



Review of Custody Provision in North Yorkshire

September 2017

This version of this report does not include the detail of some operationally sensitive information which has been taken into account to reach the decision for the recommended option.

1. Executive Summary

1.1 This review of custody provision in North Yorkshire is underpinned by the aims of the Police and Crime Plan 2017-2021. Specifically; to enhance the service to the public by reflecting the effect of recent legislative changes; seeking further opportunities to work with partners through custody provision with neighbouring forces and pursuing savings in estates maintenance so ensuring the efficient and effective use of public money.

1.2 The work is a continuation of revisions made following various changes in policing standards and local circumstances. For example national practice, inspection recommendations, shifting demand, physical relocations, Force strategies and new legislation.

1.3 The project scope was two-fold:

- To research all aspects of current custody provision within North Yorkshire Police (NYP) and neighbouring forces to meet anticipated demand from Hambleton and Richmondshire Districts; and
- Use this as an opportunity to explore future collaboration with neighbouring forces.

1.4 In September 2016 a trial closure of Northallerton custody commenced with detainees taken to Harrogate custody. Before commencing the trial a risk assessment was undertaken and a number of measures put in place to mitigate the risks identified and to minimise the impact on operational policing across Hambleton and Richmondshire.

Measures were:

- Review of the Prisoner Transport Procedure. Rolled out force wide to improve safety stands of prisoner transport.
- Use of out of force custody facilities in exceptional circumstances.
- Arrest Tag was introduced at the Force Control Room to reinforce the risk assessment and the identification of the most appropriate custody facility - in or out the county.
- The provision of additional Voluntary Attendance (VA) suites at Richmond and Stokesley was brought forward as a priority. This was not a cost as a result of this pilot this was a force wide project to increase the number of VA suites to comply with legislation.
- On line feedback for officers and structured Chief Officer Team led engagement sessions.

1.5 The research and analysis undertaken on the nature and levels of demand prior to and after the trial period and impact on policing services led to the identification of three options:

- Option 1a: In-house model (utilise custody facilities in Harrogate, Scarborough and York).
- Option 1b: Continue to explore a collaborative model

- Option 2: No change – continue utilising Northallerton custody.

1.6 The preferred operational option is Option 1a – In-house model with the continued support from other forces to cover exceptional circumstances. In order to make Option 1a long term and sustainable solution there are a number of recommendations and housekeeping points to be considered.

2. Background

2.1 Environment

2.1.1 Formerly NYP had four centralised custody facilities with two additional units at Selby and Skipton. Changes to national standards for custody (Approved Professional Practice (APP) and Her Majesty’s Inspectorate of Constabulary (HMIC)) necessitated further analysis of demand taking into account geography, capacity, value for money, opportunities around collaboration and making the best use of technology.

2.1.2 The Operational Policing Model (OPM) 2014 programme reduced the custody estate by two facilities, namely Selby and Skipton, which now feed in to York and Harrogate respectively.

2.1.3 NYP HQ and Northallerton Police Station are being consolidated into the refurbished Alverton Court building. This created an opportunity for the custody review in line with the NYP Estates Strategy 2015-2022.

2.2 Service Demand

2.2.1 Since 2011 the number of arrests across the Force has reduced from 18,487 to 13,726 demonstrating a 26% drop. For Northallerton this reduction has been from 2,528 to 1,261 (-50%). The trial period saw a 34% drop in arrest numbers in Hambleton and Richmondshire compared to the same period in 2015. This equates to an average demand on services of fewer than three detainees in a 24 hour period.

Table 1

Arrest Data								
Custody	2011	2012	2013	2014	2015	2016	Change (2011 - 2016)	% Change (2011 - 2016)
Force	18487	17155	15237	14440	14165	13726	-4761	-26%
Harrogate	3198	2631	2459	2413	2594	2851	-347	-11%
Northallerton	2528	2456	2103	1855	1677	1261	-1267	-50%
Scarborough	4677	4522	4248	4288	4152	4334	-343	-7%
York	8084	7546	6427	5884	5742	5280	-2804	-35%

2.2.2 Since 2011 custody footfall in Northallerton has fallen from 3,180 to 1,528 in 2016, a reduction of -52%.

Both York and Northallerton facilities have followed the force wide downward trend with Scarborough showing an increase in 2014 which then becomes linear.

