



HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Local Policing+ Inspection Programme

Inspection of custody centre located in Aberdeen City Division

May 2015





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HM Inspectorate of Constabulary in Scotland

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012 and has wide-ranging powers to look into the '*state, effectiveness and efficiency*' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).¹

We have a statutory duty to ensure that the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions.
- The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions.
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit.
- Where we make recommendations, we will follow them up and report publicly on progress.
- We will identify good practice that can be applied across Scotland.
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.²

We are a member of the United Kingdom's National Preventive Mechanism, a group of organisations which independently monitor places of detention, including police custody, under the Optional Protocol to the United Nations Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.³

This inspection was undertaken by HMICS in terms of Section 74(2)(a) of the Police and Fire Reform (Scotland) Act 2012 and is laid before the Scottish Parliament in terms of Section 79(3) of the Act.

¹ Chapter 11, Police and Fire Reform (Scotland) Act 2012.

² HMICS, *Corporate Strategy 2014-17* (2014).

³ For more information, see <http://www.hmics.org/what-we-do/national-preventive-mechanism-npm>.



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Our inspection

The aim of this inspection was **to assess the treatment of and conditions for those detained in police custody centres located in Aberdeen City Division**. The division is served by one custody centre at Kittybrewster in Aberdeen.

The inspection is part of an on-going programme of custody inspections which contribute to the United Kingdom's response to its international obligations under the Optional Protocol to the United Nations Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by a National Preventive Mechanism (NPM), an independent body or group of bodies which monitor the treatment of and conditions for detainees. HMICS is one of several bodies making up the NPM in the UK.⁴

Our inspections are based on an inspection framework which ensures a consistent and objective approach to our work. The framework consists of six themes:

- Outcomes
- Leadership and governance
- Planning and process
- People
- Resources
- Partnerships



Each theme is supplemented by a range of indicators setting out what we expect to find during our inspections. In relation to custody, the 'outcomes' theme features additional indicators specific to custody.⁵ These focus on the treatment of and conditions for detainees. Our custody inspections which take place during our Local Policing+ Inspection Programme⁶ will be predominantly focused on these custody-specific outcomes, but we will also comment on the other themes from our framework where appropriate.

We inspected Kittybrewster in March 2015. This was an unannounced inspection during which we assessed the physical environment at Kittybrewster, interviewed detainees and custody staff, observed key processes and reviewed the custody records of those detained at the time of our inspection. We also took into account the views and experiences of officers and staff working in Aberdeen City Division. Unannounced inspections can limit what we see during our visits to custody as we may only observe what we find at the time of our visit. On this occasion, for example, there was limited opportunity to observe or comment on the delivery of health care to detainees.

⁴ For more information, see <http://www.hmics.org/what-we-do/national-preventive-mechanism-npm>.

⁵ Our custody inspection framework is available at <http://hmics.org/publications/hmics-custody-inspection-framework>.

⁶ Our Local Policing+ Inspection Programme is a rolling programme of inspections of each of the local policing divisions in Scotland.



Our inspection of Kittybrewster follows our thematic inspection of police custody arrangements in Scotland, published in 2014.⁷ As a result of that inspection, we made 15 recommendations and suggested Police Scotland consider 39 improvement actions. Police Scotland has developed an implementation plan for these recommendations and actions. Where relevant, we have taken the opportunity to comment on progress made against our previous recommendations in this report and will continue to do so during the custody inspections that take place as part of our local policing inspection programme. Where we find sufficient evidence, we will discharge those recommendations.

HMICS wishes to thank the officers and staff of Custody Division for their assistance during our visit to the custody centre at Kittybrewster. The inspection was carried out by Laura Paton and Tina Yule, Lead Inspectors at HMICS.

Derek Penman QPM

HM Inspector of Constabulary in Scotland
May 2015

⁷ HMICS, *Thematic inspection of police custody arrangements in Scotland* (2014).



