No.	Action/Tasks	Lead	Due	Status	Notes
1	Single ACPO lead for Custody	TPCT	Jun '04		• Completed
2	Formation of Custody Directorate	TPCT	Sep '04		• Completed
3	Establish Custody Manager Role on every BOCU	SMT	Oct '04		• Completed
4	**Establish Policy & Standards Unit**	SMT	Oct '04		• Completed
4.1	Complete first bi-annual custody environmental scan	P&S	~~Dec '04~~ May 05		• Completed but remains an on-going process. • Daily scanning of newspapers and appropriate custody related media. • MPS wide consultation regarding custody cleaning standards working together with Property Services. • Regular contact with Police Staff, DDO Managers and practitioners informs Directorate of Borough DDO issues. • Regular Cluster meetings inform Directorate of MPS wide Custody performance and environmental patterns
4.2	Develop standard working practices/flexible staff options	P&S	~~Oct '05~~ Dec 06		• The SOCAP Bill presents future opportunities along with the current ongoing Beacon Project. Beacon project examining custody processing roles.
4.3	PNA for Custody Staff roles	P&S	~~Dec '04~~ Dec'06		• Beacon project examining custody processing roles. • Activity analysis to be undertaken December 2006 to identify functions of custody sergeant that could be replaced by Custody Processing Clerks.
4.4	Process to identify and champion legal change	P&S	Apr '05		• Completed
5	**Establish Partnership & Coordination Unit**	SMT	Oct '04		• Completed

5.1	Establish partnership with detainee transfer services/courts	P&C	Dec '04		• Regular PECS Stakeholder meetings held. Monitoring process in place.
5.2	Renegotiate ACPO/Immigration Service protocol	P&C	Sep '05		• Commander Carter ACPO Lead re Immigration.
5.3	Negotiate SLAs with custody partners with initial focus on Appropriate Adult Services.	P&C	Oct '06		• NAAN scooping work has been undertaken. Home Office currently conducting review around provision of AA services (Due to be published 2007). Awaiting publication. We will be involved in consultation but not SLAs as AA must be independent of police. • Legal Services Commission- regular meetings to discuss impact of Custody SOP • Regular meetings with SERCO to performance manage on a three monthly basis. • Regular meetings with Custody Guidance Group (IAG) to advise on all aspects of custody provision. • Regular meetings with PECS/NOMS regarding Safeguard issues.
5.4	Form Custody Independent Advisory Group	P&C	~~Nov '04~~ June 05		• Completed.
5.5	Custody quality of service MI available	P&C	~~Nov '04~~ Oct 05		• Complete and on going. • Analyst in post collating and analysing data
6	**Establish Strategic Coordination Unit**	SMT	Oct '04		• Inspector arrived 6/12/04, • Analyst in post from Oct 2005
6.1	Future custody demand forecast system in place	SCU	Dec 05		• Custody Estate Programme established. • Demand forecast system in place. • BBCC programme of work in place and ongoing
6.2	Develop Custody Estates Strategy with PS		Feb 06		
6.3	Develop Custody Estates location strategy	SCU	June 05		• Visits completed by Custody Directorate Staff to determine true condition of estate. Ongoing monitoring undertaken.

6.4	Establish system to recover all Immigration Service costs	SCU	~~Jun '05~~		• Now under remit Commander Jarman.
7	**Establish Tactical Planning Unit**	SMT	Oct '05		• Complete
7.1	Directed re-opening/staffing of unused custody sites	TPU	~~Jul '04~~ March 06		• Carey way to be open in New Year. • All sites suitable for use are now available and fit for purpose.
7.2	Directing Immigration Service prisoners to under used sites	TPU	~~Oct '04~~ Feb 05		• Complete
7.3	Custody issues incorporated into operational planning	TPU	~~Jul '04~~ June 05		• Complete • Operational booking of cells now through Custody Directorate. • Supporting system and documentation require further review.
7.4	Central coordination of cell and custody closures	TPU	Nov '04		• Regular meetings with PS ensures coordination.
7.5	Collation & analysis of custody MI	TPU	~~Jul '04~~ July 05		• Research still required to identify measurable data. Staff shortages restricted progress now established.
7.6	Establish "Real time" custody availability system	TPU	~~Dec '06~~ June 07		• Aligned to what NSPIS is able to deliver – awaits rollout.