

The proposed revisions for the policing services in Northern Ireland are the most complex and dramatic changes ever attempted in modern history.

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*Oversight Commissioner
Al Hutchinson*

This is the 18th report of the Oversight Commissioner for Policing Reform, a role recommended to support the implementation of the 175 recommendations made by the Independent Commission on Policing Reform for Northern Ireland, more commonly known as the Patten Commission. This is my penultimate report and represents a detailed listing of the recommendations and associated performance indicators that remain to be completed. All previous oversight reports can be found on our website at www.oversightcommissioner.org. My next and final report will be released in May of 2007 following a final oversight team evaluation in April of 2007.

The purpose of this present report is to indicate the work that remains by clearly identifying the 46 recommendations and 103 performance indicators that require completion by the various stakeholders, principally the Police Service of Northern Ireland. The format of this report is similar to previous ones in that it follows the topical areas identified by the Independent Commission, for example Human Rights, Accountability, Policing with the Community and others. Each chapter briefly reviews the background and context, followed by an embedded table which notes the recommendation status in June of 2006, and finally a listing of each unimplemented recommendation and associated performance indicators. It should be understood that any progress made since June of 2006 is not reflected in the tables and will be dealt with in full detail in my final report next May.

While I do not expect that all of the recommendations will be implemented in time for my final report there is certainly more work that can be completed. Some issues, such as the devolution of policing and justice powers to the Northern Ireland Assembly, will be subject to the ongoing political process and dialogue and will likely remain unfinished by May of 2007. Other issues, such as the securing of funding for the new Police College of Northern Ireland are more amenable to rapid decision making and progress, and certainly could be resolved by the end of the oversight mandate. It is also possible to achieve further progress in the appropriate civilianisation of the Police Service of Northern Ireland, and on such things as the estate and training strategies.

Policing includes not only the development of the Police Service of Northern Ireland but the establishment and functioning of the systems of governance and accountability in the form of the Policing Board, the District Policing Partnerships and the Ombudsman. It is important that I remind people once again of the significant progress made in the policing of Northern Ireland over the past five years, led by these institutions of policing. Progress is not only indicated by functioning institutions such as the Policing Board and Ombudsman, but it is clearly indicated by the relatively few recommendations remaining, many of which should be completed or have demonstrated further progress by May of 2007.

It is also important to acknowledge that further progress on policing cannot be measured solely by structures, systems and processes developed or put in place over time, but on the relationship of the police with those being policed, and the relative views and perspectives of each group toward the other. In this sense, it must be stated again that the degree of progress and change in



policing over the past five years has been significant, with steadying if not increasing levels of dialogue, trust and support for policing within all communities. The role of political leadership is equally crucial in the development of effective, representative and accountable policing for all communities in Northern Ireland, but in this respect progress remains elusive; as I have noted on several previous occasions, collective politics has to date failed policing in Northern Ireland.

The role of policing in Northern Ireland, while always topical, is at a particularly sensitive stage in the ongoing political dialogue and in particular the eventual devolution of policing and justice powers to the Northern Ireland Assembly. The Independent Commission clearly felt that devolution of these powers was a desirable objective, basing many of its subsequent recommendations on this form of representation and accountability. It recommended in 1999 that responsibility for policing “be devolved to the Northern Ireland Executive as soon as possible, except for matters of national security”. I agree with this vision but it has obviously not yet been achieved, and I can only hope that there will eventually be a positive outcome that will benefit all communities in Northern Ireland.

As always, I want to end on an optimistic note. It is that the leadership and progress demonstrated by the Police Service, the Policing Board and Ombudsman in a short five year process should instil confidence in the public that the policing institutions of Northern Ireland will continue to move towards an increasingly effective, representative and accountable Police Service for all residents.

H. Alan Hutchinson
Oversight Commissioner



DPP	District Policing Partnership
GB	Great Britain
HQ	Head Quarters
IT	Information Technology
NGO	Non-Governmental Offices
NIO	Northern Ireland Office
PACE	Police and Criminal Evidence
PBR	Plastic Baton Round
PRRT	Police Retraining and Rehabilitation Trust
PSNI	Police Service of Northern Ireland
TED	Training, Education and Development
UK	United Kingdom
UN	United Nations

▶▶ human rights



Background

Quoting the 1998 Belfast Agreement, the Independent Commission on Policing for Northern Ireland noted that the fundamental purpose of policing should be the: “protection and vindication of the human rights of all”. In order to achieve this goal, the Independent Commission recommended that the Police Service develop a: “comprehensive programme of action to focus policing in Northern Ireland on a human rights-based approach”, and that the performance of the Police Service in implementing such a programme be monitored closely by the Policing Board. The Independent Commission recommended several specific actions that the Police Service should take to bring about a greater emphasis on human rights in Northern Ireland policing. They were:

- promulgation of a new oath for all serving officers;
- development of a code of ethics;
- expansion of human rights training for all police officers, recruits as well as serving officers, and civilian staff;
- incorporation of human rights awareness and practice in the performance evaluation of individuals; and,
- appointment of a lawyer to advise the Police Service about the human rights implications of its activities.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
1. Human Rights Based Approach to Policing	✓				
2. New Police Oath	✓				
3. Code of Ethics	✓				
4. Human Rights Training		✓			
5. Appraisal of Human Rights Performance	✓				
6. Appointment of Lawyer with Human Rights Expertise	✓				
7. Monitoring Human Rights Performance	✓				

Remaining Recommendation

Recommendation 4: Training in Human Rights

Patten Recommendation:

4. All police officers, and police civilians, should be trained (and updated as required) in the fundamental principles and standards of human rights and the practical implications for policing. The human rights dimensions should be integrated into every module of police training.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicators:

- (7) Plan for selecting, training, and supervising the teachers of this component.
- (8) Plan for evaluating the training.
- (10) Evidence that the police service has been open to the evaluation of training by responsible Non-Governmental Offices (NGOs).
- (11) Plans for the service to evaluate the achievement of learning outcomes and the impact of the teaching on behaviour.

Note The Policing Board's Human Rights Advisors are also closely monitoring human rights training issues and progress.

