

Action Plan & Progress – 16 May 2002

Action	Lead	Result	Date Due
Investigation of Complaints			
1. Progress on all high-risk cases to be submitted weekly to DAC Hayman for review.	DAC Hayman	Implemented September 2000.	Completed
2. 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
3. Restructure senior management structure of Directorate of Professional Standards as part of Best Value Review.	DAC Hayman	This has streamlined decision-making and improved the consistency of reviews and decisions.	Completed
4. Identify key stages of investigative process and introduce corporate standards for investigation of all complaints against police.	DAC 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 autumn 2001.	Completed
5. Review complaints investigations re three incidents where Inquiry Report highlighted issues of legality of police action.	Supt Dawson	<p>This process was:</p> <ol style="list-style-type: none"> 1. To review each investigation noting any areas of concern not already identified by the inquiry team, concentrating on legislative powers used by arresting officers. 2. To assess whether the issues raised cause genuine concern. 3. To assess whether they arose from practices that were acceptable at the time. 4. To consider whether similar issues could arise now. 5. To assess whether they would have arisen if the new DPS corporate standards had been applied to the investigation. 6. To recommend if any remedial action is necessary now. <ul style="list-style-type: none"> • All remedial action can be implemented by implementation of the DPS Corporate Standards, a new Misconduct Investigation Manual, a review process and QA system. 	Completed

7. Review of all the other investigations into complaints made by Mr Lindo.	Supt Dawson	This review has been completed.	Completed
8. Develop MPS policy for applying to the PCA for dispensation from further investigation. There is Home Office guidance re dispensations and also a DPS corporate standard, but they detail the process for applying for dispensations rather than giving guidance to IOs on when and why to request dispensations.	Supt Dawson	Research completed and draft policy written. Legal advice has been requested on a related matter. When this is received, the draft will be circulated for consultation. The PCA will be consulted through the Learning Labs forum. The policy will be published on the Intranet as part of the Misconduct Investigation Manual.	Completed Now in Best Value Impl'n Plan
9. Develop screening process to identify patterns / series of complaints and associated civil actions.	Supt Dawson	The Complaints & Discipline System (CDS) is a legacy database that holds details of all public complaints, internal investigations and 'matters' (complaints not falling within s.65 Police Act 1996) since 1995, and all civil actions since Nov 2000. A CDS GQL query has been developed with the DPS MIU. Unfortunately it is not possible for CDS to identify cases where a complainant made a complaint on one day about incidents on many different occasions. Such cases would be identified in future through the DPS Borough Support case grading and review processes. The query can now identify complainants who have made complaints on 4+ occasions in 3 years. DPS will then monitor all complaints and 'matters' re that person.	Completed
10. Policy in place to deal with identified patterns / series of complaints and civil actions in conjunction with borough action.	Supt Ricketts Supt Dawson	A Community Confidence Strategy is proposed, based on that developed in Haringey Borough. It was proposed to pilot this in 5 boroughs from Sep 2001, and have MPS Consultancy evaluate its effectiveness in Dec 2001. This will use the product of Action 8 above, as well as other information on dissatisfied members of the public that is held by boroughs. Currently this work is ongoing and is considered as sustainable activity through 2002/3.	Sustained activity
11. 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	This will be ongoing throughout 2001/2	Sustained activity - in Best Value Impl'n Plan

