

# **MPS PROJECT SAPPHIRE STRATEGY ACTION PLAN 2002 – 2003**

**(May 2002)**

**MPS PROJECT SAPPHIRE STRATEGY ACTION PLAN 2002 – 2003**

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## **Glossary of Terms**

ACPO	Association of Chief Police Officers
CCP	Crown Court Prosecutors
CJU	Criminal Justice Unit
CPS	Crown Prosecution Service
CPSI	Crown Prosecution Service Inspectorate
CPT	Child Protection Team
CSU	Community Safety Unit
DAC	Deputy Assistant Commissioner
DCC	Deputy Chief Constable
DCI	Detective Chief Inspector

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DPA	Directorate of Public Affairs
DPCS(9)	Department of Procurement and Linguistics
EEK	Early Evidence Kit
FME	Forensic Medical Examiner
FSS	Forensic Science Service
HCA	Higher Court Advocate
HMCPSi	Her Majesty's Crown Prosecution Service Inspectorate
HMIC	Her Majesty's Inspectorate of Constabulary
IAG	Independent Advisory Group
JD	Judicial Disposal
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
NCF	National Crime Faculty
NHS	National Health Service
NPT	National Police Training
OCU	Operational Command Unit
OH	Occupational Health
PDH	Plea and Directions Hearing
SARC	Sexual Assault Referral Centre
SCG	Serious Crime Group
SMT	Senior Management Team
SO3	MPS Graphics Department
SO5	MPS Child Protection Operational Command Unit (OCU)
SO11	MPS Intelligence Department
SOE	Sexual Offence Examiner
SOIT	Sexual Offence Investigative Trained
SRO	Station Reception Officer
TP	Territorial Policing
VES	Victim Examination Suite

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VSS

Victim Support Services

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# MPS PROJECT SAPPHIRE STRATEGY ACTION PLAN 2002 – 2003

## Implementation of MPA and HMCPSi Recommendations

ACPO Lead: Commander Robert Quick

Project Lead: DCI Richard Walton

Strategic Aim taken from  
Priorities in 2002/3  
Policing Plan

### Strategic Aim: Improving Rape Investigation and victim care

Action Plan Initiative	Sapphire's key actions	Measurement of key action Agreed 'end-dates' Completed key	Impact on public (External) and Service (Internal) if initiative achieved
<p>Implement all 38 MPA recommendations from Scrutiny Report Rape Investigation and Victim Care April 2002</p> <p>Implement relevant recommendations from HMCPSi Thematic inspection.</p>	<ul style="list-style-type: none"> <li>• Produce Special Notice for investigation of rape and serious sexual assault and victim care</li> <li>• Dedicated Sapphire Teams pan London</li> <li>• Pan London Havens</li> </ul>	<p>Completed – Special Notice published June 2002</p> <ul style="list-style-type: none"> <li>• 22 out of 32 Boroughs – On-going</li> <li>• On-going – MPA Commitment 2003</li> </ul>	<p><u>External</u> Increased public confidence and trust in the service. Increase in the reporting of rape both to police and self-referral. Greater accountability</p> <p><u>Internal</u> Greater direction, training, support and supervision. Clear corporate policy Minimum standards of investigation</p>

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# PROJECT SAPPHIRE STRATEGY ACTION PLAN 2002 – 2003

## Implementation of MPA and HMCPsi Recommendations

### Strategic Aim: Improving Rape Investigation and victim care

Action Plan Initiative/ Recommendation	Key Actions	Measurement of key action Agreed 'end-dates' Completed key	Impact
<b>STRATEGIC LEADERSHIP</b>			
<p><b>MPA Recommendation 21</b></p> <p>The MPS should ensure that rape investigation and victim care always has a clear chief officer responsibility</p>	<p>Commander Quick</p> <p>DAC Godwin leading on achieving pan London Havens</p>	<p>Completed</p> <ul style="list-style-type: none"> <li>On-going</li> </ul>	<p><u>External</u> Improved confidence and trust in the service delivered to victims. Greater accountability</p> <p><u>Internal</u> Greater direction, support and supervision</p>

