



Agenda Item 9.0

To: BUSINESS COORDINATION BOARD

To: CHIEF EXECUTIVE

Date: 30th MARCH 2016

SECTION 22 COLLABORATION AGREEMENTS FOR: INFORMATION MANAGEMENT, CRIMINAL JUSTICE AND CUSTODY BUSINESS AREAS

1.0 Purpose

- The purpose of this report is to provide the Business Coordination Board (“the Board”) with details of the rationale and to note the intention to sign the Section 22 Collaboration Agreements for the Information Management Department, Criminal Justice Department and Custody Business Area for the six corporations sole (the Chief Constables of Bedfordshire, Cambridgeshire and Hertfordshire and the Police and Crime Commissioners for Bedfordshire, Cambridgeshire and Hertfordshire) that have formed a Strategic Policing Alliance (the Alliance).
- The report shows where and how due consideration has been given to key public-sector principles and objectives to ensure informed and transparent decisions have been made to enable the Section 22s in line with statutory functions.

2.0 Recommendation

- To note the decision to sign the Section 22 for Information Management Department and a combined Section 22 for Criminal Justice and Custody including the associated functions and services.
- The Commissioner is asked to sign a Decision Notice to approve the Collaboration of the Information Management Department Agreement under section 22A of the Police Act 1996 (as amended).
- The Commissioner is asked to sign a Decision Notice to approve the Collaboration of the Criminal Justice and Custody Business Area Agreement under section 22A of the Police Act 1996 (as amended).

3.0 Background

- Sections 22A and 23 Police Act 1996 (as amended) (“The Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:
 - *the discharge of functions of the members of the Chief Officer’s forces (“force collaboration provision”) and for such other provision as shall be referred to in this agreement. “Functions” comprise all and any of the powers and duties of police forces, and/or*
 - *the provision about support by a policing body for the police force which another policing body is responsible for maintaining (“policing body and force collaboration provision”). “Support” includes the provision of premises, equipment, staff, services and facilities.*

Provided that:

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
 - *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.*
- Through the 2011 Police Reform and Social Responsibility Act (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of chief officers or policing body collaboration delivers greater efficiency or effectiveness.
 - The Alliance has already collaborated a number of operational (e.g. Joint Protective Services functions), operational support (e.g. Local Criminal Justice Board administration) and organisational support (e.g. Professional Standards, Procurement) functions. In December 2013 they signed a ‘Memorandum of Understanding’ to foster further organisational and operational support service collaboration where greater efficiency and effectiveness is supported. To date seven business cases have been agreed (i.e. Firearms Licensing, Human Resources, Public Contact, Criminal Justice, Custody, ICT and Information Management) in addition to

progressing a number of joint enabling initiatives (i.e. the Athena policing system and a single HR & Finance system).

- Business Cases have been prepared in line with the Five Case Treasury Model with external Assurance Reviews (i.e. Gateway Reviews) conducted to ensure value for money and effective management of risk. Engagement has been conducted and external consultancy support utilised in certain instances to ensure rigour and robustness. Equality Impact Assessments have been conducted for all the business cases. The Alliance Summit has been involved in every stage of the development of the business case and has provided robust scrutiny in their development. This has been both through the Summit meetings themselves and also in monthly Engagement Sessions which have been held with PCCs and their teams. In addition OPCC Chaired governance boards have been established for Joint Protective Services, Operational Support and Organisational Support to provide more detailed scrutiny. Section 22 Agreements have been recently signed for Human Resources, ICT and Firearms Licensing plus an interim to oversee Public Contact implementation.

