



POST IMPLEMENTATION REVIEW

Northern Ireland Policing Board

PSNI – Police Patrol
Function

Final Report - March 2008

ADVISORY



Notice: About this report

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Glossary	
ABC	Activity Based Costing
ACPO	Association of Chief Police Officers of England, Wales and Northern Ireland
APR	Annual Performance Review
BVR	Best Value Review
C&C	Command and Control
CJU	Criminal Justice Unit
CLAIT	Computer Literacy and Information Technology
CLDP	Core Leadership Development Programme
CLO	Court Liaison Officer
CPO	Central Process Office
DAT	Delay Action Team
DCU	District Command Unit
DHSSPS	Department of Health Social Services and Public Safety
DOE	Department of the Environment
DPP	District Policing Partnership
DRD	Department of Regional Development
ECDL	European Computer Driving Licence
FASNI	Forensic Support Agency Northern Ireland
FEB	Firearms and Explosives Branch
FPPC	Fixed Penalty Processing Centre
FPT	Finance Training and Personnel
GPS	Global Positioning Satellite
HMIC	Her Majesty's Inspectorate Constabulary

HOPC	Head of Police College
ICIS	Integrated Crime Information System
IRF	Incident Review Form
IT	Information Technology
NI	Northern Ireland
NIM	National Intelligence Model
NPT	Neighbourhood Policing Team
PDU	Professional Development Unit
PID	Project Initiation Documentation
PIP	Performance Improvement Plan
PIR	Post Implementation Review
PLAC	Police Learning Advisory Council
PoIFig	Police Forum for Income Generation
PND	Penalty Notice for Disorder
PPS	Public Prosecution Service
PSNI	Police Service of Northern Ireland
PWC	Policing With the Community
RPA	Review of Public Administration
RPU	Road Policing Unit
SIU	Suspect Intervention Unit
SLA	Service Level Agreement
SOP	Single Officer Patrol
SOTP	Student Officer Training Programme
TNA	Training Needs Analysis
TSSG	Training Strategy Steering Group
WEB	Warrant Enforcement Bureau

1 Executive Summary

1.1 Background and Introduction

The Best Value Review of the Police Patrol Function was included in the Police Service of Northern Ireland (PSNI) Policing Plan 2005-2007 and the PSNI Best Value Review programme 2005-2006.

The Objectives of the Best Value Review (BVR) of the police patrol function were:

- To make recommendations that may lead to increased public satisfaction in relation to patrolling
- To make recommendations that may lead to increasing the percentage of officers on patrol
- To make recommendations that may lead to increasing the percentage of time officers spend on patrol
- To make recommendations that may lead to improving service delivery or performance.

1.2 Review Methodology

1.2.1 Objectives

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the initial Best Value Review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify any other pertinent information and documentation which would be useful for this review.

1.2.2 Approach

Through the use of the agreed Performance Improvement Plan from the Best Value Review this PIR will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining the evidence provided
- Measure the costs and benefits of the implementation where appropriate.

1.3 Progress on Recommendations

Arising from the Best Value Review of Patrolling were 141 recommendations, which can be grouped into the following broad categories, Early Recommendations, Tasking, Strategy, and visibility.

This Post Implementation Review was carried out between October 2007 and March 2008. Progress on the recommendations contained within the Best Value Review was gained through interviews with key stakeholders and a review of various documents. As a result of this we concluded that 45 (32%) of the recommendations were implemented, 19 (13%) of the recommendations were superseded by external events, i.e. changes in legislation or in working practices, and 77 (55%) were not fully implemented or insufficient evidence was received to confirm their implementation. Of these recommendations which are not fully implemented, we noted 52 recommendations had been progressed in part.

The recommendations which are not fully implemented will be carried forward, and will be reviewed in the next financial year.

Category	Recommendation	Implemented	Superseded	Not fully Implemented
Early Recommendations	1,2,3,4,5,6,7	5	-	2
Tasking	8,9,10,11,12,13,14,15,16,17,18,19,20,21,22, 23,24,25,26,27,28,29,30,31,32,33,34,35,36	13	3	13
Strategy	37,38,39,40,41,42,43,44,45,46,47,48,49,50, 51,52,53,54,55,56,57,58,59,60,61,62,63,64, 65,66,67,68,69,70,127,128,129,130,131,132, 133,134,135,136,137	18	6	21
Visibility	71,72,73,74,75,76,77,78,79,80,81,82,83,84, 85,86,87,88,89,94,95,96,97,98,99,100,101, 102,103,105,106,107,108,109,110,111,112, 113,114,115,116,117,118,119,120,121,122, 123,124,125,126,138,139,140,141,142,143, 144,145, 146	9	10	41
Total	141	45(32%)	19 (13%)	77 (55%)

1.4 Summary

1.4.1 Summary of benefits obtained

Through the implementation of the Performance Improvement Plan (PIP) of the Best Value Review, the PSNI has recognised a number of changes and benefits in the area of Patrolling. The benefits which have arisen can be grouped into the categories of early recommendations, tasking, strategy, and visibility. Examples of some of the key benefits which have been derived as a result of the implementation of the PIP are highlighted below.