▶▶ **accountability**



Background

The Independent Commission devoted 35 of its 175 recommendations to providing oversight mechanisms designed to ensure the accountability of policing to the public and the law. Its recommendations cover the role of the Police Ombudsman and the creation of a Policing Board, District Policing Partnerships, a Commissioner and complaints tribunal for covert law enforcement operations, and the strengthening of financial accountability.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
8. Creation of Policing Board	✓				
9. Policing Board to Hold Chief Constable Publicly to Account	✓				
10. Policing Board to Set Objectives and Priorities over a 3 to 5 Year Period	✓				
11. Policing Board to Adopt an Annual Policing Plan	✓				
12. Policing Board to negotiate Annual Policing Budget	✓				
13. Monitoring Police Performance	✓				
14. Policing Board Role in Police Appointments	✓				
15. Policing Board coordination with Other Agencies	✓				
16. Policing Board to have 19 Members, 10 of whom should be Assembly Members	✓				
17. The Nine Independent Members of the Board to be selected from a Range of Different Fields	✓				
18. Independent Members of the Board to be Appointed by Secretary of State, in Consultation with First and Deputy First Ministers	✓				
19. A Board Member to be Appointed by Secretary of State to be First Chairman of the Board	✓				
20. Devolution of Responsibility for Policing to Northern Ireland Executive				✓	
21. Powers of the Policing Board to Continue				✓	
22. Simplification of Roles in Tripartite Arrangement	✓				
23. Repeal of Power to Issue Guidance to the Police	✓				
24. Chief Constable deemed to have Operational Responsibility	✓				

Chapter & Recommendation	Implementation Status					
	Accountability	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
25. Policing Board to have Power to Require Chief Constable to Report on any Issue	✓					
26. Policing Board to have Power to Initiate Inquiries	✓					
27. Creation of District Policing Partnerships (DPPs)	✓					
28. Arrangements for Belfast	✓					
29. Monthly meetings between DPPs and District Commanders	✓					
30. DPPs to submit an Annual Plan to District Councils	✓					
31. Administration Costs of DPPs	✓					
32. Expenditure by DPPs						✓
33. Consultative Forums at Local Level	✓					
34. Contacts Between Policing Board and DPPs	✓					
35. Meetings of the Policing Board	✓					
36. Meetings of the DPPs	✓					
37. Openness of the Police Service			✓			
38. Role of the Police Ombudsman	✓					
39. New Covert Policing Legislation Compliant with European Convention on Human Rights	✓					
40. Commissioner for Covert Law Enforcement	✓					
41. Complaints Tribunal for Cases Involving Covert Law Enforcement Operations	✓					
42. Strengthening of Financial Accountability	✓					
43. Designation of Chief Constable as Sub-Accounting Officer	✓					



Remaining Recommendations

Recommendations 20 and 21 - Devolution of Responsibility for Policing

Patten Recommendation

20. Responsibility for policing should be devolved to the Northern Ireland Executive as soon as possible, except for matters of national security.
21. The powers of the Policing Board proposed in this report, in relation to both government (as now represented by the Secretary of State) and the Chief Constable, should in no way be diminished when the government role in the tripartite arrangement passes to the Northern Ireland Executive.

Lead Responsibility: NIO/Northern Ireland Executive

Remaining Performance Indicator:

- (1) Examination upon implementation.

Recommendation 32: Expenditures by District Police Partnerships

Patten Recommendation:

32. District Councils should have the power to contribute an amount initially up to the equivalent of a rate of 3p in the pound towards the improved policing of the district, which could enable the DPP to purchase additional services from the police and other statutory agencies, or from the private sector.

Lead Responsibility: NIO/Executive Committee

This recommendation was not accepted by Government.

Recommendation 37: Openness of the Police Service

Patten Recommendation:

37. The police service should take steps to improve its transparency. The presumption should be that everything should be available for public scrutiny unless it is in the public interest - not the police interest - to hold it back.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicator:

- (4) Comparison with “best practices” in this regard in UK, Ireland, Europe, Canada and the US.

Note This has been initially completed and will be subject to a final verification in April of 2007.

▶▶ **policing with the community**



Background

The Independent Commission recommended that policing with the community be the core function of the Police Service and of every police station. Crucial to the new beginning envisioned by the Independent Commission, the theme of policing with the community has implications for the structure of the Police Service, for its management, culture, recruitment and training. The long term goal was to deliver truly effective, locally-based policing that would not only address some of the current issues unique to Northern Ireland, but put it at the leading edge of policing in the United Kingdom, Ireland and internationally.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
44. Community Policing as a Core Function		✓			
45. Dedicated Neighbourhood Policing Teams		✓			
46. Service in Neighbourhood Policing Teams	✓				
47. Police Probationary Training	✓				
48. Patrolling on Foot	✓				
49. Role of Neighbourhood Policing Teams		✓			
50. Crime and Complaint Pattern Analysis	✓				
51. Attendance at Police Training Courses	✓				

Remaining Recommendations

Recommendation 44: Community Policing as a Core Function

Patten Recommendation:

44. Policing with the community should be the core function of the police service and the core function of every police station.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicator:

(8) Evidence of co-ordination, co-operation, and partnership in identifying community priorities and action plans.

Recommendation 45: Dedicated Neighbourhood Policing Teams

Patten Recommendation:

45. Every neighbourhood (or rural area) should have a dedicated policing team with lead responsibility for policing its area.

Lead Responsibility: Chief Constable/District Commanders

Remaining Performance Indicators:

- (5) An accounting of the number of officers assigned to neighbourhood policing in total, by district, and the proportion of neighbourhood officers relative to the complement of each district.
- (15) Evidence of evaluation reports on patrol performance and management problem solving.

Recommendation 49: Role of Neighbourhood Policing Teams

Patten Recommendation:

49. Neighbourhood policing teams should be empowered to determine their own local priorities and set their own objectives, within the overall Annual Policing Plan and in consultation with community representatives.

Lead Responsibility: Chief Constable/District Commanders

Remaining Performance Indicators:

- (5) Evidence that District Commanders are empowering neighbourhood policing teams to determine their own local priorities and set their own directives, consistent with the overall Annual Policing Plan and in consultation with DPPB members and other community representatives.
- (6) Evidence of the results of this strategy in terms of achieving locally established objectives.