4.0 Information Management Department (IMD)

- The Business Case (BC) for collaboration of Information Management (IM) functions was approved at the Strategic Alliance Summit on approved on 13th October 2015. Since the approval of the Business Case a Designate Head of IMD has been appointed and reports to the BCH Director of Information.
- The following functions are in the scope for the change in management structure:
 - Information Standards including the Force Crime and Incident Registrar (FCIR) function;
 - Information Access (IA);
 - Records Management (RM);
 - PNC Administration (PNC);
 - Athena Administration
 - Disclosure and Barring Service (DBS);
 - Vetting and Access Control; and
 - Information Assurance (also known as Information Security).
- Overall, the purpose for creating a three force single IM Department is to provide:
 - 1) Cost savings from economies of scale;
 - 2) Efficient and effective common business processes;
 - 3) Compliance with statutory guidance and legislation;
 - 4) Good customer centred services;
 - 5) Optimum configuration of resources;
 - 6) Effective demand management;
 - 7) Increased self-service;

- 8) Increase in resilience for the department;
 - 9) Maintaining service to the highest risks areas within the information management arena;
 - 10) Improved strategic coherence on information management across BCH;
 - 11) Reducing the time taken for routine tasks, so helping ‘future proof’ the function.
- The ‘To Be’ state will build on the strengths of the current approaches and structures in the three current departments.
 - The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (IM)
Public Value	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Organisational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>Addressing organisational support as part of that collaborative vision is an opportunity to maximise savings from this area of the business to preserve resources that directly contribute to the delivery of operational policing. Cambridgeshire OPCC as lead holding to account body for the function have established an Organisational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated IMD function to account for strategy, change and performance.</p> <p>The IMD collaboration seeks to unify the IMD functions of Bedfordshire, Cambridgeshire and Hertfordshire police forces into a single organisational support function. As a key initiative of the BCH Strategic Alliance, the collaboration is being delivered to provide effective, efficient and economic organisational support at a reduced cost whilst sufficiently enabling local policing in each force.</p> <p>Collaboration of IMD between Bedfordshire, Cambridgeshire and Hertfordshire (BCH) is the preferred route for delivering IMD services moving forward. The functions within IMD are too small and specialist for savings to be taken from local force-level delivery without affecting service or significantly increasing risk. In addition, no fully outsourced IMD services have been found within policing and this is primarily because the police service</p>

Principle	Work Completed (IM)
	<p>needs to maintain strategic and operational control of the function. Collaboration of IMD enables economy of scale savings, builds resilience and provides transformational opportunities through use of technology. IMD manages a significant area of risk plus enables operational policing by treating information as a core enabling 'asset'.</p> <p>A business benefits baseline is being established. This will then feed into the Benefits Realisation Plan for the Project.</p>
Professional / Specialist Advice	<p>In preparing the Business Case other forces who have collaborated functions were engaged with.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility. This enhanced the strength of the model which was developed.</p> <p>KPMG consultancy services provided specialist assistance and subject matter expertise throughout in developing the operating model along with commercial rigour and scrutiny.</p>
Engagement and Communication	<p>Press Releases / Announcements have been issued at key milestones including the approvals of the business case. Ongoing communication is continuing with internal customers. Governance arrangements are being put in place so the function can understand and deliver to customer needs plus be held to account.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the Business Case are available on PCC Websites.</p>
Value for Money	<p>In addition to the cost savings of £0.9m the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • Tracking revenue budgets; • Measuring delivery against Service Level agreements, including performance against statutory and legislative requirements; • Measuring customer satisfaction with new measurement processes put in place. <p>The key facets of the Target Operating Model are:</p> <ul style="list-style-type: none"> • The establishment of a joint Senior Management Team (SMT);

Principle	Work Completed (IM)
	<ul style="list-style-type: none"> • The reduction of IM sites and offices; • Use of new technology to enable and automate processes; • Applying best practice identified in departments to realise further savings. <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>
Risk Management	Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Organisational Support Governance Board.
Equality	As part of the ICT project, an Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed that there may be slight negative impacts on those with flexible working arrangements and those with disabilities as the new Target Operating Model may require additional travel for some roles. However the level of impact brought by the change was deemed to have been low.

