

Inquiry re Lindo Family - Action Plan to Address Recommendations – 6 Feb 2001

Action	Lead	Result	Date Due
Investigation of Complaints			
Progress on all high risk cases to be submitted weekly to Commander Hayman for review.	Cdr Hayman	Implemented September 2000.	Completed
Issue guidance to Investigating Officers re compilation of reports.	DCS Greenwood / DCS Sellers	Good practice re reports circulated to all IOs in Nov 2000. DPS Discipline Support circulated list of typical failings in reports in Dec 2000.	Completed
Restructure senior management structure of Directorate of Professional Standards as part of Best Value Review.	Cdr Hayman	This has streamlined decision making and improved the consistency of reviews and decisions.	Completed
Identify key stages of investigative process and introduce corporate standards for investigation of all complaints against police.	Cdr Hayman	Process mapping completed in autumn 2000. Corporate standards to be piloted in South East London from May 2001, then extended to all MPS in summer 2001.	Jul 2001
Conduct a training needs analysis for investigating officers and other investigators in DPS Borough Support	DCS Sellers	Training needs for pilot site in South East London have already been identified	Jul 2001
Review complaints investigations re three incidents where Inquiry Report held police action to be unlawful.	DCS Sellers		Feb 2001
Develop MPS policy for applying to the PCA for dispensation from further investigation.	Supt Dawson		Apr 2001
Develop screening process to identify patterns / series of complaints and associated civil actions.	Supt Dawson		Apr 2001
Policy in place to deal with identified patterns / series of complaints and civil actions in conjunction with borough action.	DCS Sellers		May 2001
Improve overall system for the investigation of complaints through greater co-ordination and joint working with PCA & CPS through 'Learning Lab' sponsored by the Cabinet Office.	DCS Sellers		During 2001

Haringey Borough Action			
Attitude			
To address criticisms re misuse of police powers and negative stereotyping by achieving and maintaining appropriate levels of training in: 1. Community and race relations 2. Use and application of powers of arrest and search	Ch Supt James, Haringey	CRR training sessions have taken place with a 99.3% attendance achieved. Another program instigated by North Area has also been delivered. Corporate CRR training started 23 Jan 2001.	Sep 2001
To continue the equal opportunities quality process (EOQP) developed by Haringey Borough in partnership the North London Tec. This is intended to provide a gap analysis of fairness on the Borough of Haringey. Following the Assessors meeting in February and in consultation with IONNAN, a diversity action plan will be created. This will deal with fairness, quality of opportunity and the application of the Protect and Respect policies and will be reduced in March. This action plan will then be reviewed every four months by the TP Commander.	Ch Supt James TP 'NE' Commander		Review every 4 months
Monitor disproportionality across all borough operational processes and activities.	Ch Supt James, Haringey	Underway and will be continued.	During 2001
Develop officer complaints intervention programme.	Ch Supt James, Haringey	Underway and will be continued with support from DPS.	May 2001
Intelligence & Operational Processes			
Address issues re quality of intelligence and inappropriate comments on CRIMINT entries.	Ch Supt James, Haringey		Completed
Review of quality systems pre and post charge to ensure compliance with MPS policies and processes. Areas of concern to be tested and quality systems ensured re: police officer power of arrest awareness; case paper preparation; quality of case disposal decisions re alleged offenders; evidence gathering, recording and presentation; court evidence presentation by police; technical and other support facilities for officers post arrest.	Ch Supt James, Haringey		Jul 2001

Introduce a mandatory accreditation process to ensure officers can prepare a competent set of case papers and provide credible oral evidence in court.	Ch Supt James, Haringey	To be developed in partnership with Directorate of Training & Development.	Jul 2001
Provide training in evidence recording and presentation to all operational staff, including an element of court training.	Ch Supt James, Haringey	To be developed in partnership with Directorate of Training & Development.	Jul 2001
Operational Leadership			
Hold leadership and supervision skills seminars for all managers, to raise the importance of management intervention and testing at all stages of the arrest to charge to court process.	Ch Supt James, Haringey	The seminars will also deal with the need for leaders to ensure that they make a difference and support their staff appropriately in their operational duties.	Apr – Jul 2001
Custody officer training to ensure high standards of decision making in respect of arrested suspects.	C/I O'Brien, Haringey Criminal Justice Unit		Oct 2001
Strategy			
Continue roll out of Haringey borough 'Confidence' programme.	Ch Supt James, Haringey	Currently being implemented.	Apr 2001
Involvement of lay advice in Haringey borough 'Confidence' programme.	Ch Supt James, Haringey		Apr 2001
Inspection and Review			
Restructuring of MPS has created a two-tier management structure, with chief superintendents in charge of boroughs directly accountable to their Assistant Commissioner.	AC Territorial Policing	Ensures clarity of expectations, along with timely and consistent response to identified weaknesses.	Completed
Territorial Policing Commanders conduct performance inspections of all boroughs at four monthly intervals.	AC Territorial Policing	This has ensured a robust, regular and auditable inspection regime.	Completed
Continue TP ACPO performance inspections.	TP NE Commander		During 2001
Identify good practice and organisational learning from performance inspections and feed back into other boroughs through TP ACPO visits and policy changes.	TP ACPO Comm Hagon DQPR		During 2001
All corrective action in this action plan to be inspected by MPS Inspectorate, which reports to AC PRS.	Comm Hagon DQPR		Late 2001