

**METROPOLITAN
POLICE
AUTHORITY
INDEPENDENT
CUSTODY VISITING
REVIEW 2004**

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METROPOLITAN POLICE AUTHORITY INDEPENDENT CUSTODY VISITING REVIEW 2004

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1: EXECUTIVE SUMMARY

1.1 The purpose of this project is to enable the MPA to establish and comment on current independent custody visiting provisions inherited by the authority in July 2000.

1.2 At its meeting of 13 November 2003, the Consultation Committee of the MPA adopted the recommendation to appoint a consultant to undertake a fundamental review of all aspects of the operation of the scheme, the ways in which the service is delivered, and the means by which the community is informed of the outcome. (See Appendix 1 Terms of Reference).

1.3 The review has achieved these objectives by comprehensively analysing the current situation, identifying preferable future structures and providing an action plan to achieve the changes recommended within the process.

1.4 These changes will enable the MPA to accommodate its responsibilities in light of the Police Reform Act 2002 Paragraph 51, which made independent custody visiting a statutory obligation of police authorities in England and Wales.

1.5 In order to gather the relevant information required by the review, a thorough series of stakeholder consultations and strategic analysis processes have been undertaken between June and October 2004.

1.6 These processes have elicited a wide variety of opinions and analysis about independent custody visiting and these have been considered by the review when making its recommendations.

1.7 The review reports that, as suspected by the authority itself, the MPA has inherited an independent custody visiting service which is delivered by a large group of willing volunteers within an outdated system and an ineffective and inefficient structure. In short this current provision fails to meet the statutory obligations placed on the authority in the Police Reform Act 2002 Paragraph 51.

1.8 The problems exposed through the review process include a current lack of leadership and management, the absence of strategic planning and operating guidelines along with poor recruitment, retention, training policies and practices.

1.9 There is already an acknowledged need by the MPA to increase the 2005/06 budget by £75,000 to provide resources for improvement and to enhance opportunities for members, officers and volunteers on their roles and responsibilities under the Police Reform Act 2002 Paragraph 51. In considering this, the review has concluded that there will be sufficient total annual budget provision by the MPA to run an effective and efficient scheme.

1.10 It is recommended that the MPA addresses these issues relating to independent custody visiting by redeveloping its strategic approach, structure, operating practices and its way of working with volunteers.

1.11 In order to achieve these developments, the review recommends that the MPA:

- publishes a common purpose, mission statement, organisational objectives and values for its independent custody visiting scheme
- adopts strategic planning and performance management techniques for its independent custody visiting scheme
- re-develops the current structure of independent custody visiting to accommodate change and growth
- raises awareness among all 'delivery' stakeholders of their statutory, organisational and partnership responsibilities and roles
- develops and/or identifies training resources to support all 'delivery' stakeholders
- develops more effective marketing techniques for its independent custody visiting scheme

1.12 As a vehicle for these developments, the review urges the MPA to re-launch its independent custody visiting scheme by October 2005. This re-launch should consider the unique opportunity for the MPA to take the lead on independent custody visiting provisions nationally and to create a 'hallmarked' system for other authorities, volunteers, police services and communities to aspire to.

1.13 The Police Reform Act 2002 Paragraph 51 and the MPA's new responsibilities for independent custody visiting stated within this Act, provide sufficient cause for this 'root and branch' re-launch.

1.14 The review wishes to draw members' attention to the stated intention of the Home Office: to instigate an evaluation of police authorities and their reactions to their stated responsibilities for independent custody visiting, in accordance with the Police Reform Act 2002 Paragraph 51.

NB To encourage the return of questionnaires, the MPA and the consultant agreed to enter all returned questionnaires into a raffle and to donate the sum of £100 to a chosen cause stated on the first questionnaire picked out at random. The questionnaire selected indicated that the money should be donated to the Royal British Legion and this has been actioned.

2: REVIEW AIMS

2.1 This review has been conducted in line with the recommendations made by the MPA Consultation Committee on 13 November 2003 (see Appendix 1) which instructed the appointment of a consultant to conduct a thorough review of:

- all aspects of the operation of the scheme
- the ways in which the service is delivered
- means by which the community is informed of the outcome.

The review was also commissioned to specifically assess the MPA's compliance with the Police Reform Act 2002, Paragraph 51, which places a statutory obligation on each police authority in England and Wales to have in place an independent custody visiting scheme.

2.2 In order to fulfill this purpose, Ian Smith OBE, one of Europe's experts in pre-trial detention and chief executive of the Independent Custody Visiting Association, was contracted as the lead consultant. The review comprehensively assesses the current independent custody visiting provision within the MPA area of London, identifies preferred developments and structures and provides a suggested strategy to achieve these improvements.

2.3 In carrying out these functions, the review will have other additional process benefits for MPA such as promoting inclusion, transparency and feedback and directly raising the profile of the MPA within these areas.

3: REVIEW PROCESS

The following activities took place from June through to October 2004:

3.1 Focus groups

- panel secretaries
- independent custody visitors
- police custody officers
- panel chairs

3.2 One on one interviews

- Metropolitan Police Authority (MPA) officers
- Association of Chief Police Officers (ACPO)
- Association of Police Authorities (APA)
- Home Office
- Independent Custody Visiting Association (ICVA)

3.3 360 degree stakeholder evaluation questionnaire-led analysis

Designed to explore competence, confidence and feedback relating to the performance of independent custody visitors, scheme administrators, panel secretaries, panel chairs, the police service and ICVA.

3.4 SWOT analysis

Consolidating the internal and external positive and negative elements gathered from these processes.

3.5 Settings analysis and environmental scan

Considering potential current and future influences on independent custody visiting.

3.6 Best practice review

Observing, analysing and sharing some of the more effective practices of different local, national and international schemes.

3.7 Benchmarking

With the practices and services of other organisations including:

- Greater Manchester Police Authority
- National Council for Voluntary Organisations
- Volunteering England
- ICVA
- Other national and international ICV schemes

4: CURRENT PROVISION

4.1 Historical Background

Lay visiting: How it began and why

Lay visiting to police stations owes its origin to Lord Scarman, whose report on the Brixton disorders in 1981 recommended a system of independent, unannounced inspection of procedures and detention in police stations by local community members. The main objective was to counteract growing mistrust of the police and to increase their accountability to the general public. While Scarman advocated a statutory arrangement, Home Office ministers approved a lay visiting system that was non-statutory.

Development

In 1983 The Home Office produced provisional guidance and pilot schemes were set up in Lambeth and six provincial police authority areas. Lay visitors in Lambeth were recruited from members of the public, but in the other five areas they were appointed from the elected members of the police authorities. These pilot schemes were reviewed during 1984. More London groups, called 'panels', were set up during 1985 in North Westminster and Hammersmith and Fulham, based on the Lambeth model.

Research

In 1987 the Home Office commissioned research from the Bristol and Bath Centre for Criminal Justice to study the extent to which lay visiting schemes had been introduced and the effectiveness of their arrangements. In their report of June 1990, the researchers Charles Kemp and Rod Morgan concluded that the most effectively operated schemes recruited visitors directly from the general public.

The report recommended, among other things:

- revising guidance to provide clearer advice on recruitment and clarify grey areas such as visiting procedures and access to detainees
- better communication between schemes in London and the provinces
- that there should be regular conferences
- the creation of an independent national agency to promote good practice

Revised guidance: Circular 4/92

In the wake of this research and after extensive consultation with the Metropolitan Police, Association of Chief Police Officers, local authority associations and lay visitors, in July 1991 the Home Office issued detailed revised guidance to London lay visitors. Subsequently Home Office Circular 4/92 was issued to provincial police authorities in January 1992 advising scheme revisions.

Independent custody visiting: How it became statutory

Revised guidance: Circular 15/2001

This circular was produced following a Home Office Working Party that consisted of all interested partners in the lay visiting process. Its recommendations - following extensive discussions - included the change of name from lay visiting to independent custody visiting, as well as detailed guidance on how to administer a scheme and carry out a visit.

Statutory Instrument: Police Reform Act 2002 Paragraph 51

As a result of extensive lobbying and the support of Home Office officials and ministers, the Police Reform Act 2002 Paragraph 51 placed a statutory obligation on police authorities to have in place an effective independent custody visiting scheme. The act was supported by Codes of Practice and National Standards to assist all involved in the process.

4.2 Funding

Each year the MPA allocates a budget to Independent Custody Visiting Panels (ICVPs) to enable them to undertake specified aspects of work on its behalf. This money is raised through Precept and the Home Office. Current allocations (2004-5) are:

Panel	£
Barking & Dagenham	5,556
Barnet	7,606
Bexley	2,026
Brent	10,204
Bromley	2,508
Camden	14,284
Croydon	8,669
Ealing	5,062
Enfield	8,403
Greenwich	1,200
Hackney	5,518
Hammersmith & Fulham	12,182
Haringey	4,548
Harrow	4,926
Havering and Redbridge	4,606
Hillingdon	5,297
Hounslow	8,952
Islington	8,664
Kensington & Chelsea	12,268
Kingston	7,625
Lambeth	16,808
Lewisham	6,433
Merton	6,606
Newham	11,235
Richmond	6,660
Southwark	13,789
Sutton	4,168
Tower Hamlets	8,706
Waltham Forest	6,008
Wandsworth	12,296
Westminster	23,416
Total	£256,230

4.3 Scale of operation

Number of panels

33 panels operate on the 'borough' system within the MPA area along with City of London Police Authority.



4.4 Police Stations visited within MPA Borough Command Areas

North East Area

Barking & Dagenham	(1 police station - Dagenham)
Enfield	(2 police stations - Edmonton / Enfield)
Hackney	(2 police stations - Hackney / Stoke Newington)
Haringey	(3 police stations - Hornsey / Tottenham / Wood Green)
Havering & Redbridge	(2 police stations - Havering / Ilford)
Newham	(2 police stations - Forest Gate / Plaistow)
Tower Hamlets	(2 police stations - Limehouse / Whitechapel)
Waltham Forest	(2 police stations - Chingford / Leyton)

North West Area

Barnet	(1 police station - Colindale)
Brent	(2 police stations - Kilburn / Wembley)
Camden	(2 police stations - Holborn / Kentish Town) + BTP (1 station)
Ealing	(1 police station - Ealing)
Harrow	(2 police stations - Harrow / Wealdstone)
Hillingdon	(2 police stations - Heathrow / Hillingdon)
Islington	(2 police stations - Holloway / Islington)

South East Area

Bexley	(1 police station - Bexleyheath)
Bromley	(1 police station - Bromley)
Croydon	(2 police stations - Croydon / South Norwood)
Greenwich	(2 police stations - Greenwich / Plumstead)
Lambeth	(3 police stations - Brixton / Streatham / Vauxhall)
Lewisham	(2 police stations - Catford / Lewisham)
Southwark	(3 police stations - Peckham / Southwark / Walworth)
Sutton	(1 police station - Sutton)

South West Area

Hammersmith & Fulham	(2 police stations - Hammersmith / Fulham)
Hounslow	(2 police stations - Chiswick / Hounslow)
Kensington & Chelsea	(3 police stations - Chelsea / Kensington / Notting Hill)
Kingston	(1 police station - Kingston)
Merton	(1 police station - Merton)
Richmond	(2 police stations - Richmond / Twickenham)
Wandsworth	(2 police stations - Battersea / Wandsworth)

Westminster Area

(5 police stations - Belgravia / Charing Cross / Marylebone / Paddington / West End Central) + BTP (1 station)

Custody detention figures for 2003

Borough	Custody Suites	Number in Custody	Borough Total
Barking & Dagenham	Dagenham	6813	6813
Barnet	Colindale	7691	7691
Bexley	Bexleyheath	5452	5452
Brent	Kilburn	5068	8358
	Wembley	3290	
Bromley	Bromley	6871	6871
Camden	Holborn	7370	12135
	Kentish Town	4765	
Croydon	Croydon	6356	11655
	South Norwood	5299	
Ealing	Action	247	9756
	Ealing	3965	
	Southall	5544	
Enfield	Edmonton	7050	7294
	Enfield	244	
Greenwich	Greenwich	10	8079
	Plumstead	8069	
Hackney	Shoreditch	383	9867
	Stoke Newington	9484	
Hammersmith & Fulham	Fulham	4220	11507
	Hammersmith	7287	
Haringey	Hornsey	6143	13939
	Tottenham	5883	
	Wood Green	1913	
Harrow	Harrow	5455	5455
Havering	Romford	5076	5076
Heathrow	Heathrow	3226	3226
Hillingdon	Uxbridge	5598	6739
	West Drayton	1141	
Hounslow	Chiswick	2795	8564
	Hounslow	5769	
Islington	Holloway	33	10448
	Islington	10415	
Kensington & Chelsea	Chelsea	3558	7273
	Kensington	773	
	Notting Hill	2942	
Kingston Upon Thames	Kingston	4418	4418
Lambeth	Brixton	7093	15290
	Streatham	3602	
	Vauxhall	4595	
Lewisham	Catford	4456	10697
	Lewisham	6241	
Merton	Wimbledon	5209	5209
Newham	Forest Gate	5708	10720
	Plaistow	5012	
Redbridge	Barkingside	6	5926
	Ilford	5920	
Richmond Upon Thames	Richmond	1898	3941
	Twickenham	2043	
Southwark	Peckham	6348	13320
	Southwark	489	
	Walworth	6483	
Sutton	Sutton	4557	4557
Tower Hamlets	Bethnal Green	8509	9716
	Limehouse	1207	
Waltham Forest	Chingford	6779	6783
	Leyton	4	

Wandsworth	Battersea	4256	9369
	Tooting	270	
	Wandsworth	4843	
Westminster	Belgravia	3433	27515
	Charing Cross	7089	
	Marylebone	4620	
	Paddington	5060	
	West End Central	7313	
Grand Total			293659

4.5 Operating Structure

MPA Members: Have the statutory responsibility for establishing a custody visiting scheme

MPA Lead Member: Spokesperson for custody visiting issues

MPA Community Engagement Committee (review commissioning body): Delegated authority for consideration of custody visiting scheme from police authority

MPA Clerk to Police Authority: Senior advisor to the MPA on custody visiting issues

MPA Deputy Clerk to Police Authority: Deputy Senior Advisor to the MPA on custody visiting issues

MPA Lead Officer: Responsible for the preparation of reports to committees and overall implementation and management of the scheme

MPA Independent Custody Visiting Scheme Administrator: Responsible for the day to day operation of the custody visiting scheme

33 x Panel Secretaries: Local co-ordination of schemes for each borough throughout London

33 x Panel Chairs: Lead visitor for the local panel

400 Independent Custody Visitors (review estimate): Undertake the custody visits across London

MPS Lead ACPO Officer for Custody:

Senior Police Officer responsible for ACPO policy implementation in respect of custody issues

Home Office Lead Officer for Independent Custody Visiting:

Responsible for policy and oversight of the statutory implementation of custody visiting

5: RESEARCH, CONSULTATION & ANALYSIS

The following summary of comments on current provision and drawn from all those consulted in undertaking this review.

As part of the review process all who completed a questionnaire were asked to complete sections about their views on the strengths and weaknesses of the current provision of the custody visiting provision within the Metropolitan Police Authority, locally, regionally and nationally.

Respondents were also asked to consider what opportunities and threats may effect the current service provision within the same previously determined groupings.

No attempt has been made to edit respondents responses.