- The collaborated Information Management Department will be fully operational from late 2016 and further phases will then be implemented within a continuous improvement culture.

5.0 Criminal Justice (including Senior Management Team) – Phase 1

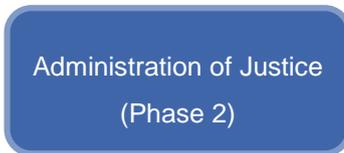
- Criminal Justice collaboration is being delivered in two phases. Phase 1 deals with all those functions which are not affect by the imminent implementation of the Athena investigation management system. Phase 2 deals with those functions which are directly affected by Athena. Phase 1 is being implemented for 1st April 2016 and Phase 2 will be implemented in mid-2017. A single Senior Management Team for Criminal Justice and Custody functions is also being implemented from 1st April 2016.
- The Outline Business Case (OBC) for Phase 1 collaboration of Criminal Justice and the Senior Management Team was approved at the Strategic Alliance Summit on 24th June 2015 with the Full Business Case (FBC) approved on 13th October 2015.
- The functions within scope during Phase 1 were:
 - Single Senior Management Team;
 - Administration of Local Criminal Justice Boards;

- Typing Services – to include all functions relating to typing of summaries, statements or transcripts where required during the preparation and progression of a case.
 - Tape Library functions – relating to the management of suspect and witness interviews and other types of digital media.
 - Policy and Performance – to include the management of approach and implementation of national and local Criminal Justice System (CJS) and policing initiatives.
 - Digital Working – to include the establishment of a new Digital Justice Team to manage and provide the support required to drive change with our CJS partners in order to maximise the benefits from use of virtual courts and live links.
- Overall, for Phase 1 the project meets or exceeds its objectives:
 - 1) By realising 61% of the target savings against a target of 25%.
 - 2) By supporting the primary purpose of CJ functions to make significant progress in bringing offenders to justice as effectively and as expeditiously as possible by ensuring evidence is available and prepared in line with statutory obligations (Police and Criminal Evidence Act - PACE; Criminal Procedure and Investigations Act - CPIA) and within nationally agreed CJS timescales.
 - 3) By introducing efficient common business processes to ensure a proportionate approach is applied to the preparation of evidence, for example summaries of interviews (suspect & vulnerable witnesses), appropriate to the seriousness of the offence and the expected outcome of the case.
 - 4) By ensuring that the use of technology and IT solutions have been maximised across the CJ functions within BCH and the wider CJS, introducing an innovative interim storage solution for the management of suspect interviews.
 - The following table outlines the key functions and/or services that will be delivered as fully collaborated in Phase 1. The SMT also has responsibility for the already collaborated BCH Firearms and Explosives Licensing Unit.

Function	Headlines
	<ul style="list-style-type: none"> • Provides a centralised and rationalised senior managers structure for custody and CJ • Supports delivery of the introduction of Athena across all CJ teams. • Will introduce standardised and streamlined policies and processes to support investigators within local policing
	<ul style="list-style-type: none"> • Ensures compliance with relevant legislation regarding the retention and management of suspect interviews (i.e. PACE) • Use of technology to avoid multiple transfers of exhibits

Function	Headlines
	<ul style="list-style-type: none"> A consistent and proportionate approach to the preparation of evidence, while meeting the needs of the wider CJS
	<ul style="list-style-type: none"> A consistent and effective approach to the implementation of local and national CJS initiatives The provision of performance data, analysis and management information in relation to CJ specific functions and Force performance
	<ul style="list-style-type: none"> Progression of the Digital Agenda by increased use of video link equipment for use of Virtual Courts (VC) and Live Links (LL) Maximising the opportunities for use of VC and LL to improve the service for Victims and Witnesses (V&Ws)
	<ul style="list-style-type: none"> Supporting the three LCJBs to develop and implement national and local CJS strategies in a consistent way across BCH

- The SMT will also take responsibility for managing, where appropriate, the local Force services which will be considered for collaboration in Phase 2 (early 2017) as per the table below. The Section 22 will be revised when the six Corporations Sole have taken decisions on what will be collaborated in Phase 2.