Harrogate shows an increase from mid-2015 onwards, however, this is attributed to the closure of Skipton (April 2015) and the trial closure of Northallerton custody (26th September 2016). It is important to note that post 26 September 2016, with the influx of Hambleton & Richmondshire detainees, the average cell occupancy has increased by 3% (26% to 29%). This allows for a continued cell capacity of 71%.

2.2.3 This force wide reduction in arrests is replicated nationally and reported formally by The Office of National Statistics. Reasons include:

- Legislative changes of PACE Code G that requires officers to demonstrate the necessity of an arrest
- Introduction of increased powers and legislation in respect of restorative justice including Penalty Notices or Disorder
- Introduction of s136 Mental Health Act Places of Safety
- Introduction of VA suites
- In 2017 changes to the Bail Act have seen further reduction in footfall in custody.

2.2.4 Northallerton Custody has nine cells in comparison to Harrogate which has 16. Since 2011 Northallerton's average cell occupancy has reduced from 29% to 21%, it is underutilised and therefore inefficient. For the same period Harrogate saw a rise from 22.5% to 23% with that figure rising again during the trial period to 29%. This leaves significant capacity remaining even at peak times. Analysis was undertaken regarding peak demand and

- Friday between 03:00 hrs and 05:00hrs – average of 37.5% occupied at its highest with 62.5% capacity for further detainees
- Saturday between 01:00 hrs and 10:00 hrs –ranging between 37.50% average occupancy and 46.43% average occupancy; at its highest between 05:00 – 06:00hrs and 07:00-08:00hrs (lowest average capacity within this period was an 53.57%)
- Sunday between 04:00 hrs and 15:00 hrs – ranging between 37.05% average occupancy and 41.52% average occupancy; at its highest between 11:00 – 13:00hrs (lowest average capacity within this period was 58.48%)

2.2.5 To demonstrate the effect of a potential closure of a custody suite a case study can be provided that occurred during the extended period of the trial. On July 22nd 2017 Harrogate custody closed due to a flood. This was over a busy summer weekend. Whilst Harrogate Custody was closed Northallerton Custody did not need to be re-opened , as all prisoner demand across the force was absorbed by York and Scarborough custody facilities before reopening after the weekend.

2.2.6 VA was previously dealt with at a custody facility. Prior to the trial beginning new dedicated VA suites were opened in Richmond, Stokesley and Northallerton Police Station. The number of VAs undertaken during the first six months of the trial period (26 September 2016 up to and including 26 March 2017) was 298. This is an increase of 147 from the 151 in the same time period in the previous year. This equates to a 97% increase. The investment has continued across the force in line with the national direction, with VA Suites opening in Whitby, Malton, and Scarborough, two in York and Selby, Harrogate and Skipton.

2.2.7 Analysis was undertaken by a custody sergeant reviewing each VA record and linked occurrence to ensure that those processed as voluntary attendees has been an appropriate response. The findings to date have been positive with the majority being the correct use of an alternative to detention. Every VA record over the entire duration of the trial has been quality assured by custody sergeants and custody Inspectors who also took into consideration professional judgement when making the appropriate decision to arrest or route through VA.

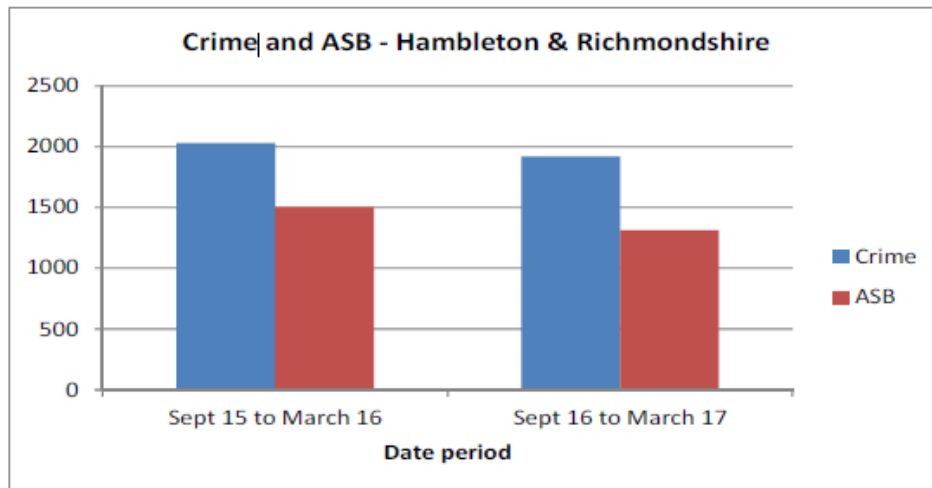
Other disposal types like CRD, cannabis warnings, FPN/PND, TICs were reviewed and showed very little change in Hambleton and Richmondshire over recent years.