Feedback comments on current provision

5.1 Commonly stated strengths of current provision and external related matters:

- Number of independent custody visitors
- Commitment of volunteers
- System already in place to enable development
- Universal commitment to quality
- MPA desire for improvement
- London base of support networks such as ICVA, APA, National Council for Voluntary Organisations, Volunteering England and Independent Police Complaints Commission
- Panel meeting structure and frequency
- Comprehensive London coverage
- Diverse community for recruitment
- Relationship with custody officers at local level
- Range of support materials
- Minimum appropriate level of budgeting
- Expert knowledge base
- Value for money
- Available to all
- Strong induction support for new volunteers from other independent custody visitors
- Successful partnership working with regular stakeholder involvement

5.2 Commonly stated weaknesses of provision and related matters:

- Absence of strategic leadership and management
- Absence of scheme management
- Failure to meet statutory responsibilities
- Lack of clear universal guidelines and role clarification
- Ineffective recruitment processes
- Inconsistent induction techniques
- Lack of use of support networks such as ICVA, National Council for Voluntary Organisations and Volunteering England
- Lack of, and ineffective use of, evaluation and monitoring systems
- Lack of positive feedback
- Ineffective operational structure (including staffing)
- Inconsistent operating procedures (recruitment, induction, training, management)
- Lack of training for all stakeholders
- Lack of support from police authority members to date
- 'Independent' status of custody visitors
- Poor police awareness of the role of ICV's
- Variable police involvement
- Ineffective marketing of service back to community
- Restricted access to IT in terms of skills, equipment and internet facilities
- Specialist skill gaps
- Under representative of community demographics and ethnic minority groups
- Poor cultural and diversity awareness within visiting process

5.3 Comments on opportunities potentially relevant to independent custody visiting

Issue	Impact
Local	
Rationalisation of custody processes/Operation Emerald	Less bureaucracy Clearer relationships Less management volume
Creation of Independent Advisory Groups for MPS	Greater community trust in police Best practice development Use of more civilians within custody process
Reduced policing costs	Further community empowerment More accountability
Centralisation of custody suites	Less time commitment Fewer visitors Reduced costs Better coverage
Private financial contracts for custody process	Reduced policing costs Further community empowerment More accountability New partners
Use of custody nurses v Forensic Medical Examiners	Better medical provision
National	
Ineffective prison visiting systems	Expansion into other detention processes
Improved system of immigration detention centres	Expansion into other detention processes
Increased political emphasis on community involvement in criminal justice system	Raise status of independent custody visiting and systems Easier recruitment
Restructuring of police authorities into fewer areas	Less bureaucracy Clearer relationships Less management volume
'Election' to police authority membership	More accountability
Use of more civilians in the custody process	Reduced costs Further empowerment More accountability
Increased police authority resources	More resources for panels
Computerisation	Increased speed Better records Data analysis
Increased commercial tendering for custody services	Improved standards New partnerships
Development of 'Investors In Volunteers' programme & National Occupational Standards for Managing Volunteers	Improved volunteer recruitment, retention, management, performance and related volunteer policies
International	
European standardisation	Advocacy and best practice Benchmarking
EU Accession	Advocacy and best practice

5.4 Stated threats potentially relevant to independent custody visiting

Issue	Impact
Lack of resources for custody visiting	Lack of service provision Poor quality service provision Practice stagnation Demotivation
Lack of high quality custody visitors	Lack of service provision Poor quality service provision Poor partner relationships
Changes in custody provision	Less contact with police officers New partnerships not covered in legislation eg PACE
Immigrant detention systems	Distraction from organisational purpose Over development (trying to do too many things)
Prison visiting systems	Distraction from organisational purpose Over development
Commercial tendering for custody services	Reduced integrity Fewer detention facilities
Restructuring of police authorities into fewer areas	Loss of custody visitors Loss of local knowledge and relationships
Centralisation of custody suites	Loss of custody visitors Loss of local knowledge and relationships Longer visits to include more detainees in more cells
MPA competence	Lack of strategic leadership Failure to meet statutory responsibilities Demotivation of staff and volunteers
MPS resource efficiency	Loss of custody staff Loss of healthy working conditions Less time for professional hosting of independent custody visits Demotivation of officers
European standardisation	Revised use of volunteers

5.5 Panel Secretaries

Consultants' comments on completed panel secretaries questionnaires

Overview

The questionnaire to panel secretaries was issued following a meeting held in the MPA offices on 13th July 2004 and 26 completed forms were returned by the closing date, representing a response 78.8%.

The questions concentrated on key areas of the administration of the independent custody visiting scheme within a panel set up. In particular the panel secretaries were asked to focus on:

- the composition of the panel
- publicity and promotion of the scheme
- recruitment and selection
- training for those involved in the process
- visiting arrangements
- their role within the panel

The responses to the questionnaire are shown in full at Appendix 2 along with consultants comments but I have taken the opportunity to extract some comments worthy of highlight under each of the areas.

The composition of the panel

In response to questions about the numbers of ICV's on each panel, although 7 respondents did not fully complete this question, it is clear that the majority of panels do not have the required number of active visitors. When asked whether the current make up of their custody visitors reflected the makeup of their local community responses indicated difficulties of recruiting of visitors, especially those from minority ethnic groups. Only one panel reported an over-representation of ethnic minority visitors. The questionnaire was confidential, with the majority of respondents declining to reveal their panel areas. Therefore it is not possible to provide comparisons at a borough / panel level between actual and target cultural breakdowns.

Publicity and promotion of the scheme

When asked what methods of publicity and promotion were used to promote the scheme traditional methods of marketing and promotion (posters and paid-for advertising) featured highly in panel secretaries responses. These methods do not appear to be that successful when compared with the results of the ICV survey.

The 1997 National Survey of Volunteering confirms that one of the top 4 reasons for people to volunteer is because 'someone asked them to'. The survey also stated that nearly 50% of volunteers are recruited by personal request, yet word of mouth is low on the list of responses from panel secretaries. This method of promotion certainly should not be ignored, but a concentrated, integrated, and targeted media campaign / ambassador programme will clearly have the best results.

Recruitment and selection

The selection processes currently operating within the MPA are inconsistent in terms of process and quality. It is also clear that the main documents which provide a mandate and clarity of function for visitors are not disseminated for recruitment processes. The response from panel secretaries did not mirror the results in the MPA ICV survey which suggests that one fifth of ICVs do not have an individual interview and around a quarter do not complete an official application form. In view of this the MPA is not fulfilling its recruitment role as defined in sec.51 of the PRA 20024

Training for those involved in the process

The questionnaire looked at the area of training for both panel secretaries and ICV's.

With regard to ICV's the responses showed that PACE is only delivered to 50% of trainees and c. 90% do not receive training on PRA 2002 sec.51 and the related Codes of Practice. The most common, and favoured, form of training is through on the job shadowing and mentoring. This training technique can be subject to poor quality controls. The panel secretaries' responses also mirror the results of the ICV survey, which indicates that the preferred training format is for sessions lasting between 2 hours and half a day.

When asked about their own personal training the panel secretaries' respondents said their time for training and development was very limited. The responses also showed that over 95% of respondents have had no training to date on PRA 2002 sec. 51.

Visiting arrangements

The results from questionnaires indicate that 82% of panels have 2 days or less admin support time with a slight trend for panel secretaries to spend more than the contracted time on ICV issues, but not significantly. Effective visiting rota arrangements are in place locally and meetings for ICV's are in place and well programmed.

The role of the chair has to be agreed by the MPA in line with PRA 2002 sec.51 and the related Codes of Practice, as practice appears to differ from panel to panel. Police representation at local panel meetings is good and communication channels appear to be in place and well managed although the title of the police representative in attendance lacks consistency.

One issue of concern is to ensure that the results of ICV process provide feedback to ICV's quickly and regularly to maintain volunteer motivational model.

5.6 Independent Custody Visitors

Consultants' comments on completed independent custody visitors' questionnaires

A total of 148 independent custody visitors forms were received. 26 panels took part in the review out of a possible 33 panels - a return of 78.8%. Unless otherwise stated, the percentages shown refer to the total number of forms received. 10 forms were received 6 weeks after the return deadline. These are not included in the report but have been considered generically.

The respondents ages of ICV's within London show that about 2/3rds of all respondents are within the age range of 31 - 60 years of age and there is an equal balance between male and female respondents. These figures do not mirror the perception that the majority of visitors are of retirement age but younger people are still under represented.

The information on ethnicity is not conclusive but it would appear that there is under representation in panels from members of minority ethnic groups and clearly the MPA need to specifically target these groups.

In response to how long they had been an ICV nearly 50% of ICV's had less than two years experience.

There was a difference in the responses when asked for what period they had been appointed and when asked about personal contracts, this seems to be a particularly vague area, with over a third of all respondents unsure if they have signed a contract, and nearly half who have definitely not completed some form of contractual agreement. Over half of respondents either did not have a probationary period or did not know / answer this question.

Since appointment over 85% had received some form of training. This is a high result, but does not comment on quality or relevance e.g. these findings state that over 60% of volunteers receive no PACE training and c. 90% do not receive training on the PRA 2002 sec. 51 which explains the statutory role of ICV's. Over half of all respondents had been an ICV for more than 2 years and so it is of significant concern that these figures are so low, particularly for key documents such as Codes of Practice, PACE, etc.

When asked have you discussed your performance during your service as an independent custody visitor and been given feedback a little under a third of all respondents have not had their performance discussed or been given feedback which is a high result.

A little over a quarter of respondents do not know which organisation / role is responsible for withdrawing a visitor's accreditation, indicating a lack of induction training and/or general awareness. MPA may not be meeting its responsibility re: PRA 2002 sec.51

Panel chairs, panel secretaries and colleagues are unsurprisingly the first choice for most ICVs to go to with specific concerns and general concerns but a high number of around a quarter of respondents are unaware of who would deal with issues of concern. Response may also reflect problems associated with the word 'independent' in terms of who governs this scheme within the MPA

Although responses indicate reasonably good communication channels with panel chairs, panel secretaries and colleagues, there is clearly less effective communication with the MPA and other panels within the London area.

Retention, recruitment and training are major threats to quality provision and the MPA receives poor perceived feedback here from respondents who possess good volunteer motivation despite perceived inappropriate staffing structures for managing schemes.

5.7 Consultant-led findings

Based on the findings of this review and consistent with the statutory obligations as contained in PRA 2002 para 51, the consultants overall assessment is as follows:-

5.7.1 MPA

- Has an opportunity to lead independent custody visiting provision within UK
- Inherited an ineffective, inefficient service provision
- Is not meeting its statutory responsibilities as outlined in the Police Reform Act 2002, Paragraph 51
- Does not collect reports on visiting outputs and performance
- Does not currently have a clear stated purpose nor development strategy for independent custody visiting and therefore cannot use resources effectively or efficiently and cannot perform to its potential
- All stakeholders want further guidance and leadership from MPA
- Members currently do not have an apparent role in the running of the scheme
- Allocates sufficient budget - if deployed effectively - to run a basic comprehensive scheme
- Does not issue universal and correct identity cards
- Is not represented in selection and appointment process for independent custody visitors
- Does not centrally collate interview records

5.7.2 Scheme Administrator

- Inappropriate status and grade for role
- Poor support for, and management of, this post
- Poor liaison with all stakeholders
- No power to ensure compliance by panels, visitors or MPS
- No means of raising immediate concerns with MPS
- No liaison with senior MPS ACPO officer with force-wide responsibilities for independent custody visiting issues.

5.7.3 Panel Secretaries

- Largely well regarded by independent custody visitors as administrative support
- Some panel secretaries appear to be intimidated by their panels of independent custody visitors
- This role is under-resourced by employers and seen by all 'delivery' stakeholders as not having enough time or status
- Seen by many as administrative secretaries only and the importance of this role needs further investment and support.

5.7.4 The Police Service

- There is inconsistent involvement with police in both training and the running of schemes
- In more developed schemes within UK, independent custody visitors have open access to custody officer training as part of the police service commitment to transparency values
- Current MPS ACPO lead officer responsible for Criminal Justice Units has no contact with MPA on independent custody visiting issues
- Current MPS ACPO lead officer responsible for Criminal Justice Units is very familiar with independent custody visiting from previous roles and views the practice as a positive contribution to effective policing. He should be viewed as a positive change partner
- There is a common view held by independent custody visitors that many police staff are unaware of the process
- Custody officers regard independent custody visiting as necessary
- Custody officers regard independent custody visiting as useful for helping to affect and action changes that they also want to happen
- Police attitude to independent custody visitors is influenced by their own perceived lack of resources such as time, custody staff and information
- Custody officers desire more initial training on independent custody visiting for all police staff at probationer level.

5.7.5 Independent Custody Visitors

- Highly committed
- Massive organisational resource for police authority
- Seen by some as officious and lacking clear parameters of operation
- Complications over the word 'independent' in light of the statutory obligations on police authorities to 'manage' their performance. This has been exacerbated by a lack of leadership, management, operating guidelines and volunteer policies/contracts. For debate, the visitors are selected because they are independent community members at the time of recruitment, but must operate inter-dependently with MPA and MPS to facilitate the actual process

- Regarded by all 'delivery' stakeholders as being very competent in the visit process
- Have a poor view of MPA
- Are over reliant on panel chairs for technical guidance
- Receive no performance feedback from MPA or MPS
- Could be more focused on good practice and praise.

5.7.6 Induction Processes

- Lack of structural induction processes
- Most visitors value shadowing, mentoring and co-visiting as the key learning tool for new colleagues. However, these training styles - with only 1 visitor as the mentor for the length of the probation period - is open to 'mis'-training and over work
- There is no training available for how to induct colleagues
- CRB checks need to be quick for new visitors to maintain initial motivation.

5.7.7 Probation Periods

- Current periods run from no timescales to 1 year
- There is a lack of clear 'passing out' criteria.

5.7.8 Recruitment Structure

- The point of entry is the most important quality control area for panels
- Application forms lack correct data gathering techniques
- Not all applicants complete application forms nor attend interviews
- There is no standardised and informative application pack for prospective visitors.

5.7.9 Training

- There is no training strategy for independent custody visiting within MPA
- There is huge discrepancy in the quantity and quality of training among all panels
- There is confusion over training, awareness raising and instruction.
- It is common for training needs to be simplistically viewed as initial training only with no continuous development.
- Several other UK schemes have training and development as a fixed agenda item at all panel meetings
- Evening and weekend training events were strongly favoured by independent custody visitors
- While volunteers preferred training sessions to last up to half a day/ 2hours, the initial training should remain as 1 day to capitalise on initial motivation and help volunteers become operational - and therefore motivated - as quickly as possible
- While weekday evening sessions are favoured by independent custody visitors, the quality of learning can be restricted at the end of a working day. Weekday evening events are best suited to presentations and less demanding activities
- It is important to provide training for new volunteers as soon as possible to maintain motivation.
- Police have more regular in-service training events and promotional structures and these could be made better use of by MPS/MPA to develop awareness of independent custody visiting
- ICVA has developed good quality comprehensive training materials, approved trainers and services
- There is no MPA provision for the training of police authority members in issues relating to scheme governance
- There is no MPA provision for the training of scheme administrators or panel secretaries
- There is no MPA provision for the training of panel chairs
- There is no training nationally relating to Terrorism Act and how it potentially impacts upon the independent custody visiting process
- There is no specialist cultural awareness and diversity training for independent custody visitors within MPA

5.7.10 Qualifications

- The idea of offering qualification-led training has been explored and it would appear that there is a simple split of opinion. While the merits of raising standards and the investment return for the students are clear, the negative impact would suggest a loss of excellent 'non-academic' community representatives which are required in terms of colloquialisms and empathy with detainees
- Qualifications may be more appropriate for scheme administrator or panel secretaries
- There is a noticeable movement nationally to encourage qualifications for voluntary work and the management of volunteers and meetings have been held with National Council for Voluntary Organisations and Volunteering England about independent custody visiting nationally
- The development of the 'Investors in Volunteers' programme by Volunteering England and the National Occupational Standards for Managing Volunteers by NCVO should be monitored. (This latter initiative will be an inspection-led award with accreditation).

5.7.11 Diversity

- There is a lack of awareness of how cultural and diversity issues affect detention processes and experiences
- There is some awareness of issues affecting people who are immigrant detainees
- The majority of panels require and desire further ethnic minority representation amongst visitors
- There is no operational means of collecting relevant data
- Access to marketing information for ethnic minority and diverse groups is poor.

5.7.12 Visit Process

- The visit process should be led by key performance indicators
- There is a critical lack of awareness of the Police Reform Act 2002, Paragraph 51.
- There is no awareness of the implications of the Terrorism Act on independent custody visiting
- Empty report forms are ineffective
- The process needs to focus on safeguarding systems, not isolated issues
- There is no feedback on good practice within custody suites
- The habitual pairing of the same visitors to conduct visits undermines practice development.

5.7.13 Marketing

- There is a lack of awareness about independent custody visiting in London
- The use of local press for scheme promotion has proved effective
- Increasing the number of applicants is an important key to improving the quality of visitors
- MPA should be UK leader in this practice as a quarter of the entire Criminal Justice System is based in London
- The current poster used by the MPA - 'Do you want to keep an eye on the police?' - is misleading, potentially attractive to the wrong applicant and potentially offensive to the police
- There is no availability of marketing materials in other languages
- There is no availability of marketing materials for people with visual impairments

5.7.14 Scheme Evaluation

- Performance evaluation and monitoring information is not assessed in a structured manner, not publicised and not used to improve performance
- Only 3 panels submitted annual reports to MPA scheme administrator last year
- MPA does not include independent custody visiting within its annual report.

5.7.15 Feedback to independent custody visitors

- Scheme administrators and police staff need more structured ways of feeding back on performance
- Independent custody visitors do not want formal appraisal systems - they find them intimidating
- There is a requirement on the MPA to review performance.

5.7.16 Finance

- There is a need to invest £75,000 in an improvement programme and to enhance training for all involved in the process
- The current total annual budget is sufficient to cover a basic comprehensive service if deployed strategically
- The current local bidding process by panels is arbitrary and ineffective
- The late or non payment of expenses by MPA undermines volunteer and panel secretary motivation.

5.7.17 Information and Communication Technology

- There is no central database that stores appropriate personal application details.
- There is no central means of communication with independent custody visitors
- Lack of use of ICT for scheme management, performance management, benchmarking and communication.

6: DEVELOPMENT AIMS

Having regard to the responses in the questionnaire and the other findings in the review the following development aims are considered as key to the scheme.

- 6.1** That the MPA publish: a common purpose, mission statement, organisational objectives and values for its independent custody visiting scheme
- 6.2** That the MPA adopt strategic planning and performance management techniques for its independent custody visiting scheme
- 6.3** That the MPA re-develop the current structure of independent custody visiting to accommodate required changes
- 6.4** That the MPA promote further awareness among all 'delivery' stakeholders of their statutory, organisational and partnership responsibilities and roles as outlined in legislation and Codes of Practice
- 6.5** That the MPA develop and/or identify training resources to support all 'delivery' stakeholders
- 6.6** That the MPA develop more effective marketing techniques for its independent custody visiting scheme

7: DEVELOPMENT OBJECTIVES

(See Major Action Plan Appendix 14)

DEVELOPMENT AIM 6.1

That the MPA must publish: a common purpose, mission statement, organisational objectives and values for its independent custody visiting scheme.

