



JOINT INSPECTION OF POLICE CUSTODY
Improvement Plan 2012/13 version 1.1

**Appendix A
PERFORMANCE REPORT**

Traffic Light Colour	Definition of target achievement
GREEN	Target achieved to date and level set.
AMBER	Target on track to be finished with evidence provided to support. May be delay in achieving target but this will not have an ill effect on the Force
RED	No progress on target, deadline/level has not been met and there is an impact on Force. If no update is provided by owner the target will be highlighted as red as a default position.
WHITE	This is for quarterly quantitative targets only to reflect that no score will be possible until the first quarter report.

Target Report Checklist

- Current level of achievement
- Dates for work completed
- Dates future work will be completed by (milestones)
- Reasons for current achievement level
- Any risks that have been realised
- Work undertaken to manage realised risk
- Work to be undertaken to manage risk against target
- Impact of other targets on this work area
- A statement from owner about whether they think the target will or will not be achieved by the target date based on the information provided above.

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<p style="text-align: center;">Treatment and Conditions Recommendation:</p>		
4. Arrangements in booking-in areas should allow for private communication between detainees and staff. (4.9)		
Action	Owner/Responsibility	Traffic Light
Custody Manager to bring this to the attention of the General Services Director.	General Services Director	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • To comply with this recommendation will involve a considerable financial commitment and subject to a strategic decision on the custody estate. • General Services Director informed on 10th September 2012. • Meeting held with General Services Director on 27th September 2012 to discuss HMIC recommendations. • Head of Facilities Management to meet with City Surveyors regarding the practicalities of provision of a visual/sound screen that can be placed in front of the area the custody sergeants are working in, to allow a detainee to have a discreet conversation without there being any blockage to the walk way and no deterioration in safe working for the officers. Realistic completion of this work element is approximately 6 to 9 months. • Update to be provided to Custody Users Group (CUG) on 27th November 2012. • City Surveyors have attended the custody suite at Bishopsgate and are now investigating a solution. • A fact-finding site visit to an external Force's custody facility is to be scheduled for December 2012 to assist with the provision of a visual/sound screen. 	

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Treatment and Conditions Recommendation:		
5. There should be designated adapted cells that have a lowered call bell. (4.10)		
Action	Owner/Responsibility	Traffic Light
To be discussed with the General Services Director	Custody Manager	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • The lowering of the call bell will incur significant expenditure as the system is buried in the wall. • Amount of expenditure is being investigated. This may have an impact in respect of whether this work is likely to be a 'reasonable adjustment' under the Equality Act 2010. • In the meantime detainees with disabilities preventing them from reaching the call bell are either put on close observation or more frequent visits to ensure their welfare is not compromised. Compliance is monitored by the Custody Manager checking custody records of any detained persons with restricted mobility. 	

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<p style="text-align: center;">Treatment and Conditions Recommendation:</p>		
<p style="text-align: center;">7. All custody staff should be involved in the same shift handover; where possible, this should take place away from the booking-in area and be recorded. (4.20)</p>		
Action	Owner/Responsibility	Traffic Light
<p>Custody Manager to implement new hand-over procedures when regular shift pattern is reinstated.</p>	<p>Custody Manager</p>	<p>August 2012 Review February 2013</p>
<p>Current Position</p>	<ul style="list-style-type: none"> • It is not possible at present to conduct handovers away from the booking in area and have them recorded. The Custody Manager is meeting with a Corporation Surveyor to discuss converting the medical room into a custody office and the present kitchen into a new medical room to facilitate more efficient workflow (including handovers). • This work will be informed by the ongoing comprehensive medical assessment of the custody area and procedures which is being carried out as part of the NHS commissioning process. • In the meantime, staff have been informed that the incoming shift staff must all receive the same handover at the same time. This will take place at the custody desk for recording purposes. Staff also circulated an aide-memoire for shift briefings. • It is envisaged that a draft Custody Handover Sheet and process map will be ratified at the Custody User Group meeting on 27th November 2012. 	

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<p style="text-align: center;">Treatment and Conditions Recommendation:</p>		
<p>9. The City of London Police should collect and analyse data about use of force and strip-searching in accordance with the Association of Chief Police Officer's policy and National Policing Improvement Agency guidance. (4.26)</p>		
Action	Owner/Responsibility	Traffic Light
<p>Establish ownership of an audit of Use of Force and strip-searching leading to regular analysis to inform OLB.</p>	<p>Custody Manager</p>	<p>August 2012 Review February 2013</p>
Current Position	<ul style="list-style-type: none"> Meeting to be held with Professional Standards Directorate on 22nd November 2012. 	