- 26th Sept 2016 to 26th March 2017 = 176
- Same period starting in 2015 = 185
- Same period starting in 2014 = 184

- Same period starting in 2013 = 177

2.2.8 A comparison between the crime and Anti-social Behaviour (ASB) volumes for the duration of the trial (26 September 2016 to 9 March 2017) has also been conducted against the same time period for the previous year. Chart 1 shows a decrease of 109 crimes (5.4%) and 187 fewer ASB incidents (12.5%) with the most significant drop being in the ASB nuisance category with 192 fewer incidents. Also that there has been a slight reduction in ASB Environmental cases of eight but a small increase in ASB Personal incidents of 13. This shows further reduced demand on custody facilities.

Chart 1



2.2.9 On the release of all prisoners across the force a release risk assessment is conducted by the custody sergeant. This ensures that the most appropriate measures are put in place for all prisoners including our most vulnerable to maximise their safety after release from custody. All steps will be taken with our most vulnerable to ensure they collected by family or friends, when this is not possible as a last resort Police resources will be used to ensure that prisoner is returned to the care of someone appropriate, but this must be stressed as a last resort.

2.2.10 At this time demand and resource model assessment is being explored. This assessment is factoring in the time spend officers are committed to an operational deployment. So any future demand resources model decision will have factored in the circumstances and working practices Hambleton and Richmondshire staff are in at this time without a custody facility at Northallerton.

2.2.11 The National Rural Crime Network survey identified underreporting of crime by rural communities. North Yorkshire Police as NPCC lead in Wildlife Crime and Rural Affairs lead the way in providing the largest dedicated rural policing resource in the UK in the introduction of the Rural Taskforce in 2016. This dedicated unit for rural communities tackles those issues that matter most important to the rural public. Further to this the introduction of smaller versatile Safety Camera Vans promotes not only road safety to the winding rural roads, but also the ANPR capability that helps protect rural communities. As NPCC leads in Rural Affairs, North Yorkshire Police will in Spring 2018 launch the first ever Rural Crime Strategy to address those bespoke issues that matter most to rural communities.

2.3 Estate

2.3.1 Northallerton custody has:

- Eight cells and one detention room for juveniles
- Limited opportunity for booking in multiple detainees
- Limited capacity for legal or private consultations
- CCTV is available in only a few cells
- No intercom other than a buzzer to summon assistance

2.3.2 Harrogate custody has:

- Compliance with current Home Office requirements
- 16 modern cells
- Capacity to deal with multiple detainees thus avoid delays in processing
- Intercoms
- Natural light
- Full CCTV coverage

2.3.3 The photos below demonstrate the differences in the physical environments between the two suites.

Northallerton custody – charge desk



Northallerton custody – cell corridor



Harrogate custody – charge desk (bridge)



Harrogate custody – cell corridor



2.4 Finances

2.4.1 Current staff running costs for Northallerton are circa £366k per annum. Refurbishment of Northallerton Police Station, including the custody facility, would be in the region of £460,000, of which £231k is specific to custody.

2.4.2 If the refurbishment were to take place this would only future proof the custody facility for five more years. This would meet current Home Office Standards for existing custody facilities. But with future changes within Home Office standards the future sustainability must be in question.

2.4.3 New build costs are estimated at around £6.5m excluding IT and project management costs for 24 months to oversee the work.

Table 2

Description	Rate		Unit cost £	Budget cost £
Detention suite	850	x	3,000	£2,550,000
Ancillary space	350	x	2,000	£700,000
<i>Sub Total</i>				<i>£3,250,000</i>
Professional fee	25%			£812,500
Security system				£150,000
Utilities connection				£200,000
Land cost				£890,000
Demolition and site prep				£610,000
Total Cost				£5,912,500
Grand Total (incl. contingency)				£6,500,000

3. Custody Review

3.1 Purpose

The purpose of this review was to ensure the safety and appropriate processing of detainees in a changing operational environment whilst bearing down on those current arrangements which are inefficient, expensive and wasteful.