7.1 Development Objectives:

- a) Develop and publish an organisational statement of purpose, mission statement, accompanying objectives and values for its independent custody visiting scheme - see Appendix 3 (prompt document)

DEVELOPMENT AIM 6.2

That the MPA must adopt strategic planning and performance management techniques for its independent custody visiting scheme

7.2 Development Objectives:

- a) Develop and publish a 3 yearly strategic plan based on performance management practices including template mission statement, strategic plan and volunteer policy to deliver an effective and efficient custody visiting scheme which fulfills basic key performance indicators.
- b) The basic performance management indicator should be:
Number of police stations (PS) x Agreed Visiting Frequency (AVF) divided by the number of visits per visitor (NVPV) equals the visitors needed equals the panel. Consideration also needs to be given with regard to community ethnic and diversity representation for each panel. Written as a formula:

$$\frac{PS \times AVF}{NVPV} = VN = P$$

- c) Use annual business plans for each of panel area evolved from the 3 year strategic plan

DEVELOPMENT AIM 6.3

That the MPA must re-develop the current structure of independent custody visiting to accommodate required changes

7.3 Development Objectives:

- a) Restructure 33 individual panels to operate under 5 new administrative units mirroring the MPS borough command areas and Westminster - see Appendix 4 (new panel structure)
- b) Raise the grade and status of staff towards management functions, as opposed to an administrative support role
- c) Create new staffing structure to include scheme manager and up to five full time co-ordinators with each running one of the 5 new MPA independent custody visitor panels - see Appendix 5 (role clarification / organigram) & Appendix 6 (finance redeployment)
- d) Review the use of a central London office for co-ordinators
- e) Recruit or re-register visitors with pan London accreditation so as to enable flexible service delivery
- f) Create a new data base of independent custody visitors, their application details and performance records see appendix 7 (ICVA services)
- g) Standardise reporting systems including use of reporting forms, data collection and distribution see appendix 7 (ICVA services)

DEVELOPMENT AIM 6.4

That the MPA must promote further awareness among all 'delivery' stakeholders of their statutory, organisational and partnership responsibilities and roles as outlined in legislation and Codes of Practice

7.4 Development Objectives:

- a) Review the implications of the use of the word 'independent' in context of the 'statutory requirements' on police authorities in England, Wales and clarify relationships with visitors via new agreements
- b) Create universal guidelines for all stakeholders
- c) Create an information workshop raising police authority members' awareness to the requirements for the Police Reform Act 2002 Paragraph 51 and the accompanying Codes of Practice
- d) Meet with each panel/group of panels via officers and lead member to initiate constructive relationships that identifies how MPA will operate improvements.
- e) Visit MPS Performance Needs Analysis Department (Hendon) and Centrex (Bramshill) to lobby for incorporation of the 15 minute public information video into its probationer, custody officer and divisional commander training curricula
- f) Enable panels to provide internet access at local or regional headquarters for independent custody visitors.

DEVELOPMENT AIM 6.5

That the MPA must develop recruitment, training and development resources to support all delivery stakeholders

7.5 Development Objectives:

- a) Adopt an Independent Custody Visitor Management Model as a means of fulfilling the Codes of Practice for independent custody visiting - see Appendix 8 (management model) and Appendix 9 (Police Reform Act 2002, Paragraph 51 Codes of Practice).
- b) Publish minimum levels of competency for all delivery stakeholders - see Appendix 10 (prompt document)
- c) Adopt new titles and consolidate curricula for the training of 'delivery' stakeholders to include:
 - **Initial** (replaces Information and Training day)
 - **Induction** (additional required training delivered during 6 month probation)
 - **Continuous** (local scheme issues delivered by schemes)
 - **Specialist** (for specialist roles within the process)
 See Appendix 10 (new training structure)
- d) Publish and distribute an MPA wide training calendar of events for independent custody visitor stakeholders
- e) All existing independent custody visitors should re-register in line with new working arrangements
- f) Produce and distribute a universal and comprehensive guide book for all stakeholders about independent custody visiting incorporating universal guidelines
- g) Create universal application pack see appendix 12 (application pack contents list)
- h) Conduct annual one-to-one reviews with each visitor via staff
- i) Adopt a more flexible range of services to assist panels in meeting any different requirements by MPA staff providing:
 - **advice**
 - **audits**
 - **planning support**
 - **template strategies, documents and activities for adaptation**
 - **tailored training programmes**
 - **evaluation**
- j) Link with the cultural awareness and diversity forum under the portfolio of an appointed MPA member
- k) Further explore the use of optional and flexible qualifications for scheme administrators, co-ordinators and independent custody visitors with particular focus on National Vocational Qualifications
- l) Conduct a benchmarking review of the Investors in Volunteers programme and National Occupational Standards for Managing Volunteers
- m) Make better use of ICT for training and development
- n) Make training session on Introduction to Cultural Awareness and Diversity training compulsory for lead member, senior line officers, staff, and visitors
- o) Develop a detainee feedback pilot programme in an area to elicit further stakeholder feedback via custody records for independent custody visitors
- p) Create and use evaluation and monitoring tools for all training and regularly process and react to the findings.

DEVELOPMENT AIM 6.6

Develop more effective service marketing techniques for its independent custody visiting scheme

7.6 Development Objectives:

- a) Seek marketing advice to help develop an effective proactive marketing strategy for its services, results and recruitment campaigns services
- b) Create a recruitment action plan to attract more visitors from under represented groups
- c) Promote an MPA independent custody visiting website/ intranet (structure)
- d) Brand all its products with icons relating to meeting the statutory requirements and Codes of Practice for independent custody visiting with an 'approved' logo
- e) Re-launch MPA's independent custody visiting scheme at a pan London conference by October 2005
- f) All materials used by community groups, detainees and potential visitors must be made available in other languages
- g) All materials must be made available in large print format and audio format or Braille
- h) Publish independent custody visiting section in MPA's annual report

8: APPENDICES

Appendix 1: Review of independent custody visiting within the Metropolitan Police Authority

1.1 Terms of Reference

Custody visiting (formerly lay visiting) has been taking place in London for over 21 years. The ways in which this service has been provided across the local panels has varied considerably. In July 2002, independent custody visiting (ICV) became a statutory function of the MPA. The Home Office has subsequently developed a Code of Practice outlining the responsibilities of the authority for the operation of the scheme in order to ensure a consistent and effective custody visiting service in London and throughout the UK. These include:

- Organising the infrastructure of the ICV scheme
- The recruitment and conditions of service of administrators as well as volunteers delivering the service
- Training of administrators and visitors
- Overseeing the quality of the service.

At its meeting of 13 November 2003, the Consultation Committee of the MPA adopted the recommendation to appoint a consultant to undertake a fundamental review of the operation of all aspects of the operation of the scheme, the ways in which the service is delivered, and the means by which the community is informed of the outcome.

Content

More specifically, the consultant will undertake:

An Audit of Current Provisions

This will initially incorporate a quantitative overview of the number of panels in London, the number of custody visitors, the frequency of visits, the number of police stations served, etc. Secondly, it will incorporate an audit of current administrative and financial support provided by the MPA and the processes and procedures in place for providing that support. This will include the present provision of training services. Thirdly, it will include an audit of current administrative and organisational provisions at the panel level, panel activities, the services provided by the panel administrator and other local practices.

Compliance

The consultant will undertake an analysis of current provisions in terms of their compliance with the statutory obligations as detailed in Paragraph 51 of the Police Reform Act 2002. In addition, the consultant will assess compliance with the Home Office Code of Practice as well as adherence to the National Standards guidance. There are also other aspects of the authority's work which impact on the delivery of the ICV service that the consultant is required to review. These are the recommendations arising from the Best Value Review of Equalities (2001), the MPA's Service Improvement Plan which outlines some key performance measures for independent custody visiting, and the Race Relations Amendment Act 2000. The MPA Race Equality Scheme also outlines the ways in which the service will enable the MPA to meet the statutory General Duty and Specific Duty of the Act. The introduction of the ICV scheme was one of the first significant race and community relations initiatives aimed at reassuring and developing public trust and confidence in the police. To ensure that the service provided through the operation of the scheme is seen as part of the overall performance of the MPA, the consultant will assess the level to which current provision is meeting reassurance objectives as well as equalities service performance objectives.

Ownership, Leadership and Direction

Based on an analysis of the above, the consultant will review the existing allocation and utilisation of resources in terms of people, time, money, equipment / provisions, information, etc. Secondly, the consultant is required to identify options and recommendations to address, among other things, the present lack of clarity and consistency in the processes for meeting the reassurance objective of the scheme, the services provided to those detained in custody, the varying practices and performance of the panels, and the overall administration and management of the scheme.

1.2 Methodology

In undertaking this review, the consultant will, in addition to meeting with appropriate officials within the MPA and Home Office, undertake an extensive process of consultation with the existing chairs, volunteers and administrators of the ICVPs. It is expected that this will include focus group meetings with:

- panel administrators
- ICV volunteers
- custody staff

In addition to the focus group methodology, the consultant will also develop a questionnaire for both panel administrators and independent custody visitors. Further analysis will be drawn from an assessment of current ICV reports as well as exit comments on custody records from detainees.

Other research that will inform this review will include an analysis of demographic data (i.e. ethnicity / representation) in each London borough, as well as a comparative analysis and benchmarking with other similar schemes (e.g. other police authorities, with Amnesty International, Red Cross, Association of Prevention of torture, etc).

1.3 Timetable

A final report should be completed by November 2004 for presentation to the MPA Consultation Committee. The report should contain:

- 1) Executive Summary
- 2) Present Provisions
- 3) Evaluation Processes (including Equalities Impact)
- 4) Evaluation Findings (including SWOT and settings analysis)
- 5) Recommended Development Plan
 - Mission Statement, Key Aims and Objectives, Policies
 - Development Aim and Objectives
 - Action Plan
 - Monitoring and Evaluation Structure
- 6) Appendices

Appendix 2: Panel Secretaries & Independent Custody Visitors Questionnaires

The following comments are drawn from the completed questionnaires which are shown in full at appendix

NOTE These stakeholder questionnaires are condensed and collated but not edited.

Overview

A total of 26 forms were returned from panel secretaries out of a possible 33, a return of 78.8%. Unless otherwise stated, the percentages shown relate to the total number of respondents i.e. 26.

1 Tell us about your independent custody visiting panel

1A How many custody visitors do you currently have on your panel and how many should you have?

Under target		On Target		Unknown	
Have	Want	Have	Want	Have	Want
11	16	20	20	12	Not stated
8	12	16	16	12	Not stated
22	25	28	24	7	Not stated
12	14			20	Not stated
4	20				
6	14				
23	30				
11	20				
4	24				
9	14				
15	16				
10	16				
14	20				
18	20				
19	24				
21	25				

Consultant comments:

The figures in the table above demonstrate the ratios recorded between the current and required numbers of visitors. Although 7 respondents did not fully complete this question, it is clear that the majority of panels do not have the required number of active visitors.

1B What is the composition of your visitors in respect of sex, age and ethnicity?

More Male		Equal / Close		More Female	
M	F	M	F	M	F
12	8	6	6	3	5
16	7	7	7	3	5
7	5	3	4	1	3
7	5	5	6	9	14
6	0	4	5	4	6
16	12	7	8	7	9
13	6			1	3
				3	7
				4	6
				6	11
				6	12
				4	17

Ethnic origin	No's	%
White	225	69.9
Indian	15	4.7
Bangladeshi	6	1.9
Pakistani	8	2.5
Chinese	1	0.3
Black - Caribbean	23	7.1
Black - African	19	5.9
Black - Other	10	3.1
Jewish	3	0.9
South American / Hispanic	1	0.3
North African Egyptian	1	0.3
Unknown	6	1.09
Mixed race	4	1.2

Consultant comments:

The categories used in the form were taken from the monitoring information on the ICVA website and are standard categories. However, respondents were given the opportunity to add additional categories and these have been included above.

1C Do you think that the current makeup of your custody visitors reflects the makeup of your local community?

Answers	No's	%
Yes	10	38.5
No	14	53.8
Don't know / not sure	2	7.7

Consultant comments:

Some additional comments were received, mainly relating to the difficulties of recruiting of visitors, especially those from minority ethnic groups. Only one panel reported an over-representation of ethnic minority visitors. The questionnaire was confidential, with the majority of respondents declining to reveal their panel areas. Therefore it is not possible to provide comparisons at a borough / panel level between actual and target cultural breakdowns. Further information should be elicited as the MPA decides its next strategic phase of development.

2 Tell us about publicity and promotion

2A Do you publicise your independent custody visiting scheme in any of the following ways?

Publicity methods	No's	%
Posters to raise awareness	17	65.4
Newspaper advertising	16	61.5
Recruitment posters	13	50.0
Flyers	7	26.9
Local magazine / newspaper	6	23.1
Exhibitions	3	11.5
Website	2	7.7
Volunteer bureau	2	7.7
Radio advertising	2	7.7
PCCG meetings	1	3.8
Word of mouth	1	3.8
Open days	1	3.8
Annual reports	1	3.8
TV advertising	0	0

Consultant comments:

Traditional methods of marketing and promotion (posters and paid-for advertising) feature high in this list but do not appear to be that successful when compared with the results of the ICV survey (question 2A - how did you find out about the scheme?).

The 1997 National Survey of Volunteering confirms that one of the top 4 reasons for people to volunteer is because 'someone asked them to'. The survey also states that nearly 50% of volunteers are recruited by personal request, yet word of mouth is low on this list.

These methods of promotion certainly should not be ignored, but a concentrated, integrated, and targeted media campaign / ambassador programme will clearly have the best results.

MPA needs to consider whether volunteers should be used as recruitment agents in terms of effectiveness, independence and diversion from original role as visitor, not recruiter.

3 Tell us about recruitment and selection

3A How are custody visitors selected onto your panel?

Methods of selection	No's	%
Individual interview	26	100
Application form	24	92.3
Information pack	16	61.5
Probationary period	14	53.8
Observing a custody visit	4	15.4
Open day / meeting	2	7.7
Role play	1	3.8
Assessment or test	0	0

Consultant comments:

These figures do not mirror the results in the MPA ICV survey which suggests that one fifth of ICVs do not have an individual interview and around a quarter do not complete an official application form.

The selection processes are inconsistent in terms of process and quality.

3B What methods of advertising do you use?

Methods of advertising	No's	%
Word of mouth	23	88.5
Article in local paper / magazine	22	84.6
Poster in a community venue	17	65.4
Poster in a library / council office	16	61.5
Website	13	50.0
Poster in an educational venue	11	42.3
Poster in a police station	9	34.6
Poster in another venue	8	30.8
Special exhibition	4	15.4
Presentation at social venue	1	3.8
CPCG meetings	1	3.8
Annual report	1	3.8
Council information newspaper	1	3.8
Presentation at work venue	0	0
Mention on radio or TV	0	0

Consultant comments:

See earlier comments re question 2A.

3C What information is sent to members of the public who are interested in becoming independent custody visitors?

Information sent out	No's	%
Application form	22	84.6
Job descriptions	14	53.8
Person specification	10	38.5
Conditions of service	6	23.1
ICV policy document	5	19.2
Leaflet	5	19.2
National guidelines	3	11.5
Accompanying explanatory leaflet	2	7.7
Annual report	2	7.7
Background history	2	7.7
MPA policy document	1	3.8
Volunteer contract	1	3.8
Police & Criminal Evidence Act	1	3.8
Visit sheet	1	3.8
ICV Times	1	3.8
Police Reform Act 2002, Paragraph 51 - Codes of Practice	0	0

Consultant comments:

The main documents which provide a mandate and clarity of function for visitors are not disseminated for recruitment processes.

3D Who is involved in the selection process?

Involved in selection process	No's	%
Panel chair	25	96.2
Colleague(s) / ICVs	21	80.8
Panel secretary	20	76.9
Metropolitan Police Authority	5	19.2
Vice chair	4	15.4
Metropolitan Police Service	3	11.5
Other senior panel members	1	3.8
ICVA	0	0

Consultant comments:

The MPA is possibly not fulfilling its recruitment role as defined in the Police Reform Act 2002 Paragraph 51.

4 Tell us about training and development**4Aa What type of training do independent custody visitors on your panel receive?**

Subject	No's	%
Reporting processes	13	50.0
Police & Criminal Evidence Act	13	50.0
Relationships with police	12	46.2
Mental health issues	10	38.5
Communication skills	10	38.5
Health and safety	9	34.6
Drugs and alcohol	9	34.6
Immigrant detainees	8	30.8
Police procedures	8	30.8
Dealing with juveniles	8	30.8
Human rights legislation	8	30.8
MPA training	6	23.1
Interviewing techniques	5	19.2
Local criminal justice system	5	19.2
CS spray	4	15.4
Conflict management / resolution	4	15.4
Cultural diversity	4	15.4
Data protection	3	11.5
Police Reform Act	3	11.5
Mentoring skills	1	3.8
Dog inspections	0	0

Consultant comments:

PACE is only delivered to 50% of trainees and c. 90% do not receive training on the Police Reform Act 2002, Paragraph 51.

4Ab In what format is this training?