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<p style="text-align: center;">Treatment and Conditions Recommendation:</p>		
10. All cells should be clean and free of graffiti. (4.33)		
Action	Owner/Responsibility	Traffic Light
Decision to be made on investment in facilities at Snow Hill.	CI Operations	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> Bishopsgate cells are virtually free from graffiti. Each cell is checked before and after occupation by the gaoler and this is recorded on the custody record as per Custody Suite Management standard operating procedure. Snow Hill cells are in a poor decorative state. This was known about prior to inspection but investment ceased pending a decision on long term use of the suite. Once the future of Snow Hill is confirmed work will commence to remove graffiti. A decision is required from the General Services Director regarding further investment in the custody facilities at Snow Hill and the timescale for this. If Snow Hill is to be occupied for a significant period e.g. 5 years then investment can be made, taking into account a comprehensive Health & Safety and medical assessment as part of the NHS commissioning work. 	

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<p style="text-align: center;">Treatment and Conditions Recommendation:</p>		
<p>15. Suitable facilities should be provided for detainees to have exercise in the open air. (4.47)</p>		
Action	Owner/Responsibility	Traffic Light
<p>Custody Manager to bring this to the attention of the General Services Director</p>	<p>Custody Manager</p>	<p>Sept 2012 Review February 2013</p>
<p>Current Position</p>	<ul style="list-style-type: none"> • There are no exercise facilities at either custody suite. At Snow Hill there is nowhere to install an exercise yard. At Bishopsgate there are limited opportunities. Considerable investment would be required. • General Services Director informed on 10th September 2012. He states: “<i>The provision of an exercise area at Bishopsgate is possible but will require some significant changes: -</i> <ul style="list-style-type: none"> ○ <i>Creating an exercise yard close to the present back entrance to Bishopsgate near to the existing ‘bar-b-q’ area;</i> ○ <i>Removal of all parking in this area;</i> ○ <i>Relocating the property store between the custody suite and the ‘bar-b-q’ area;</i> ○ <i>Creating a secured opening from the custody suite into the new exercise area via the now removed property store;</i> ○ <i>One could then use the back double gates to bring detainees into and out of the station from this point;</i> ○ <i>The old property store could also be used as a bail back facility.</i> ○ <i>The work would cost over £80K and take 6 to 9 months to complete. An advantage of these changes would be that the existing entrance into the custody suite with all of its ongoing Health & Safety concerns would be mitigated.”</i> • Any new build or refurbishment would need to conform to the standards suggested in the Home Office Police Buildings Design Guide – Custody. • This will be considered as part of the ongoing Accommodation Review. 	

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Individual Rights

Recommendation:

19. The City of London Police should engage with the local authority to ensure the provision of safe beds for juveniles who have been charged but cannot be bailed to appear in court. (5.9)

Action		Owner/Responsibility	Traffic Light
Custody Manager to contact local authority to establish local protocol.		Custody Manager	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> At present there is no secure accommodation within the City of London. Normal procedure is to contact the duty social worker to request suitable accommodation. City of London Corporation Social Services have been contacted. Custody Manager to be invited to meeting (date TBC) with Youth Offending Team to discuss this recommendation. Custody Manager is to make enquiries with relevant officers at Tower Hamlets, who are commissioned to provide Juvenile services for the City of London area, to pursue the agreement of a Memorandum of Understanding for the provision of secure accommodation. 		

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Treatment and Conditions
Recommendation:

20. Detainees should be routinely informed about how they can make a complaint about their care and treatment, and be able to do this before they leave custody. (5.19)

Action			Owner/Responsibility	Traffic Light
Custody Manager to liaise with PSD regarding information/posters that can be displayed. Custody staff and duty officers to be reminded of Standard Operating Procedures (SOPs).			Custody Manager	Sept 2012 Review November 2012
Current Position	<ul style="list-style-type: none"> • Custody Reception SOP has been revised and approved. • Revision states that when a detainee wishes to make a complaint, this should be recorded on the custody record as soon as possible and that the duty officer should be informed immediately. The complaint should be recorded as soon as practicable by the Duty Officer. Detainees must not be routinely directed to wait in the front office to make a complaint. • All custody staff sent instruction on 10th September 2012 regarding the revised SOP. • PSD will circulate leaflets and posters, for approval, at CUG on 27th November 2012. 			

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<p style="text-align: center;">Health care Recommendation:</p>		
<p>21. All clinical rooms should be fit for purpose and meet infection control guidelines. (6.6)</p>		
Action	Owner/Responsibility	Traffic Light
<p>Custody Manager to monitor progress of NHS Commissioning. Improvement action plan to be discussed with General Services Director</p>	<p>Custody Manager</p>	<p>Sept 2012 Review February 2013</p>
<p>Current Position</p>	<ul style="list-style-type: none"> • CoLP is currently embarked on the process of commissioning NHS to provide health care services. This recommendation is subject to further advice and guidance from that process. • NHS have completed review of medical rooms 17/09/12. Draft action plan for improvement has been received. The Custody Manager is presently addressing this improvement plan in consultation with the City of London Police /Health Custody Care Partnership Board. 	