Haringey Borough Action			
Attitude			
<p>1. To address criticisms re misuse of police powers and negative stereotyping by achieving and maintaining appropriate levels of training in:</p> <p>A. Community and race relations</p> <p>B. Use and application of powers of arrest and search</p>	<p>Ch Supt James, Haringey</p>	<p>CRR training sessions have taken place with a 99.3% attendance achieved. Another program instigated by North Area has also been delivered.</p> <p>CRR training under the corporate programme started in Haringey on the 27th January 2001. It will be completed in November 2001.</p> <p>May 2002</p> <p>CRR (1)</p> <p>Training was delivered to 546 Police staff (96%), and 147 Civil staff (93%). New arrivals on the Borough since local training ended are all allocated training at Barnet if they have not already received it elsewhere. The remainder consist of those long-term sick, career break or similarly unavailable (1% Police, 5% Civil), will be allocated training on Barnet or other BOCUs when they return.</p> <p>CRR (2)</p> <p>A presentation on Disability Awareness has been delivered to First Line Managers, is scheduled for the forthcoming Station Reception Officer Training, and is also being delivered civil staff as and when requested by their line managers. It is a proposed topic for the next training round for all Police officers (inclusion will be subject to the agreement of OCU Cdr.)</p> <p>Stop and search</p> <p>A local inspection of BOCU processes was undertaken in July 2001, in response to Special Notice 12 of June 2001. The recommendations of that report were implemented. Areas covered were:</p> <p>Task 1 – Database and Management Information</p> <p>Task 2 – Comparisons</p> <p>Task 3 – Benefits</p> <p>Task 4 – Strategic Use of Powers</p> <p>Task 5 – Supervision</p> <p>Task 6 – Support</p> <p>Training has so far been delivered, using the corporate package, to 385 Haringey</p>	<p>Completed</p>

		<p>officers, which is 67% of the total. It is anticipated that 77% of officers will be trained by the target date of 21.6.02, but 90% should be reached by August.</p> <p>Stop and search statistics The latest MPS figures available, for the period April 01 to January 02, show Haringey having a 21.5% arrest rate from searches for white people, and a 21.9% rate for non-white. The overall variation from 'parity' is 0.4%. The variation during the period covered went to a maximum of 7.8 in any individual month. Haringey was 6th best performer against target (0% variation) in the MPS for that period.</p> <p>Local statistics show an large increase in overall stop and search over the past two performance years. In 2001-2 there were 6498 searches in Haringey, with 1306 arrests, at 22.1% In 2002-3 there were 8906 searches, with 1891 arrests, or 21.2%. The 2000-2001 arrest rate was 20.1%.</p> <p>The overall position is that Haringey officers have greatly increased the numbers of stop and search conducted during the past year, without any decline in the arrest rate, while maintaining parity of arrest rates between white and non-white suspects.</p> <p>During the performance year 2001-2 six complaints against police were recorded on the Borough where stop and search was the main issue. Most of these were informally resolved, and none substantiated. The EA codes of the complainants were: EA1: 2, EA2: 1, EA3: 2, EA4: 1.</p>	
2. Monitor disproportionality across all borough operational processes and activities.	Ch Supt James, Haringey	<p>Regularly monitoring across a range of police enforcement and legal processes continues. This is published on a monthly basis. This data is provided to the Consultative Group executive for comment. (Ongoing)</p> <p>All stop and search use is monitored in Haringey and has been for some years. The current arrest rate is around 20% (MPS average 16.4%). The management process is rigorous. During the police year April 2000 to January 2001 6577 stop and searches were carried out in Haringey. Of this number 10 resulted in complaints (0.1%); non-involved an allegation of racial discrimination. (See above for update on stop and search)</p>	Completed
3. Develop officer complaints intervention programme.	Ch Supt James, Haringey	A complaints intervention programme for officers has been in place since January 1999. Management intervention action is triggered when officers receive three complaints in a 12 month period or over 10 complaints during their career	Sustained activity