Training format	No's	%
On-the-job	7	26.9
Shadowing / with mentor	6	23.1
Up to half a day in length	3	11.5
Distance learning	2	7.7
Meetings	2	7.7
2 hour sessions	2	7.7
Up to 2 days in length	2	7.7
Up to 1 day in length	1	3.8
1 hour session	1	3.8
Evenings	1	3.8

Consultant comments:

The most common, and favoured, form of training is through on-the-job shadowing and mentoring. This training technique can be subject to poor quality controls.

4Ba In what subjects do you think they will want / need training in the future?

Subject	No's	%
Immigrant detainees	17	65.4
Drugs and alcohol	15	57.7
Police & Criminal Evidence Act	14	53.8
Human rights legislation	14	53.8
Cultural diversity	13	50.0
Dealing with juveniles	12	46.2
Mental health issues	12	46.2
Health and safety	11	42.3
Police procedures	11	42.3
Police Reform Act	11	42.3
Local criminal justice system	10	38.5
Conflict management / resolution	10	38.5
Interviewing techniques	9	34.6
Data protection	9	34.6
Relationships with police	8	30.8
Mentoring skills	8	30.8
Reporting processes	8	30.8
Communication skills	7	26.9
CS spray	5	19.2
Dog inspections	4	15.4
Restraint techniques	1	3.8
Chairing panel meetings	1	3.8

4Bb In what format will this training be required?

Training format	No's	%
2 hour sessions	3	11.5
Up to half day in length	2	7.7
On-the-job	2	7.7
Shadowing / with mentor	1	3.8

Consultant comments:

This mirrors the results of the ICV survey which indicates that the preferred training format is for sessions lasting between 2 hours and half a day.

4C Which Independent Custody Visiting Association materials / courses do you use to train your visitors?

Details of materials	No's	%
Training and information day	13	50.0
Student manual	12	46.2
Training and information video	11	42.3
Public information video	6	23.1
None of these	4	15.4
Website	4	15.4
Trainers' manual	3	11.5
Intro to cultural awareness / diversity	2	7.7
All done by MPA trainer	1	3.8

Consultant comments:

These are low results. Panel secretaries seem to be aware of these resources but are not using them which is surprising considering the lack of other available specialist material. There is the possibility that in-house training materials are used as an alternative, but this will certainly lead to a lack of standardisation.

4D What other training is provided?

Type of training	No's	%
On-the-job	18	69.2
Shadowing / with mentor	16	61.5
Induction training - 1 day	8	30.8
Induction training - 2 days	7	26.9
Regular refresher training	6	23.1
Induction training - half day	3	11.5
Annual refresher training	1	3.8
Induction evenings	1	3.8
Induction training - 3 days	0	0

4E What type of training have you received in relation to independent custody visiting?

Subject	No's	%
Human rights	7	26.9
Ongoing re Codes of Practice	6	23.1
Training of ICVs	7	26.9
PACE	5	19.2
Cultural awareness	4	15.4
Diversity issues	4	15.4
IT skills	4	15.4
Chairing meetings	3	11.5
Local criminal justice system	3	11.5
Monitoring / reviewing / evaluating	3	11.5
Working with volunteers	3	11.5
Human resource management	2	7.7
Presentation skills	2	7.7
Relationship maintenance	2	7.7
Conflict management	1	3.8
Police Reform Act	1	3.8
Work experience and info literature	1	3.8

Consultant comments:

Over 95% of respondents have had no training to date on Police Reform Act 2002, Paragraph 51.

In what format has this training been?

Training format	No's	%
On-the-job	3	11.5
Up to half day in length	1	3.8
Up to 1 day in length	1	3.8
1 hour session	1	3.8
Evenings	1	3.8

4F In what subjects do you want / need training in the future?

Subject	No's	%
Training of ICVs	19	73.1
Ongoing re Codes of Practice	13	50.0
Working with volunteers	11	42.3
Local criminal justice system	10	38.5
Monitoring / reviewing / evaluating	10	38.5
Police Reform Act	11	42.3
Cultural awareness	10	38.5
Human rights	10	38.5
PACE	9	34.6
Diversity issues	9	34.6
Conflict management	5	19.2
Relationship maintenance	5	19.2
Chairing meetings	5	19.2
Presentation skills	4	15.4
IT skills	3	11.5
Human resource management	3	11.5

What is your preferred format?

Training format	No's	%
Up to half day in length	2	7.7
Evenings	2	7.7

Consultant comments:

Training and development time for respondents is very limited.

5 Tell us about the visiting process

5A How are visits arranged by your panel?

Method of arranging	No's	%
A rota system is in place	26	100.0
Visitors can choose when to visit	0	0

5B If there is a rota system in place, who organises this?

Rota arranged by	No's	%
Panel secretary	13	50.0
Scheme administrator	9	34.6
Panel chair	7	26.9
Assistant secretary	1	3.8

5C How is the rota system operated?

Method of operation	No's	%
Pairs visit weekly to suit themselves	6	23.1
Pairs allocated and told where / when to visit	6	23.1
Draw lots	2	7.7
Rota is sent out monthly / six-weekly	3	11.5
Paired with different members	3	11.5
One male / one female	2	7.7
Rota organized on a 7 week basis	2	7.7
Members organise between themselves	1	3.8
Rota organized for a year in advance	1	3.8
Rota organized on a 10 week basis	1	3.8
Paired by panel secretary one week in advance	1	3.8
Two visits to 2 custody suites per week	1	3.8

5D How are visits monitored by your panel?

Method of monitoring	No's	%
Panel meetings	17	65.4
Visitor report forms	4	15.4
Panel secretary receives reports and follows up	3	11.5
Gathering of statistics	2	7.7
Copies to CJU manager / office	1	3.8
By checking the rota	1	3.8
Annual report	1	3.8
Written reports	1	3.8

5E How often do you have panel meetings?

Frequency	No's	%
Monthly	11	42.3
Every 2 months	10	38.5
Every 6 weeks	9	11.5
Quarterly	1	3.8
Ten per year	1	3.8

Consultant comments:

Meeting cycles are in place and well programmed.

5F Who organises these meetings?

Organiser	No's	%
Panel secretary	13	50.0
Administrator	10	38.5
Panel chair	6	23.1
Assistant panel secretary	1	3.8

Consultant comments:

Role of panel chair as panel convenor needs reviewing re: Police Reform Act 2002, Paragraph 51.

5G How are they arranged?

Arrangement method	No's	%
By memo/written communication	24	92.3
By email	3	11.5
By phone	1	3.8
Random	1	3.8
Scheduled 1 year in advance	1	3.8
Scheduled 6 months in advance	1	3.8
Scheduled 3 months in advance	1	3.8

5H How often do you have meetings with the police relating to independent custody visiting?

Frequency	No's	%
Every 2 months	11	42.3
Monthly	8	30.8
Every 6 weeks	3	11.5
Quarterly	2	7.7
Every 6 months	2	7.7
As necessary	1	3.8
Ten per year	1	3.8

Consultant comments:

Meeting cycles are in place and well programmed.

5I Who organises these meetings?

Organiser	No's	%
Administrator	10	38.5
Panel secretary	10	38.5
Panel chair	8	30.8
Police	2	7.7
Assistant panel secretary	1	3.8

Consultant comments:

Role of panel chair as panel convenor needs reviewing re: Police Reform Act 2002, Paragraph 51.

5J How are they arranged?

Method of arranging	No's	%
By memo / written communication	17	65.4
By email	9	34.6
By phone	8	30.8
Panel members arrange themselves	2	7.7
By panel chair	1	3.8
Random	1	3.8
Arranged at each meeting	1	3.8

Consultant comments:

Communication channels appear to be in place and well managed.

5K What systems do you use for recording visits?

Recording system	No's	%
Visit report forms	25	96.2
No system in place	0	0
Did not answer	1	3.8

5L What do you do with the information arising from visit reports?

Actions taken	No's	%
Present to panel meetings / copy to police	12	46.2
Sent to panel chair, MPA, MPS	4	15.4
Prepare statistics	4	15.4
Raise issues with CJU manager	2	7.7
Copy to sergeant, panel chair and MPA	2	7.7
Ask police to respond to matters arising	2	7.7
Monitor police stations, statistics and trends	1	3.8
Kept by panel secretary	1	3.8

Consultant comments:

There is a need to ensure results of ICV process provides feedback to ICVs quickly and regularly to maintain volunteer motivational model.

5M Who deals with issues arising out of visits from the panel?

Who deals with issues	No's	%
Panel secretary	23	88.5
Panel chair	23	88.5
Independent custody visitors	16	61.5
Metropolitan Police Service	12	46.2
Divisional commander	8	30.8
Metropolitan Police Authority	4	15.4
ICVA	2	7.7
Nominated representative	2	7.7
Chief inspector	2	7.7
Custody sergeant	2	7.7
Community police consultative group	1	3.8

Consultant comments:

Role of panel chair or MPA as panel representative needs reviewing re: Police Reform Act 2002, Paragraph 51.

5N What is the job title of the person dealing with these issues within the Metropolitan Police Service?

Who deals with issues	No's	%
Borough commander / chief inspector of CJU	7	26.9
Chief inspector	6	23.1
Inspector	4	15.4
Head of CJU	1	3.8
Custody co-ordinator	1	3.8
Commanding officer	1	3.8
Borough liaison officer	1	3.8

Consultant comments:

Appropriate police liaison channels appear to be in place and well managed.

5O What liaison takes place between the administrator and the following?

Organisation / role	Mtgs	Calls	Events	Email	Letters
Your panel chair	17	18	1	11	5
Local police	15	17	1	11	6
Other visitors	22	23	0	16	8
Metropolitan Police Authority	18	21	1	11	8

Consultant comments:

The figures above are the actual number of respondents that replied to this question.

5P How many police stations are visited within your panel area?

Number	No's	%
One	7	26.9
Two	8	30.8
Three	9	34.6
Did not answer	2	7.7

5Q How often do visits take place within your panel area?

Frequency	No's	%
Weekly	22	84.6
Every 2 weeks	3	11.5
As necessary	1	3.8
Twice weekly	1	3.8

5R What measures do you have in place for dealing with any shortfall?

Measures	No's	%
Ask for volunteers to do more	9	34.6
Panel members cover for each other	7	26.9
Standby team	4	15.4
Revert to fortnightly visits	2	7.7
Prepare 6 week rota / double up	2	7.7
Goodwill of visitors	2	7.7
Chair is permanent reserve	1	3.8

6 Tell us about your role

6A In an average week, how much time do you spend dealing with independent custody visiting issues?

Time spent	No's	%
One day	8	30.8
Half a day or less	6	23.1
Two days	6	23.1
One and a half days	2	7.7
Five hours	1	3.8
Six hours	1	3.8
Three days	1	3.8
Four and a half hours	1	3.8

Consultant comments:

82% of panels have 2 days or less admin support time.

6B How much time per week are you contracted to spend dealing with independent custody visiting issues?

Time contracted	No's	%
Half a day or less	5	19.2
Two days	4	15.4
One day	4	15.4
Six hours	3	11.5
One and a half days	3	11.5
Five hours	1	3.8
Three days	1	3.8
Four and a half hours	1	3.8
Did not answer	4	15.4

Consultant comments:

The results from question 6A and 6B indicate a slight trend for panel secretaries to spend more than the contracted time on ICV issues, but not significantly.

6C What is included in this time?

Activity	No's	%
Attending meetings	23	88.5
General budgeting	22	84.6
Recruitment and selection	22	84.6
Arranging rotas	22	84.6
Handling expenses / claims	22	84.6
Publicity and promotion	22	84.6
Issues arising from visits	22	84.6
Presentations	8	30.8
General administration	5	19.2
Arranging training	2	7.7
Networking with other panels	1	3.8
Maintaining database	1	3.8
Communicating with visitors	1	3.8
Visiting police stations	1	3.8

Consultant comments:

Responsibility for training management needs clarifying.

6D How much time each week do you spend in advising volunteers about the statutory responsibilities of custody visiting and Codes of Practice?

Time spent	No's	%
No time	13	50.0
0 - 2 hours	7	26.9
Half an hour	2	7.7
One hour	1	3.8

Consultant comments:

This is an interesting result - is it because the visitors don't need advice on these areas?

7 Tell us about your views on independent custody visiting

7A What do you think your independent custody visiting scheme does well?

Things done well	No's	%
Working arrangements		
Well organised and regular visits	9	34.6
Effect change and resolve problems	8	30.8
Administration	5	19.2
Monitoring conditions and situations in custody suites	2	7.7
Legislation, policy and leadership		
Raising concerns with MPA	3	11.5
Transparency and accountability / bridge to public	2	7.7
Relationships and communication		
Good relationship with police	8	30.8
Panel meetings	6	23.1
Marketing and publicity	4	15.4
Communication	5	19.2
Good database	1	3.8
Involvement with the community	1	3.8
Recruitment		
Recruitment and interview processes	4	15.4
Training and development		
Good / supportive / active members (and well trained)	6	23.1
Mentoring and on-the-job training	1	3.8

7B What do you think your independent custody visiting scheme does poorly?

Things done poorly	No's	%
Working arrangements		
Minor issues / get bogged down	1	3.8
Legislation, policy and leadership		
No power to have detainees' demands met	2	7.7
Poorly funded	1	3.8
Organisation from above	1	3.8
Questions re immigration	1	3.8
More consideration of diversity issues needed	1	3.8
MPA not carrying out its duties promptly	1	3.8
Relationships and communication		
Attendance at meetings	3	11.5
Advertising (no budget) and public awareness	2	7.7
Poor relationship with police	2	7.7
Publicity nationally	2	7.7
Link between panels	2	7.7
Lack of continuity with MPA officers	1	3.8
Lack of leadership / chairmanship / co-ordination	1	3.8
Reporting to CPCG / public	1	3.8
Communication with each other	1	3.8
Recruitment		
Recruitment and retention especially lack of ethnic minority representatives	2	7.7
Training and development		
Training (no budget)	4	15.4
Motivating all volunteers	1	3.8

7C How could your independent custody visiting scheme be improved?

Ideas for improvement	No's	%
Working arrangements		
Local / proper ID badges issues	2	7.7
Local police checks	1	3.8
Legislation, policy and leadership		
Less MPA interference and dictatorship	6	23.1
More MPA funding	5	19.2
More MPA recognition of ICVs' value	4	15.4
More MPA support, openness and accessibility	4	15.4
Clear guidelines from MPA	1	3.8
MPA - quicker decisions	1	3.8
Relationships and communication		
Increase attendance at meetings	3	11.5
Improve communication between panels	2	7.7
Better chairing	1	3.8
Better relationships with all parties (reports / forms etc)	1	3.8
More dedication from members	1	3.8
Publicity	1	3.8
Recruitment		
Better recruitment campaign, centrally managed	4	15.4
Improve recruitment and retention, especially ethnic minorities	3	11.5
Training and development		
Better induction and ongoing training	5	19.2
Central training	1	3.8
Training for existing and new staff	1	3.8

Consultant comments:

7B & 7C may indicate a lack of confidence in the role of the panels and a lack of support. The responses are more negative than positive. MPA receives significant poor feedback from respondents.

7D What opportunities, or possibilities, will independent custody visiting face in the next 3 years?

Opportunities at a local level	No's	%
Working arrangements		
Dedicated secretariat across areas	1	3.8
Cross boundary visits	1	3.8
Improve effectiveness	1	3.8
Larger panels	1	3.8
Legislation, policy and leadership		
MPA to show more support and realism and action	4	15.4
Immigration - detainees' rights need addressing	3	11.5
Increased MPA funding	3	11.5
Loss of freedom / paid service	2	7.7
Depends on MPA	2	7.7
Better recognised and more strategically involved	1	3.8
Sophistication of panel structure and meetings	1	3.8
Merger with other panels / takeover by MPA	1	3.8
Relationships and communication		
More public awareness and community involvement	2	7.7
Clear avenues for reporting to public	1	3.8
More / quicker info re immigration issues	1	3.8
Raise profile of local panel (publicity)	1	3.8
Recruitment		
New, full panel complement (recruitment and retention / ethnic minorities)	8	30.8
Training and development		
Better training	7	26.9
Other		
New H & F CPCG	2	7.7
Expectations of volunteers becomes too high	1	3.8
Opportunities at a regional level	No's	%
Working arrangements		
Detox centres	2	7.7
Clusters of custody suites	1	3.8
Standardisation of schemes	1	3.8
Legislation, policy and leadership		
Development of panel network / London wide visiting	7	26.9
Centralisation of admin	3	11.5
Lack of support from MPA	2	7.7
MPA to take proactive approach in partnership with ICVs	2	7.7
Too bureaucratic	2	7.7
Maintain impartiality	1	3.8
Increased funding	1	3.8
Opportunities at a national level	No's	%
Working arrangements		
Database of all custody visitors	1	3.8
Provide one PA	1	3.8
Legislation, policy and leadership		
More consistency and harmonisation	5	19.2
Good practice guidelines	4	7.7
Law changes re treatment of immigrants / women	2	3.8
Maintain impartiality	1	3.8
More funding	1	3.8
Relationships and communication		
Wider recognition of ICV role	2	7.7
Receive good support from ICVA	1	3.8
Better national conference	1	3.8
Training and development		
More up-to-date training and information manual	1	3.8

7E What threats, or risks, will independent custody visiting face in the next 3 years?