▶▶ **policing in a peaceful society**



Background

The Independent Commission made several recommendations covering the appearance of police stations, appropriate types of patrol vehicles and the need to increase devolved authority to District Commanders. In addition, recommendations included those on army support, the use of emergency powers, administration of detention facilities, and other issues affecting the ability of the Police Service to deliver the kind of law enforcement service a peaceful society would require.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
52. Appearance of New Police Stations	✓				
53. (a) Renovation of Police Station Reception Areas (b) Civilian Receptionists			✓	✓	
54. Devolved Authority of District Commanders		✓			
55. Replacement of Armoured Landrovers with Police Cars as Patrol Vehicles	✓				
56. Movement of Armoured Landrovers to Depots	✓				
57. "Police" to be Painted on the Side of all Landrovers	✓				
58. Army Support-Security Demands	✓				
59. Army Support-Public Order Demands	✓				
60. Emergency Legislation	✓				
61. Records on the Use of Emergency Powers	✓				
62. Holding Centres		✓			
63. Video Recording in PACE Custody Suites			✓		
64. Inspection of Custody and Interrogation Suites	✓				
65. Objective of an Unarmed Police Service	✓				

Remaining Recommendations

Recommendation 53: Appearance of Police Stations (Existing)

Patten Recommendation:

53. Existing police stations should - subject to the security situation in their areas and to health and safety considerations - be progressively made less forbidding in appearance, more accessible to public callers and more congenial for those working in them. The public reception areas inside police stations should be made more welcoming, and civilian receptionists could replace police officers.

Lead Responsibility: NIO/Policing Board/Chief Constable

Remaining Performance Indicators:

- (5) Evidence of a plan or timetable to begin staffing the reception areas with civilian personnel replacing sworn officers.
- (6) Evidence of progress with staffing police station reception areas with civilian personnel.

Recommendation 54: Devolved Authority of District Commanders

Patten Recommendation:

54. District police commanders should have discretion to decide in consultation with their local community how best to balance their resources between static posts and mobile patrols.

Lead Responsibility: Chief Constable/District Commanders

Remaining Performance Indicators:

- (5) Evidence that District Commanders are accepting and exercising their devolved authority by inviting consultation with their respective District Policing Partnerships.
- (6) Evidence of the extent to which the District Policing Partnerships are accepting or declining invitations and opportunities to consult.
- (7) Evidence of District plans that take into account the information gathered in consultations with the local community, describe the method for determining and reaching a balance of resources dedicated to static and mobile patrols in the District and establish a timetable for implementation of the plan(s).
- (8) Evidence of actual patrol deployment in each District demonstrating a balance between static and mobile patrols.
- (9) Evaluations of the deployment strategies and recommended modifications to the plan.



Recommendation 62: Holding Centres

Patten Recommendation:

62. The three holding centres at Castlereagh, Gough barracks and Strand Road should be closed forthwith and all suspects should in future be detained in custody suites based in police stations.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicator:

- (5) The issuance of authorisation for the design, building and/or refurbishment of police stations to accommodate custody suites as required and consistent with the scoping study and timetable.

Recommendation 63: Video Recording in PACE Custody Suites

Patten Recommendation:

63. Video recording should be introduced into the PACE custody suites.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicator:

- (6) Evidence of authorisation for the evaluation, purchase, and installation of video equipment into custody suites.

▶▶ **public order policing**



Background

The Independent Commission recognised that the public order policing experience of Northern Ireland's Police Service differed significantly from that of any other police force. It therefore saw the need for research into other tactical and strategic ways with which to address recurring public order situations. In addition, the Independent Commission made several recommendations that covered the role of the army, the establishment of a parade partnership and marshal training, and for identifying equipment that might be utilised by the Police Service to better deal with public order situations and other emergencies.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
66. Public Order Emergencies	✓				
67. Provision of Marshals by Organisers of Parades	✓				
68. Development of Marshal Training	✓				
69. Investment in Research into Alternatives to PBRs	✓				
70. Police to be Equipped with a Broader Range of Public Order Equipment		✓			
71. Use of PBRs	✓				
72. Police Officers' Identification Numbers	✓				
73. Monitoring of Police Performance in Public Order Situations by Policing Board and Police Ombudsman	✓				
74. Guidance Governing Deployment and Use of PBRs	✓				

Recommendation 70: Public Order Equipment (Broader Range of Equipment)

Patten Recommendation:

70. The police should be equipped with a broader range of public order equipment than the RUC currently possess, so that a commander has a number of options at his/her disposal which might reduce reliance on, or defer resort to, the PBR.

Lead Responsibility: NIO/Policing Board/Chief Constable

Note This recommendation has been implemented by the issuance of the last NIO research report and will be reported on in our May of 2007 report.

▶▶ **management and personnel**



Background

The Independent Commission called for extensive change to the management style of the Police Service, including devolving authority to district levels, enhancing the internal accountability structure, reducing lengths of tenure in specialised positions such as public order and security duties, and a more comprehensive sickness absence programme. Further recommendations proposed a rigorous programme of civilianisation to release uniformed police officers for patrol duties, as well as various other efficiency measures.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
75. Police Management of Change	✓				
76. Devolved Authority of District Commanders		✓			
77. Police Appraisal System		✓			
78. Accountability of District Commanders	✓				
79. Automated Trend Identification for Complaints		✓			
80. Use of Trend Information	✓				
81. Random Checks on Officers' Behaviour	✓				
82. Ensuring High Ethical Standards	✓				
83. Tenure Policy on Police Postings	✓				
84. Officers Injured on Duty	✓				
85. Policy for Management of Long-Term Sickness Absence	✓				
86. Detailed Review of Sickness Absence	✓				
87. New Police Fund	✓				
88. Funding for Widows' Association	✓				
89. Replacement of Assistant Chief Constables	✓				
90. Rigorous Programme of Civilianisation				✓	
91. Review of Police Support Services	✓				
92. Comprehensive Audit of Police Estate	✓				

Remaining Recommendations

Recommendation 76: Devolved Authority of District Commanders

Patten Recommendation:

76. District commanders should have fully devolved authority over the deployment of personnel (officer and civilian) within their command, devolved budgets (including salary budgets), authority to purchase a range of goods and services, and to finance local policing initiatives. They should reach service level agreements with all headquarter support departments.

Lead Responsibility: Chief Constable/District Commanders

Remaining Performance Indicators:

- (7) The existence of service level agreements governing the relationship and respective responsibilities of District Commanders and the appropriate Headquarters support departments.
- (8) Evidence of the full implementation of this recommendation.

Recommendation 77: Police Appraisal System

Patten Recommendation:

77. It should be a high priority of management to ensure that the appraisal system is fully effective. This system should be used as part of the promotion and selection process. An officer's capacity for change should be assessed and should also be taken into account in the promotion and selection process.