Function	Key function and/or Service
	<ul style="list-style-type: none"> The provision of all functions across BCH relating to the administration and progression of contested and non-contested criminal cases at Magistrates and Crown Courts, from the point of charge or presentation of a case for summons/postal charging requisition. This includes the Crown Court File Preparation Team in Herts and the Crown Court Liaison Officers in Beds and Herts (these functions are not provided in Cambs). The administration processes relating to management of Conditional Cautions

Function	Key function and/or Service
Witness Care (Phase 2)	<ul style="list-style-type: none"> The provision of services to support Victims and Witnesses (V&Ws) during the progression of a case through the Criminal Justice System. This will be subject to a final decision by the SAS as different arrangements are currently in place across Bedfordshire, Cambridgeshire and Hertfordshire constabularies
Any Other related CJ functions (Phase 2)	<ul style="list-style-type: none"> Any other related CJ function as agreed as in scope by the Joint Chief Officers Board (JCOB) and/or the Strategic Alliance Summit (SAS)

- The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Criminal Justice)
Public Value	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Operational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>Addressing operational support as part of that collaborative vision is an opportunity to maximise savings from this area of the business to preserve resources that directly contribute to the delivery of operational policing. Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated Criminal Justice function to account for strategy, change and performance.</p> <p>The Criminal Justice Phase 1 collaboration seeks to unify the in-scope areas across Bedfordshire, Cambridgeshire and Hertfordshire into a single operational support function. As a key initiative of the BCH Strategic Alliance, the collaboration is being delivered to provide effective, efficient and economic operational support at a reduced cost whilst sufficiently enabling local policing in each force.</p> <p>The project objectives in section 5.4 above document the key</p>

Principle	Work Completed (Criminal Justice)
	<p>value for money outcomes.</p> <p>A business benefits baseline is being established. This will then feed into the Benefits Realisation Plan for the Project.</p>
Professional / Specialist Advice	<p>In preparing the OBC and FBC other forces who have collaborated similar functions were engaged with.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility. This enhanced the strength of the model which was developed.</p> <p>KPMG consultancy services provided specialist assistance and subject matter expertise throughout in developing the operating model along with commercial rigour and scrutiny.</p> <p>An external independent Assurance Review (i.e. Gateway Review) of the Full Business Case was conducted by Concerto LLP with site visits and interviews between the 5th and 9th October 2015 along with a detailed review of all the Project Documentation. The review made a number of recommendations which were incorporated into the final version of the FBC. The Assurance Review findings accompanied the presentation of the FBC to the Strategic Alliance Summit on 13th October 2015.</p>
Engagement and Communication	<p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases and the final Operating Model. Ongoing communication is continuing with internal customers. Governance arrangements are being put in place so the function can understand and deliver to customer needs plus be held to account.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are available on PCC Websites.</p>
Value for Money	<p>Cost savings of £0.6m delivered through:</p> <ul style="list-style-type: none"> • The establishment of a joint Senior Management Team (SMT); • The establishment of a joint Local Criminal Justice Administration Team; • A greater use of technology. The introduction of the