<p><b>MPA Recommendation 22</b></p> <p>The improvement of rape investigation and victim care should be part of core business, rather than a project, with a permanent central co-ordinating unit.</p>	<p>Project Sapphire is currently a three year project finishing in 2003</p>	<p>Project Sapphire name to stay till end of Project - 2003. Sapphire will remain as a permanent co-ordinating unit after completion of Project</p>	<p><u>External</u> Increase in confidence in MPS commitment to rape investigation and victim care <u>Internal</u> Corporate direction/ownership, performance monitoring, Increased supervision</p>
<p><b>FRONT COUNTER ISSUES</b></p>			
<p><b>MPA Recommendation 1</b></p> <p>The MPS should ensure that <b>all</b> officers and staff who may take a call, take a front counter report or respond to a call for assistance from a victim of rape have received basic training and guidance on dealing with victims appropriately and on early evidence procedures</p>	<p><u>Lead : PS Jennifer East</u></p> <p>SRO Powerpoint presentation</p> <p>SRO seminar arranged</p> <p>Front Line Officer training to be devised and delivered</p> <p>Borough to nominate trainer to be trained by Sapphire</p> <p>Guidelines for telephone reporting and CAD rooms to be written</p> <p>Probationer training being redesigned – P9 trainers to be trained</p>	<ul style="list-style-type: none"> <li>• In post April 2002</li> <li>• Completed 23/04/02.</li> <li>• May 2002</li> <li>• Aug 2002</li> <li>• On-going</li> <li>• Written in new policy (May 2002)</li> <li>• June 2002</li> </ul>	<p><u>External</u> Improved trust and confidence in the public in reporting Improved victim care</p> <p><u>Internal</u> Increased confidence to deal with allegations Improved capability, recording, accuracy Identifiable standards Capture of early evidence</p>

<p><b>MPA Recommendation 2</b></p> <p>Information leaflets detailing the services provided to victims of rape and explaining what will happen next should be available at all victim examination suites and police station front counters.</p>	<p>Lead : DS Cathy Chenery</p> <p>Leaflet for front counters to be designed.</p> <p>Sapphire Poster for SRO staff designed</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Completed (Nov 2001)</li> </ul>	<p><u>External</u> Maximise opportunities for reporting of rape. Increase confidence</p> <p><u>Internal</u> Increase awareness amongst front counter staff</p>
<b>VICTIM CARE</b>			
<p><b>MPA Recommendation 18</b></p> <p>The MPS should work with victim support organisations and voluntary agencies to ensure that victims are provided with appropriate and validated counselling.</p>	<p>Lead : DS Chenery</p> <p>Jane White (IAG) is providing detailed list of all London Agencies</p> <p>Dedicated Teams to provide lists of all related support agencies on their boroughs</p> <p>Creation of London wide database support agencies</p>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going (July 2002)</li> <li>• On-going</li> </ul>	<p><u>External</u> Partnership working between the voluntary sector Improved services to victims Improved community confidence</p> <p><u>Internal</u> Improved community relations Improved borough partnerships Increase in 3<sup>rd</sup> Party reporting</p>



<p><b>MPA Recommendation 25</b></p> <p>Measures of attrition should be developed for rape cases, to put the judicial disposal (JD) rate measurement into context, including conviction rate measurement.</p>	<p>Leads : PS Fiona McGrath DS Trevor Eaton</p> <p>Academic research being undertaken by DCI Kavanaugh (MPS) at Cambridge University</p> <p>Selection of two Case trackers to examine attrition</p> <p>New Special Notice states that CJU's must monitor conviction rates.</p> <p>Development of measures of attrition</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Completed April 2002</li> <li>• Completed - Special Notice (June 2002)</li> <li>• Awaits</li> </ul>	<p><u>External</u> Increase in confidence that attrition is being addressed by MPS</p> <p><u>Internal</u> Increased ability to identify areas of concern Increased accountability Increased supervision</p>
<p><b>MPA Recommendation 26</b></p> <p>Qualitative monitoring of the service provided to victims should be developed, e.g. through victim surveys. This should include breakdowns by gender, ethnic group, age and crime types, where possible, to target the diverse needs of victims.</p>	<p>Lead : PS Fiona McGrath DS Trevor Eaton</p> <p>Liase with DCC(4), Prof. Liz Kelly, Emma Williams and CPS re disclosure issues</p> <p>Performance indicator within the Policing Plan 2002/3</p> <p>Questionnaires designed Questionnaires implemented Questionnaires analysed</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Completed:MPS Policing Plan 2002/3</li> <li>• Awaits</li> <li>• Awaits</li> <li>• Awaits</li> </ul>	<p><u>External</u> Accountability</p> <p><u>Internal</u> Ability to verify service delivery Increased focus on victims Feedback can inform change</p>