Threats at a local level	No's	%
Working arrangements		
Paying member expenses	1	3.8
Legislation, policy and leadership		
Less MPA interference and dictatorship	7	26.9
MPA merging panels to cut costs	6	23.1
Reduced funding	4	15.4
More bureaucracy	2	7.7
Depends on MPA	2	7.7
Lack of independence	1	3.8
Relationships and communication		
Lack of awareness	1	3.8
Publicity - lack of good / bad / not enough	1	3.8
Recruitment		
Recruitment and retention / motivation	6	23.1
Training and development		
Losing localised training (MPA)	2	7.7
Threats at a regional level	No's	%
Legislation, policy and leadership		
Too much MPA bureaucracy	7	26.9
Too much MPA interference	6	23.1
MPA merging panels to cut costs	4	15.4
MPA lack of understanding	3	11.5
Lack of national guidance and responsibilities	2	7.7
Too many demands	1	3.8
Lack of funding	1	3.8
Relationships and communication		
ICVs see scheme as local only	1	3.8
Recruitment		
Recruitment and retention	4	15.4
Training and development		
More training / hands on	2	7.7
Threats at a national level	No's	%
Working arrangements		
Terrorism	2	7.7
Immigration detainees (more)	2	7.7
Legislation, policy and leadership		
Too much MPA bureaucracy	3	11.5
No clear guidelines or standards	2	7.7
Lack of provision for women in CJS	2	7.7
MPA merging panels	2	7.7
MPA lack of understanding and support	2	7.7
Loss of credibility due to MPA	2	7.7
Reduced funding by MPA	2	7.7
Risk of abolition	1	3.8
Relationships and communication		
Lack of publicity and awareness of role	1	3.8
Recruitment		
Recruitment and retention	1	3.8
Other		
Coercion by MPA / ICVs are volunteers	1	3.8
Additional consultant comments:		
Good volunteer motivation.		
Consistent poor feedback for MPA.		

Inappropriate staffing structure for managing schemes.

Retention, recruitment and training are major threats to quality provision.

Please note there are two referencing procedures in this section of the report. The review references (i.e. section 5.6) and the questionnaire references (i.e. section 1A)

5.6 INDEPENDENT CUSTODY VISITORS

Overview

A total of 148 independent custody visitors' forms were received. Twenty six panels took part in the review out of a possible 33 panels - a return of 78.8%. Unless otherwise stated, the percentages shown refer to the total number of forms received. 10 forms were received 6 weeks from the return deadline. These are not included in the report but have been considered generically.

1 Tell us about yourself

1A What is the name of your independent custody visiting panel?

Barking & Dagenham	6	Islington	0
Barnet	4	Kensington & Chelsea	14
Bexley	3	Kingston Upon Thames	7
Brent	6	Lambeth	1
Bromley	1	Lewisham	0
Camden	6	Merton	3
Croydon	3	Newham	0
Ealing	2	Redbridge	0
Enfield	3	Richmond Upon Thames	5
Greenwich	1	Southwark	7
Hackney	1	Sutton	0
Hammersmith & Fulham	3	Tower Hamlets	10
Haringey	14	Waltham Forest	3
Harrow	0	Wandsworth	9
Havering	7	Westminster - North	8
Hillingdon	6	Westminster - South	8
Hounslow	7	Total number of forms	148

Consultant comments:

3 forms were received 8 weeks after the given deadline for responses and these have not been included. The section lists the ICV panels that took part in the survey. A zero indicates that no forms were received (as of the date of this report).

The only revision that was necessary was the division of Westminster into North and South.

1B What is your age?

Age categories	No's	%
18 - 21 years	2	1.4
22 - 30 years	11	7.4
31 - 40 years	23	15.5
41 - 60 years	75	50.7
61 + years	36	24.3

Consultant comments:

These results do not mirror the perception that the majority of visitors are of retirement age. Younger people are under represented. Figures mirror national ICV statistics.

1C Are you...

Gender	No's	%
Male	72	48.6
Female	75	50.7
Did not answer	1	0.7

1D Which of the following most closely describes your ethnic origin?

Ethnic groups	No's	%
White	102	68.9
Chinese	0	0
Indian	8	5.4
Black - Caribbean	11	7.4
Black - African	5	3.4
Black - Other	5	3.4
Bangladeshi	2	1.4
Pakistani	2	1.4
Additional groupings	No's	%
Did not answer	7	4.7
Asian Caribbean	2	1.4
White Irish	2	1.4
Afro Caribbean	1	0.7
South American	1	0.7

Consultant comments:

The categories used in the form were taken from the monitoring information on the ICVA website and are standard categories. However, respondents were given the opportunity to add additional categories and these have been included above.

1E How long have you been an independent custody visitor in your current panel?

Length of service	No's	%
Up to 2 years	72	48.6
More than 2 but under 5	48	32.4
Five years + but under 10	18	12.2
More than 10 years	3	2.0
Did not answer	7	4.7

Consultant comments:

With nearly 50% of ICVs being new to this work, the management of these volunteers will reflect in retention percentages.

1F If you have previously been an independent custody visitor in another panel(s), how long was this for?

Length of service	No's
Up to 2 years	3
More than 2 but under 5	4
Five years + but under 10	6
More than 10 years	0

1G Do you hold / have you ever held any specific role on the panel?

Specific roles	No's	%
Vice chair	16	37.2
Chair	14	32.6
Secretary	3	7.0
Mentor	3	7.0
Training co-ordinator	3	7.0
Rota co-ordinator	1	2.3
Induction planner	1	2.3
Treasurer	1	2.3
Management committee	1	2.3

Consultant comments:

The percentages shown in the table above relate to the total number of respondents indicating that they had undertaken a specific role i.e. 43.

2 Tell us about your experiences of joining the independent custody visiting scheme

2A How did you first find out about the independent custody visiting scheme?

Method of finding out	No's	%
Article in a local paper / magazine	66	44.6
Word of mouth	46	31.1
Poster in a library / council office	10	6.8
Poster in a community venue	9	6.1
Poster in another venue	8	5.4
Website	5	3.4
Letter requesting volunteers	2	1.4
Presentation at a social venue	2	1.4
Local political party newsletter	2	1.4
Leaflet / mail shot	2	1.4
Special exhibition	2	1.4
Neighbourhood Watch newsletter	2	1.4
Poster in a police station	1	0.7
Presentation at work	1	0.7
Former prison visitor / officer	1	0.7
Involved in setting up the scheme	1	0.7
Mention on radio or TV	0	0.0
Poster in an educational venue	0	0.0

Consultant comments:

The 1997 National Survey of Volunteering confirms that one of the top 4 reasons for people to volunteer is because 'someone asked them to'. The survey also states that nearly 50% of volunteers are recruited by personal request. Other methods should not be ignored, but a concentrated, integrated, and targeted media campaign / ambassador programme will clearly have the best results.

MPA needs to consider the role of volunteers as recruitment agents.

2B What recruitment / selection methods were used?

Recruitment / selection methods	No's	%
Individual interview	118	79.7
Application form	112	75.7
Information pack	28	18.9
Probationary period	27	18.2
Open day / meeting	9	6.1
Observing a custody visit	8	5.4
Role play	2	1.4
Assessment or test	1	0.7

Consultant comments:

A fifth of all respondents did not have a personal interview.

One quarter of all respondents did not complete an official application form.

2C Were you shown the Independent Custody Visiting Association's Public Information Video?

Answers	No's	%
Yes	75	50.7
No	60	40.5
Don't know / remember	13	8.8

Consultant comments:

A low number (half) of all respondents have not seen / made use of the ICVA public information video.

2D Did you sign a volunteer agreement, or a memorandum of understanding, or a contract, with the Metropolitan Police Authority?

Answers	No's	%
Yes	25	16.9
No	64	43.2
Don't know / remember	55	37.2
Not answered	4	2.7

Consultant comments:

This seems to be a particularly vague area, with over a third of all respondents unsure if they have signed a contract, and nearly half who have definitely not completed some form of contractual agreement.

National trends at a strategic level (Volunteering England, NCVO) currently promote the use of volunteer policies and contracts.

2E For what period were you appointed?

Period of appointment	No's	%
Up to 3 years	82	55.4
Unspecified / indefinite	21	14.2
Don't know	18	12.2
Up to 5 years	12	8.1
Up to 2 years	8	6.1
Renewable	4	2.7
Not answered	2	1.4
Up to 6 years	1	0.7

2F What probationary period was applied?

Period of appointment	No's	%
No probationary period	43	29.1
Don't know	35	23.6
Six months	33	22.3
Three months	28	18.9
Did not answer	5	3.4
One year	2	1.4
A set number of visits as an observer	2	1.4

Consultant comments:

Over half of respondents either did not have a probationary period or did not know / answer this question. The purpose of a probationary period is usually to give both parties an opportunity to test / explore / build an effective relationship and this is therefore a surprisingly high result.

2G Since being recruited, have you helped to promote the independent custody visiting scheme?

Answers	No's	%
Yes	110	74.3
No	36	24.3
Did not answer	2	1.4
Don't know / remember	0	0.

Consultant comments:

A good result. Although it could be argued that one hundred per cent of all ICVs should take part in some form of scheme promotion, in reality not everyone is suited to (or willing to take on) the role of marketer or ambassador.

2H If yes, please specify:

Methods of promotion	No's	%
Talking to people informally	105	95.5
Press / media exposure	20	18.2
Putting up posters	17	15.5
Contributing to marketing ideas	17	15.5
Preparing / attending exhibitions	12	10.9
Attending open days / events	12	10.9
Taking part in media interviews	10	9.9
Presentations to police committees	5	4.6
Helping at training days	1	0.9
Addressing community groups	1	0.9

Consultant comments:

The percentages shown in the table above relate to the total number of respondents indicating that they had helped to promote the scheme in some way i.e. 110.

These figures mirror the earlier trend in question 2A, i.e. that the informal role of ambassador is the easiest and one of the most effective methods of promotion.

3 Tell us about the training you've had

3A Have you had any training since becoming an independent custody visitor?

Answers	No's	%
Yes	126	85.1
No	20	13.5
Did not answer	2	1.4
Don't know / remember	0	0.0

Consultant comments:

This is a high result (but does not comment on quality or relevance).

3B If yes, what type of training have you had?

Types of training	No's	%
On-the-job	64	43.2
Shadowing / with mentor	46	31.1
Induction training - 1 day	38	25.7
Induction training - 2 days	33	22.3
Training on specific subjects	23	15.5
Induction training - half day	20	13.5
Evening courses	12	8.1
Regular refresher training	5	3.4
Annual refresher training	3	2.0
Panel meetings	1	0.7
2 x 3 hour sessions	1	0.7
Racial discrimination	1	0.7
Induction training - 3 days	0	0.0

Consultant comments:

This is a high result (but does not comment on quality or relevance).

The most common, and favoured, form of training is through on-the-job shadowing and mentoring.

This training technique can be subject to poor quality controls.

3C In what subjects have you been trained?

Training subject	No's	%
Police & Criminal Evidence Act	55	37.2
Interviewing techniques	46	31.1
Reporting processes	43	29.1
Human rights legislation	42	28.4
Communication skills	39	26.4
Immigrant detainees	38	25.7
Police procedures	36	24.3
Relationships with police	36	24.3
Health and safety	30	20.3
Dealing with juveniles	26	17.6
Mental health issues	24	16.2
Cultural diversity	21	14.2
Drugs and alcohol	19	12.8
Police Reform Act	16	10.8
Data protection	15	10.1
CS spray	14	9.5
Local Criminal Justice System	14	9.5
Conflict management / resolution	8	5.4
Mentoring skills	7	4.7
MPA training course	3	2.0
Dog inspections	1	0.7
Death in custody	1	0.7
ICVA induction video	1	0.7

Consultant comments:

These findings state that over 60% of volunteers receive no PACE training and c. 90% do not receive training on the Police Reform Act 2002, Paragraph 51, which explains the statutory role of ICVs.

3D In what subjects do you want / need training in the future?

Training subject	No's	%
Immigrant detainees	69	46.6
Mental health issues	61	41.2
Dealing with juveniles	61	41.2
Drugs and alcohol	55	37.2
Local Criminal Justice System	47	31.8
Human rights legislation	44	29.7
Health and safety	44	29.7
Police procedures	43	29.1
Police & Criminal Evidence Act	41	27.7
Relationships with police	38	25.7
Cultural diversity	37	25.0
CS spray	37	25.0
Police Reform Act	36	24.3
Conflict management / resolution	30	20.3
Reporting processes	29	19.6
Interviewing techniques	28	18.9
Dog inspections	26	17.6
Data protection	25	16.9
Communication skills	24	16.2
Mentoring skills	22	14.9
Regular updates	2	1.4
Lesbian and gay issues	1	0.7

Consultant comments:

These responses do not reflect the recommended training provision outlined by ICVA.

3D What is your preferred training format?

Training format	No's	%
Up to half day in length	20	13.5
2 hour sessions	18	12.2
On-the-job	7	4.7
Shadowing / with mentor	3	2.0
Distance learning	2	1.4
Up to 2 days in length	2	1.4
Up to 1 day in length	1	0.7
1 hour session	1	0.7

Consultant comments:

The preferred training format is clearly that of sessions lasting between 2 hours and half a day.

3E Have any of the following discussed your performance during your service as an independent custody visitor and given you feedback?

Organisation / role	No's	%
Not discussed	45	30.4
Panel chair	40	27.0
Independent custody visitor(s)	29	19.6
Panel secretary	13	8.8
ICV co-ordinator	7	4.7
Metropolitan Police Authority	7	4.7
Scheme administrator	7	4.7

Consultant comments:

A little under a third of all respondents have not had their performance discussed or been given feedback, which is a high result. This finding is irrelevant of quality and structure of feedback.

A key reason for lack of volunteer retention (1997 National Survey of Volunteering) is lack of feedback and guidance. The MPA is possibly not fulfilling its recruitment role as defined in the Police Reform Act 2002, Paragraph 51.

4 Tell us about... your experiences as an independent custody visitor

4A Do you have a current / valid pass to visit police stations within London?

Answers	No's	%
Yes	137	92.6
No	8	5.4
Did not answer	3	2.0

4B What information does this pass contain?

The percentages in the table below relate to the total number of ICVs with a current valid pass to visit police stations within London i.e. 137.

Details of information	No's	%
Name of ICV	135	98.5
Photograph of ICV	134	97.8
Signature of ICV	97	70.8
Signature of clerk / officer of MPA	45	32.8
Signature of borough commander	27	19.7
An expiry date	17	12.4
Signature of the panel chair / secretary	12	8.8
Chief inspector	9	6.6
CJV / MET inspector	8	5.8
Signature of commissioner of MPA	6	4.4
Signature of PACE inspector	4	2.9
Lay visitor	3	2.2

4C Who would you go to with a specific concern relating to a visit?

Details of role / organisation choices

	1st	2nd	3rd	4th	5th
Panel chair	68	35	13	1	0
Colleague	36	17	15	7	1
Panel secretary	27	27	16	1	2
Metropolitan Police Service	10	6	5	9	6
ICVA	1	5	9	13	3
Borough commander	1	0	0	0	0
Senior officer on duty	2	1	0	0	0
Metropolitan Police Authority	0	9	12	8	12
Inspector of custody suite	0	1	0	0	0
Police liaison officer	0	0	1	0	0

Consultant comments:

The figures shown above are percentages relating to the preferences stated by respondents. Sixth to tenth choices have not been included as the results were insignificant. As a guide, one respondent equals 0.7%. Panel chairs, panel secretaries and colleagues are unsurprisingly the first choice for most ICVs to go to with specific concerns.

4D Who would you go to with a non-specific or general problem?

As above, the figures shown below are percentages relating to the preferences stated by respondents. Sixth to tenth choices have not been included as the results were insignificant.

Details of role / organisation choices

	1st	2nd	3rd	4th	5th
Panel chair	64	35	16	0	0
Colleague	40	16	22	3	0
Panel secretary	35	40	12	2	0
ICVA	2	3	8	15	2
Metropolitan Police Authority	1	2	7	3	8
Metropolitan Police Service	1	8	1	5	6
Senior officer on duty	1	0	0	0	0
Police liaison officer	0	0	1	0	0

Consultant comments:

These results mirror the findings in question 4C.

Role of panel chair as advisor needs reviewing re: Police Reform Act 2002, Paragraph 51.

4E Have you seen any of the following documents?

Details of documents	No's	%
Codes of Practice	91	61.5
PACE	89	60.1
ICVA's student workbook	87	58.8
MPA guidelines	80	54.1
Human Rights articles	43	29.1
Checklist	43	29.1
Para 51 Police Reform Act 2002	34	23.0
National Standards	29	19.6

Consultant comments:

Over half of all respondents have been an ICV for more than 2 years and so it is of significant concern that these figures are so low, particularly for key documents such as Codes of Practice, PACE, etc.

4F Do you use any of the following documents?

Details of documents	No's	%
PACE	60	40.5
Codes of Practice	55	37.2
ICVA's student workbook	42	28.4
MPA guidelines	42	28.4
Checklist	39	26.4
Para 51 Police Reform Act 2002	20	13.5
Human Rights articles	19	12.8
National Standards	13	8.8

Consultant comments:

Comments as in question 4E.

4G How are your visits arranged?

Details of arrangements	No's	%
A rota system is in place	143	96.6
Free to choose when to visit	4	2.7

4H Do you work with the same partner each visit?