Principle	Work Completed (Criminal Justice)
	<p>Electronic Witness Statement (EWS) across BCH within the next 12 months should result in a decrease in demand for typed statements. The use of a digital storage solution for suspect interviews should reduce the administration time taken to manage recorded interviews.</p> <ul style="list-style-type: none"> • A reduction in demand for summaries of interviews for Magistrates Court cases. Based on current volumes and trends from Sept 14 to June 15 a reduction of 18% has been predicated for the next 6 months and has been taken into consideration in the design of the TOM. • The proportionate use of commissioned services for transcripts of interview and typed statements (until the EWS is fully embedded). • A reduction in the 'failure demand'. The use of Athena to manage tasks and store information will reduce the time taken to locate relevant information and manage CJS partner actions within nationally agreed timescales. • A reduction in the administration of tasks. The use of Athena should reduce the number of spreadsheets required and currently in use. • A move to a single central location supported by agile working. <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>
Risk Management	<p>Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Operational Support Governance Board.</p>
Equality	<p>As part of the Criminal Justice project, an Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed that there may be slight negative impacts on those with flexible working arrangements and those with disabilities as the new Target Operating Model may require additional travel for some roles. However the level of impact brought by the change was deemed to have been low.</p>

- The elements in Phase 1 of Criminal Justice collaboration will be fully operational from 1st April 2016 with Phase 2 following in 2017. Criminal Justice and Custody are combined into one Section 22.

6.0 Custody

- The Outline Business Case (OBC) for collaboration of Custody was approved at the Strategic Alliance Summit on 24th June 2015 with the Full Business Case (FBC) approved on 13th October 2015.
- The following functions were in the scope of the Custody collaboration:
 - Short-term Custody Estate
 - Staffing to Inspector level
 - Standard Operating Procedures
 - Processes
 - Contracts and procurement
 - Creation of a Performance and Policy Function
- The main advantages of a collaborated Custody function are:
 - **A more cost efficient staffing model** by reducing from a 5-team pattern to a 4-team pattern.
 - **Improved resilience** as a result of the reductions in shift numbers and greater interoperability across custody suites.
 - **Less reliance on frontline policing** - for example, increased resilience creates the opportunity for Custody to cover a greater percentage of cell watch duties, reducing the need for an officer to be brought off the street. In addition, the proposed Inspector model should also reduce the need for PACE cover from local policing.
 - **Consistent processes** - the adoption of the new operating model will see uniformity of process across BCH. Staff using Custody units across BCH will be working to a best practice single process assisted by the business benefits that Athena will bring.
 - By working together in a collaborative manner, each Force will move to maintaining two custody blocks in their County Area thus **making better utilisation of Estate**.
- The projected savings for Custody collaboration are £1.1m.
- The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Custody)
Public Value	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Operational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>Addressing operational support as part of that collaborative vision is an opportunity to maximise savings from this area of</p>

Principle	Work Completed (Custody)
	<p>the business to preserve resources that directly contribute to the delivery of operational policing. Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated Custody function to account for strategy, change and performance.</p> <p>Custody provision is a key operational support function. Improving service delivery through a single collaborated model will bring many benefits by better supporting the operational business as well as delivering savings through economies of scale and by implementing common policies and procedures. Athena delivery will bring efficient and effective common IT processes to Custody and Criminal Justice furthering the opportunities for long term cohesion of the function.</p> <p>The project benefits in section 6.3 above document the key value for money outcomes.</p> <p>A business benefits baseline is being established. This will then feed into the Benefits Realisation Plan for the Project.</p>
Professional / Specialist Advice	<p>In preparing the OBC and FBC other forces who have collaborated functions or which utilise greater technological solutions were engaged with.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility. This enhanced the strength of the model which was developed.</p> <p>Significant analytical work was conducted to examine demand, cell utilisation rates and also to consider key process aspects including detainee welfare and handovers.</p> <p>KPMG consultancy services provided specialist assistance and subject matter expertise throughout in developing the operating model along with commercial rigour and scrutiny.</p> <p>An external independent Assurance Review (i.e. Gateway Review) of the Full Business Case was conducted by Concerto LLP with site visits and interviews between the 5th and 9th October 2015 along with a detailed review of all the Project Documentation. The review made a number of recommendations which were incorporated into the final</p>