Key findings

- Kittybrewster provides a good custody environment for detainees and an improved working environment for staff.
- The arrival and departure of detainees was managed safely and securely.
- The process of carrying out checks on detainees to identify warning markers could have been managed more efficiently.
- The charge bar area was well designed and afforded detainees privacy.
- Detainees were not routinely asked whether it was their first time in police custody. Seeking this information can help to inform the risk assessment.
- It was not always clear why a detainee had been assessed as low or high risk, nor was the rationale for the subsequent care plan always apparent.
- When carrying out risk assessments, insufficient regard was had to the age of those over 16 but under 18.
- Cells were in good condition, but there were no adaptations or aids for detainees with mobility difficulties.
- Male and female detainees were held on mixed cell corridors.
- Security was good: access to the centre was regulated and there was effective key control.
- Staff working at Kittybrewster were professional and courteous.
- Detainees told us they were treated with fairness and respect.
- Detainees were not routinely offered showers or exercise.
- Each team staffing Kittybrewster carried a vacancy and cover was drawn from local policing divisions.
- It is not yet clear whether Custody Division has identified the correct resourcing model for Kittybrewster.



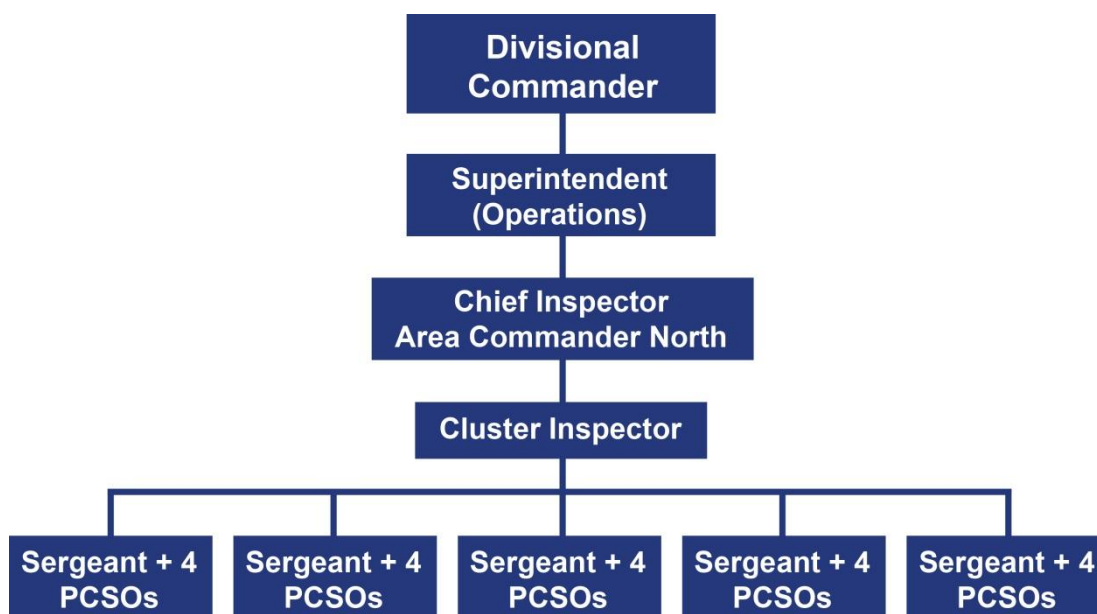
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Context

1. Custody is delivered throughout Scotland by a single Custody Division. This division is one of several national divisions which sit alongside and support the 14 local policing divisions. Custody Division was established to promote consistency in working practices across custody centres in Scotland.⁸ The division is led by a Chief Superintendent, who reports to an Assistant Chief Constable and, in turn, to the Deputy Chief Constable with responsibility for local policing. Custody is delivered in accordance with the custody standard operating procedure (the 'custody policy').⁹
2. This was our first inspection of Kittybrewster, a custody centre which opened in June 2014. The new centre was built at a cost of £12 million to increase custody capacity in Aberdeen and the North East, to allow the police service to rationalise the number of custody centres in the area, and to improve on existing facilities which were not thought to meet current Home Office standards on custody design. Kittybrewster serves both Aberdeen City and neighbouring divisions. Around 900 detainees are held in Kittybrewster each month. Kittybrewster is staffed by five teams working shifts and is overseen by a cluster inspector who also has responsibility for the primary custody centres at Fraserburgh and Elgin, as well as other ancillary centres in the North East.