<b>MPA Recommendation 27</b>  The MPA supports the introduction of case trackers in MPS to monitor attrition rates and ensure feedback to victims and other agencies.	Lead : PS Fiona McGrath		<ul style="list-style-type: none"> <li>Completed - April 2002 await start date</li> </ul>	<u>External</u> Victims and agencies better informed. <u>Internal</u> Enable the MPS to reduce attrition through changes in policy/practice and new protocols
	DS Trevor Eaton			
<b>HMCPsi Recommendation</b>  ACPO revisits the area of contact with victims during the life of a case, with a view to introducing protocols/guidance	Lead : PS Fiona McGrath		<ul style="list-style-type: none"> <li>Awaits</li> </ul>	See above
	DS Trevor Eaton			
<b>See MPA Recommendation above</b>				
<b>SOIT OFFICERS</b>				
<b>MPA Recommendation 5</b>  SOIT officers should all be offered regular OH support as a matter of course and the Occupational Health department should ensure that all of their staff are aware of their responsibilities to support SOIT officers. If appropriate OH support cannot be provided within the MPA	Lead : A/PS Heather Gay		<ul style="list-style-type: none"> <li>Awaits</li> <li>Awaits</li> <li>Awaits</li> <li>Completed – Special Notice (June 2002)</li> </ul>	<u>External</u> Increase trust and confidence in the ability of officers. Increase in confidence of MPS support available to officers and victims  <u>Internal</u> Improved working environment Increased retention of staff
	Meeting to be arranged with Occupational Health (OH)			
Establish working group				
Progress work assessment				
New Policy sets out Borough's responsibilities re OH				

<p>provided within the MPA, alternative counselling should be delivered by a recognised and accredited outside counselling agency.</p>	<p>Lead : PS Jennifer East</p>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	<p>Identifiable standards Increased supervision Ability to identify areas of concern Improved skill base Officers able to provide better service</p>
	<p>Training to be designed and delivered for supervisors of dedicated teams</p>		
<p><b>HMCPsi recommendation</b></p> <p>The role of rape victim chaperone should be risk assessed to ensure the welfare of the officers and to ensure a quality service to victims</p>	<p>See MPA recommendation above</p>		
<p><b>MPA Recommendation 3</b></p> <p>SOIT officers should receive basic training in investigation skills but the SOIT officer role should remain distinct from the investigator role.</p>	<p>Lead : PS Jennifer East</p>	<ul style="list-style-type: none"> <li>Work Group set up on 04/04/02 – on-going</li> </ul>	<p><u>External</u> Increased confidence and trust in the MPS</p> <p><u>Internal</u> Greater confidence that training is relevant and quality assessed to meet staff needs Improved recruitment and retention of staff</p>
	<p>Working group to update / review SOIT course</p>		
<p><b>MPA Recommendation 4</b></p> <p>Guidance on victim support</p>	<p>Lead : DS Cathy Chenery</p>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	<p><u>External</u> Increased use of Independent advisors and intermediaries.</p>
	<p>IAG to develop guidance</p>		

<p>services should be developed for SOIT officers, including when to refer victims to a counselling service and the support services that are available in London for victims of sexual assaults.</p>			<p>Increased confidence in cultural and diversity issues.</p> <p><u>Internal</u>  Closer liaison and working relationships with borough partnerships.  Increased community intelligence.  Greater appreciation of community and individual needs.</p>
<p><b>MPA Recommendation 6</b></p> <p>The MPS should review the coverage of SOIT officers with a recommendation that there should be well-trained dedicated teams, providing 24-hour coverage across London and that the number of trained SOIT officers should reflect this need.</p>	<p>Lead : DS Chenery  A/PS Heather Gay</p> <p>Presentation to Borough Commanders, Supts, &amp; DCI Crime Managers</p> <p>On-going review of every borough in the MPS</p> <p>Update intranet with Borough Dedicated Teams</p>	<ul style="list-style-type: none"> <li>• June / July 2002</li> <li>• 21 Dedicated Sapphire teams out of 32 boroughs – On-going</li> <li>• June 2002</li> </ul>	<p><u>External</u>  Corporate standard of service delivery across London.  Public confidence that officers are able to identify and provide a 24 hour standard response</p> <p><u>Internal</u>  Better working environment  Increased retention of staff  Increased recruitment of SOIT officers  Increased support, supervision  Career development</p>
<p><b>MPA Recommendation 8</b></p> <p>All SOIT officers should</p>	<p>Included in Special Notice</p>	<ul style="list-style-type: none"> <li>• Completed – June 2002</li> </ul>	<p><u>External</u>  Increased confidence in the integrity of the service</p>