Tasking

- The formation of the new Training Strategy Steering Group (TSSG) now has the role of addressing the strategic priorities for training.
- The formation of the new Professional Development Units (PDU's) has occurred in five districts, (two more districts are due to have their PDU's up and running soon). These have had the impact of addressing the training of officers, including an annual review of training which is based upon targets which have been identified at DCU and DPP level.

Strategy

- There has been an increase in the usage of Single Officer Patrols. The PSNI has become more focused on the use of SOP's. Risk assessments have been carried out, and SOP's are used where permitted by these risk assessments.
- There has been a shift towards the use of more radio contact, which has had the beneficial impact of allowing the officers to continue to carry out their patrol without the need to return to the station. Also, where dual patrols are used and there is the need for one officer to return to the station, the other officer will return on patrol, again where SOP is permitted by risk assessments.
- Action has also been taken in the area of road policing both at strategic and local level. At a strategic level, the PSNI Top Team has agreed to reduce the speed threshold for detections. A phased approach to the introduction of this will have to be taken as it is anticipated that the reduction in the threshold will result in a 20 fold increase in the number of detections. This phased approach will have a twofold approach in that it will enable to PSNI to gain public confidence on the matter, as well as allowing the PSNI to ensure that the capacity is in place to deal with any significant increase in the levels of detections and the issuing of fixed penalties.
- Road Policing has also continued to work with external organisations, and since the time of the Best Value Review, the PSNI has passed responsibility for parking and waiting restrictions to the Department of Regional Development.

Visibility

- A pilot Practical Pocket Guide has been issued which looks at, reassurance and policing with the community policies, interaction with the public, minimum patrol standards, Health and Safety crime reporting, National Intelligence Model, scene prevention, and ID methods. The pilot scheme has run successfully and the decision as to whether or not to run this out service wide is to be made in the near future, however, will be dependent upon financial constraints.
- The review of shift patterns devolved responsibility to the Districts as to whether to implement the 8 hour shift or the variable 10 hour shift pattern. Five of the eight Districts have decided to implement the variable 10 hour shift pattern.

1.4.2 Cost of benefits obtained

The vast majority of the benefits which have been recognised as a result of the Best Value Review of Patrolling relate to changes within internal processes and procedures. With this in mind it is difficult to actually reflect the cost of the implementation of these recommendations.

Recommendation 77 highlighted that potential cost savings of up to £40,000 could be accrued should all recommendations be implemented around the issue of expedites.

1.4.3 Impact of Not Fully Implemented Recommendations

While a number of recommendations remain not fully implemented (77), it is noted that significant progress has been made since the Best Value Review. It is also recognised that although the status of some recommendations has been noted as “not fully implemented” within this review, in 52 of these recommendations firm work has been undertaken, and further action on these will be undertaken by the PSNI in the future which will see these become implemented.

Of the 77 recommendations which had not been fully implemented at the time of this review, 30 (21%) of these recommendations had a completion date of 31 March 2008; a further 15 (11%) of these recommendations have completion dates which fall after 1 April 2008. With the current status of the recommendations the PSNI are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the PSNI with some recommendations not being implemented. Some of the foregone benefits and potential risks are noted below:

Early Recommendations

- It was hoped that revision of the implementation plans for Policing with the Community and working in partnership would ensure that Policing with the community is the core function of the PSNI and that it would lead to improved service delivery.

Tasking

- To date PDU's have not been established in all districts. The benefit of the PDU's is that they will help to ensure that all training needs for officers are addressed promptly. Within each district a PDU manager was to be appointed. It was hoped that the appointment of these would enable one person to have responsibility for training and operational needs, and that they would be able to resolve problems at a local basis. These have not all been brought into post.

Strategy

- It was recommended to introduce SLA's between DCU's and Road Policing Units. This has not yet been developed. This may mean that there is still some levels of ambiguity in relation to the roles, responsibilities and relationships in place between DCU's and RPU's.