Figure 1 – Staffing and management of Kittybrewster Custody Centre



⁸ There are 101 custody centres in Scotland. This includes 36 primary police custody centres, six centres which open on weekends only and 59 ancillary centres. Primary centres are those which are open all the time, while ancillary centres are used infrequently e.g. when primary centres are at full capacity.

⁹ Police Scotland, *Care and welfare of persons in police custody – standard operating procedures* (2014).



PIRC investigations

3. The Police and Investigation Review Commissioner (PIRC) is an independent, statutory body whose role includes investigating the most serious incidents involving the police. Recommendations directed to Police Scotland by PIRC (and HMICS) are collated in an improvement plan which is overseen internally by the service's Senior Leadership Board and reported to the Scottish Police Authority. HMICS also has a role in following up on recommendations made by PIRC during the course of our own inspections.¹⁰

4. Since its opening, PIRC has carried out two investigations at Kittybrewster. The first involved a death in custody. PIRC has submitted the report of its investigation to the Crown Office and Procurator Fiscal Service and a Fatal Accident Inquiry will take place. The report is not yet publically available. The second investigation was into the serious injury of a person detained at Kittybrewster, an incident which Police Scotland had referred to PIRC for investigation. PIRC found that there had been delays in custody staff seeking medical treatment for a detainee who complained of having a broken arm.¹¹ It recommended that Police Scotland examines the extent to which staff at Kittybrewster are adhering to national policy and procedures in respect of the care and management of prisoners. During our inspection of Kittybrewster, which took place around five months after the incident, we noted no delays in seeking medical treatment for the small number of detainees in custody at the time of our visit.

¹⁰ See *Memorandum of Understanding between the Police Investigation and Review Commissioner and HM Inspector of Constabulary for Scotland* (2014).

¹¹ PIRC, *Investigation Findings – Serious injury following police contact, Aberdeen, 26 October 2014* (published 30 April 2015).

Outcomes

Treatment and conditions

5. Kittybrewster is a state-of-the-art 60-cell custody centre which provides a good custody environment for detainees¹² and an improved working environment for staff. The physical environment is one of the best, if not the best, in Scotland and we commend the legacy Grampian Joint Police Board for its investment in the custody estate and Police Scotland and the Scottish Police Authority for successfully completing the project. We also welcome the increased custody capacity in Aberdeen which minimises the need to transfer detainees from Aberdeen to custody centres in other areas. The opening of Kittybrewster has also allowed rationalisation of the custody estate in the area, thereby decreasing the number of police officers and staff required for custody duties.

Arrival in and release from custody

6. The arrival and departure of detainees is managed safely and securely and can be monitored by CCTV. The centre has a secure vehicle docking area which is large enough to accommodate several police vehicles at one time, as well as the larger prisoner escort vehicles used to take detainees to court.
7. On arrival, detainees remain in a holding area pending checks being carried out to identify if there are any warning markers that may indicate, for example, a history of violence or self-harm. Only some custody staff are trained to carry out these checks however, and we heard from local policing officers that this can cause delays in processing detainees. In our thematic inspection of police custody arrangements, we found that police control rooms in some areas completed these checks while the detainee was en-route to the custody centre, thereby expediting the booking in process. We have previously suggested to Custody Division that checks are completed at the earliest opportunity and prior to presentation at the charge bar.¹³ We would urge the division to ensure that those people working permanently or regularly in custody are trained to carry out the checks.