Lead Responsibility: Chief Constable

Remaining Performance Indicators:

- (4) Documentation reflecting the assurance that a factor or factors will be included in the new appraisal system requiring officers to be assessed on their performance in introducing, managing and adapting to change, and consistent with other recommendations in the Patten Report.
- (5) Evidence of a communication plan directed to all members of the police service to ensure an appreciation of the goals, methods and procedures of the new appraisal system.

Recommendation 79: Trend Information on Complaints (Automated Trend System)

Patten Recommendation:

79. An automated trend identification system for complaints should be introduced.

Lead Responsibility: Ombudsman/Chief Constable/Policing Board

Note This recommendation has been initially satisfied and will be subject to final verification and reporting in May of 2007.



Recommendation 90: Efficiency Initiatives

Patten Recommendation:

90. There should be a rigorous programme of civilianisation of jobs which do not require police powers, training or experience, exceptions being made only when it can be demonstrated that there is a good reason for a police officer to occupy the position.

Lead Responsibility: Policing Board/Chief Constable

Remaining Performance Indicators:

- (4) Evidence of a plan with target dates to implement a rigorous programme of civilianisation of jobs which do not require police powers, training or experience, including prescriptive definitions of conditions where there is good reason for a police officer to occupy the position.
- (6) A plan for implementing decisions including time estimates for position conversion and provision for a process of prioritisation of staffing actions.

▶▶ **information technology**



Background

The Independent Commission recommended an urgent, independent and in-depth strategic review of the use of information technology in policing. Ambitious and far-reaching objectives were proposed to devise a properly resourced plan that would place the Police Service at the forefront of law enforcement technology within 3 to 5 years.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
93. Development of Police IT Strategy		✓			

Remaining Recommendation

Recommendation 93: Development of Police IT Strategy

Patten Recommendation:

93. There should be an urgent, independent, and in-depth strategic review of the use of information technology (IT) in policing. It should benchmark the Northern Ireland police against police services in the rest of the world and devise a properly resourced strategy that places them at the forefront of law enforcement technology within 3 to 5 years. It should be validated by independent assessment. The strategy should deliver fully integrated technology systems that are readily accessible to all staff, and should take advantage of the best analytical and communications systems currently available. Users of the technology should play a key part in devising the strategy, and in assessing its implementation.

Lead Responsibility: NIO/Chief Constable/Policing Board

Remaining Performance Indicators:

- (8) Evidence that the new system will support the needs of the Chief Constable and Deputy Chief Constable, the Assistant Chief Constables and District Commanders.
- (9) A user education plan reflected in short term plans for implementation on a specified time schedule.
- (10) A service level agreement with Training Branch setting out what the Branch is expected to deliver to the Department.
- (13) Evidence of implementation of the strategy over 3-5 year period.
- (14) The provision for regular and periodic surveys of user groups to identify problems, both technical and related to user accessibility and satisfaction, and the identification of system enhancements.

▶▶ **structure of the police service**



Background

The Independent Commission recommended restructuring to encourage and facilitate policing with the community, including de-layering of the operational command organisation and a slimmer structure for Headquarters. Recommendations also called for the significant delegation of authority to District Commanders, including control over a devolved budget and all police resources within their district. Particularly important was the proposal of an amalgamated command for Special Branch and Crime Branch, in order to improve the organisation's ability to deal with rising levels of violent and organised crime. Also recommended was a substantial reduction in the number of officers engaged in security work. Other recommendations proposed the phasing out of the Full Time Reserve and the concomitant enlargement of the Part Time Reserve.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
94. Creation New District Commands	✓				
95. Each District Command to be Headed by a Superintendent and Sufficiently Resourced	✓				
96. Removal of Divisional Layer of Management at HQ	✓				
97. Reorganisation of Police Headquarters			✓		
98. Amalgamation of Special Branch and Crime Branch	✓				
99. Reduction of Numbers Engaged in Security Work		✓			
100. Informing District Commanders about Security Operations			✓		
101. Amalgamation of Support Units of Special Branch	✓				
102. Police Postings in Security Work	✓				
103. Phasing Out of Full Time Reserve*			✓		
104. Enlargement of Part Time Reserve				✓	

Remaining Recommendations

Recommendation 97: Reorganisation of Police Headquarters

Patten Recommendation:

97. There should be a slimmer structure at police headquarters - one that reflects the shift of focus towards community policing and the delegation of responsibility to district commanders, and permits a more rigorous and strategic approach to management. There should be no more than one Deputy Chief Constable. The number of Assistant Chief Officers should be reduced to six from the present twelve. The position of 'Deputy Assistant Chief Constable' should be deleted forthwith. The rank of Chief Superintendent should be phased out.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicators:

- (2) A plan for reorganisation of Headquarters to produce a slimmer structure, reflecting a new focus on community policing and the devolution of authority to district commanders.
- (7) Evidence of accomplishments and the existence of goals and timelines on all incomplete matters, providing quantified reductions by rank and position.

Recommendation 99: Special Branch (Reduction of Officers)

Patten Recommendation:

99. There should be a substantial reduction in the number of officers engaged in security work in the new, amalgamated command.

Lead Responsibility: NIO/Chief Constable

Note This recommendation has been technically satisfied in that PSNI numbers have reduced and the National Security function will be the responsibility of the Security Service (MI5) in late 2007. This will be reviewed in our final report in May of 2007.

Recommendation 100: Informing District Commanders about Security Operations

Patten Recommendation:

100. Security officers should be required to keep their district commanders well briefed on security activities in their districts, and district commanders should be fully consulted before security operations are undertaken in their district.

Lead Responsibility: Chief Constable

Note This recommendation has been satisfied and will be subject to final verification and reporting in May of 2007.



Recommendation I03: Phasing Out of Full Time Reserve

Patten Recommendation:

I03. The future police service should not include a Full Time Reserve.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicator:

(7) Evidence of the implementation of this recommendation.

Recommendation I04: Enlargement of the Part Time Reserve

Patten Recommendation:

I04. There should be an enlarged Part Time Reserve of up to 2,500 officers, the additional recruits to come from those areas in which there are currently very few reservists or none at all.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicator:

(2) Evidence of a plan to enlarge the Part Time Reserve of up to 2,500 officers, locally recruited to include every neighbourhood in Northern Ireland, including a large proportion of women officers.