Partner arrangements	No's	%
Work with different partners	129	87.2
Work with the same partner	17	11.5
Did not answer	2	1.4

How partners are decided

	No's	%
Via a rota system	33	22.3
By panel administrator	9	6.1
Randomly	5	3.4
By panel chair	4	2.7
Assistant secretary	3	2.0
By card system	1	0.7
Draw lots	1	0.7
By the office	1	0.7
Changes quarterly	1	0.7

4I How is your access to detainees decided?

How access is decided	No's	%
Via the custody sergeant	76	51.4
ICVs decide which to visit	43	29.1
It varies	21	14.2
Via another police officer	15	10.1
All detainees are visited	7	4.7
By DDOS	1	0.7

4J How / where are your interviews with detainees are carried out?

Interview details	Never		Sometimes		Generally		Always	
	No's	%	No's	%	No's	%	No's	%
Interviews are carried out with another visitor	2	1.4	0	0.0	3	2.0	136	91.9
We are left alone with the detainee	28	18.9	15	10.1	33	22.3	56	37.8
A police officer is present	33	22.3	40	27.0	18	12.2	22	14.9
A police officer is nearby	2	1.4	10	6.8	31	20.9	92	62.2
Interview takes place in the detainee's cell	5	3.4	3	2.0	47	31.8	84	56.8
Interview takes place through the wicket	27	18.2	92	62.2	3	2.0	4	2.7
Interview takes place in an interview room	110	74.3	9	6.1	0	0.0	2	1.4
Other detainees are present during the interview	117	79.1	5	3.4	0	0.0	4	2.7
Interview takes place in a corridor	110	74.3	12	8.1	0	0.0	1	0.7
Interview is held in the booking-in areas	95	64.2	22	14.9	0	0.0	1	0.7

4K Who is responsible for withdrawing a visitor's accreditation?

Organisation / role	No's	%
Metropolitan Police Authority	82	55.4
Panel chair	42	28.4
Don't know	38	27.7
Panel secretary	12	8.1
Panel members	9	6.1
Police	8	5.4

Consultant comments:

A little over a quarter of respondents do not know which organisation / role is responsible for withdrawing a visitor's accreditation, indicating a lack of induction training and/or general awareness. MPA may not be meeting its responsibility re: Police Reform Act 2002, Paragraph 51.

4L Who deals with your complaints and issues of concern arising from your visit and relating to detainees?

Organisation / role	No's	%
Metropolitan Police Authority	82	55.4
Panel chair	42	28.4
Don't know	38	27.7
Panel secretary	12	8.1
Panel members	9	6.1
Police	8	5.4

Consultant comments:

Again, a high number (around a quarter of respondents) are unaware of who would deal with issues of concern.

4M How do you get feedback on issues arising out of a visit?

Feedback methods	No's	%
Via panel meetings	128	86.5
Via the panel chair	49	33.1
Via the police	43	29.1
Written feedback	42	28.4
Via the panel secretary	37	25.0
Via email	20	13.5
Via colleagues in the scheme	17	11.5
Via telephone	8	5.4
I don't get feedback	1	0.7
I'm not sure / don't know	1	0.7

Consultant comments:

Relatively high numbers in the right hand column indicate reasonably good communication channels with panel chairs, panel secretaries and colleagues. However there is clearly less effective communication with the Metropolitan Police Authority and other panels within the London area.

4N Do you share this feedback with any of the following?

People/Organisations giving feedback	Never		Sometimes		Generally		Always	
	No's	%	No's	%	No's	%	No's	%
The panel chair	3	2.0	6	4.1	20	13.5	85	57.4
The panel secretary	4	2.7	10	6.8	19	12.8	71	48.0
Colleagues	3	2.0	11	7.4	30	20.3	79	53.4
Metropolitan Police Authority	23	15.5	21	14.2	4	2.7	12	8.1
ICVA	33	22.3	18	12.2	4	2.7	5	3.4
Other panels within London	28	18.9	22	14.9	2	1.4	2	1.4

4O What do you do if you are unhappy with a response?

Action taken	No's	%
Make an official complaint	60	40.5
Complain unofficially	41	27.7
See a senior officer	31	20.9
See the panel chair	22	14.9
Discuss at meetings	3	2.0
Nothing	2	1.4
See the PACE inspector	1	0.7

5 Tell us about your views on independent custody visiting**5A For what period do you think an independent custody visitor should serve?**

Length of service	No's	%
There should be no limit	82	55.4
Up to 5 years	23	15.5
Up to 3 years	19	12.8
I have no opinion on this	19	12.8
Up to 2 years	3	2.0
Don't know	0	0

Consultant comments:

This response may reflect the problems associated with the word 'independent' in terms of who governs this practice.

5B What do you consider to be the role of your panel secretary?

Opinion on role	No's	%
Administrative support	135	91.2
Providing information	124	83.8
Organising rotas	122	82.4
Liaison with police / pa	102	68.9
Publicity and promotion	95	64.2
Pairing of ICVs	95	64.2
Training co-ordination	92	62.2
Recruitment and selection	81	54.7
Managing ICVs	62	41.9
Ongoing development of scheme	54	36.5
Providing guidance / leadership	50	33.8
Lobbying	23	15.5
Paying expenses	1	0.7

5C What do you consider to be the role of your panel chair?

Opinion on role	No's	%
Providing guidance / leadership	126	85.1
Liaison with police / police authority	121	81.8
Recruitment and selection	108	73.0
Providing information	103	69.6
Managing ICVs	97	65.5
Ongoing development of scheme	88	59.5
Publicity and promotion	68	45.9
Training co-ordination	65	43.9
Pairing of ICVs	42	28.4
Administrative support	42	28.4
Lobbying	36	24.3
Organising rotas	35	23.6
Being available to discuss problems	1	0.7

Consultant comments:

Role of panel chair needs careful consideration.

5D What role do you think the Metropolitan Police Authority should have in the independent custody visiting process?

Opinion on role	No's	%
Police liaison	95	64.2
Provision / allocation of resources	94	63.5
Leadership, policy and direction	80	54.1
Marketing and promotion	80	54.1
Administration support	62	41.9
Links between ICVs and detainees	60	40.5
Lobbying	47	31.8
Recruitment and selection	31	20.9
Training	2	1.4
Liaison between panels	2	1.4

5E What does your custody visiting scheme do well?

Scheme does well...	No's	%
Working arrangements		
Good and regular meetings and visits	48	32.4
Well organised and efficient	32	21.6
Keep to our rota	10	6.8
Make police officers take detainee welfare seriously	6	4.1
Keep up-to-date	5	3.4
Keep proper records	4	2.7
Legislation, policy and leadership		
Identify issues and push for improvements	13	8.8
Maintain neutrality	6	4.1
Relationships and communication		
Work well with local police	38	25.7
Care about detainees' welfare	30	20.3
Provide bridge/protection between police, detainees and public, build community relations	14	9.5
Uphold transparency and accountability of police	2	1.4
Publicity and serving the community	2	1.4

Recruitment

Good and diverse standard of visitors	11	7.4
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Training and development

Feedback and training	30	20.3
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Work together as a team	15	10.1
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Provide good help and support	15	10.1
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Volunteers, workforce, service providers

Attract interesting speakers to meetings	2	1.4
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Good understanding of juvenile and immigration cases	2	1.4
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Social events, including police officers	1	0.7
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5F What does your custody visiting scheme do poorly?

Scheme does poorly...	No's	%
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Nothing	5	3.4
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Working arrangements		
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Need more (and better organised) visits	5	3.4
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Effect changes in detainees' conditions	4	2.7
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Some detainees / asylum seekers held too long	3	2.0
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Pay expenses	2	1.4
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System improvements	2	1.4
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Kept waiting too long	1	0.7
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Too few night-time and early hour visits	2	1.4
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We complete different report forms	1	0.7
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Relationships and communication

Getting police to address issues with speed and focus	10	6.8
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Lack of communication, admin and regular venue	8	5.4
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Not enough (and poor) links with other panels	4	2.7
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Recruitment

Retention and recruitment	21	14.2
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Marketing and publicity	9	6.1
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Attract members to meetings	8	5.4
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Visitors should be of mixed ethnic origin	3	2.0
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Training and development

Training and induction	12	8.1
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Not enough training material or rewards	4	2.7
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Some racist attitudes in police	1	0.7
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Consultant comments:

Recruitment, retention and training again feature as sustainability issues.

5G How could the custody visiting process be improved?

Ideas for improving custody visiting process...	No's	%
Working arrangements		
Improving / simplifying paperwork	9	6.1
Single-handed visits / random / evening	5	3.4
Better quality ID	4	2.7
Better (and faster) access to custody area	4	2.7
Parking and improved custody suites	4	2.7
Unlimited time for visitors	2	1.4
Introduction of immigration officers	1	0.7
Legislation, policy and leadership		
MPA to be more effective / take its responsibility seriously	20	13.5
Funding	9	6.1
Relationships and communication		
Better communications and relations, develop standardised database	14	9.5
Marketing & publicity - more and with improvements	13	8.8
Networking between panels (group reshuffles)	7	4.7
Attract a wider range of recruits	4	2.7
Availability of information re the role of ICVs	1	0.7
Recruitment		
More training i.e. police procedures / PACE especially local	29	19.6
More ICVs, through better retention (inc appraisals) and faster recruitment	16	10.8
Training and development		
More educational material, especially in other languages	4	2.7
Induction course before visiting police stations	3	2.0
Volunteers, workforce, service providers		
Commitment to voluntary role of ICVs	2	1.4

Consultant comments:

Recruitment, retention and training again feature as sustainability issues.

5Ha What opportunities, or possibilities, will independent custody visiting face in the next 3 years? (at a local level).

Local opportunities	No's	%
Working arrangements		
Restructuring / refurbishment / merging of police stations	10	6.8
Immigrants - better care / more visits		
/ training in dealing with	9	6.1
Better care for mentally ill and substance abusers	3	2.0
Standardisation of custody recording methods	2	1.4
Merging panels	1	0.7
Definition of appropriate / inappropriate welfare issues	1	0.7
Contribution to crisis prevention and reviews	1	0.7
Legislation, policy and leadership		
The MPA could become more effective	11	7.4
Effecting change	5	3.4
Remain independent and grow	4	2.7
More local input to regional / national policy	2	1.4
Relationships and communication		
More marketing / publicity	10	6.8
Attend local police meetings / improve relationships	7	4.7
More involvement of local communities	6	4.1
More involvement of ethnic groups in the decision making process	5	3.4
Recruitment		
More volunteers (retention and recruitment) especially young, ethnic groups	15	10.1
Recruitment and training more stringent	3	2.0
Training and development		
More training (i.e. on health and safety) and rewards	15	10.1
Probationers on a structured programme	1	0.7
Audit for institutional racism	1	0.7

Consultant comments:

Recruitment, retention and training again feature as sustainability issues.

5Hb What opportunities, or possibilities, will independent custody visiting face in the next 3 years? (At a regional level).

Regional opportunities	No's	%
Working arrangements		
Standardisation of custody recording methods	6	4.1
Better care for immigrants and children	2	1.4
Closer contact with detainees	1	0.7
Legislation, policy and leadership		
MPA could be more helpful	13	8.8
More support for ICVs	6	4.1
Too much paperwork	2	1.4
Maintain independence	2	1.4
More funding	2	1.4
Relationships and communication		
Development of network for sharing experiences	13	8.8
More marketing / publicity	5	3.4
Communication (better)	5	3.4
Feedback from detainees and police on value of ICV	3	2.0
More involvement of ethnic groups in the decision making process	1	0.7
Forum for regional and national discussion	1	0.7
Panels must be local	1	0.7
Recruitment		
Retention and recruitment	2	1.4
Training and development		
Training and development	4	2.7
Improve cultural awareness	2	1.4
Audit for institutional racism	1	0.7

5Hc What opportunities, or possibilities, will independent custody visiting face in the next 3 years? (at a national level).

National opportunities	No's	%
Working arrangements		
Standardisation of documents and ID cards	7	4.7
Development of appropriate/inappropriate areas for detainees' advocacy	4	2.7
Dignity and respect for detainees	2	1.4
Increasing numbers of immigrants and asylum seekers	2	1.4
Overall custody conditions	1	0.7
Legislation, policy and leadership		
The MPA becoming more effective	7	4.7
Effecting change	5	3.4
Excessive regulation and interference	3	2.0
More funding	2	1.4
Maintain voluntary status	2	1.4
Guidelines on immigration detainees	2	1.4
Rules on terrorist suspects	1	0.7
Visitors more involved in detainee complaints and health	1	0.7
Relationships and communication		
More marketing / publicity	9	6.1
Better communication with the MPA	5	3.4
Role of ICVA unclear	3	2.0
Development of network for sharing experiences	3	2.0
More involvement of ethnic groups in the decision making process	1	0.7
Recruitment		
Recruitment and retention	1	0.7
Training and development		
Training and development	2	1.4

51a What threats or risks will independent custody visiting face in the next 3 years? (at a local level).

Local threats	No's	%
Working arrangements		
Increase in non-English / drug & alcohol / mental health / immigrants	10	6.8
Risks to health i.e. violence in police stations / disease	6	4.1
Terrorism	5	3.4
Poor custody conditions / overwhelmed	3	2.0
Increased number of sick detainees	1	0.7
Better cell conditions	1	0.7
Legislation, policy and leadership		
Funding and loss of support	17	11.5
Lack of support from MPA	17	11.5
Too much interference and bureaucracy from MPA	10	6.8
Bureaucracy	9	6.1
Centralising of custody suites	7	4.7
Voluntary and independent nature of role	7	4.7
Merging of police stations	5	3.4
ICV visiting phased out	5	3.4
Comparative standards availability	2	1.4
Relationships and communication		
Less involvement of public / low awareness levels	4	2.7
Ineffective reporting of sensitive areas	2	1.4
Recruitment		
Falling numbers / retention & recruitment / slow to get accredited	31	20.9
More ethnic minorities to be recruited	3	2.0
Training and development		
Training and development	1	0.7

Consultant comments:

Recruitment and retention are the main areas of concern.
The MPA receives poor perceived feedback here.

51b What threats, or risks, will independent custody visiting face in the next 3 years? (at a regional level).

Regional threats	No's	%
Working arrangements		
Increase in non-English / drug & alcohol / mental health / immigrants	5	3.4
Terrorism	3	2.0
Variations in standards	2	1.4
Panels in London need to grow and standardise procedures	2	1.4
Risks to health i.e. violence in police stations / disease	2	1.4
Better cell conditions	1	0.7
Too many schemes across London	1	0.7
Lack of relevant contact with detainees	1	0.7
Legislation, policy and leadership		
Lack of support from MPA	16	10.8
Too much bureaucracy and Govt/MPA interference	14	9.5
Funding	9	6.1
Too much interference	8	5.4
Voluntary and independent nature of role	6	4.1
Closure of custody suites / centralising	3	2.0
Relationships and communication		
Lack of communication between regions	4	2.7
Public awareness of the scheme	3	2.0
Morale / struggle to keep the system working	2	1.4
Recruitment		
Falling numbers / recruitment and retention issues	9	6.1

Consultant comments:

Recruitment and retention are the main areas of concern.
The MPA receives poor perceived feedback here.

51c What threats, or risks, will independent custody visiting face in the next 3 years? (at a national level).

National threats	No's	%
Working arrangements		
Increase in non-English / drug & alcohol / mental health / immigrants	5	3.4
Terrorism	4	2.7
Variations in standards	2	1.4
Poor custody conditions	2	1.4
Being left alone with detainees / violence	2	1.4
Increase in deaths re sick / drugged detainees / no medical supervision	2	1.4
Legislation, policy and leadership		
Too much bureaucracy and interference from MPA	17	11.5
Lack of support from MPA	16	10.8
Funding	9	6.1
Government policy changes	8	5.4
Voluntary and independent nature of role	7	4.7
Risk of abolition	3	2.0
Too remote	1	0.7
Losing sight of original intentions	2	1.4
Relationships and communication		
Lack of public confidence	2	1.4
Low profile of ICVs	2	1.4
Communication breakdown	1	0.7
Recruitment		
Falling numbers / recruitment and retention	8	5.4

Consultant comments:

Recruitment and retention are the main areas of concern.
The MPA receives poor perceived feedback here.

Appendix 3: Proposed MPA Independent Custody Visiting Scheme Mission Statement

Statement of Purpose

To encourage best practice in the independent custody visiting process and support the stakeholders involved in the delivery of these services.