Improvement action 1

Custody Division should assess demand and ensure that a sufficient number of custody staff on each shift at Kittybrewster are trained to carry out checks.

8. Once checks are complete, detainees are booked in by custody staff. This process may be completed by a constable or a Police Custody Security Officer (PCSO), a member of police staff. Booking in takes place at the 'charge bar' (custody reception desk). There are four charge bars at Kittybrewster, as well as an additional room which may be used to book in detainees whose cases may be particularly sensitive, or who may require an interpreter. The charge bar in this room is also at waist height (in contrast to the other five charge bars which are at chest height) and would therefore be suitable for detainees who use a wheelchair

¹² In this report, the term 'detainee' is used to refer to all those held in police custody. It includes those who have been arrested and those who have been detained under section 14 of the Criminal Procedure (Scotland) Act 1995 and other statutory provisions.

¹³ Improvement action 2, HMICS, *Thematic inspection of police custody arrangements* (2014).



or who may require to be seated during the booking in process. The charge bar area is well designed, with charge bars affording detainees privacy when answering sensitive questions during the booking in process. The four charge bars are arranged in a semi-circle, with the custody sergeant having a desk at the centre on a raised platform. This allows the sergeant to see all charge bars from one position, facilitating oversight of the booking in process.

9. While five charge bars are available and could operate at times of peak demand, current staffing levels allow only two or three to operate at one time. As well as booking detainees in, custody staff must also carry out essential duties relating to the care of detainees. Local officers expressed frustration about queuing in the holding area with their detainee during busy periods and while some charge bars remained closed. They felt there should be additional custody staff to process detainees so that local officers can return to their duties more quickly. We acknowledge however that Police Scotland must strike a balance between abstracting officers from local policing to boost custody resources, and individual officers being engaged at the custody centre for shorter periods of time.
10. During our visit, the detainees we observed being released from custody were all attending court. We were therefore unable to observe any pre-release risk assessments for detainees being released to the community. When we analysed a sample of custody records however, we found no information regarding pre-release risk assessments and this is an issue we will revisit in future inspections.¹⁴
11. Each morning, a private contractor (G4S) attends the custody centre to collect and escort those detainees who are due at court. A Person Escort Record, providing information about the detainee and any risk factors, is prepared by custody staff and given to escorting staff. At Kittybrewster, we observed the efficient handover of detainees and their records.

Risk assessment

12. During the booking in process, a risk assessment is completed for every individual who comes into police custody. Effective risk assessment is vital for the appropriate care and management of detainees. The assessment is based on a range of evidence including information about an individual's previous history in custody, the circumstances which have led to the arrest or detention, information supplied by the arresting or detaining officers and observations by custody staff. A key element of the assessment is the vulnerability questionnaire, when custody staff ask the detainee about their history of drug or alcohol misuse and whether they are currently under their influence. Custody staff will also ask about the detainee's medical history and their current state of mind, and whether they have any injuries or any thoughts of self-harm. It is essential that detainees understand these questions and that they are encouraged to be forthcoming in their responses. Although a PIRC investigation found that staff at Kittybrewster had failed to act upon a detainee's claim that he had a broken arm (see paragraph 4), we found that injuries were recorded and responded to appropriately for the small number of detainees we observed being booked in. The booking in process is also captured by CCTV and a sample of these will be reviewed during audits conducted by the division.

¹⁴ Improvement action 10, HMICS, *Thematic inspection of police custody arrangements* (2014)



14. We saw custody staff engaging well with detainees when asking these sensitive questions and accurately recording their responses. However, we also saw one detainee whose first language was not English and who struggled to understand the questions asked. The staff persisted with the assessment, despite the need for an interpreter. Eventually, the custody staff agreed that an interpreter would be required for the investigative interview by the police. We would have expected that the vulnerability questionnaire be repeated with the interpreter's assistance, but we found no evidence on the detainee's custody record that this happened. Custody staff should be less reticent to use the available interpretation services and should record any instances where an interpreter is later used to re-deliver a vulnerability questionnaire or a detainee's legal rights.

