

Project 4

Theme: Development of Business Planning

Project: Implementation of National Intelligence Model

Lead: Commander Simon Bray

What success looks like:

- Compliance with National Intelligence Model standards and code of practice
- Incorporation of NIM in all core business processes throughout the Service

Main activities:

- Continual review of Business Group compliance with NIM
- MPS wide review conducted in November 2004
- Promotion of National Intelligence Model through recognised channels
- Introduction of a replacement Criminal Intelligence Database (CRIMINT plus) across the MPS.
- Development of a NIM Communications Strategy, wider understanding and use of the Model throughout the MPS

Performance Review

How we will make this all happen?

The Specialist Crime Directorate has developed a new performance framework which will be in place for the 2004/2005 planning year. The key features of this framework are:

- Timely and accurate information, validated centrally
- Clear lines of accountability
- Performance being the main agenda item at SCD command meetings, focusing on the objectives and targets in this plan
- Structured and rigorous performance visits by command team members to all operational command units and non-operational commands
- Clear tasking to achieve performance, driven by the National Intelligence Model
- A continuous improvement programme, in which lessons are learned and good practice becomes embedded
- Individual personal development review (PDR) objectives aligned with the achievement of performance targets
- DAC Inspection and Review provides independent monitoring and scrutiny.

Performance is driven by all those in leadership positions within SCD, but the lead role falls to the Director of Operational Intelligence, Development and Review. A performance calendar has been developed, clarifying the relationship between meetings, visits, planning and performance. The focus will be aided by a small central performance unit and management information unit, who will ensure a standardised approach to data, whilst facilitating performance products and visits. Our framework will dovetail seamlessly into the MPS's corporate performance monitoring, whilst ensuring that the Metropolitan Police Authority is kept fully up-to-date.

The plan will be reviewed weekly, monthly and quarterly, whilst the most senior members of the Directorate will be formally expected to focus regularly on the objectives for which they hold the lead. A Directorate-wide approach to the EFQM excellence model (in an abbreviated form) will help to drive continuous improvement, as will a regular programme of themed reviews and local risk-based inspections.

The objectives have been carefully set, to provide challenging targets that will best meet the needs of Londoners, as evidenced by feedback from stakeholders (especially from local people) and in our intelligence-based assessments of serious and organised crime problems in London. Where possible, in this plan, there is a focus on 'outcomes', which are indicators that will demonstrate how effective we have been in making communities safer.