▶▶ size of the police service



Background

The Independent Commission compared the strength of Northern Ireland's Police Service with those of police services in the rest of the United Kingdom and Ireland, and recommended that if the security situation did not significantly deteriorate the Police Service be reduced in size over the succeeding 10 years. The model proposed included an initial downsizing over three years through an early retirement or severance programme, and a phasing out of the Full Time Reserve.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status					
	Size of the Police Service	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
105.Future Size of the Police Service		✓				
106.Severance Arrangements for Officers aged 50 or above		✓				
107.Severance Arrangements for Officers before the age of 50		✓				
108.(a) Develop Measures for Police Officers Seeking other employment (b) Civilians (c) PRRT Should Have a Role		✓		✓		✓
109.Opportunities in GB Police Forces for Reservists			✓			
110.Opportunities with UN for Reservists				✓		

Remaining Recommendations

Recommendation 108: Retraining Programme for Police Officers

Patten Recommendation:

108. The Training and Employment Agency should develop measures for police officers (and civilians) seeking other employment, in consultation with police management and the staff associations. The Police Retraining and Rehabilitation Trust should have a role in this programme, and should have enhanced staffing and funding to enable it to deal with a substantially larger workload.

Lead Responsibility: NIO/Chief Constable/ Training and Employment Agency/PRRT

The following performance indicators relate to civilian staff only

Remaining Performance Indicators:

- (3) Evidence of the development of a comprehensive retraining programme for civilian members of the police service in consultation with police management and the police staff or other associations.
- (4) Evidence that the retraining programs for police officers and civilians address as deemed applicable:

- (a) Professional career consultancy
 - (b) Advice with financial assistance
 - (c) Specialist assessment of business proposals for those considering self-employment
 - (d) Time allowed for job hunting and interviews
 - (e) Grant aid for training
 - (f) New lifestyle advice for the over 50s
 - (g) A career bridge for those wishing to work in the community before starting a new career
 - (h) Familiarisation attachment offering a few days work experience with potential new employers
- (5) Evidence of efforts to obtain resources and assistance from the Police Retraining and Rehabilitation Trust (PRRT) and the degree to which the Trust is able or willing to assist.
 - (6) Identification of a unit, office or official responsible for the administration of the programme and from which interested members of the police service may obtain information and assistance.
 - (7) Evidence that the existence of the programme is effectively communicated to eligible members of the police service through notices, brochures, other publications and meetings.
 - (8) Evidence of the extent to which members participate in the programme including specific numbers and identification of participants.
 - (9) Evidence of an evaluation of the programme by the police service and by participants.

Recommendation 109: Opportunities in GB Police Forces for Reservists

Patten Recommendation:

109. Police recruiting agencies in Great Britain should take full account of the policing experience of former RUC reservists in considering applications for employment in police services in Great Britain.

Lead Responsibility: NIO/Chief Constable/ Home Office

Remaining Performance Indicators:

- (6) Evidence that the existence of the programme is effectively communicated to eligible members of the police service through notices, brochures, other publications and meetings.
- (7) Demonstration of steps being taken to identify reservists interested in making application to other GB police forces and numbers of reservists that are indicating an interest, number of reservists actually applying and number actually accepted.
- (8) Evidence of an evaluation of the programme by the police service and by participants.



Recommendation 110: Opportunities with the UN for Reservists

Patten Recommendation:

110. The British government should offer former reservists the opportunity to participate in British policing contingents in United Nations peacekeeping operations.

Lead Responsibility: Home Office/NIO/FCO/Chief Constable

Remaining Performance Indicators:

- (2) Police Service review of United Nations (UN) guidelines to assess the degree to which former full time reservists are authorised to participate in UN peacekeeping operations.
- (3) Evidence of a policy, consistent with UN guidelines and legislation, offering former full time reservists the opportunity to participate in UN peacekeeping operations.
- (5) Evidence that former eligible reservists are notified of the opportunity to participate in UN peacekeeping operations.
- (6) Documentation of the numbers of reservists participating in the programme.
- (7) Evidence of an evaluation of the programme by the police service and by participants.

▶▶ **composition and recruitment**



Background

The Independent Commission envisaged a Police Service that is representative of and supported by the community it serves. A key component of achieving a representative Police Service is a sound and successful recruitment programme that reaches, attracts and is supported by all segments of the population, especially those segments that are under-represented. Several recommendations address the various components of a sound recruitment programme that will attract, fairly test, objectively vet, and select applicants in a way that results in a diversified Police Service that is representative of, and can be supported by, the community.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
I11. Transfer of Police Civilian Staff					✓
I12. Staff of Policing Board, NIO and Police Ombudsman			✓		
I13. Support from Community Leaders		✓			
I14. Gaelic Athletic Association	✓				
I15. Liaison with Schools				✓	
I16. Pilot Police Cadet Schemes					✓
I17. Contracting Out Recruitment of Police Officers and Civilians	✓				
I18. Recruitment Agency Advertising - in Under-represented Areas	✓				
I19. Recruitment Agency Advertising - UK and Republic of Ireland	✓				
I20. Police Officer and Civilian Candidates Required to Meet Specified Standard	✓				
I21. Equal Number of Protestants & RC in Pool	✓				
I22. (a) Opportunities for P/T & Job Sharing for Police Officers (b) Opportunities for P/T & Job Sharing for Civilians	✓		✓		
I23. Child Care Arrangements				✓	
I24. Length of Recruitment Process	✓				
I25. Disqualification from Entry into Police Service	✓				

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
126.Registration of Interests			✓		
127.Identification of Northern Ireland Officers in other Police Forces by Recruitment Agency					✓
128.Lateral Entry of Experienced Officers		✓			

Remaining Recommendations

Recommendation III: Transfer of Police Civilian Staff

Patten Recommendation:

III. The Northern Ireland Civil Service management should facilitate transfers of civilian members of the police service to other Northern Ireland departments and should co-operate with the Policing Board and the Chief Constable in achieving a balanced and representative civilian workforce.

Lead Responsibility: NIO/Chief Constable/Policing Board

Remaining Performance Indicators:

- (3) Evidence of a plan or strategy or a package of measures, the “cumulative effect of which will be to produce a more representative civilian workforce”:
 - (a) That addresses future recruitment of police civilian staff directly by the Chief Constable through a recruitment agency
 - (b) Requires that members of the Northern Ireland Civil Service who accept promotion within the civilian staff of the police service give up their Civil Service status
 - (c) Where recruitment is for 6 or more posts, provides that an equal number of Protestants and Catholics should be appointed and provides that this measure is reviewed on a triennial basis
 - (d) Establishes goals and a timetable for meeting goals
- (4) Evidence of consultation between the Chief Constable and the Equality Commission regarding the affirmative action programme which would apply to all civilian recruitment with the aim of attracting a representative range of applicants for civilian posts and subsequent affirmative action procedures implemented.
- (5) Evidence of the development and implementation of a management-led programme to enhance the integration of police officers, civilian staff and traffic wardens within the police service.
- (6) Evidence that the programme described in (5) encompasses the civilianisation of posts and the training, education, development and management of civilian staff.
- (7) Evidence of completion of the programme.
- (8) Evidence of an annual assessment of the success of the programme at meeting the established goals.