Improvement action 2

Custody Division should ensure that custody staff make use of interpreters whenever needed, in accordance with Police Scotland policy.

15. The vulnerability questionnaire used at Kittybrewster was comprehensive and included asking all female detainees whether they were pregnant. However, the questionnaire did not include asking detainees whether it was their first time in custody. It can be helpful to establish whether this is the case to help inform the risk assessment and take this into account during the period of detention.
16. The initial risk assessment process concludes with custody staff determining what is effectively a 'care plan' for the detainee and these are reviewed by the custody sergeant. At Kittybrewster, this involves determining whether the individual is 'high' or 'low' risk, and what level of observations they should receive. Observations can either be constant, or at 15, 30 or 60-minute intervals. All detainees were subject to at least hourly rousing which we have previously said may be disproportionate in some cases.¹⁵
17. We reviewed the custody records of those who were detained at the time of our visit.¹⁶ It was not always clear to us from the information recorded on the risk assessment why a detainee had been assessed as high or low risk, nor was it always clear why a particular level of observations had been chosen. For example, a high risk detainee was observed at 60-minute intervals, while another low risk detainee was observed every 30 minutes. Custody staff should be encouraged to provide a more detailed rationale for their assessment and care plan that takes account of the multiple and often complex issues considered during the risk assessment. We will continue to monitor risk assessments during future inspections of custody centres.

Improvement action 3

Custody Division should encourage custody staff to provide and record a more detailed rationale for their risk assessment and care plan.

¹⁵ Recommendation 7, HMICS, *Thematic inspection of police custody arrangements in Scotland* (2014).

¹⁶ This involved a review of the electronic custody record, as well as cell sheets. Cell sheets are kept outside a detainee's cell and are used to log events and interactions such as observation visits, meals, interviews etc.



18. The Criminal Justice (Scotland) Bill currently before the Scottish Parliament will change the law in relation to 16 and 17-year-olds in police custody. One of the policy objectives of the Bill is to ensure the highest standard of protection is offered to children who are involved in the criminal justice process. It states that in taking any decision regarding the arrest, detention, interview and charging of a child by the police, the best interests of the child shall be a primary consideration. A child is defined as someone under the age of 18. While not yet passed, the principles of the Bill have already been agreed by the Scottish Parliament. This Bill will reinforce the need to take account of a child's age during risk assessments in custody so that the child's best interests can be established and acted upon.
19. At the time of our inspection, a 16-year-old was detained overnight in custody. While the law currently permits 16 and 17-year-olds to be treated as adults for detention purposes, we would nonetheless have expected the detainee's age to have been a factor in his risk assessment and care plan. In this case, the detainee's age had not been taken into account and was not seen by custody staff to merit any additional safeguards. There was a lengthy delay in the detainee's mother being contacted, despite repeated requests for this to be done.

Improvement action 4

Custody Division should ensure that age is taken into account alongside other factors when carrying out risk assessments in custody. Risk assessments should also take account of whether it is a detainee's first time in custody.

20. Risk assessments should be reviewed throughout a detainee's stay in custody, taking account of their changing state of mind, any health issues and any additional information that becomes available. We saw evidence of reviews being carried out and observation levels being adapted in light of detainees' changing state of health, behaviour and demeanour.

Custody environment

21. As noted above, the custody environment at Kittybrewster is superior to that of most other custody centres we have visited. The centre is clean and its condition is very good.
22. The cells are organised in six corridors of 10 cells each. Each cell is of a good size, has natural light, a bench on which detainees can sit or lie down, a toilet and a sink. Cells also have a call button which detainees can use to summon assistance, and detainees are provided with a mattress and blankets. Cells are generally in very good condition. Every cell can be monitored by CCTV and toilets are appropriately pixelated to provide detainees with privacy.