receive line management support for their role including a system of appraisal to ensure recognition of skills gained when furthering their careers.			Identifiable acceptable standards  <u>Internal</u> Better working environment Increased retention of staff Increased recruitment of SOIT officers Increased support, supervision Career development
<b>MPA Recommendation 7</b>  The MPS should develop a Code of conduct for SOIT officers, which should be used by managers in the supervision of SOIT officers.	<u>Lead : PS Jennifer East</u>	<ul style="list-style-type: none"> <li>July 2002</li> </ul>	<u>External</u> Identifiable standards Improved confidence and trust in MPS  <u>Internal</u> Increased accountability Identifiable standards Increased supervision Improved working environment
	<u>A/PS Heather Gay</u>		
	Code of conduct to be written and disseminated		
<b>SEXUAL OFFENCE EXAMINERS</b>			
<b>HMCPSi Recommendation</b>			

<p>ACPO reviews the role of the FME. Such a review should incorporate</p> <ul style="list-style-type: none"> <li>• Performance management issues</li> <li>• Training</li> <li>• Achieving value for money</li> <li>• Recruitment &amp; retention levels of female FMEs</li> </ul>	<p>ACPO Lead ACC Maria Wallis</p> <p>Working group to be established</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p><u>External</u> Best value</p> <p><u>Internal</u> Improvements in service delivery.</p>
<p><b>MPA Recommendation 9</b></p> <p>The MPS should develop and keep updated a map of SOEs including their availability, geographical areas covered, ethnicity, gender, costs and level of skills.</p>	<p>Lead : A/PS Heather Gay</p> <p>DC Jacqueline Davies</p> <p>Ken Pratley DPCS(9)</p> <p>Working group to be established</p> <p>Appoint Forensic Liaison Officer</p>	<ul style="list-style-type: none"> <li>• Awaits</li> <li>• Completed – awaits officer start date</li> </ul>	<p><u>External</u> Best value</p> <p><u>Internal</u> Improvements in service delivery.</p>
<p><b>MPA Recommendation 10</b></p> <p>The MPS should work with the NHS to review how more female and visible ethnic minority SOEs can be recruited.</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p><u>External</u> Treatment of victims according to need.</p> <p><u>Internal</u> Better choice and availability of SOEs</p>

<p><b>MPA Recommendation 11</b></p> <p>A review of contracts for SOEs should be conducted, to include how their performance should be assessed and how the quality of care provided is to be monitored</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p><u>External</u> Best value</p> <p><u>Internal</u> Greater accountability of SOEs</p>
<p><b>MPA Recommendation 12</b></p> <p>A review should be conducted of the training that is currently provided to SOEs attending sexual assault offences. All SOEs should be provided with appropriate training in communication with victims, victim care and evidence taking for sexual offences.</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p><u>External</u></p> <p>Minimum standards of training for SOEs. Increased service delivery &amp; increased confidence.</p> <p><u>Internal</u></p> <p>Increased confidence Minimum standards</p>
<p><b>MPA Recommendation 13</b></p> <p>The MPS should develop a system of updating SOEs on the progress of a case and the outcome of investigations.</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	
<p><b>THE HAVEN</b></p>			

<p><b>HMCPSPi Recommendation</b></p> <p>All forces carry out an immediate review of existing facilities for victim examination so that both victim care and the integrity of evidence are maximised</p>	<p>Lead : DC Jacqueline Davies</p> <p>Review undertaken in MPS</p> <p>The Haven evaluated by CG</p>	<ul style="list-style-type: none"> <li>Completed : July 2001</li> <li>Completed - Oct 2001</li> </ul>	<p><u>External</u></p> <p>Increased confidence by victims in police facilities</p> <p><u>Internal</u></p> <p>Increased service delivery</p> <p>Minimum standards</p>
<p><b>MPA Recommendation 14</b></p> <p>The evaluation of the pilot forensic nurse scheme in Manchester should be considered for appropriateness for use in London.</p>	<p>Leads : A/PS Heather Gay</p> <p>DC Jacqueline Davies</p> <p>On-going Home Office research into this scheme by Prof. Liz Kelly</p> <p>Need for Sapphire to visit St Mary's in Manchester</p>	<ul style="list-style-type: none"> <li>Due July 2002</li> <li>May 2002</li> </ul>	<p><u>External</u></p> <p>Building on best practice</p> <p><u>Internal</u></p> <p>Best value</p>
<p><b>MPA Recommendation 15</b></p> <p>Two further SARC's should be developed in London to provide pan-London coverage. These should be partly funded by the NHS and the MPS should also give consideration to other partnership and</p>	<p>Leads : DAC Tim Godwin</p> <p>DCI Richard Walton</p> <p>Growth bid not accepted for 2002</p> <p>Specification written</p>	<ul style="list-style-type: none"> <li>Growth bid to go before MPA FPBV committee in 2002</li> <li>Completed – May 2002</li> </ul>	<p><u>External</u></p> <p>Increased self reporting</p> <p>Increased confidence by the public and victims</p> <p>Joined up public service delivery / partnership</p>