Recommendation I 12: Staff of Policing Board, NIO and Police Ombudsman

Patten Recommendation:

I 12. Every effort should be made to ensure that the composition of the staff of the Policing Board, the NIO Police Division (or any successor body), and the office of the Police Ombudsman should be broadly reflective of the population of Northern Ireland as a whole, particularly in terms of political/religious tradition and gender.

Lead Responsibility: NIO/Policing Board/Police Ombudsman

Remaining Performance Indicators:

- (5) Evidence of strategies or plans by the Policing Board, the NIO Police Division, and the Office of Police Ombudsman that address the issue of a representative workforce consistent with the provisions of Fair Employment and Treatment (Northern Ireland) Order 1998; and to the degree possible consistent with merit and suitability considerations to be reflective of the political/religious and gender make up of the Northern Ireland population.
- (6) Evidence of projected goals for a diversified and representative staff for the Policing Board, NIO Police Division, and the Police Ombudsman.

Note As previously reported, the Ombudsman has met her targets and the Policing Board has demonstrated good progress. The results for the NIO Police Division will be reviewed in our final report.

Recommendations I 13 and I 15: Support from Community Leaders/Liaison with Schools

Patten Recommendation:

I 13. All community leaders, including party leaders and local councillors, bishops and priests, schoolteachers and sports authorities, should take steps to remove all discouragements to members of their communities applying to join the police, and make it a priority to encourage them to apply.

I 15. Liaison should be established between all schools and universities and the police service in Northern Ireland immediately, and work experience attachments and familiarisation days should be organised with active support and encouragement from community leaders and teachers.

Lead Responsibility: NIO/Chief Constable/Policing Board

Remaining Performance Indicators:

- (7) Evidence of the degree to which community leaders and teachers support and encourage police liaison with the schools and universities; data describing the school response to police initiatives and suggested improvements.
- (8) Evidence of contact by the police service with schools and universities and the degree to which each school or university supports the initiatives.
- (9) Data describing the proportional distribution of participants (Catholic/Protestant) in work experience attachments, familiarisation days, and other programs, and the impact on the recruitment program.

Recommendation 116: Pilot Police Cadet Schemes

Patten Recommendation:

116. Provided there is active support and encouragement from local political and community leaders, pilot police cadet schemes should be set up.

Lead Responsibility: Chief Constable

Remaining Performance Indicators:

- (3) If the assessment provides affirmation of the necessary political and community support, the establishment of an implementation plan and timeline that describes the requirements for entry into the cadet programme, application procedures, programme of training and duties and responsibilities of police cadets.
- (4) Evidence of a periodic (annual) assessment of the value of the programme; participants and diversification of participants; and progress or lack thereof.
- (5) An annual assessment of the programme by the participants.

Recommendation 122: Opportunities for Part Time Working and Job Sharing

Patten Recommendation:

122. Priority should be given to creating opportunities for part time working and job-sharing, both for police officers and police service civilians, and career breaks should be introduced.

Lead Responsibility: NIO/Chief Constable

Remaining Performance Indicators:

- (4) Evidence of a proposed priority plan to meet the goals of this recommendation by creating flexible employee opportunities such as career breaks of up to five years for any reason and encouraging employees who resign, after five years to rejoin the police force without applying afresh.
- (5) The establishment of standards and procedures for the re-employment of police officers or civilians taking career breaks.
- (6) Data and reports documenting the progress and success of each initiative.

Recommendation 123: Child Care Arrangements

Patten Recommendation:

123. Childcare facilities should be introduced where applicable, or child care vouchers and flexible shift arrangements offered.

Lead Responsibility: Chief Constable

Remaining Performance Indicator:

- (3) A report of the assessment results that include plans and a timetable to implement this recommendation or if there is a decision not to proceed with the implementation of this recommendation, the reasons for that decision. The assessment is scheduled for completion in December 2001.



Recommendation 126: Registration of Interests

Patten Recommendation:

126. All officers - those now in service as well as all future recruits - should be obligated to register their interests and associations. The register should be held both by the police service and by the Police Ombudsman.

Lead Responsibility: Chief Constable/Ombudsman

Note The Police Service has met all its requirements within existing legislation. Further details will be provided in our May of 2007 report.

Recommendation 127: Functions of New Recruitment Agency

Patten Recommendation:

127. The recruitment agency should seek to identify Northern Ireland Catholic officers in other police services, including the Garda Síochána, contact them and encourage them - particularly those in more senior ranks - to apply for positions in the Northern Ireland police.

Lead Responsibility: NIO/Chief Constable/Recruitment Agency/Policing Board

Remaining Performance Indicators:

- (2) Evidence of a recruitment strategy and efforts to identify and recruit Northern Ireland Catholic officers.
- (3) Data describing contacts made with and applications received from experienced senior and qualified Northern Ireland police officers from other police services and contacts made with officers identified.

Recommendation 128: Lateral Entry of Experience Officers

Patten Recommendation:

128. Lateral entry of experienced officers from other police services, and secondments or recruitments from non-police organisations should be actively encouraged.

Lead Responsibility: NIO/Chief Constable/Recruitment Agency/Policing Board

Remaining Performance Indicators:

- (3) Data describing contacts made with and applications received from experienced senior and qualified Northern Ireland police officers from other police services and contacts made with officers identified.
- (5) Evidence of a strategy to recruit civilian police employees from non-police organisations for lateral entry into the police service.

Note Ongoing data collection.