23. While detainees are accommodated in single cells and there is no physical interaction between detainees, we would have expected staff to designate 'male' and 'female' corridors which would maximise privacy and minimise the possibility of any verbal interaction which some detainees may find intimidating. We appreciate that when the centre is operating close to capacity, it may not be possible to dedicate an entire corridor to female detainees given the preponderance of male detainees, but gender separation should be sought whenever possible. This would be in keeping with international standards¹⁷ as well as Police Scotland's custody policy which states that, 'male and female custodies are to be kept in separate cells and, wherever possible, in separate areas within the cell accommodation'.¹⁸

Improvement action 5

Custody Division should ensure that male and female detainees are held in separate areas within the cell accommodation wherever possible.

24. The benches in each cell are at a low height and we were told that they had been designed in accordance with Home Office guidelines on custody facilities.¹⁹ Low benches are preferred to minimise the risk of injury should detainees falls off the bench. This is a particular risk for those who may be under the influence of alcohol or drugs. While we appreciate guidelines may have been followed, the low bench height poses problems for detainees with mobility difficulties. We saw one detainee using crutches who was unable to move himself on and off the bench because it was too low. Staff were alert to this and put additional mattresses on the bench to raise its height, but the mattresses were thin and only a few could be used before the mattresses themselves posed a safety risk. Staff did their best to make the detainee as comfortable as possible and provided assistance to the detainee when he needed to sit or stand. A higher bench would have been more accessible to the detainee, and would have minimised the need for staff to provide physical assistance which may put the detainee and staff themselves at risk. Some custody centres have higher benches in one or two of their cells. Alternatively, the Home Office advises the purchase of specific mattresses to be used with the low benches for those with mobility difficulties. The mattresses are more suitable for stacking, and can be used to raise the height of the bench.

Improvement action 6

Custody Division should review the availability of adaptations or aids at Kittybrewster to improve accessibility of cells used by detainees with mobility difficulties.

¹⁷ See, for example, the UN Standard Minimum Rules for the Treatment of Prisoners. Rule 8(a) refers to the separation of men and women detained within the same institution. While the Rules refer to 'prisoners', Rule 8 refers to all categories of prisoner, including those who are untried.

¹⁸ Police Scotland, *Care and welfare of persons in police custody – standard operating procedures* (2014).

¹⁹ Home Office, *Police Buildings Design Guide – Custody*.



25. We have previously been concerned about the security of some custody centres and recommended that Police Scotland conduct a security audit at each centre.²⁰ Such an audit has been conducted at Kittybrewster and we found security there to be effective. Access to the centre was regulated and there was good key control with custody staff allocated a set of keys for the duration of their shift.

Health and safety

26. Custody Division reviews health and safety issues on a regular basis, taking into account issues such as use of force, exposure to violence and adverse incidents. A detailed fire plan was in place for Kittybrewster and a survey carried out by the Scottish Fire and Rescue Service concluded the centre is low risk. While a full practice evacuation of the custody centre was still to be undertaken, we noted that there were sufficient handcuffs for all detainees should an evacuation be required.
27. At the time of our visit, two workplace inspections had been carried out jointly by the Scottish Police Federation and Unison. The second inspection found that the majority of recommendations made at the first inspection had been implemented and that workplace safety had improved as a result. We welcome the value added by these staff association inspections.