3.2 Scope

To research all aspects of current custody provision within NYP and explore collaboration with neighbouring forces where ever possible, to meet anticipated demand from Hambleton and Richmondshire Districts.

3.3 Methodology

3.3.1 Consideration of the alignment with the former North Yorkshire Police and Crime Plan priorities.

3.3.2 Collection and analysis of the data within the trial period timescales related to:

- Arrests, cell occupancy and custody foot fall
- Crime and ASB
- Emerging findings on use of VAs following introduction of Pre-charge Bail legislation in April 2017
- Impact on travel and custody waiting times
- Benchmarking against Most Similar Forces
- Current and anticipated demographic data (including the military population)

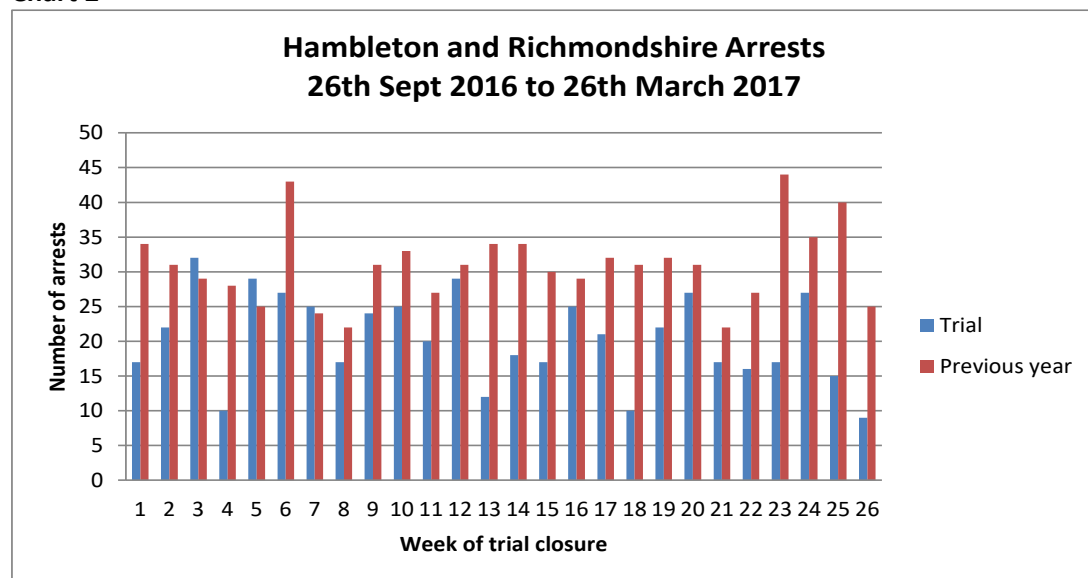
3.3.3 Consultation with internal and external stakeholders, including political and community leaders.

3.4 Further findings from the trial

3.4.1 The trial period saw a 34% reduction in arrest numbers in Hambleton and Richmondshire compared to the same time period for the previous year. This equates to an average demand on services of fewer than three detainees in a 24 hour period.

3.4.2 Since the initial data collection, from April 1st 2017 to August 31st 2017 the reduction of arrests for Hambleton and Richmondshire of 41% compared to the same period the previous year. To ensure that arrests were not being avoided, all VA records the entire duration of the trial were quality assured by Custody Sergeant and Custody Inspector which confirmed that the regular VA use is proportionate.