▶▶ **training, education and development**



Background

The Independent Commission addressed the subject of training, education and development and focussed on the restructuring of this critical area as being pivotal for a successful transformation of the Police Service. The Independent Commission recommended the development of a Training, Education and Development (TED) Strategy for both the recruit and in-service training programmes. The TED Strategy was to clearly demonstrate the inter-connection between the overall aims of the recommendations, and the objectives and priorities set out in the future policing plans of the Police Service and the Policing Board. The Independent Commission also emphasised the importance of a new state of the art Police College as critical to the long term success of the training programme and the transformation of Northern Ireland's Police Service. The new Police College was seen as the cornerstone to providing the recruit officer as well as seasoned police and civilian personnel with the environment conducive to modern learning and development techniques.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
I29.TED Strategy	✓				
I30.Training and Development Budget	✓				
I31.New Police College		✓			
I32.Service Level Agreements on Training		✓			
I33.Civilian Input into Recruit Training		✓			
I34.Training of Civilian Recruits	✓				
I35.Achievement of Academic Qualifications by Recruits	✓				
I36.Timing of Attestation as a Constable	✓				
I37.Reduction of Hours Spent on Drill	✓				
I38.Problem-Solving Should be Central to Recruit Training	✓				
I39.Community Awareness Training for Police Recruits	✓				

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
I40. Tutor Officer Scheme	✓				
I41. Course on Impact of New Constitutional Arrangements, New Policing Arrangements and Criminal Justice Reforms	✓				
I42. Instruction in Implications of Human Rights Act 1998 (a) Recruits (b) Police Officers	✓				
I43. Management Training for Police Managers			✓		
I44. Information Technology Training		✓			
I45. Joint Training with Civilians	✓				
I46. Neighbourhood Policing Training Programme			✓		
I47. Publication of Training Curricula	✓				
I48. Public Attendance at Police Training Sessions		✓			
I49. Pilot Citizens Course				✓	

Remaining Recommendations

Recommendation I31: New Police College

Patten Recommendation:

I31. The Northern Ireland police should have a new purpose-built police college and the funding for it should be found in the next public spending round.

Lead Responsibility: NIO/Chief Constable/Policing Board

Remaining Performance Indicator:

(3) A report outlining the objectives and timelines for fulfilling the new police college.

Recommendation I32: Service Level Agreements

Patten Recommendation:

I32. There should be service level agreements between police districts/departments and the police Training Branch setting out what the Branch is expected to deliver to the district or department concerned.

Lead Responsibility: Chief Constable



Remaining Performance Indicators:

- (2) Evidence of a policy statement and procedures for service level agreements on training.
- (3) Evidence that the District Commands and police departments conduct an analysis of their specific needs. This analysis to be available for review on request.
- (4) The needs analysis to include the training programmes required, the number of officers who would attend and the timeframes to be utilised.
- (5) A report from the training branch detailing their review of the requests from the District Commands and police departments for specialised training.
- (6) A report that demonstrates the fulfilment of the requests from the District Commands and police departments.
- (7) Service level agreements to include information that the senior executive of the unit requesting the training service and the senior executive of the training branch have approved the programme:
 - (a) The agreement will establish what the training branch is expected to deliver to the district or department
- (8) An evaluation at the termination of the service level agreement demonstrating that the request was fulfilled.

Recommendation 133: Civilian Input into Recruit Training

Patten Recommendation:

133. There should be a high degree of civilian input into the recruit training programme. The director of the training centre (and the new college when this is opened) should have both academic qualifications and management expertise. Civilian instructors should be employed, or brought in as necessary to conduct as many elements of the training programme as possible. Some modules of recruit training should be contracted out to universities and delivered on university premises, ideally together with non-police students.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicators:

- (10) Police service proposal for including civilians on the institutional staff of the recruit training programme, to include actual numbers and percentage figures.
- (12) Evidence of proposals to deliver training on university premises, to include the universities being considered, projected timelines and financial impact.
- (14) Selection process for assignments to the police college and length of tenure. This report should detail the specifics of the selection process and the procedures that will be utilised to evaluate instructors. The evaluation process will be reviewed to determine if it includes evaluation by supervisors/peers/students.

Recommendations 143 and 144: Training Needs and Priorities

Patten Recommendation:

- 143. All police managers should have management training, as appropriate, and every manager should at some stage of his/her career do a management course in a non-police environment, such as a business school or university. Use should be made of management workshops, so that managers can discuss and develop with each other how best to reshape the police organisation.
- 144. Every officer and civilian in the service should undergo adequate training in information technology.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicators:

- (6) Evidence of a career development training programme to ensure that employees take part in business or university training for management. On request, provide documents regarding the number of employees enrolled, selection process and courses in which they are enrolled.
- (7) Provide a copy of the training programme and curriculum for information technology. Consideration to be given to best practices for IT training in the United Kingdom, Ireland and North America.
- (8) Evidence that the Policing Board measures the progress of police service on Recommendations 143 & 144.

Recommendation 146 - Neighbourhood Policing Training Programme

Patten Recommendation:

- 146. The Northern Ireland police should draw on the success of neighbourhood policing in such places as the Markets area of Belfast in developing a neighbourhood policing training programme for all members of the police service. Standard training for neighbourhood officers should include modules on such community problems as domestic violence, child abuse, rape, drugs and youth issues and this training should be updated as necessary.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicator:

- (5) Evidence of a programme of neighbourhood police training for all members of the police service. This should include modules on such community problems as domestic violence, child abuse, rape, drugs and youth issues. Training should be updated as necessary.



Recommendation I48: Public Attendance at Police Training Sessions

Patten Recommendation:

I48. Some training sessions should be open to members of the public to attend, upon application, priority being given to members of the Policing Board or District Policing Partnership Boards, Lay Visitors, or other bodies, statutory or non-governmental, involved in working with the police.

Lead Responsibility: Chief Constable

Remaining Performance Indicators:

- (2) Evidence of a programme relating to public attendance at police training sessions including:
 - (a) Which training sessions will be open to the public
 - (b) Written policy establishing the criteria for public attendance
 - (c) Institutions or agencies that will be participating in the public attendance
 - (d) Timetables for the implementation of the public attendance programme
- (3) A report evaluating the success of the programme, especially as to the individuals and institutions invited, along with attendance data.

Recommendation I49: Pilot Citizen's Course

Patten Recommendation:

I49. The new police college should offer a pilot citizens course, to assess demand in Northern Ireland.

Lead Responsibility: Chief Constable

Remaining Performance Indicators:

- (2) Evidence of a policy statement and proposal for the pilot citizens course:
 - (a) Provide a copy of proposed curriculum that will be utilised in the pilot citizens course
 - (b) Provide a list of the individuals and institutions who will be invited to attend the pilot citizens course
 - (c) Provide timelines and target dates for the implementation of the pilot citizens course
- (3) A report evaluating the success of the programme.