Detainee care

28. We found those working in the custody centre to be professional and courteous, and the detainees we spoke to told us they had been treated with fairness and respect. Staff were generally aware of the need to identify and cater for the diverse needs of detainees, including religious needs. Religious texts and prayer mats were available. Meals to suit a range of diets were available, and staff told us they were happy to provide additional meals if requested. Reading materials were available for detainees although only in English.
29. When detainees require replacement clothing, staff make ad hoc purchases from local supermarkets. It would be more cost effective and efficient if Kittybrewster had a stock of replacement clothing, as we have seen in other custody facilities.²¹
30. There are showers on three of the six cell corridors (there is space for a shower on the remaining three corridors but no shower was installed). At the time of our visit, one shower was not working. Custody staff are required to be present when a detainee showers to ensure the safety and security of the detainee. Staff told us that there was often not enough time for them to supervise detainees showering before going to court, and that the showers were used infrequently. Instead, detainees are generally offered the chance to wash at a sink in the corridor. The sink in the corridor is slightly larger than those in the cells which are suitable only for handwashing. The design of this sink however makes washing impractical – the sink is essentially a hole in the wall and staff have learned to warn detainees that leaning in to get closer to the water may result in bumping their heads on the wall. The sink is an automated washer and dryer with water flowing for around 15 seconds only, followed by around 35 seconds of drying time. This makes washing or shaving a rather impractical and lengthy experience and we urge Custody Division to review the washing facilities.

²⁰ Recommendation 4, HMICS, *Thematic inspection of police custody arrangements in Scotland* (2014).

²¹ See Improvement action 17, HMICS, *Thematic inspection of police custody arrangements in Scotland* (2014).



Improvement action 7

Custody Division should review the washing facilities at Kittybrewster.

31. We were pleased to see that unlike many other custody centres, Kittybrewster has a secure, open-air exercise yard. However, we were told this exercise yard was rarely used. We have previously stated that all detainees held for more than 24 hours should be able to shower and exercise.²²

Individual rights

32. Appropriate grounds for detention existed for the small number of detainees in custody at the time of our inspection, and the detainees were held for no longer than was required. Solicitors were contacted when requested. All detainees were provided with a Letter of Rights, a short booklet setting out their rights. Staff were aware that this booklet was available in a range of languages should this be required. Kittybrewster is well-equipped with eight solicitor consultation rooms and 12 interview rooms. Appropriate adults were not used for any detainees during our inspection, but staff told us that availability was generally good except out-of-hours when there can sometimes be a delay before the appropriate adult attends the custody centre.

Health care

33. Health care provision at Kittybrewster is provided by NHS Grampian. There is currently no on-site provision, but doctors attend when required. Medical attention was sought and provided for those detainees who were in need of it during our inspection. There was a referral scheme in place for those with alcohol and substance misuse problems.

²² See paragraphs 61-66 and Recommendation 8, HMICS, *Thematic inspection of police custody arrangements in Scotland* (2014).



Resources

34. There are five shifts at Kittybrewster each staffed by a team made up of a sergeant and four PCSOs. There is a good gender balance on each team, but every team is currently carrying a vacancy. The PCSO vacancies have not been filled pending a national review of custody and, when needed, cover is provided by constables from either Aberdeen City or Aberdeenshire and Moray Divisions. The teams are also supplemented by additional constables from the two local policing divisions during busier weekend periods. Custody-trained constables and sergeants from the local policing divisions also cover for any periods when custody staff are sick, on leave or attending training. The cluster inspector ensures those officers are kept up to date with custody issues through regularly briefings. Being abstracted from their regular duties and providing cover for Custody Division was a source of frustration among the community policing officers we spoke to during our inspection of Aberdeen City Division.²³
35. A review of the resourcing model for Kittybrewster has been carried out to reflect learning from the centre's first few months of operation. This resulted in changes to resourcing and the reallocation of responsibilities among custody team members. However, custody staff told us they still felt under pressure at busier times. This, coupled with the inability of staff to provide showers and exercise for detainees due to time pressures, suggests that the division has not yet identified the correct resourcing model for Kittybrewster. The resourcing model should be kept under review, taking into account demand and the possibility of further increasing resources at periods of peak demand (see also paragraph 10).

Improvement action 8

Custody Division should satisfy itself that it has identified the correct resourcing model for Kittybrewster.

²³ See HMICS, *Local Policing+ Inspection Programme: Inspection of Aberdeen City Division* (2015), paragraph 113.



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About Her Majesty's Inspectorate of Constabulary in Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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