		<p>(whichever comes first)Many Boroughs follow this approach but the practice is not yet consistent throughout the MPS. Additional work is being taken forward by Supt. Peter Barron [IIC-NW] to develop this as MPS policy</p> <p>May 2002 The intervention programme has been revisited, and an enhanced version designed, which takes a more holistic view of an officer's performance. It is intended to identify potential problems at an earlier stage than the previous process, and to look at repeat complainants as well as repeat complaints against individual officers. Although currently a draft, this will be issued as an instruction shortly, and most aspects are already in operation.</p>	
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Intelligence & Operational Processes			
4. Address issues re quality of intelligence and inappropriate comments on CRIMINT entries.	Ch Supt James, Haringey		Completed
5. 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	Superintendent Bloomfield appointed to implement all training activity as part of a borough wide leadership and quality programme. Work ongoing. Seminars for all Borough Sergeants and Inspectors set up for May 2001. Superintendent Bloomfield has been appointed to specifically implement these.	Completed
6. 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	<p>Training has been provided within the last year to raise the standard of file preparation. This has been overtaken by the Safer Streets Street Crime Initiative which will seek to introduce:</p> <ul style="list-style-type: none"> • Training in statement taking, interviews, disclosure, file preparation and court procedures • Introduce supervisory dip sampling • Introduce prisoner processing (overseen by DI/DS) • Introduce file preparation teams (witness takers, tape transcribers and 	Sustained Activity

		specialist street crime case workers) • Introduce witness and victims desks • Compliance inspections and monitoring procedures'	
7. Provide training in evidence recording and presentation to all operational staff, including an element of court training.	Ch Supt James, Haringey	A scheme has been introduced for Street Duties Course. This includes practical Court training and will be complemented by Safer Streets Street Crime Initiative The implementation of the Glidewell recommendations will see CPS lawyers at point of charge in the custody suites. Haringey is expected to have moved to a "Glidewell" configuration by November 2002.	Completed

Operational Leadership			
8. 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.	Completed
9. Custody officer training to ensure high standards of decision making in respect of arrested suspects.	C/I Haringey Criminal Justice Unit	May 2002 Addressed at Sergeants' leadership and training days. This is now an ongoing process.	Completed

Strategy			
10. To continue the Equal Opportunities Quality Process developed by Haringey borough in partnership with the North London TEC.	Ch Supt James, Haringey	EOQF process is complete. An action plan is now being designed. Borough found to have been innovative and forward thinking with many areas of best practice identified. Report will be circulated internally and externally within the next two weeks.	Completed
11. Continue roll out of Haringey borough 'Confidence' programme.	Ch Supt James, Haringey	Borough confidence programme documented and continue to be utilised. The Borough Confidence Strategy Group (including external representation) has decided to apply a revised policy to the charging of s.4 & s.5 Public Order Act 1986 offences by persons under 18. This is linked to the Youth Warning Scheme and adopts a restorative justice approach.	Completed
12. Involvement of lay advice in Haringey borough 'Confidence' programme.	Ch Supt James, Haringey	Lay advice gained from IAG member, Haringey racial equality member and local clergy member. First meeting took place on 10th April 2001.	Completed

Inspection and Review			
1. Restructuring of MPS has created a two-tier management structure, with chief superintendents in charge of boroughs directly accountable to their Assistant Commissioner.	AC Todd Territorial Policing	Ensures clarity of expectations, along with timely and consistent response to identified weaknesses.	Completed
2. Territorial Policing Commanders conduct performance inspections of all boroughs at four monthly intervals.	AC Todd Territorial Policing	This has ensured a robust, regular and auditable inspection regime.	Completed
3. Continue TP ACPO performance inspections.	Commander Duncan Croll TP NE	These inspections are now six monthly. Commander Hagon conducted a Haringey review on 31 Oct 2000. An inspection of Haringey was conducted between 12-18 June 2001 by HMIC following the guidance set out in 'Going Local-The BCU Inspection Handbook' published by HMIC in April 2001. HMIC's conclusions were that "Haringey is a high performing BCU [Basic Command Unit], which is well led and managed".	Sustained activity
4. Identify good practice and organisational learning from performance inspections and feed back into other boroughs through TP ACPO visits and policy changes.	DAC TP	This will be implemented through the QPR forum chaired by DAC House. The learning from DPS investigations will be fed into this forum through the DPS PRU..	Sustained activity
5. All corrective action in this action plan to be inspected by MPS Inspectorate, which reports to AC PRS.	Ch Supt Bennett, MPS Inspectorate	To be conducted at completion of the Action Plan	Scrutinised through other means