Visibility

- It was recommended that Road Traffic management officers should be civilianised. This has not happened which has meant that civilians have not been recruited, who could have been employed at less cost.
- Successful pilot schemes have been run by the PSNI for crime recording forms using digital pen. This has been progressed to procurement, however, at the time of this review, had this recommendation been implemented this would have meant that officers would not have to return to the station to complete Command and Control entries. Work has shown that even if this only reduced time in the station by 1% then this would equate to an additional 6 officers on patrol at any one time day or night. As a result of this recommendation not being fully implemented, this benefit has not been accrued.

1.4.4 Overall impact of Best Value Review

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by Patrolling.

While a number of the recommendations are yet to be implemented by the PSNI, the impact of those which have been implemented is evident, across the tasking, strategy, and visibility of the PSNI.

From the information which we have received during the course of undertaking this Post Implementation Review it has been evident that the benefits which have been accrued to the PSNI have been as a direct result of the implementation of the recommendations, and that the management of these implementation has been appropriately managed by the PSNI.

1.5 Acknowledgement

We would like to thank the staff of the Police Service of Northern Ireland for their assistance in undertaking this review.

2 Background and Introduction

2.1 Purpose

The purpose of the Best Value Review was to provide stakeholders with a clear view of the area reviewed and the issues uncovered during research. Additionally, the report outlined a series of improvement initiatives, to improve the effectiveness and efficiency of PSNI Patrolling. The outcome of these improvements will ultimately determine the direction for Patrolling in the future.

This PIR will assess the progress made since the Best Value Review was carried out. There are three purposes of this PIR:

- To ascertain the degree of success from the original review, in particular the extent to which it met its objectives, delivered planned levels of benefit and addressed the specific requirements as originally defined
- To examine the efficiency of the benefits obtained and to see if further improvements can be made to optimise the benefits delivered
- To continue to improve processes from past experiences.

During the time of this review, evidence was gathered from October 2007 to March 2008 on the progress which had been made against the recommendations of the Best Value Review. This was done through interviews with key stakeholders, communication with PSNI Officials and desktop research.

2.2 Introduction

The Best Value Review of the Police Patrol Function was included in the Police Service of Northern Ireland (PSNI) Policing Plan 2005-2007 and the PSNI Best Value Review programme 2005-2006.

The Objectives of the Best Value Review (BVR) of the police patrol function were:

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- To make recommendations that may lead to improving service delivery or performance.

2.3 Best Value Objectives

Following the submission and acceptance of the project Terms of Reference by the Policing Board, the following project objectives were agreed with the project board:

- To make recommendations that may lead to increased public satisfaction in relation to patrol
- To make recommendations that may lead to increasing the percentage of officers on patrol
- To make recommendations that may lead to increasing the percentage of time officers spend on patrol
- To make recommendations that may lead to improving service delivery or performance.

3 Review Methodology

3.1 Objectives

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the initial Best Value Review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify the evidence of implementation
- To identify any other pertinent information and documentation which would be useful for this review.

3.2 Approach

Using the agreed Performance Improvement Plan from the Best Value Review, we will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining and validating the evidence provided
- Measure the costs and benefits of the implementation where appropriate.

After analysing the information and consulting with stakeholders we will then highlight any clear improvements that have been achieved since the Best Value Review was carried out and whether any corrective action needs to be taken in order to realise the benefits identified.

We will also assess whether the changes that have occurred have been controlled in a systematic manner to assure that Patrolling within the PSNI attains the full benefit of the Performance Improvement Plan recommendations.

3.3 Methodology

During the time of this Post Implementation Review, evidence was gathered from October 2007 to March 2008 on the progress which had been made against the recommendations of the Best Value Review. This was done through interviews with key stakeholders, communication with PSNI officials and desktop research.

4 Progress on Performance Improvement Plan

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implemented, evidence of improvement found

