

Service Improvement Review of Custody Capacity

Recommendations

Central Custody management

Recommendation 1: A single ACPO lead is identified by June 2004 to be responsible and accountable for all aspects of custody service provision and delivery within the MPS.

Recommendation 2: Formation of a MPS Custody Command by September 2004 consisting of 4 key elements:

- Custody Policy and Standards
- Custody Partnership Co-ordination
- Strategic Custody Planning
- Tactical Custody Planning

Recommendation 3: Establish a Custody Manager role within each BOCU by October 2004.

Custody Policy and Standards

Recommendation 4: Formation of a Custody Policy and Standards Unit by October 2004 to be responsible for the development and monitoring of all custody policy and standards within the MPS.

Recommendation 4.1: Completion of a bi-annual custody environmental scan, the first to be completed by December 2004, to inform the use of innovative and flexible options for interim and long-term custody capacity provision including alternative suppliers and providers.

Recommendation 4.2: Develop standardised working practices and flexible staffing models by October 2005 that maximise the opportunities afforded by the NSPIS Custody package introduction and expansion of the Designated Detention Officer role to make efficient use of custody sergeants' expertise.

Recommendation 4.3: Continued professionalisation of all custody staff roles by completion of a rigorous Performance Needs Analysis by December 2004 and subsequent implementation of the Performance Needs Analysis solutions by July 2005.

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Recommendation 4.4: Implement a process by April 2005 to identify and champion legal change in order to improve provision of service to detainees e.g. relaxation in legal constraints preventing MPS contracting of organisations providing appropriate adult services.

Custody Partnership Co-ordination

Recommendation 5: Formation of a Custody Partnership Co-ordination Unit by October 2004 to co-ordinate MPS strategic custody partner relationships and to guide and monitor local custody partner relations.

Recommendation 5.1: Initiate a programme of partnership projects by December 2004 involving detainee transfer service providers and Magistrate and Crown Court Services, aimed at reducing post charge occupancy of MPS cells.

Recommendation 5.2: Using a partnership approach to renegotiate the "ACPO and Immigration Service Protocol for the removal of Immigration Offenders" by September 2005, towards a position where the Immigration Service arrests and accommodates the vast majority of immigration detainees.

Recommendation 5.3: Using a partnership approach negotiate service level agreements with all custody partner organisations by October 2006, with initial focus on securing adequate appropriate adult services by October 2005.

Recommendation 5.4: Formation of a MPS Custody Independent Advisory Group by November 2004, to represent the views of detainee groups and advise the MPS on current best practice.

Recommendation 5.5: Central collation and analysis of custody quality of service management information by November 2004, incorporating Independent Custody Visitor information and subsequently NSPIS data in synchronisation with its MPS NSPIS implementation.

Strategic Custody Planning

Recommendation 6: Formation of a Strategic Custody Planning Unit by October 2004 with responsibility for all aspects of strategic custody planning within the MPS.

Recommendation 6.1: Immediately plan future custody provision to meet a demand of 360,000 detainees per annum, with annual review of planning assumptions and forecasts to be completed by December of each year.

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Recommendation 6.2: Immediate adoption of a custody estate strategy that moves towards providing each BOCU with sufficient custody capacity to provide a 95% service level to arresting officers by December 2010.

Recommendation 6.3: Immediate adoption of an MPS custody estate location strategy that by December 2010 ensures **one custody facility per BOCU** with collocation of investigating officers' except:
When BOCU cell requirements are less than 20 cells, sharing facilities with adjacent BOCUs should be considered.
When BOCU cell requirements exceed 35 cells, providing more than one custody facility on that BOCU should be considered.

Recommendation 6.4: All costs recovered from the Immigration Service for the accommodation of immigration detainees are ring-fenced from June 2004 onwards for the formation of the MPS Custody Command, re-opening, refurbishment and new build of MPS custody facilities.

Tactical Custody Planning

Recommendation 7: Formation of a Tactical Custody Planning Unit by October 2004 to co-ordinate the daily maximisation and utilisation of MPS custody capacity.

Recommendation 7.1: Directed re-opening and staffing of out of action custody facilities in parts of the MPS that are currently under capacity from July 2004.

Recommendation 7.2: Directing Immigration Service demand to custody facilities with least utilised custody capacity from October 2004.

Recommendation 7.3: Custody requirements are incorporated into the planning of all operations by July 2004 with formally agreed notification given as far in advance as possible to the intended BOCU Custody Manager.

Recommendation 7.4: Central co-ordination of all cell and custody facility closures in conjunction with MPS Property Services by November 2004, giving urgent priority to returning cells to use in active custody facilities.

Recommendation 7.5: Collation and analysis of simple custody management information including weekly cell availability, detainees refused, complaints and incidents by June 2004. When NSPIS Custody is implemented use data from that system to provide detailed management information.

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Recommendation 7.6: Central custody availability management and allocation of facilities to detained persons based on real time information by December 2006.