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Health care
Recommendation:

23. Secondary dispensing should not be routine. (6.14)

Action		Owner/Responsibility	Traffic Light
Revision of recommendation received. Custody Manager to discuss with G4S		Custody Manager/G4S	June 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • Following a meeting with G4S on 5th September 2012 HMIC have confirmed that their instruction is that medication “should not be routinely dispensed”. • The current protocol regarding this will be confirmed at CUG on 27th November 2012. 		

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Health care
Recommendation:

24. There should be a mental health liaison and/or diversion scheme to enable detainees with mental health problems to be identified and diverted in to appropriate mental health services as required. (6.22)

Action	Owner/Responsibility	Traffic Light
Mental health liaison and diversion scheme to be developed and integrated into custody procedures.	Custody Manager/NHS Commissioner	June 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • CoLP is currently embarked on the process of commissioning NHS to provide health care services. This recommendation is subject to further advice and guidance from that process. Healthcare Commissioner is currently reviewing the S.136 Protocol agreed between the CoLP and the Homerton Hospital. • Following a meeting of the City of London Police /Health Custody Care Partnership Board on 16th November 2012 the Healthcare Commissioner is to meet with the Mental Healthcare Commissioner of the City & Hackney PCT to progress this. 	

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Housekeeping points Strategy

25. City of London police should review the staffing arrangements for sergeants undertaking the custody role to ensure consistency and continuity in the Custody Manager role and consistency of line management for police staff gaolers. (3.11)

Action	Owner/Responsibility	Traffic Light
C/I Operations to review staffing arrangements for sergeants undertaking the custody role.	C/I Operations (City First)	Sept 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • Role of Custody Manager will move to the Chief Inspector of Operations under the proposals of City First. • All Sergeants will be trained to cover custody officer role. Custody Sergeants will remain reporting to group Inspectors. Support Staff Gaolers will report to group inspectors. • Checks and systems are to be put in place to manage any risks resulting from the role moving to the Chief Inspector Operations. These checks will involve pro-active and systematic supervision by the Custody Sergeants. These systems will be monitored by the Duty Inspectors. 	

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Housekeeping points Strategy

26. Use of the dedicated custody web page should be developed to provide a central repository to enable staff to access information. (3.12)

Action		Owner/Responsibility	Traffic Light
Custody Manager to look at redesign of dedicated intranet repository.		Custody Manager	June 2012 Review February 2013
Current Position	<ul style="list-style-type: none">Request to IT support submitted requesting provision of central repository to enable staff to access information.This action is ongoing whilst an appropriate solution is reached.		

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<p style="text-align: center;">Housekeeping points Treatment and conditions</p>		
<p>31. Female detainees should routinely be offered feminine hygiene packs. (4.51)</p>		
Action	Owner/Responsibility	Traffic Light
<p>Other forces to be canvassed for supply and content of packs</p>	<p>Custody Manager</p>	<p>Review February 2013</p>
<p>Current Position</p>	<ul style="list-style-type: none"> • The review of other Forces' provision is ongoing. • Items are available within the Custody Suite. • Female prisoners are asked supplementary questions when their Risk Assessment is completed when they are booked into the custody area. • They are also made aware that these items are available and also asked if they need to speak to a female member of staff. 	

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Housekeeping points Health care

36. Needle exchange should be available to detainees leaving custody if required. (6.18)

Action	Owner/Responsibility	Traffic Light
To be discussed with Substance Misuse Team (SMT)	Custody Manager	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none">Substance Misuse Team are currently seeking advice from neighbouring MPS boroughs regarding needle exchange. The issue is also being progressed by the NHS Commissioner as a following the meeting of the City of London Police /Health Custody Care Partnership Board on 16th November 2012.	

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Housekeeping points Health care

37. The section 136 protocol should be reviewed to ensure that it is in line with current policy. (6.23)

Action	Owner/Responsibility	Traffic Light
Review of S. 136 Protocol.	Custody Manager/NHS Commissioner	August 2012 Review February 2013
Current Position	<ul style="list-style-type: none"> • CoLP is currently in the process of commissioning NHS to provide health care services. • Healthcare commissioner is currently reviewing the S136 Protocol agreed between the CoLP and the Homerton Hospital. • Following a meeting of the City of London Police /Health Custody Care Partnership Board on 16th November 2012 the Healthcare Commissioner is to meet with the Mental Healthcare Commissioner of the City & Hackney PCT to progress this. 	