Best Value Review of the Police Patrol Function 2005-2006

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
1	Change the name of all Units involved exclusively in Community Policing to Neighbourhood Policing Teams (NPT's). This term was used in the Independent Commission on Policing for Northern Ireland's report.	Accepted	PSNI Officials have informed us that this has been completed under the Framework for Neighbourhood Policing. DCC (DCC Paul Leighton)	●●●
2	Ensure any project authorised to start include the Principles of Best Value. A simple form for requesting project initiation can be drafted to include details for project managers to evidence how they will include the Challenge, Comparison, Consultation, and Competition of their project.	Accepted	The CORE Project follows Prince 2 Methodology. A Project Initiation Document (PID) has been approved by the project's governance structure. The 4 C's form an integral part of the methodology. ACC Operational Support (ACC Toner)	●●●
3	PSNI to revise the Implementation Plans for the Policing with the Community (PwC) Strategy and the Working in Partnership Policy to ensure that PwC is the core philosophy and means of service delivery.	Accepted	We have not been able to obtain evidence on this recommendation. DCC (DCC Paul Leighton)	●
4	Publish a Reassurance Policy for the PSNI.	Accepted	The PSNI Reassurance Policy has been published. ACC Criminal Justice Department (ACC Harris)	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
5	A message to be sent to all staff highlighting the need to ensure all sections of the community are treated equally, in particular how it relates to members of the travelling community. All supervisors to be reminded of their supervisory responsibilities under Art 10 of the Code of Ethics for the PSNI.	Accepted	PSNI Officials have informed us that an email message has been sent to all officers and staff highlighting that the use of discriminatory language is wrong and must be avoided on e-briefings and email etc. Training commenced in 2006 for managers which highlight their responsibilities in relation to Article 10 of the PSNI Code of Ethics. This training looks at issues including grievance handling and equality of opportunity within the workplace. Director of Human Resources (Mr Joe Stewart)	●●●
6	All staff to receive additional diversity training/ guidance in particular how it relates to members of the travelling community.	Accepted	PSNI Officials have informed us that a Diversity Works training programme has been launched and seeks to train all officers and raise awareness of personal prejudice and how this relates to groups (including travellers) in society. Director of Human Resources (Mr Joe Stewart)	●●●
7	Spot checks on the contents of online briefings and e-mails to be made by the Diversity Unit and any breaches to be reported DCU Commander / Branch Head.	Accepted	PSNI Officials have informed us that despite Equality and Diversity raising this issue on a regular basis, they still have not been granted access to the electronic briefing pages. Talks are currently ongoing to resolve this issue with technical staff. Director of Human Resources (Mr Joe Stewart)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
8	Head of police college to review the resumptions of community placements.	Accepted	<p>PSNI Officials have informed us that there is a formal partnership with Business in the Community whereby each squad undertakes a community placement.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
9	Head of police college to conduct a Training Needs Analysis (TNA) and establish the need to resume training in Information Technology (IT).	Accepted	<p>PSNI Officials have informed us that each student is assessed. After this assessment five weeks of training is given on Computer Literacy and Information Technology (CLAIT)/European Computer Driving Licence (ECDL), however no formal certified qualifications are given.</p> <p>Following this training, should students fail the subsequent assessment they will receive an additional 16 hours of training.</p> <p>Following this remedial training, services will be terminated if further failing ensues.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
10	Head of police college to formalise consultation with users (beyond Ops Policy Training Committee) to identify student officer training needs.	Accepted	<p>PSNI Officials have informed us that regular meetings are held with all student officers when issues are discussed, minuted and actioned.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
11	Head of police college to ensure regular reviews and updates as necessary of Student Officer Training Programme (SOTP) to address needs.	Accepted	<p>The Police College is in the process of reviewing, and are intending to implement a new SOTP in August 2008.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
12	Following changes in DCU's following Review of Public Administration (RPA), each DCU to set up Professional Development Units (PDUs) that incorporate tutors and trainers.	Accepted	<p>PSNI Officials have informed us that to date, five districts have set up tutor units. Districts G and F have made plans which are about to become operational. H District is operating as it was previously with tutoring taking place with tutor constables in sections.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●