▶▶ **culture, ethos and symbols**



Background

Lead responsibility for the critical issues of name and symbols was assumed by the Northern Ireland Office, while the Police Service managed the detailed research and consultation challenges of designing and procuring new uniforms. The Police Service has responsibility for defining a neutral working environment. The Policing Board has a critical role to play in interpreting community values and their expression in the change process.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
150. Name of the Police Service	✓				
151. New Police Badge	✓				
152. Flying of Union Flag	✓				
153. Flying of PSNI Flag	✓				
154. Police Uniform	✓				
155. Police Memorials	✓				
156. Neutral Working Environment	✓				

Note All recommendations were completed early in the change process.

▶▶ **cooperation with other police services**



Background

The Independent Commission was asked to make proposals concerning the scope for structured cooperation with An Garda Síochána and other police forces. The Independent Commission's discussion in this area recognised the excellent operational cooperation between the (then) Royal Ulster Constabulary and other police agencies around the world. However, it noted that cooperation could be improved. The Independent Commission also noted that the globalisation of crime required police services around the world to collaborate with each other more effectively, and that the exchange of best practices and other cooperative measures between police services would ultimately increase the effectiveness of domestic police services.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
157. Written Protocols Between Police Service and Garda Síochána	✓				
158. Annual Conference for Police Services in Northern Ireland and Republic	✓				
159. Personnel Exchanges			✓		
160. Liaison Officers at Headquarters and Border Areas			✓		
161. cooperation in Training		✓			
162. Joint Disaster Planning	✓				
163. Exchange of Officers and Pooling of Investigative Teams after Major Incidents	✓				
164. Establishment of Communications Between Garda and Northern Ireland Police	✓				
165. Joint Database Development with Garda	✓				
166. Development of Exchanges Between Northern Ireland Police and Police Services in GB	✓				
167. Training Exchanges and Joint Training Between Northern Ireland Police and Police Services in GB			✓		
168. Links Between Police Training Colleges			✓		
169. Further Development of International Training Exchanges			✓		
170. Development of More Training Opportunities for Overseas Police Services			✓		
171. United Nations Peacekeeping Operations	✓				

Remaining Recommendations

Recommendations 159, 160 and 61: Co-operation Between The Police Service and An Garda Siochana

Patten Recommendation:

159. There should be a programme of long-term personnel exchanges, such as fixed-term secondments, between the Northern Ireland police and the Garda, in specialist fields where cooperation between the two services is most needed, such as drugs, and in areas such as training.

160. Consideration should be given to posting liaison officers from each service to the central headquarters and/or border area headquarters of the other.

161. There should be structured cooperation between the two police services in training.

Lead Responsibility: British and Irish Governments/Chief Constable/Garda Commissioner

Remaining Performance Indicators:

- (5) Evidence of long-term personnel exchanges in speciality areas:
 - (a) Number of assignments/exchanges
 - (b) Terms of agreements
- (6) Confirmation of liaison officers posted to respective HQ and/or border HQ:
 - (a) Number of assignments
 - (b) Terms of agreements
- (7) Confirmation of structured training links between the two police services, including terms of agreements.

Note Ongoing data collection.

Recommendation 167: Training Exchanges/Joint Training Between PSNI/Great Britain

Patten Recommendation:

167. There should be training exchanges and some joint training between the Northern Ireland police and police services in Great Britain.

Lead Responsibility: Chief Constable

Remaining Performance Indicator:

- (3) Details of secondments, exchanges and joint training by:
 - (a) Rank
 - (b) Number
 - (c) Type of arrangement

Note Ongoing data collection.



Recommendation 168: Links Between Police Training Colleges

Patten Recommendation:

168. Consideration should be given to structured links between the four principal police training establishments in the British Isles, namely Bramshill (England), Templemore (Republic of Ireland), Tulliallan (Scotland), and Garnerville or the proposed new police college in Northern Ireland.

Lead Responsibility: Chief Constable/NIO and other Government Departments

Remaining Performance Indicators:

- (2) Description of linkages already existing and contemplated.
- (3) Range of such agreements eg seconding for courses, sharing of resources, exchange of staff, consultative meetings.
- (4) Extent of Police Service participation eg tally of the annual number of officers regularly participating in courses of various sorts.

Note Ongoing data collection.

Recommendations 169 and 170 International Training Exchanges

Patten Recommendation:

169. International training exchanges should be further developed, focusing in particular on matters where the police in Northern Ireland need overseas police cooperation and on best practice developments in policing worldwide. There should be cooperation with other police services in the field of research.

170. The police should develop opportunities to provide more training for overseas police services in their areas of excellence.

Lead Responsibility: Chief Constable/Policing Board

Remaining Performance Indicators:

- (2) Descriptions of the sorts of training exchanges ongoing and planned.
- (3) Number of officers participating in exchanges of various kinds, their ranks and postings.
- (4) Recommendations dealing with planning and implementation:
 - (a) Evidence that research from abroad, especially about “best practices”, has been considered
 - (b) Evidence that planners are generally aware of experience in other countries
- (5) Evidence of co-operation with other forces in studying and analysing of common interest.
- (6) Policy for identifying and providing training for overseas police in areas of Police Service of Northern Ireland expertise. This should include the number and types of training given each year.

▶▶ **oversight commissioner**



Background

It was the belief of the Independent Commission that an independent and eminent person, from outside the United Kingdom or Ireland, should be selected to oversee the implementation of its recommendations. The governments agreed and Mr. Tom Constantine was selected, accepted the duty and was appointed in May of 2000 for a three-year term. Statutory backing for the Oversight Commissioner is found in sections 67 and 68, and in Schedule 4, of the Police (Northern Ireland) Act 2000. Mr. Constantine retired on 31 December 2003 and was replaced by Mr. Al Hutchinson. Mr. Hutchinson will be the Oversight Commissioner for the remainder of the oversight mandate which, following a second extension by the Government, is now scheduled to end on 31 May 2007.

Recommendation Progress Table as at June 2006

Chapter & Recommendation	Implementation Status				
	Rec. Completed	Substantial Progress	Moderate Progress	Limited Progress	Minimal Progress
172. Appointment of Oversight Commissioner	✓				
173. Oversight Commissioner to be provided with objectives and report on progress	✓				
174. Oversight Commissioner to report publicly after each review	✓				
175. Oversight Commissioner appointment for five years	✓				



▶▶ notes