Chart 2

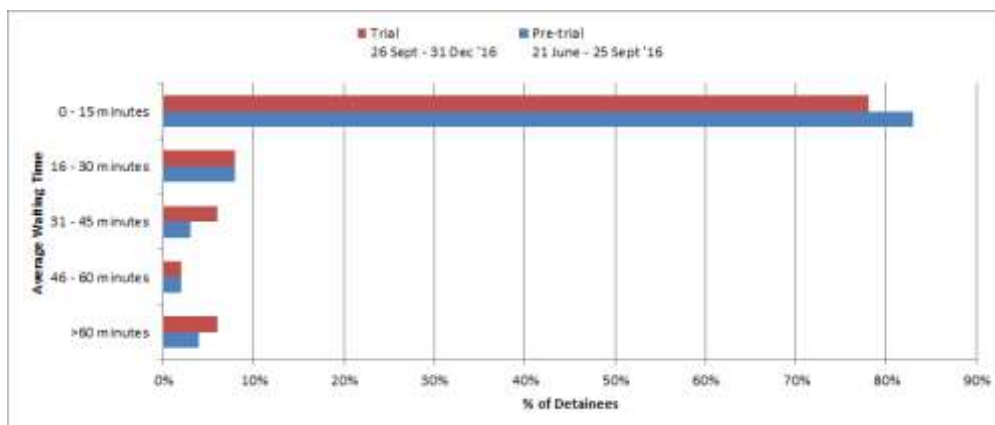


3.4.3 Data analysis has been provided by the Mobile Asset Utilisation and Deployment System (MAUDS) project team to provide overall mileage for the caged vans for the first three months of the trial (26 September to 31 December 2016) compared with the three months immediately prior to the trial (21 June to 25 September 2016).

3.4.4 The mileage for the Hambleton and Richmondshire caged vans (19) utilised to transport detainees to custody pre and during the trial period increased from 121,826 to 129,914. A 6.6% increase. The costs associated with this increase in mileage would equate to £10,140 per annum based on 31.34 pence per mile.

3.4.5 The average waiting time from arrival at Harrogate Custody to the detainee having their detention authorised before the trial commenced this was 12 minutes, increasing to 16 minutes during the trial. The majority of detainees are booked in within 15 minutes which is consistent with the rest of the force.

Chart 3



3.4.6 Time from arrest to arrival at a custody facility: the data capturing the time of arrest to arrival at a police station cannot isolate the time spent travelling. It is recognised that from point of arrest officers may engage in other activities (see points below). These anomalies must be taken into account when calculating the figures below.

- Hospital visit prior to taking to custody
- S32 premises searches
- Waiting for response officers to arrive at scene to transport detainee
- Waiting for recovery vehicle to arrive at scene prior to transporting detainee
- Awaiting for paramedics to assess the detainee and deem fit to travel to custody
- Data entry errors
- Back record conversions

3.4.7 There is currently no national guidance on acceptable travel times from place of arrest to a custody facility and prisoner transportation between custody suites across the UK is common practice. Table 3 below shows the increase in time of arrest to arrival at custody during the trial compared to the same time period in the previous year.

Table 3

District	Average (mins) trial	Average (mins) previous	Difference (mins)
Hambleton	72	25	+47
Richmondshire	80	45	+35

Source: Custody Dashboard (26 September – 26 March)

What must be understood when reviewing the above, is the time saved by officers not travelling to a custody suite when using other options such as VA which are now readily available and provide a local convenient method for the public.

3.4.8 This increase in travel time to Harrogate does not affect officers' ability to respond to Immediate grade incidents. Performance in I and P grades was monitored continuously through the Daily Management Meeting and showed no adverse effect to the response to I and P grades.

Table 4

Average time to attend I and P grade incidents in Hambleton & Richmondshire						
District	Year	Grade	Avg (mins)	Variance	Volume	Variance
CRAVEN	Previous period	Immediate Rural	16	1	423	-131
		Immediate Urban	11		308	
		Priority	52		1034	
		Total	37		1765	
	Current period	Immediate Rural	18		356	
		Immediate Urban	11		305	
		Priority	54		973	
		Total	38		1634	
HARROGATE	Previous period	Immediate Rural	17	7	824	-332
		Immediate Urban	13		1767	
		Priority	59		3556	
		Total	40		6147	
	Current period	Immediate Rural	20		847	
		Immediate Urban	15		1781	
		Priority	73		3187	
		Total	47		5815	
HAMBLETON	Previous period	Immediate Rural	18	-3	1144	-336
		Immediate Urban	10		209	
		Priority	49		1878	
		Total	35		3231	
	Current period	Immediate Rural	16		1035	
		Immediate Urban	10		228	
		Priority	46		1632	
		Total	32		2895	
RICHMOND	Previous period	Immediate Rural	17	3	576	-52
		Immediate Urban	13		151	
		Priority	38		1003	
		Total	29		1730	
	Current period	Immediate Rural	15		595	
		Immediate Urban	12		138	
		Priority	46		945	
		Total	32		1678	

3.4.9 Harrogate Cell Capacity - Harrogate Custody saw a rise in its cell capacity from 22.5% to 23% with that figure rising again during the trial period to 29%. This leaves significant capacity remaining.