13	In Professional Development Units (PDUs), use only tutors and trainers who are qualified to a minimum standard (Tutor Course or Trainers Course).	Accepted	<p>PSNI Officials have informed us that this is accepted practice within the PSNI and that only suitably qualified tutors are used.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
14	Establish a training manager (at least sergeant level) for each Professional Development Unit (PDU)	Accepted	<p>PSNI Officials have informed us that five Districts currently have a training Sergeant, three Districts are operating with a PDU Manager (at Inspector level) with Sergeant vacancies to be filled. H District has requested a place for a Sergeant on the next Trainers course.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
15	Training manager to be responsible for ensuring training is delivered as agreed with Head Of Police College (HOPC) and DCU Commanders (including undertaking or arranging for regular staff assessment and Continuous Professional Development)	Accepted	<p>PSNI Officials have informed us that this has been implemented on two counts, namely:</p> <ul style="list-style-type: none"> • The introduction of 2-monthly meetings between PDU Managers and College meetings. The first of these took place on 5 February 2008 • An independent sub-group of the Police Learning Advisory Council (PLAC) continues to report quarterly on the local training service. This is presented at the PLAC meetings). <p>Director of Human Resources (Mr Joe Stewart)</p>	● ● ●
16	All Professional Development Unit staff to be under DCU control but training manager should report learning outcomes to Head Of Police College (HOPC) Quarterly.	Accepted	<p>As in recommendation 15, PSNI Officials have informed us that this has been implemented on two counts, namely:</p> <ul style="list-style-type: none"> • The introduction of 2-monthly meetings between PDU Managers and College meetings. The first of these took place on 5 February 2008 • An independent sub-group of the Police Learning Advisory Council (PLAC) continues to report quarterly on the local training service. This is presented at the PLAC meetings). <p>Director of Human Resources (Mr Joe Stewart)</p>	● ● ●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
17	Professional Development Units (PDUs) to undertake training for officers returning to patrol duty after lengthy absence.	Accepted	This is carried out through District Training. This is managed through the District Personnel Service. Director of Human Resources (Mr Joe Stewart)	● ● ●
18	The Head Of Police College (HOPC) to supply training priorities and materials for corporate training requirements.	Accepted	This has been dealt with through the formation of the TSSG. Under this the Head of T&D takes prioritisation of items to the Training Strategy Steering Group (TSSG) for the annual strategy, and agree priorities for the following year. Director of Human Resources (Mr Joe Stewart)	● ● ●
19	The Head Of Police College (HOPC) to set up a full-time post (Inspector or equivalent) at the police college to manage this process.	Accepted	A job description was drafted in 2006, and following this, a Local Training Manager came into post in 2006. This is a civilian Staff Officer grade and will remain so. Director of Human Resources (Mr Joe Stewart)	● ● ●
20	The Head Of Police College (HOPC) to scope the possibility of conducting training for officers in DCUs in block training days	Accepted	The Head of Police College maintains an interest in the training cycles through the 2-monthly meetings between PDU managers and College. Responsibility for scheduling local training rests with the District. Training schedules do differ slightly between Districts – however the general pattern of training is that Tuesday and Thursday are District classroom training days – with the remainder of the week being spent with units and “out-station” personnel, one to one training, practical operational training (e.g. laser training), administration, lesson planning and preparation. Director of Human Resources (Mr Joe Stewart)	● ● ●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
21	Additional staff for firearms training to be appointed as soon as possible.	Accepted	<p>A Business Case has been conducted and accepted for two Sergeants, and 20 instructors. Of these, four of the new trainers will be civilian staff and this will commence tactical and judgement training as recommended by HMIC. This was recently advertised and 46 applicants were received for 14 vacancies.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●
22	The Head Of Police College (HOPC) to work with the Policing with the Community Strategy project team, to identify the training needs for all officers and especially those on Neighbourhood duties.	Accepted	<p>Training needs for all officers are identified annually and a DCU Training Plan is produced. This is based on the targets which were agreed by the DCU Commander and the local DPP Manager. The needs of the local neighbourhood units are covered off during this process.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●●
23	The Head Of Police College (HOPC) to identify the demand for Neighbourhood Police Officers course (formally beat officers course) and provide sufficient training (including those issues identified during Best Value Review consultation)	Accepted	<p>This recommendation will be superseded through the Framework for Neighbourhood Policing. A new TNA has been commenced to develop a course for Neighbourhood officers. The course will not be developed by April 2008 as this is dependent on the TNA which has just been initiated.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