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<p>sponsorship funding.</p>	<p>Consultation with DOH re joint financing</p>	<ul style="list-style-type: none"> <li>Meeting arranged for 21<sup>st</sup> May 2002</li> </ul>	<p><u>Internal</u> Increase in professionalism &amp; consistent standards across the MPS</p>
<p><b>MPA Recommendation 16</b></p> <p>The new SARCs should learn from the evaluation of other SARC models, including the Haven, particularly in consideration of counselling facilities and victim referral to counselling organisations. Wide consultation with interested agencies, such as the IAG, victim support organisations, paediatricians and voluntary organisations should be carried out when developing the new centres.</p>	<p>Leads : DCI Richard Walton A/PS Heather Gay</p> <p>Engage with Department of Health at senior level</p> <p>Visits to be arranged to existing SARCs</p> <p>Write Specification for future Havens</p>	<ul style="list-style-type: none"> <li>Meeting arranged for May 2002</li> <li>Ongoing</li> <li>Completed – May 2002</li> </ul>	<p><u>External</u> Collaboration across the country Promulgation of best practice.</p> <p><u>Internal</u> New SARCS building on best practice</p>
<p><b>MPA Recommendation 17</b></p> <p>As new SARCs are developed VESs should be phased out in London, however, until London has comprehensive coverage of SARCs, VESs should be managed and maintained to a corporate standard. The IAG</p>	<p>Lead : DC Jacqueline Davies</p> <p>Proposal to Project Board of Sapphire</p> <p>IAG visits to MPS VESs</p>	<ul style="list-style-type: none"> <li>Awaits</li> <li>Ongoing</li> </ul>	<p><u>External</u> Corporate standards for victim care</p> <p><u>Internal</u> Corporate approach</p>

should assist in developing these standards and providing a monitoring role.			
<b>TRAINING</b>			
<b>HMCPSi Recommendation 3.</b>  ACPO & National Police Training (NPT) review the training of officers who deal with rape victims so that the appropriate skills and competencies are enhanced in officers at an appropriate level and are made available across the service	<b>Lead : Jennifer PS East</b>	<ul style="list-style-type: none"> <li>Group started – April 2002</li> <li>Completed</li> </ul>	<u>External</u> National standards  <u>Internal</u> Minimum standards
	Working group established at Detective Training School to review SOIT course  PS Jenny East & DC Sue Foster to be a part of the working group and to review all other training		
<b>INVESTIGATION</b>			
<b>MPA Recommendation 23</b>  Minimum standards are developed for the investigation of rape and victim care.	<b>Lead: DCI Richard Walton</b>	<ul style="list-style-type: none"> <li>Completed – June 2002</li> </ul>	<u>External</u> One standard of care and investigation <u>Internal</u> Improved performance monitoring
	To be included in Special Notice		
<b>MPA Recommendation 24</b>  Dedicated sexual offence	<b>Lead : DS Cathy Chenery</b>		<u>External</u> Confidence in police
	<b>A/PS Heather Gay</b>		