3.4.10 VA use - Over 90% of VAs are now processed at additional suites set up outside of custody.

3.5 Perceived Drink/Drive Impact

Consideration of the suspected Drink-Drive Arrests data during the trial period presented an opportunity to review and revise force processes. Over a four-month period (December 2016 to end of March 2017) revised arrangements demonstrated a prosecution rate of 82.5% thus attrition rate of 17.5%, against the 28% attrition rate during the first nine weeks of the trial. Attrition rate relates to those who provided a positive roadside test (over 35ug) then subsequently did not meet the charging threshold (40ug) when tested on the evidential apparatus in custody.

3.6 Investigation Hub

Feedback received during the trial period in relation to the lack of capacity within the Investigation Hub in handing over investigations has been reviewed by the County Command Senior Management Team. The Northallerton Investigation Hub will remain to support local enquiries both in terms of VA interviews and other non-suspect lines of enquiry. A redistribution of posts to reflect the increase in detainee demand at Harrogate was embedded at the end of August 2017. This is balancing the needs of the whole command.

3.7 Mitigation

3.7.1 To minimise abstractions for response officers, a detainees' transport procedure was introduced as part of the trial. The County Command Senior Management Team reviewed this working practice to include staff being flexible and managed across the county in its entirety by the Critical Incident Inspectors working more closely with district supervisors.

3.7.2 Performance in handovers is increasing where appropriate with 32% handed over in July. In the last four weeks 35% handovers were completed, 12.5% handovers weren't required, 52.5% handovers couldn't be facilitated. These figures must take account of the times when a handover is not appropriate such as if a prisoner becomes violent. These data continue to be captured.

3.7.3 Local Resilience - the local neighbourhood policing model is supported by operational, proactive teams such as FSU, NST, RTF, RPG and dogs. Demand and resourcing is managed and monitored by the critical incident Inspector role and this will be more readily quantifiable once MAUDS data are available. The FIM and Critical Incident Inspector problem solve and balance the needs of the force based on assessments of Threat, Harm and Risk, and allocate policing resources from all areas and departments as everyday business.

4. Collaboration

4.1 The review scope included the possibility of collaborating with neighbouring forces. The original briefing paper provided to the Command Team looked at other forces already being utilised to accommodate some NYP detainees that had been arrested within their

force boundaries. The respective custody leads visited other custody facilities considering the estate, staffing, processes, IT infrastructure and overall feasibility of medium and long term solutions for NYP to collaborate on custody provision.

5. Options

5.1 Option 1a: In-house model

To utilise custody facilities in Harrogate, Scarborough and York with use of other Custody facilities in exceptional circumstances.

<p>Benefits</p> <ul style="list-style-type: none"> • Northallerton Police Station can be sold in its entirety, offsetting the financial impact of the purchase of Alverton Court in line with the estates strategy • Medical provision previously shared between two facilities will be permanently embedded in to Harrogate custody 24/7, improving response times. • Use of the newly designed custody facility at Harrogate can be maximised. • The solution is cost effective and sustainable. The requirement to invest £460k into the refurbishment of the Northallerton Police Station is avoided. • Officers and staff located within Northallerton custody can be re-aligned to other priority areas within the organisation. This equates to around £366k of staff resources. • Provides flexibility to secure evidence early in exceptional circumstances by utilising closer facilities in neighbouring forces i.e. drink/drug driving. 	<p>Risks and Mitigation</p> <ul style="list-style-type: none"> • There is a risk to the welfare of detainees during longer transportation to custody – this is mitigated by a pre-transport risk assessment carried out by the arresting officer, and the arrangements in place to take high-risk detainees to closer facilities in neighbouring forces. • An increase in travel time to Harrogate Custody is mitigated by the local neighbourhood policing model being supported by operational proactive teams for example FSU, NST, RTF and RPG. Demand and resourcing is managed and monitored by the critical incident Inspector role. • Staff wellbeing may be affected by the increased travel requirement however, on average there are fewer than three detainees every 24 hours. Additionally, officers are double crewed when transporting detainees to a custody facility. • Environmental factors such as weather and road infrastructure could hinder transport – this is mitigated by the arrangements in place to take high-risk prisoners to closer facilities in neighbouring forces. • There is a reputational risk to NYP due to the public reaction to the loss of the custody facility in Northallerton – this is mitigated by clear communications to articulate low demand and benefits of the proposed new model.
<p>Timescale – 30-60 days</p> <ul style="list-style-type: none"> • Statutory period for staff consultation 	<p>Resourcing:</p> <ul style="list-style-type: none"> • Human Resources - staff consultation