24	The Head Of Police College (HOPC) to negotiate a Service Level Agreement (SLA) between DCUs and HOPC regarding attendance rates and these to form part of ACC accountability meetings.	Accepted	<p>A General Order was prepared and was presented to PFT in April 2006; this was subsequently issued in August 2006. Through this clear lines of responsibility have been promulgated throughout the organisation surrounding costs of attendance, abstractions, and non attendance.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●
25	The Head Of Police College (HOPC) to undertake research looking at alternative provision for Policing with the Community training to minimise opportunity costs.	Accepted	<p>The Head of T&D has set up a Project Panel with representatives from the College as well as the PWC project team. This will help to ensure an appropriate training response including harmonising the training for all those involved in Neighbourhood teams and taking into account National Developments.</p> <p>A strategy is due from this panel in April/May 2008.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●
26	The Head Of Police College (HOPC) to ensure continued long-term advertising of Core Leadership Development Programme (CLDP).	Accepted	<p>Progress against this recommendation is still ongoing. Some of the work which has been undertaken in respect to this recommendation includes the following. Over 900 workbooks have been issued.</p> <p>Newly promoted Sergeants are briefed about the programme. Briefing to Urban Sergeants have been suspended. Drafting of the Police Staff policy has been suspended pending the outcome of the ongoing Links Project. Ongoing marketing campaign has resulted in a 39% increase in Police Staff uptake in the last quarter.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
27	The Head Of Police College (HOPC) to work with Human Resources (HR) to have completion of Core Leadership Development Programme (CLDP) (or parts) considered as part of the Annual Performance Review (APR) (review currently under way by HR).	Accepted	<p>Four Core Leadership Development Programmes (CLDP) modules are to be completed by all new Sergeants including Mandatory unit Operational Activities and three self development modules. This is in place for officers on the current Sergeants promotion list. It is likely to become mandatory for Inspectors on promotion from September 2008, following Learning and Training Needs Analysis.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●
28	The Head Of Police College (HOPC) to work with Human Resources (HR) to have completion of Core Leadership Development Programme (CLDP) (or parts) considered to replace part 3 of the promotion process (under review currently by HMIC).	Accepted	<p>Part 3 of the promotion process is now defunct. CLDP must be done within 12 months of promotion to enable the officer to come out of their probationary period.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
29	The Finance Personnel and Training Committee to approve and prioritise all training needs. HOPC to plan and implement.	Accepted	<p>The Finance, Training and Personnel (FPT) committee is the final body which ratifies the training strategy, business plan, and costed training plan prior to being taken to the HR committee of the NIPB for agreement.</p> <p>The Training Strategy Steering Group (TSSG) has now been established. This is chaired by ACC Urban, and includes representatives from all training committees and staff rep groups e.g. NIPSA, Federation and Superintendent Association, and including an NIPB representative. The TSSG are responsible for deciding all strategic training issues.</p> <p>As a result, this allows the FPT committee to simply be a ratification body, thus reducing the amount of time spent on strategic training issues.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●
30	Have all business cases, policies, strategies, etc. include an estimate of the training need and opportunity costs in consultation with Head Of Police College (HOPC).	Accepted	<p>PDU's have now taken over the function of Training and Development within districts. Policies now include that all training needs are developed with the relevant, PDU/Department and include training costs and an analysis of customer requirements.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●
31	The ACC Criminal Justice Department to implement Recommendation 10 set out in the 2004 DCU Best Value Review of DCUs (Minimum Standards for investigation).	Accepted	<p>Acceptable standards for the investigation of Volume Crime have been drafted, and are due for circulation in the near future.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
32	The Head Of Police College (HOPC) to conduct a Training Needs Analysis (TNA) to identify communication skills training needs.	Accepted	<p>PSNI Officials have informed us that the Head of Police College conducted a TNA using the skills of an occupational Psychologist and this suggested two forms of training be introduced:</p> <ul style="list-style-type: none"> • A lesson delivered by one of the organisations Occupational Psychologists on Emotional intelligence; and then • An assessed practical using role actors which leads to a supervised visit to a shopping centre with identified training outcomes <p>Director of Human Resources (Mr Joe Stewart)</p>	● ● ●