<p>investigation teams should be developed for all boroughs including dedicated investigative officers wherever possible. Where boroughs do not have enough rape crimes reported to warrant a dedicated team, there should be brigading with other boroughs.</p>	<p>22 dedicated teams out of 32.</p> <p>Presentation to Borough Commanders, Supt Ops &amp; DCIs</p> <p>Included in Special Notice</p> <p>Sapphire staff to advise and assist Boroughs on setting up suitable Sapphire units</p>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• After publication of Special Notice</li> <li>• Completed – June 2002</li> <li>• Ongoing</li> </ul>	<p>Increased reporting</p> <p><u>Internal</u></p> <p>Increased professionalism</p> <p>24/7/ response</p> <p>Ownership by boroughs of rape</p> <p>Better intelligence</p> <p>Improved ability to link crimes</p> <p>Better problem solving</p>
<p><b>FORENSICS</b></p>			
<p><b>MPA Recommendation 29</b></p> <p>The MPS should review its forensic submission procedure for rape cases.</p>	<p>Leads : DC Jacqueline Davies</p> <p>John Young (SO3)</p> <p>New forensic submissions policy</p> <p>Review to be undertaken by Directorate of Forensic Services</p>	<ul style="list-style-type: none"> <li>• Completed – Oct 2001</li> <li>• Awaits</li> </ul>	<p><u>External</u></p> <p>Improved service to FSS</p> <p><u>Internal</u></p> <p>Achieving best value</p> <p>Savings of time and money</p>
<p><b>INTELLIGENCE</b></p>			
<p><b>MPA Recommendation 28</b></p> <p>The MPS should ensure that the national database on rape</p>	<p>Lead : DS Jim Stokley</p> <p>Backlog has been rectified</p>	<ul style="list-style-type: none"> <li>• Completed - SO11</li> </ul>	<p><u>External</u></p> <p>Improved ability to link crimes nationally.</p>

cases is kept up to date for cases reported in London and that quality standards are complied with.	DS Stokley appointed Intelligence co-ordinator for Sapphire  Courses arranged for SO11 inputters through NCF	<ul style="list-style-type: none"> <li>Completed - April 2002</li> <li>Implementation - July 2002</li> </ul>	Better service to/from NCF  <u>Internal</u> Better analysis / intelligence
<b>CHILDREN</b>			
<b>MPA Recommendation 33</b>  The MPA supports the change in responsibility for child stranger rape cases from Territorial Policing to Child Protection Teams.	<u>Lead : DAC Howlett</u>	<ul style="list-style-type: none"> <li>Completed – awaits implementation</li> <li>Scheduled for Nov 2002</li> </ul>	<u>External</u> Confidence in ability of police to deliver a tailored service to child victims. <u>Internal</u> Increased professionalism of officers dealing with child victims of sexual assault
	Paper submitted and agreed between SO5 & TP  Pilot on one borough		
<b>MPA Recommendation 34</b>  The Haven and any new SARCs should not be considered best practice as locations for taking child victims of stranger sexual abuse. The MPS should review the locations for child victims and provide guidance to officers.	<u>Lead : DAC Howlett</u>	<ul style="list-style-type: none"> <li>Completed – April 2002</li> <li>Awaits SO5</li> </ul>	<u>External</u> Increased standards of care and investigation to child victims Bespoke centres for children and adult victims of sexual assault <u>Internal</u> Increased professionalism
	DAC Howlett represented on Sapphire Project Board and IAG  Other models for Havens for children to be looked at.		
<b>MPA Recommendation 37</b>	<u>Lead : DCS Humphreys</u>		

<p>The MPA supports the progress being made in tackling child trafficking, in particular support is given for increased sentencing for this crime and for the development of witness protection and victim support services for victims.</p>	<p>Work by Clubs &amp; Vice (CO14)</p>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>	<p><u>External</u> Confidence in the MPS's ability to tackle child trafficking.</p> <p><u>Internal</u> Increased professionalism</p>
<p><b>INDEPENDENT ADVICE</b></p>			
<p><b>MPA Recommendation 30</b></p> <p>The MPS should continue the current good work with the IAG by increasing timely consultation on strategies, victim surveys and on crime prevention campaigns. The IAG should also be provided with progress against Project Sapphire aims and performance monitoring data.</p>	<p>Lead : DS Cathy Chenery</p> <p>IAG to expand to cover new areas</p> <p>Regular updates on performance</p> <p>Performance monitoring data</p>	<ul style="list-style-type: none"> <li>• Ongoing – Two more members to join May 2002</li> <li>• On-going</li> <li>• Published and distributed to IAG – May 2002</li> </ul>	<p><u>External</u> Effective joint working</p> <p><u>Internal</u> External perspective increases awareness and understanding Increases accountability</p>
<p><b>PROBLEM SOLVING</b></p>			
<p><b>MPA Recommendation 36</b></p> <p>Gang rape appears to be a growing problem in London</p>	<p>Lead : DS Jim Stokley</p> <p>Graham Keeling SO11</p>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>	<p><u>External</u> Increase in public awareness of gang rape</p>