Aims

- To promote independent custody visiting as developed from the Scarman Report 1981 and the statutory requirements outlined in section 51 of the Police Reform Act 2002
- To support the Metropolitan Police Authority in establishing and running independent custody visiting schemes in accordance with these requirements
- To promote best practice through developing the skills, knowledge and attitudes of police authority members, scheme administrators, scheme co-ordinators and independent custody visitors
- To provide adequate resources for these practices
- To collate and distribute relevant information to all stakeholders about practice and relevant developments
- To work in alliance with organisations sharing Metropolitan Police Authority's values and interests
- To participate in relevant debates about human rights within the criminal justice systems
- To encourage the development of both the organisation and its staff through progressive management and employment practices and to advocate these practices through networking, benchmarking and information sharing

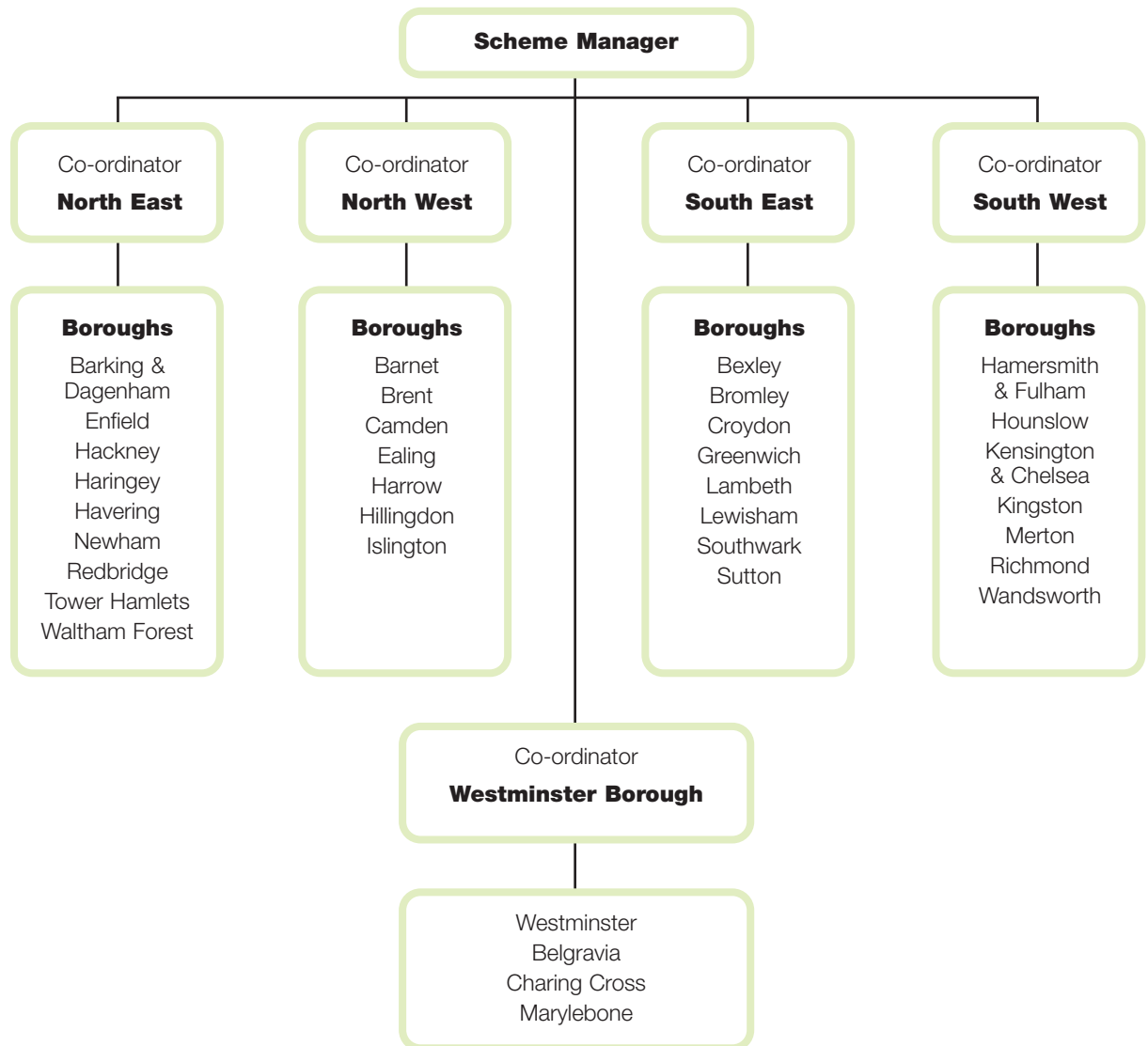
Values

The Metropolitan Police Authority Independent Custody Visiting Scheme adopts the following values throughout its working practices:

- Equality of Opportunity - treating all individuals with respect and dignity and valuing difference
- Excellence - both in its services and management practice
- Access - extending access and encouraging participation in this field
- Accountability - to its stakeholders
- Efficiency - in how the Metropolitan Police Authority resources independent custody visiting
- Flexibility - to allow the process to adapt and develop
- Integrity - striving to work ethically at all times
- Sustainability - as an organisation, a service provider and in its relationships
- Partnership - between public, voluntary and private sector stakeholders and relevant individuals.

Appendix 4: Proposed New Panel Structure

Proposed New MPA independent custody visiting service structure mirroring borough command structure



Appendix 5: Proposed Role clarification and organigram**Role of scheme manager****Main duties and responsibilities/accountabilities**

- 1 To ensure that the Metropolitan Police Authority meets its statutory obligation in respect of the Independent custody visiting scheme.
- 2 To agree a visiting frequency with the Commissioner of Metropolitan Police Service.
- 3 To ensure that sufficient number of trained volunteers are available to deliver this function.
- 4 To prepare and present reports to the Community Engagement Committee and other relevant forums on custody visiting.
- 5 Liaise with partners and stakeholders on custody visiting matters.
- 6 Organise and ensure the delivery of training to volunteers, members and officers of the MPA in respect of the custody visiting scheme.
- 7 Co-ordinate publicity campaigns with regard to awareness of and recruitment to the scheme.
- 8 Ensure that the custody visiting scheme is reported in publications of both the MPA and the MPS.
- 9 Liaise with senior officers in the MPS regarding any issues or concerns about the scheme, visits and other related matters.
- 10 Provide the link to the APA, ICVA and other relevant organisations with regard to the scheme.
- 11 To oversee the implementation of the scheme guidelines and to advise co-ordinators of their roles and responsibilities
- 12 To line manage each area co-ordinator within the MPA scheme.

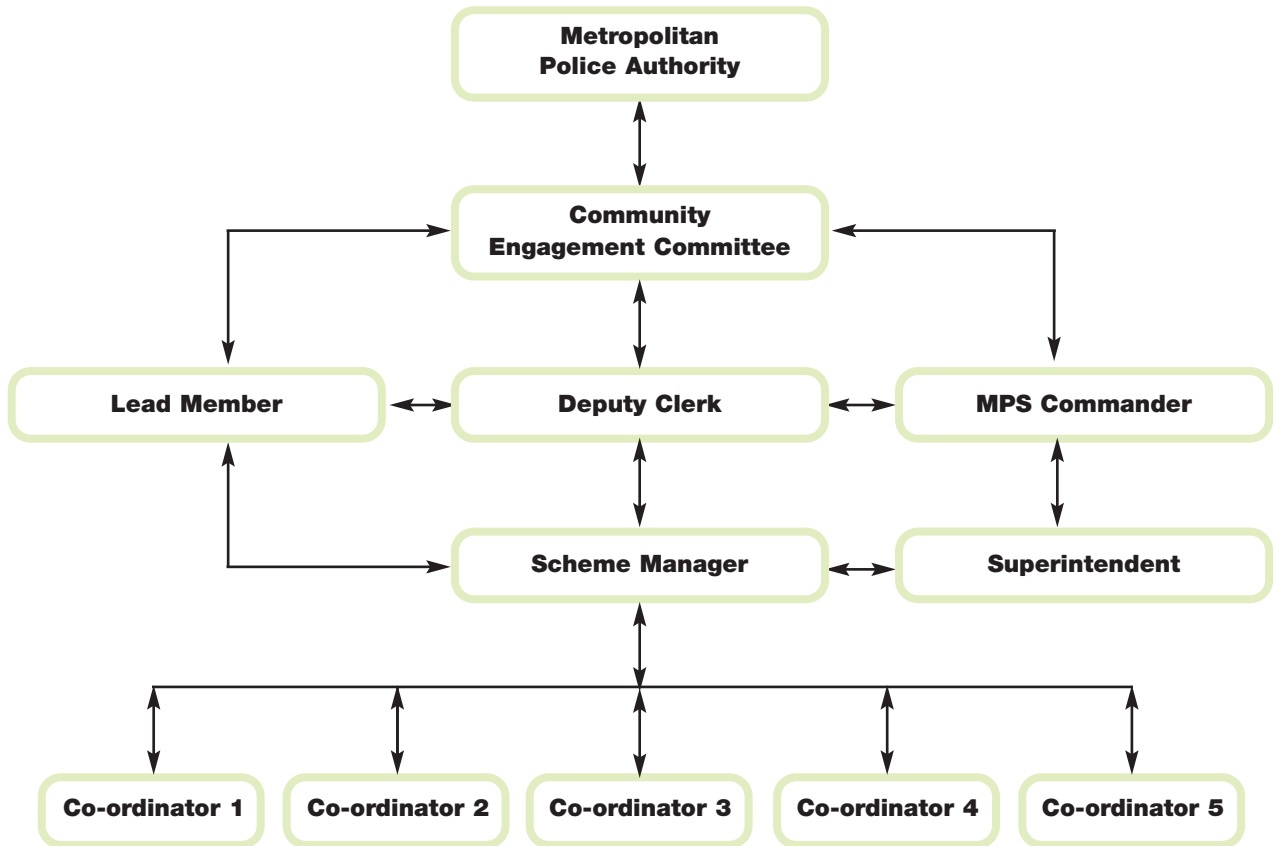
Role of the co-ordinator**Main duties and responsibilities/accountabilities**

- 1 To provide support to the panels within the MPA area.
- 2 To input and provide reports from a database for custody visiting.
- 3 To input ICVs' information, visit details and other information as required.
- 4 To arrange vetting of new visitors and identification badges through liaison with the MPS.
- 5 To organise and assist in the delivery of training for visitors in the area.
- 6 To assist in local publicity and recruitment of volunteers including advertising and appointment.
- 7 To arrange panel meetings in line with scheme guidelines.
- 8 To keep a record of panel discussions and communicate to all the panels as necessary.
- 9 To devise a mutually agreed rota for custody visiting in association with the scheme manager.
- 10 To bring to the attention of the scheme manager any problems arising from the roster, including missed custody visits.
- 11 To discuss as necessary any issues arising from custody visits with the appropriate officer from the MPA.
- 12 To bring to the attention of the scheme manager issues arising from the meetings or the custody visitor reports.
- 13 To oversee the work of the custody visiting panel and ensure its smooth running.
- 14 To identify any training needs arising and bring these to the attention of the scheme manager.
- 15 To ensure that new custody visitors are supported by the panel.
- 16 To make introductory visits as appropriate for recruitment or training purposes.
- 17 To attend co-ordinator meetings, as necessary.

Independent custody visitor job description**Main duties and responsibilities/accountabilities**

- 1 To arrange custody visits with fellow custody visitors, in line with agreed rosters.
- 2 To keep the co-ordinator and fellow custody visitors informed of any problems with rostered custody visits.
- 3 To carry out custody visits to designated police stations in line with the scheme guidelines and training.
- 4 To check on the conditions in which a detainee is kept, their health and wellbeing and their legal rights and entitlements, with reference to PACE Code C.
- 5 Where appropriate, consult the detainee's custody record to clarify and check any concerns raised by the detainee.
- 6 To discuss with the custody officer any concerns and requests arising from the custody visit and bring to the custody officer's attention any issue that needs to be dealt with.
- 7 To complete the independent custody visitor report form, ensuring that all relevant information is recorded correctly, clearly and concisely.
- 8 To distribute copies of the independent custody visitor report form to the appropriate people and leave the police station.
- 9 To complete and submit expense claims in line with the scheme guidelines.
- 10 To attend continuous training sessions as appropriate (minimum of one each year).
- 11 To attend as appropriate divisional meetings of independent custody visitors.
- 12 To carry out the duties of an independent custody visitor with regard to the Health and Safety requirements of the independent custody visiting scheme.
- 13 To carry out the duties of an independent custody visitor as set out in scheme's guidelines.

Organisational chart



Appendix 6: Proposed Financial / Redeployment

There are clearly staffing issues relating to this new structure and any advertising of posts needs to be ring-fenced to those affected by the restructure (namely the current panel secretaries and administrators).

Current expenditure for custody visiting by the MPA is circa £290,000 which it is intended to redistribute as follows:

Scheme manager (incl. e/r on costs @15%)	}	£223,000
Co-ordinators (incl. e/r on costs @ 15%)		
Office Expenses		£TBC
Visitor Expenses		£20,000
Publicity		£15,000
Membership of ICVA		£2,000
Insurance for ICVs (covered through public liability insurance)		
Running Costs (including meetings, conferences and training)		£30,000
TOTAL		£290,000
*One -off Transition Costs		£ 75,000

*Identified as a separate 2005 /06 budget allocation.

Appendix 7: ICVA products & services available to MPA

- Initial training and information day for independent custody visitors
- Training video for independent custody visitors
- Trainers manual
- Student manual for independent custody visitors
- Introduction to Cultural Awareness & Diversity training for independent custody visitors
- Advanced Video Section for independent custody visitors
- Custody record training session for independent custody visitors
- Conferences for scheme administrators
- Visit software training for scheme administrators
- National conference for independent custody visitors
- Publication of 'Visiting Times' for each member of police authority & every visitor
- Website with all student handbook information and administration section
- Independent custody visitor application materials for scheme administration with person specification, job description and publicity materials
- Regional conferences for independent custody visitors
- Community awareness videos for police authorities and scheme administrators
- Advice and support for all 'delivery' stakeholders
- Database application for managing independent custody visiting schemes
- Spreadsheet application for visit reports and to prepare police authority submissions
- National custody visitors report form for independent custody visitors
- Inter agency collaboration and co-operation within criminal justice system
- Statutory requirements, national standards and local best practice guidelines for all 'delivery' stakeholders
- International advocacy and best practice development for government, public and voluntary sector organisations and agencies
- Promotional posters & leaflets available in 19 languages
- Award certificates for training & long service

Appendix 8: Independent custody visitor management model



Appendix 9: Police Reform Act 2002 Paragraph 51 Code of Practice on independent custody visiting

Introduction

- 1 This Code of Practice on independent custody visiting is issued further to section 51(6) of the Police Reform Act 2002. Police authorities and independent custody visitors shall have regard to the Code in carrying out their relevant functions.
- 2 Independent custody visiting is the well established system whereby volunteers attend police stations to check on the treatment of detainees and the conditions in which they are held - and that their rights and entitlements are being observed. It offers protection to both detainees and the police and reassurance to the community at large.
- 3 The Code is supported by detailed National Standards which expand on the relevant procedures and systems and set out established good practice.

Organisation and Infrastructure

- 4 The responsibility for organising and overseeing the delivery of independent custody visiting lies with police authorities, in consultation with chief constables. Police authorities must therefore ensure that they have in place robust and effective procedures for establishing and maintaining their independent custody visiting schemes, including the allocation of appropriate resources to this function.
- 5 Overall responsibility for the central administration of the scheme must be given to a nominated officer on the police authority's staff, supported as necessary by other personnel and resources.
- 6 At police authority level, groups or panels of volunteers must be organised to visit police stations in the authority's area. Every group needs to have its own co-ordinator, appropriately resourced to perform that task.

Recruitment and conditions of service

Organising recruitment

- 7 Police authorities are responsible for recruiting, selecting and appointing independent custody visitors and must ensure these functions are adequately resourced.
- 8 Adequate numbers of suitably trained and accredited independent custody visitors must be available at all times.

The recruitment process

- 9 Recruitment must be based on clear job descriptions, as well as person specifications setting out the qualities independent custody visitors require to carry out their role effectively.
- 10 Recruitment must be open, non-discriminatory and well publicised.
- 11 All selections must be made on the basis of a standard application form.
- 12 No person shall be appointed as an independent custody visitor without an interview taking place. The selection panel must record the reasons for decisions about appointment or non-appointment.
- 13 Any appointment must be made solely on merit and all independent custody visitors must be at least 18 years old.

Who should be selected?

- 14 The police authority must seek to ensure that the overall set of independent custody visitors is representative of the local community and provides a suitable balance in terms of age, gender and ethnicity.
- 15 All reasonable adjustments must be made to accommodate those with disabilities and those who do not have English as their first language where they are considered suitable candidates.
- 16 Visitors must be independent persons who are able to make informed judgements in which the community can have confidence and which the police will accept as fair criticism when justified.
- 17 Where an applicant has convictions (whether spent or unspent) for criminal offences, or has received any formal caution, warning or reprimand, or has failed to disclose any such finding, the specific circumstances must be considered in assessing suitability to become an independent custody visitor. However, past offending is not an automatic barrier to acceptance.
- 18 In appointing independent custody visitors, care must be taken to avoid any potential conflict of interest. For example, serving police officers and other serving members of police or police authority staff will be unsuitable for that reason. The same will apply to special constables, justices of the peace and members of the police authority.

Other possible roles for custody visitors

- 19 Independent custody visitors may also act as appropriate adults, although individuals must not switch between those roles during the course of a visit to the same police station.
- 20 Independent custody visitors may also act as lay observers appointed under the Criminal Justice Act 1991 to inspect the conditions under which prisoners are transported and held.

Basis of service

- 21 The police authority must provide each independent custody visitor with a written memorandum of understanding summarising their agreed responsibilities and the legitimate expectations of both parties.

- 22 The police authority must provide each independent custody visitor with an identity pass as their authority to visit any police station in the force area that is holding detainees on a regular or temporary basis.

Tenure

- 23 Appointments must initially be for three years and must not be confirmed until a six-month probationary period has been satisfactorily completed. Full re-assessments of suitability must take place at regular intervals but no longer than three years apart. The key factors in renewing appointments for further periods must be the continuing ability and willingness of the individuals involved to do the job effectively.