Principle	Work Completed (Custody)
	<p>version of the FBC. The Assurance Review findings accompanied the presentation of the FBC to the Strategic Alliance Summit on 13th October 2015.</p>
<p>Engagement and Communication</p>	<p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases and the final Operating Model. Ongoing communication is continuing with internal customers. Governance arrangements are being put in place so the function can understand and deliver to customer needs plus be held to account.</p> <p>Newsletters and emails were sent to staff to inform them of project progress. These, coupled with FAQs and a 'Talking Heads' video were made available on a dedicated Custody area of the Strategic Alliance site. In all communications, staff were encouraged to contact the team via a BCH Custody Project mailbox. Questions were reviewed by the project team and responses published online where appropriate. This is an ongoing process.</p> <p>Members of the Project Team have also made themselves available to staff through meetings and attendance at Custody training sessions across BCH. An Ambassadors meeting comprising of local Custody and Change team leads meets on a monthly basis to maintain effective communication. Throughout the project regular, open and transparent engagement sessions have been held with UNISON and the Federation. To capture National best practice the Project Team have also visited several forces outside of BCH and utilised the Police Online Knowledge Area (POLKA).</p> <p>A symposium entitled 'The Management and Handover of Risk in Police Custody' was held in Bedfordshire Headquarters on Friday 11 September. This multi-agency event – the first of its kind on this subject – was attended by Chief Inspectors, Custody Sergeants and subject matter experts from across the Eastern Region and beyond. Symposium speakers included representatives from the College of Policing, IPCC, HMIP and the NHS. The aims of the event were to share best practice and to identify ways of streamlining the process to become more efficient and effective in our management and handover of risk.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are</p>

Principle	Work Completed (Custody)
	available on PCC Websites.
Value for Money	<p>Cost savings of £1.1m delivered through (see sections 6.2 and 6.3):</p> <ul style="list-style-type: none"> • Staffing configuration for Custody across BCH, including staffing numbers, inspecting rank numbers and shift patterns; • Streamlined processes and demand reduction approaches; • More effective procurement practices and non-pay efficiencies. • An agreed set of processes to be aligned during the implementation phase of the collaboration project; • Better utilisation and rationalisation of custody estate. <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>
Risk Management	Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Operational Support Governance Board.
Equality	<p>As part of the Custody project, an Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals.</p> <p>Internally, the Assessment showed that there may be slight negative impacts on those with flexible working arrangements and those with disabilities as the new Target Operating Model may require additional travel for some roles. However the level of impact brought by the change was deemed to have been low.</p> <p>Externally, in designing a new Custody service, any service reliant on self-service or increased use of ICT could potentially have a disproportionate impact on the protected characteristics</p>

Principle	Work Completed (Custody)
	<p>of age and disability based around the issue of access to an effective use of ICT. A new service that includes a surgery style approach may have a disproportionate impact on the protected characteristic of disability, age and pregnancy / maternity based around the issues of mobility. Both these factors above could potentially disproportionately affect lower income and lower socio-economic group service users where there may be cost implication for access to services. Although current Custody practices recognise each protected characteristic this project provides the opportunity to revisit them. This is particularly relevant in relation to custody interaction. These factors will be featured within the final implementation and monitored. The objective is to design a model which results in not service user complaints as a result of the above factors.</p>

- The collaborated Custody Department will be fully operational from late 2016 (at which point the Section 22 will be updated to reflect the move from managing 'business as usual' to a collaborated BCH unit following staff consultation) and further phases will then be implemented within a continuous improvement culture. Criminal Justice and Custody are combined into one Section 22.

7.0 Recommendation

- To note the decision to sign the Section 22 for Information Management Department and a combined Section 22 for Criminal Justice and Custody including the associated functions and services.
- The Commissioner is asked to sign a Decision Notice to approve the Collaboration of the Information Management Department Agreement under section 22A of the Police Act 1996 (as amended).
- The Commissioner is asked to sign a Decision Notice to approve the Collaboration of the Criminal Justice and Custody Business Area Agreement under section 22A of the Police Act 1996 (as amended).