<p>and a joint agency approach to look at this problem is required, to include the MPS, schools, crime and disorder partnerships and other relevant agencies.</p>	<p>SO11 conducting strategic analysis</p> <p>System implemented to improve intelligence analysis by SO11.</p>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>	<p>Joined up partnership working to eradicate gang rape</p> <p><u>Internal</u></p> <p>Increased awareness</p> <p>Development of strategies to tackle this crime</p>
<p><b>MPA Recommendation 38</b></p> <p>The MPA supports the development of preventative campaigns against mini-cab rape and drug rape crimes and recommends that these should cover all boroughs in the MPS.</p>	<p>Lead : DS Jim Stokley</p> <p>Mini cab rape and crime prevention initiative</p> <p>GLA, City of London, Mayor's Office / PCO</p> <p>Negotiating with the Mayor's office for a London wide poster campaign</p> <p>Drug rape campaign through the media and using licensed premises</p> <p>Posters and beer mats designed</p>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going – Visit by Mayor's advisor to Haven and Sapphire team May 2002</li> <li>• On-going - Poster designed April 2002</li> <li>• On-going liaison with partners (internal / external)</li> <li>• Completed</li> </ul>	<p><u>External</u></p> <p>Increased public awareness</p> <p>Reduction in the crime</p> <p><u>Internal</u></p> <p>Increased awareness</p> <p>Better training</p> <p>Increased professionalism</p>
<p><b>PERFORMANCE MONITORING</b></p>			

<p><b>MPA Recommendation 31</b></p> <p>Information on reported rape offences and other performance indicators should be provided to local forums in a consistent manner by each borough in the MPS.</p>	<p>Lead : DS Jim Stokley</p> <p>PIB Performance statistics sent to each borough commander</p> <p>Introduction of monthly meetings for SO11 to produce strategic analysis into performance monitoring</p>	<ul style="list-style-type: none"> <li>Completed – May 2002</li> <li>Completed - May 2002</li> </ul>	<p><u>External</u> Increased awareness of the reporting of rape. Increased accountability at a local level</p> <p><u>Internal</u> Increased awareness &amp; better performance monitoring</p>
<p><b>RECORDING PROCEDURES</b></p>			
<p><b>HMCPsi Recommendation 5</b></p> <p>The Home Office, together with ACPO, revisits the criteria for the classification of 'detected' and 'undetected' offences, specifically in those cases where an alleged offender is named but there is insufficient evidence to support the victim's testimony</p>	<p>Lead : DCI Richard Walton</p> <p>Liaison with ACPO Lead DCC Maria Wallis at Sussex Constabulary</p>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	<p><u>External</u> Closer scrutiny of police performance</p> <p><u>Internal</u> Ethical health check</p>
<p><b>FILE PROCESS</b></p>			

<p><b>HMCPsi Recommendation 6.</b></p> <p>ACPO introduce realistic time scales for the submission of advice files for all offences</p>	<p>Lead: Awaits</p> <p>Liaison with CPS around submission of advice files</p> <p>Introduce a time scale for advice file into the new Special Notice</p>	<ul style="list-style-type: none"> <li>• Special Notice – completed</li> <li>• Awaits</li> </ul>	<p><u>External</u> Better liaison with the CPS</p> <p><u>Internal</u> Better turnaround of advice files. Better victim care</p>
<p><b>HMCPsi Recommendation 7.</b></p> <p>ACPO and Chief Crown Prosecutors should agree protocols in relation to the submission of advice files in rape cases</p>	<p>Lead: Awaits</p> <p>Agree protocol with CPS &amp; insert into Special Notice</p>		
<p><b>REVIEW AND DECISION MAKING</b></p>			
<p><b>HMCPsi Recommendation 8</b></p> <p>Police officers seek, and prosecutors give, advice in</p>	<p>Lead : Awaits</p> <p>Insert into Special Notice</p>	<ul style="list-style-type: none"> <li>• Completed – June 2002</li> </ul>	<p><u>External</u> Increased confidence in</p>