<ul style="list-style-type: none"> • Formalise an ‘exceptional circumstances’ agreement • Decommission Northallerton custody facility. 	<ul style="list-style-type: none"> • Legal Services - formalisation of the ‘exceptional circumstances’ agreement. • Decommission conducted as part of the wider estates strategy.
<p>Costs</p> <p>Revenue:</p> <ul style="list-style-type: none"> • Additional mileage to reimburse staff in the event of redeployment. • Potential detainee accommodation costs under a formalised ‘exceptional circumstances’ agreement. • Additional mileage to transport detainees from Hambleton and Richmondshire Districts is estimated at £10,140 per annum. This purely mileage and wear and tear and does not include police officer salary. 	

5.2 Option 1b: Continue to Explore a Collaborative model

Detainees in Hambleton and Richmondshire to be transported out of force

<p>Benefits</p> <ul style="list-style-type: none"> • Northallerton Police Station can be sold in its entirety, offsetting the financial impact of the purchase of Alverton Court in line with the estates strategy. • No capital investment is required. The requirement to invest £460k into the refurbishment of the Northallerton custody is avoided. • Officers and staff currently located within Northallerton custody can be re-aligned to other priority areas within the organisation. This equates to around £366k of staff resources. • The remote access to NYP Niche already in place elsewhere enables real time data inputting in to NYP Niche. • Provides flexibility to secure evidence early in exceptional circumstances by utilising closer facilities in neighbouring forces i.e. drink/drug driving. • The benefit of collaborative approach provides further opportunities in identifying further collaborative working. • The work to date researching collaboration could be used as a pre-brief for a future project team 	<p>Risks and Mitigation</p> <ul style="list-style-type: none"> • In exceptional circumstances there could be a risk that the data quality of custody records and timely intelligence updates could be affected and the transfer of data onto PNC affected. This could be mitigated by the back record conversion (BRC) of all custody records to be undertaken by NYP staff. • There is a risk that neighbouring force facilities may not have capacity to deal with NYP detainees over and above in-force demand during peak times. This could be mitigated by a default preference for internal facilities, and the option to consider facilities belonging to two neighbouring forces. • Environmental factors such as weather and road infrastructure could hinder transport – this is mitigated by the arrangements in place to take detainees to a variety of in-force and external facilities depending on the geography and conditions. • A change in strategic direction, in particular downsizing or re-provision of custody facilities in neighbouring forces, is mitigated by the use of in-force custody facilities. • There is a reputational risk to NYP due to the public reaction to the loss of the custody facility in Northallerton – this is
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	mitigated by clear communications to articulate low demand and benefits of the proposed new model.
Timescale – estimated as 6 months <ul style="list-style-type: none"> Detailed specification/legal agreement to be completed ICT work required to make NYP Niche available elsewhere, as well as a training requirement for the use of Niche Decommission Northallerton custody facility 	Resourcing: <ul style="list-style-type: none"> Digital Information Systems Group (1st line, networking and technical business analyst) Estates Human Resources (incl. Health & Safety) Legal Services Health and Safety Decommission conducted as part of the wider estates strategy
Costs Capital: <ul style="list-style-type: none"> Provision of wide screen monitors at other custody facilities - approximately £3,200 Revenue: <ul style="list-style-type: none"> Detainee accommodation costs to be developed and written into agreements Licences for Microsoft Office to enable external Niche access - £116.80 per user Additional mileage costs to reimburse staff in the event of redeployment Additional mileage costs for travel from Hambleton and Richmondshire Districts to other custody facilities 	