Removal

- 24 A police authority can remove an independent custody visitor's accreditation because of misconduct or poor performance.
- 25 Procedures for considering possible removal must follow the principles of natural justice and be publicised.

Complaints procedures

- 26 Procedures must be in place to deal with complaints against independent custody visitors by detainees, police personnel or others. There must also be a clear mechanism for handling complaints from visitors and issues of concern arising from their work.

Payment

- 27 Independent custody visitors are entitled to be reimbursed for their legitimate expenses incurred in carrying out their role.

Insurance

- 28 The police authority must ensure adequate cover and provision for claims arising from independent custody visitors' role.

Training

- 29 The basic responsibility for training lies with the police authority and a structured plan with clear objectives must be developed in consultation with the police service and the local independent custody visiting community.
- 30 The police authority must evaluate the effectiveness of training and the extent to which it is achieving its objectives.

Frequency and coverage

- 31 The police authority should liaise with the chief constable about the frequency with which visits should be carried out.
- 32 Visits must be sufficiently regular to support the effectiveness of the system, but not so frequent as to unreasonably interfere with the work of the police.
- 33 The frequency of visits must be monitored against expectations and reported to the police authority at regular intervals. Where insufficient visits are taking place, the causes must be investigated and corrective action taken.
- 34 Consideration must be given to making visits to all police stations where detainees are held, even where they are only accommodated for relatively short periods of time.

Working arrangements**Conducting visits**

- 35 Visits should normally be undertaken by pairs of independent custody visitors working together. Visits should only be undertaken by a single independent custody visitor working alone where the police authority has carried out a thorough and robust assessment of the risks that presents and has concluded that it is, in all the circumstances, the best option.

Visiting procedures at stations

- 36 Independent custody visitors must be admitted to the custody area immediately. Delay is only permitted when immediate access may place the visitors in danger. A full explanation must be given to the visitors as to why access is being delayed and that explanation must be recorded by the visitors in their report.
- 37 Independent custody visitors must have access to all parts of the custody area and to associated facilities such as food preparation areas and medical rooms. However, it is not part of their role to attend police interviews with detainees.
- 38 Police staff must be alert to any specific health or safety risks independent custody visitors might face and must advise them appropriately.
- 39 The custody officer or a member of custody staff must accompany independent custody visitors during visits. (See Paragraph 46)

Access to detainees

- 40 Subject to the exceptions referred to in Paragraph 43, independent custody visitors must be allowed access to any person detained at the police station. However, detainees may only be spoken to with their consent and the escorting officer is responsible for establishing whether they wish to speak to the independent custody visitors.
- 41 Juveniles may be spoken to with their own consent.
- 42 If a detainee is not in a position to give consent, the escorting officer must allow the visit unless any of the circumstances set out in Paragraph 43 apply.
- 43 The police may limit or deny independent custody visitors access to a specific detainee if an officer of or above the rank of inspector reasonably believes that to be necessary for the visitors' safety. Such an officer may also deny or restrict access where they reasonably believe that such access could interfere with process of justice.
- 44 Where any of the circumstances referred to in Paragraph 43 apply, consideration should be given to allowing the visitors some limited form of access to the detainee, such as speaking to them through the cell hatch.
- 45 Any decision to deny or limit access must be recorded in the detainee's custody record (together with the relevant authorisation) and by the independent custody visitors in their report of the visit.

Discussions with detainees

- 46 Discussions between detainees and independent custody visitors must normally take place in sight - but out of hearing of - the escorting officer where practical.
- 47 Discussions must focus on checking whether detainees have been offered their rights and entitlements under PACE and confirming whether the conditions of detention are adequate.
- 48 Independent custody visitors must remain impartial and must not seek to involve themselves in any way in the process of investigation. If a detainee seeks to make admissions or otherwise discuss an alleged offence, the visitor must tell them that the relevant contents of the visit may be disclosed in legal proceedings.
- 49 If an independent custody visitor realises they know or are known by a detainee, they must declare this and consider whether to withdraw from the visit.
- 50 Independent custody visitors must not pass messages to or from detainees or offer to perform other tasks on their behalf. If they are asked to do so they must immediately inform the custody officer.
- 51 If a detainee indicates they may harm themselves or any other person, this must immediately be brought to the attention of custody staff.
- 52 Subject to obtaining the detainee's consent to examine their custody record, the independent custody visitors should check its contents against what they have been told by the detainee.
- 53 If a detainee is for any reason incapable of deciding whether to allow access to their custody record, the presumption must be in favour of allowing the independent custody visitors to examine it.

Medical issues

- 54 Independent custody visitors have no right to see the detainee's medical records, even where these are attached to the custody record. However, key points relevant to medical treatment should be recorded in the custody record itself.

Dealing with issues and complaints

- 55 Where a detainee makes a complaint or raises an issue about their general treatment or conditions, independent custody visitors must (subject to the detainee's consent) take this up as soon as possible with police staff in order to seek a resolution. The same applies to similar issues identified by visitors in the course of their attendance.
- 56 If a detainee makes a complaint of misconduct by a specific police officer, they must be advised to address it to the duty officer in charge of the police station.

Effective working relationships

- 57 For independent custody visiting to be effective, it is essential that visitors and police staff develop and maintain professional working relationships based on mutual respect and understanding of each others' legitimate roles.

Reporting on a visit

- 58 At the end of each visit, and while they are still at the police station, independent custody visitors must complete a report of their findings in a standard format. One copy of the report must remain at the station for the attention of the officer in charge. Copies must go to the co-ordinator of the local independent custody visiting group.
- 59 Report forms must include an undertaking not to reveal the names of persons visited or other confidential information obtained in the course of a visit.

Feedback

- 60 Systems must be in place to ensure that the output from visits is drawn rapidly to the attention of those in a position to make the appropriate response.
- 61 Co-ordinators are responsible for drawing together issues and identifying trends emerging from visits in their area and addressing these with relevant police supervisors.
- 62 The central administrator must have a regular and formal opportunity to raise concerns and issues with a designated senior officer with force-wide responsibilities. It will usually be appropriate for that officer to be of assistant chief constable rank. The central administrator must also produce regular reports for the police authority summarising the output from independent custody visiting and the way in which concerns have or have not been addressed. These reports must be discussed at police authority meetings as appropriate and reflected in an entry about independent custody visiting in the police authority's own annual report.

Sharing experience

- 63 The police authority must ensure that independent custody visitors have regular opportunities to meet together to discuss their work.

Reviewing performance

- 64 Police authorities must take steps to assess how effectively their independent custody visiting arrangements are working. Key aspects of that process will be reviewing the quality of reports, the frequency with which visits take place and the number of occasions on which detainees refuse to speak to visitors.

Home Office**1 April 2003**

Appendix 10: Minimum levels of competency

Introductory	To have a knowledge of all the key issues and understand their relevance. To be able to identify further sources of expertise.
Intermediate	To be able to use these skills and knowledge levels in practical service delivery.
Advanced	To be able to communicate these issues clearly to others and assist them in their performance.

Stakeholder	Skill/Knowledge	Intro	Inter	Adv
Independent Custody Visitors				
	Interpersonal communication skills			x
	Listening skills		x	
	Questioning skills		x	
	Report writing		x	
	Assertiveness		x	
	Health & Safety		x	
	PACE			x
	PRA 2002		x	
	Criminal Justice System	x		
	European Convention on Human Rights	x		
	Cultural Awareness & Diversity		x	
	Partnership working		x	
Panel Chair				
	Chairing meetings		x	
	Interpersonal communication skills	x		
	Listening skills		x	
	Questioning skills		x	
	Report writing		x	
	Assertiveness		x	
	Health & Safety		x	
	PACE		x	
	PRA 2002		x	
	Criminal Justice System	x		
	European Convention on Human Rights		x	
	Cultural Awareness & Diversity		x	
	Partnership working		x	
	Project management		x	
Co-ordinator				
	Interpersonal communication skills	x		
	Report writing		x	
	Assertiveness		x	
	Health & Safety		x	
	PACE		x	
	Negotiation skills	x		
	Structured Interviewing		x	
	Marketing for volunteers	x		
	Managing volunteers		x	
	Appraising performance		x	
	Presentation skills		x	
	Administrative project management		x	
	Strategic planning		x	
	Managing meetings, presentations and conferences	x		
	ICT		x	
	Managing training and developing performance	x		
	Monitoring and evaluation processes		x	
	Partnership working		x	

Scheme Manager	Intro	Inter	Adv
Business planning			x
Staff management			x
Interpersonal communication skills	x		
Report writing			x
Assertiveness		x	
Health & Safety			x
PACE			x
Negotiation skills			x
Structured interviewing			x
Marketing for volunteers			x
Managing volunteers			x
Appraising performance			x
Presentation skills			x
Administrative project management			x
Strategic planning		x	
Managing meetings, presentations and conferences			x
ICT		x	
Managing training and developing performance		x	
Monitoring and evaluation processes			x
Partnership working			x
Police Authority members	Intro	Inter	Adv
PACE	x		
Structured interviewing	x		
Partnership working	x		
Interpersonal communication skills			
Report writing			
Strategic planning		x	
Chairing meetings			

Appendix 11: Proposed MPA independent custody visiting training structures

1 - Initial Training (replaces Information and Training day)

- History and context - PACE, PRA, human rights
- Observation
- Assertiveness
- Communication
- Listening
- Questioning
- Parameters
- Negotiation
- Police powers
- Outline visit process
- Best practice
- Getting advice
- Case study scenarios

2 - Induction Training (to be conducted during 6 month probation)

- Comprehensive visit process
- Introduction to Cultural Awareness and Diversity
- Report filling
- Health & safety
- Advanced scenarios

3 - Continuous Training (local panel issues)

- Local issues and practice development such as:
- FME
- Young people
- Drug misuse

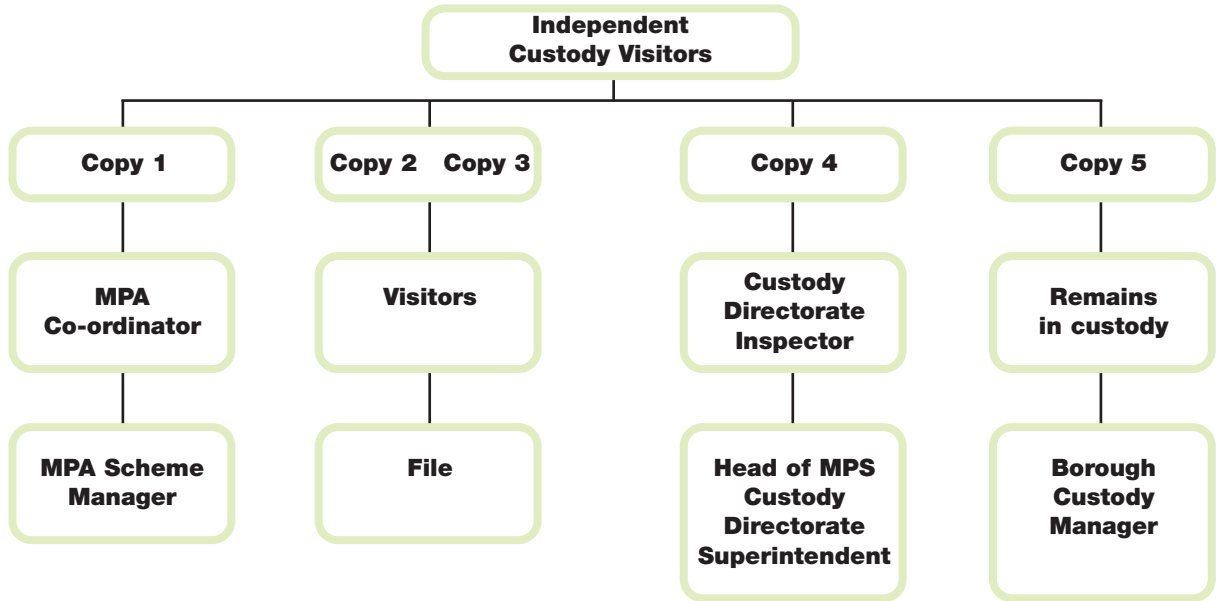
4 - Specialist Training (for specialist roles) 1/2 to 2 day training modules for:

Police authority members	Scheme governance Recruiting and managing scheme administrators Interviewing volunteers
Scheme manager	Marketing for volunteers Recruitment and structured interviewing Management of volunteers Assertiveness/personal effectiveness
Co-ordinators	Project management Chairing meetings
Custody visitors	Terrorism Act Visiting alone Induction skills
ICVA & PA Trainers	Delivery - Introduction to Cultural Awareness & Diversity Training

Appendix 12: Application pack contents

- 1 When people enquire about appointments they should be sent basic information covering the purpose of the process, the role of the ICV, the commitment required and the terms and conditions applicable to the local scheme. This material should accompany the basic job description and the application form.
- 2 Those responsible for recruitment may wish to sift applications on the basis of the agreed person specification. In addition, a police vetting check should be carried out to verify information provided about criminal convictions. Application forms should request consent to such checks being carried out.
- 3 Suitable applicants should be asked to attend an interview and no one should be appointed as a ICV without an interview taking place. The main purpose of the interview will be to test suitability against the person specification referred to above and to maintain consistency and objectivity in selecting from the field of potential ICVs. The selection panel should record the reasons for decisions about appointment. This helps to demonstrate fairness and in providing, if asked, any necessary feedback to those who have been unsuccessful.

Appendix 13: Proposed Visit Report Diagram



Appendix 14: Major Implementation Action Plan

Action	When by	Who
1 Consider review and agree action plan	1st Quarter 2005	MPA
2 Adopt custody visiting as a permanent agenda item on community engagement committee	2nd Quarter 2005	Deputy Clerk to the Authority
3 Identify stakeholder communication strategy	4th Quarter 2004	Community Engagement Committee
4 Draft ICV common purpose, mission statement, organisational objectives and values	4th Quarter 2004	Lead Officer - Custody Visiting
5 Adopt new panel structured in line with MPS borough command areas	4th Quarter 2005	MPA in consultation with MPS
6 Create recruitment process for MPA scheme manager and panel coordinators for appointment by April 2005	4th Quarter 2004	MPA Personnel Branch
7 Identify any employment issues for existing panel secretaries	4th Quarter 2004	MPA Personnel Branch
8 Produce first ICV 3 year development plan from 2005-8	3rd Quarter 2005	Lead Officer - Custody Visiting
9 Produce first ICV annual business plan for 2005-6	3rd Quarter 2005	Lead Officer - Custody Visiting
10 Produce comprehensive guidelines for all stakeholders about MPA independent custody visiting	2nd Quarter 2005	Lead Officer - Custody Visiting
11 Confirm central office for staff	2nd Quarter 2005	MPA
12 Cost agreed redevelopment	1st Quarter 2005	MPA
13 Adopt volunteer management model	4th Quarter 2004	MPA
14 Adopt minimum levels of competency and distribute in comprehensive scheme management handbook.	2nd Quarter 2005	Lead Officer - Custody Visiting
15 Adopt new training structure for all stakeholders	2nd Quarter 2005	Lead Officer - Custody Visiting
16 Adopt Introduction to Cultural Awareness and Diversity training for independent custody visiting as compulsory	2nd Quarter 2005	Community Engagement Committee
17 Meet with MPS to lobby for ICVA public information video to be included in all relevant police training curricula	2nd Quarter 2005	Lead Officer/Lead Member MPA
18 Create training delivery strategy	2nd Quarter 2005	MPA
19 Publicise annual training programme including dates, location, times, objectives, booking procedure	4th Quarter 2005	Lead Officer - Custody Visiting
20 Organise a major conference re-launching independent custody visiting in London	1st Quarter 2005	MPA
21 Hold an internal workshop exploring collaborations with other MPA departments (eg marketing, diversity, human resources etc) and meet with identified partner departments to establish possible working relationships	4th Quarter 2005	Deputy Clerk
22 Benchmark re development of Investing in Volunteers award programme, the National Occupational Standards for Managing Volunteers and ICVA's services	4th Quarter 2005	Lead Officer - Custody Visiting
23 Create custody visiting database	2nd Quarter 2005	Lead Officer - Custody Visiting
24 Invite existing visitors to complete new registration details	2nd Quarter 2005	Lead Officer - Custody Visiting
25 Standardise and implement application packs	2nd Quarter 2005	Lead Officer - Custody Visiting
26 Identify gaps in visitor profile and create effective recruitment policy	2nd Quarter 2005	Lead Officer - Custody Visiting / MPA Personnel Branch / MPA Marketing Officer
27 Create correct ID cards	2nd Quarter 2005	Lead Officer - Custody Visiting
28 Produce new visit report forms	2nd Quarter 2005	Lead Officer - Custody Visiting

29	Design and distribute Visitor Checklist	2nd Quarter 2005	Lead Officer - Custody Visiting
30	Establish feedback mechanism from MPA to custody visitors across London	1st Quarter 2005	Lead Officer - Custody Visiting
31	Establish feedback mechanism between MPA, MPS, independent custody visitors and the wider community across London	4th Quarter 2005	Lead Officer - Custody Visiting
32	Establish immediate payment methods to deal with claims for expenses and other associated costs	Immediately	Lead Officer - Custody Visiting