<p>rape cases only if they are in possession of a full file containing sufficient evidence upon which a decision can be made (save in exceptional circumstances)</p>			<p>decision making in respect of case disposal  <u>Internal</u>  Increased professionalism</p>
<p><b>HMCPSi Recommendation 9</b></p> <p>Prosecutors make full records on files of review decisions in cases involving allegations of rape</p>	<p>Lead : Awaits</p> <hr/> <p>Insert into Special Notice</p>	<ul style="list-style-type: none"> <li>Completed – June 2002</li> </ul>	<p>As above</p>
<p><b>HMCPSi Recommendation 10</b></p> <p>All rape cases should be allocated to specialist lawyers, who should be responsible for the case from advice stage to conclusion of any proceedings; and</p> <p>all decisions to drop or substantially reduce the prosecution case, or to advise the police to take no further action, should be discussed with a second specialist lawyer before a final decision is taken</p>	<p>Lead: Awaits</p> <hr/> <p>Liaise with CPS</p>	<ul style="list-style-type: none"> <li>Awaits</li> </ul>	

<p><b>HMCPsi Recommendation 11.</b></p> <p>Prosecutors insert a standard paragraph in instructions to counsel, requesting a written report in any case involving an allegation of rape which results in an acquittal;</p> <p>Any written report is used to complete an adverse case report, setting out the factual and legal reasons for the acquittal; and the adverse case report is used to discuss with the police any lesson to be learned</p>	<p>Lead : Awaits</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p>As above</p>
<p><b>PREPARING CASES</b></p>			
<p><b>MPA Recommendation 19</b></p> <p>Working relationships with CPS should be improved and the system of file exchange for rape cases should be examined. Relationships would be improved if dedicated sexual offence case clerks were in place in MPS Criminal Justice Units and if the CPS</p>	<p>Lead : Awaits</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p>As above</p>

were to consider specialist sexual offence staff.			
<p><b>MHCPSi Recommendation 12.</b></p> <p>ACPO revisit the provision of disclosure training, in conjunction with the CPS, so that a more standardised and professional approach by police officers can be achieved</p>	<p>Lead : Awaits</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above
<p><b>MHCPSi Recommendation 13</b></p> <p>when relevant, the issue of third party material should be specifically drawn to the attention of counsel, with instructions that any disclosure of such material should be made only in accordance with the statutory tests</p>	<p>Lead : Awaits</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above
<p><b>MHCPSi Recommendation 14.</b></p> <p>a conference with trial counsel should take place in every case involving an allegation of</p>	<p>Lead : Awaits</p>	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<p><u>External</u> Increased confidence of victims in the criminal justice process. <u>Internal</u> Reduction in attrition</p>

rape, and that is should be arranged as soon as possible			
<b>THE TRIAL</b>			
<b>MPA Recommendation 20</b>  A joint MPS/ CPS review of support provided to victims attending court should be carried out, including the information given to victims and pre-trial visits organised, in co-ordination with victim support and the witness protection service.	Lead : PS Fiona McGrath	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<u>External</u> Increase in victim confidence Better liaison with the courts <u>Internal</u> Better training Better service delivery
	DS Trevor Eaton		
<b>MHCPSi Recommendation 15.</b>  clear instructions are given to prosecuting advocates that offensive and seemingly irrelevant questioning should be challenged, and inappropriate cross-examination about previous sexual experiences should be tackled	Lead : Awaits	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	<u>External</u> Increased confidence in the criminal justice system Increased reporting <u>Internal</u> Better victim care
	To liaise with CPS and the Bar Counsel pre implementation		
<b>MHCPSi Recommendation 16.</b>	Lead : Awaits	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above
	To liaise with CPS / Counsel /		

CCPs introduce structured monitoring of Crown Court advocates who prosecute cases involving allegations of rape	Crown Court Advocates		
<b>MHCPSi Recommendation</b>			
ACPO and CCPs introduce monitoring of performance in relation to the introduction of special measures to give evidence	Lead : To work with ACPO and CPS re performance monitoring	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above
<b>GUIDANCE AND TRAINING FOR PROSECUTORS</b>			
<b>MHCPSi Recommendation 17.</b>			
the CPS updates, revises and widens its guidance to prosecutors on the review and handling of cases involving allegations of rape	Lead : Awaits To liaise with CPS	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above
<b>MHCPSi Recommendation 18.</b>			
legal training on sexual offences is up-dated in the near future. It should be re-	Lead : Awaits	<ul style="list-style-type: none"> <li>• Awaits</li> </ul>	As above

launched and undertaken by all appropriate lawyers and caseworkers			
<b>PREPARING CASES</b>			
<b>MHCPSi Recommendation 1.</b>  The lawyers in the case (if an HCA) or prosecution counsel instructed to appear at trial should be required to attend the PDH in all cases involving allegations of rape		<ul style="list-style-type: none"> <li>Completed – June 2002</li> </ul>	As above
	Lead: Awaits		
	Insert into Special Notice		
		•	