5.3 Option 2: No change – continue utilising Northallerton custody.

Benefits <ul style="list-style-type: none"> Lowest impact on travel times and distances to custody for operational officers and detainees. Local officers are able to handover investigations to the Investigation Hub onsite Local provision through partner agencies would remain unchanged, for example prisoner transportation, duty solicitor scheme, appropriate adults. Officer will be able to remain in locality available and visible to their local community. Officers committed in custody with a detainee would be capable of being released and deployed in the locality if required in urgent circumstances. 	Risks & Mitigation <ul style="list-style-type: none"> Northallerton Police Station would need to be retained, impacting on the Estates Strategy objectives to rationalise the estate and develop future estates projects. Additional recurring costs would be incurred in order to maintain the existing facility to the minimum Home Office standards (refurbishment costs in the region of £460,000 for office accommodation and the custody facility). <i>NB: this investment would make the site fit for purpose for a finite period of time and finances would need to be included in the Estates rolling programme for future maintenance and refurbishment on a regular basis.</i> Medical care would continue to be shared with Harrogate custody and would impact on service delivery to vulnerable detainees requiring triage and examination. This could be mitigated by re-negotiating the health care contract to include the requirement for embedded
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	nurses at each facility, but this would incur increased costs.
<p>Timescale – approximately 4 months</p> <ul style="list-style-type: none"> • Requirement to re-staff the custody facility to the required levels, including recruitment, deployment and training. • Re-activation of services and utilities at Northallerton custody facility. 	<p>Resourcing:</p> <ul style="list-style-type: none"> • Human Resources –expand the rolling recruitment campaign and identification of national custody and detention officer courses, successful application for alternative role within organisation as well as promotion opportunities • Criminal Justice Department - recruitment campaign and identification of national custody and detention officer courses. • Estates - reactivate Northallerton custody. • Digital Information Services Group – reactivate Northallerton custody.
<p>Costs</p> <p>Capital:</p> <ul style="list-style-type: none"> • Training courses £11,000 (excluding travel and accommodation) • Refurbishment costs to Northallerton Police Station - office accommodation and custody facility - £460,000 • Staff costs of approximately £366k per annum 	

6. Recommendations and Implications

6.1 The preferred operational option is Option 1a. This is recommended as Harrogate custody is fully compliant with current Home Office standards. Harrogate custody has 16 modern cells, full CCTV coverage and intercoms which allow staff to monitor vulnerable detainees constantly and permits direct contact between detainees and staff through the custody bridge. Therefore Harrogate custody offers the safest detention area.

6.2 Option 1b will be continuously explored in line with changing policing models. Building on the work already done to date.

6.3 The healthcare currently shared with Northallerton would be concentrated in Harrogate to provide the necessary 24/7 service. That is an imbedded health care practitioner available to deal with emergency care, fitness for detention, administer medication, and Drink/Drive procedures in a timely manner.

6.4 The preferred option of the closure of Northallerton Custody and utilising the modern custody facility at Harrogate continues to contribute to adherence to the National Strategy for Police Custody by:

- Eliminating the use of police custody for Mental Health Act detentions
- Ensuring children are only held in custody as a last resort
- Encouraging innovative but appropriate alternatives to custody
- Utilising opportunities to collaborate where it will save money or help the service work better
- Consistently identifying and managing risk

6.5 The trial demonstrated that there is adequate capacity with detainees brought from Hambleton and Richmondshire Districts and a slight impact on waiting times.

6.6 All other policing functions at the High Street Northallerton Police Station site are in the progress of moving to Alverton Court. This will leave the custody facility as the sole operational department at that site. Closure of Northallerton custody will increase efficiency of the utilisation of the available capacity of the safer Harrogate Custody, and provide an opportunity to dispose of Northallerton Police Station as an estate asset, to then reinvest into other priority services.

6.7 Option 2 is not recommended.

7. Summary

7.1 A modern, compliant environment is the best way to provide an appropriate custody service and a safer more efficient experience for those involved, particularly the vulnerable. Consolidation at Harrogate will achieve those aims as well as provide a service appropriate to the effect of recent legislative changes and the significant shift towards Voluntary Attendee management.

7.2 By utilising our investment and capacity in the modern Harrogate custody facility which also meets Home Office standards now and in to the future, will ensure the effective use of public money. These objectives mirror the four main priorities of the Police and Crime Plan 2017-2021 and its clear focus on providing responsive, compassionate and exceptional services to the public.