33	The Head Of Police College (HOPC) to introduce training in Communication skills (deciding on the most appropriate content and training methods for delivery).	Accepted	<p>PSNI Officials have informed us that this is now in the student officer timetable and has been well received particularly within some DCUs who have attempted to make students more visible e.g. in shopping centres.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	● ● ●
34	To conduct a Training Needs Analysis for National Intelligence Model (NIM) and then provide role specific training for all staff.	Accepted	<p>We have not been able to obtain evidence on this recommendation.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
35	Publish a Communication Strategy that will market and explain in an easily understood format how National Intelligence Model (NIM) relates to all Police and Support staff. Staff should be able to access information that relates specifically to their role and rank/grade.	Accepted	We have not been able to obtain evidence on this recommendation. ACC Crime Operations (ACC Sheridan)	●
36	Adopt the HITAD generic briefing / de-briefing model throughout the PSNI.	Accepted	We have not been able to obtain evidence on this recommendation. ACC Crime Operations (ACC Sheridan)	●
37	PSNI provides for full devolvement of vehicle budgets to DCU Commanders along with a menu of available vehicles with associated purchase and running costs.	Accepted	This is currently being reviewed as part of the further devolution of Transport Budgets. Proposals will be forwarded to FPTC in advance of the 2008/2009 financial year. In 2007/2008 additional vehicle service and repair budgets were devolved. Director of Finance & Support Services (Mr David Best)	●
38	Transport services to increase the range of vehicle options e.g. bicycles, scooters, mopeds, segways, vans etc. The intention is to ensure efficient use of devolved vehicle budgets whilst providing flexibility and choice to service providers. Linked to recommendation 37.	Accepted	It was agreed with the PSNI Top Team that the PSNI will reduce to a “Three Badge” fleet. PSNI evaluate each individual request through the operational specification and supply the most suitable vehicle for the operational need. This process is ongoing and is managed through the Transport User’s Group. Director of Finance & Support Services (Mr David Best)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
39	DCU Commanders to pursue sponsorship agreements for vehicles with businesses and the community. General Order 24/94 (Sponsorship Activities).	Accepted	PSNI Officials have informed us that no progress has been made on this recommendation. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●
40	If all budgets devolved as recommended in recommendation 37, DCU Commanders to request and pay for mobile station via transport services.	Accepted	This has been implemented and is organised through transport Services. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	● ● ●
41	DCU commanders to expand the use of COP Shops or Police Surgeries in shopping centres, public buildings, schools etc. as a patrol base.	Accepted	These have been put in place in hotspot areas as identified through risk assessment. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	● ● ●
42	Until budgets are devolved to DCUs all neighbourhood Policing Units to be issued with bicycles and equipment on request of DCU Commanders.	Accepted	Where bicycles have been requested by DCU's all of these have been ordered, and have been delivered. Over 100 bicycles are now in use within the PSNI. Director of Finance & Support Services (Mr David Best)	● ● ●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
43	DCU Commanders to consider establishment of cycle patrol units in urban areas, i.e. Belfast City Centre.	Accepted	<p>This has been done in both Urban and Rural, and that there are a minimum of two bicycles in each station. These are mainly used by the Community Police Officers.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●●
44	Material Management to issue clear instructions to Commanders about the tendering process and the various pieces of cycle equipment available.	Accepted	<p>The procurement rules under DD 08/04 of November 2007 cover the issues of procurement. This was updated on Policenet in December 2007.</p> <p>A central contract for the supply of bikes and bike equipment is in place.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	●●
45	PSNI to negotiate corporate use of public transport system for uniformed officers on duty. To be subject of local risk assessment and corporate guidance and integrated in local patrol strategy for each DCU.	Accepted	<p>A protocol has been drafted in consultation with Translink and is presently with Legal Services for consideration and advice.</p> <p>ACC Operational Support (ACC Toner)</p>	●
46	Issue direction that single officer patrol will be the default setting for all patrols 24/7 unless for operational reasons or risk assessment directs otherwise.	Accepted	<p>A draft service procedure had been prepared. This was subsequently reviewed and on 28 February 2008, ACC Operational Support Department approved the publication of the Draft Service Procedure which states that Single Officer Patrolling is the default setting for all patrols.</p> <p>ACC Operational Support (ACC Toner)</p>	●





Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
47	Devise corporate instructions for single officer patrolling in conjunction with the IT Call Management Project.	Accepted	Following further consultation with regional ACC's, the draft Service Procedure on Single Officer Patrols has been reviewed and submitted for approval to ACC Operational Support Department on 25 February 2008. ACC Operational Support (ACC Toner)	●
48	Introduce an electronic system to enable local management teams and supervisors to make informed decisions regarding single officer patrolling. (Software is available that assists those preparing risk assessment through integrating with Command and Control, that updates, in real time information, on attacks on police or any recent incidents that would have to be considered before deploying single officer patrols).	Accepted	The use of electronic Risk Assessments will be specified in the upgrade of CCS and the introduction of call handling within the Unity Project. The incumbent CCS is near to its end life and will not be upgraded in its present form. The business processes in Control Rooms do not facilitate the inclusion of Risk Assessments in their present form; however the Unity Project will revise all processes in a holistic manner. ACC Operational Support (ACC Toner)	●
49	Introduction of Single Officer Patrolling for supervisors before progressing to all patrol officers.	Accepted	This is carried out in line with a risk assessment which was carried out on Single Officer Patrols. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●●●
50	Appoint a champion / liaison officer for each DCU to lead on single officer patrolling.	Accepted	Each District has a Single Officer Patrolling champion. This is at Chief Inspector grade. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
51	PSNI to take steps to pass the responsibility for escorting of abnormal loads to Department of Regional Development (DRD) Roads Service.	Accepted	<p>The PSNI has raised the issue of the Roads Service taking over responsibility for Abnormal Loads escorts at a meeting in August 2007. This was rebuffed by the Roads Service as they felt that this was not within their role.</p> <p>ACC Operational Support (ACC Toner)</p>	●
52	Until responsibility passed to Department of Regional Development (DRD) the abnormal load constable's post to be civilianised.	Accepted	<p>We have not been able to obtain evidence on this recommendation.</p> <p>ACC Urban Region (ACC McCausland)</p>	●
53	Until responsibility passed to Department of Regional Development (DRD) Police to impose a charge on hauliers for the escorting of abnormal loads.	Accepted	<p>Advice has been sought from the Legal Services Branch as to the legality of the Police charging for this service. The advice received was that this is a service for which the PSNI cannot charge for, and as such this recommendation cannot be implemented.</p> <p>ACC Operational Support (ACC Toner)</p>	●
54	Delivery of all road safety education to transfer to DOE Road Safety.	Accepted	<p>So far this recommendation has not been implemented for the following reasons:</p> <ul style="list-style-type: none"> ● DOE Road Safety Branch cannot currently service the demand being received from primary schools ● Should this transfer of responsibility occur then this would bring to an end the PSNI's successful Roadsafe Roadshow. <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
55	Appoint a dedicated analyst for Road Policing Development Branch (RPDB).	Accepted	This has been superseded through the restructuring of the districts under the CORE project. ACC Operational Support (ACC Toner)	●●
56	Await outcome of Review of Public Administration's impact on Road Policing and then review requirement for Road Policing analysts.	Accepted	This has been superseded through the restructuring of the districts under the CORE project. ACC Operational Support (ACC Toner)	●●
57	To establish a Collision Investigation Unit in each region or DCU (if move made for fewer DCUs).	Accepted	The Road Policing Unit is currently being reviewed as part of the Phase One HQ Review. ACC Operational Support (ACC Toner)	●
58	To extend Community Speed Watch to NI.	Accepted	Attempts have been tried to pilot a "Community Speedwatch" scheme. This had to be abandoned due to lack of public interest and support. Recent work which has been undertaken by an ACPO working group has identified that Community Speedwatch schemes may also have legal difficulties. This has been referred to QC for further advice and clarification. ACC Operational Support (ACC Toner)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
59	To research and implement ways in which the community can assist with road safety in general.	Accepted	PSNI continue to engage with the community through the use of the Road Safety Council, District Policing Partnerships, Driving Instructor Associations, Health Boards and other organisations to gain their views on assistance in road safety. ACC Operational Support (ACC Toner)	●●●
60	District Policing Plans to include Road Policing.	Accepted	Road policing has been included within each District Local Policing Plan. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●●●
61	Road Policing Safety Camera enforcement. Reduce the amount of latitude given to speeding motorists e.g. only allow 10% plus two miles per hour e.g. 35 mph in a 30 limit etc.	Accepted	A decision to reduce the speed enforcement threshold has been ratified. However, this will be done in a graduated manner in order to secure public confidence and support, and to facilitate the capacity to process the anticipated increase in detections. Introduction of a reduction as recommended would represent an estimated 20 fold increase in the number of fixed penalty notices. This represents a number which is far above the level of the current processing capacity. ACC Operational Support (ACC Toner)	●
62	Undertake a full review of Road Policing Unit resource requirements after Review of Public Administration complete.	Accepted	The Road Policing Unit is currently being reviewed as part of the Phase One HQ Review. ACC Operational Support (ACC Toner)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
63	Increase female representation in RPU. There should be consultation with the PSNI Equality and Diversity office and additionally, research should be undertaken in GB, including with HMIC, to establish Best Practice in this area.	Accepted	<p>This issue is being progressed through the PSNI Gender Action Implementation Team. A template now exists through which analysis and action can be coordinated through Human Resources Occupational Psychologists.</p> <p>Actions include welcoming statements, analysis of the prevailing culture, examination of physical environment and promoting a positive image of the work area through using existing women in road shows that are hosted during selection campaigns.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	● ● ●
64	Introduce a Road Policing Communications and Marketing Strategy.	Accepted	<p>A Roads Policing Communications and Marketing Strategy has been devised and introduced for 2007/2008. This strategy is based upon the NIM principles. This has been formulated in conjunction with DOE Road Safety Branch.</p> <p>ACC Operational Support (ACC Toner)</p>	● ● ●
65	Include the Partnership theme in road policing in the 2006/2007 BVR into Partnership in general.	Accepted	<p>This has been included within the Best Value Review of Partnerships. Action 8 of the Partnerships Best Value Review was around partnership working between the PSNI and DRD on road policing.</p> <p>ACC Operational Support (ACC Toner)</p>	● ● ●


Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
66	Seek to transfer general traffic and road management tasks away from the police to the DRD against timetable.	Accepted	<p>The responsibility for the vast majority of parking and waiting restrictions passed from PSNI to Department of Regional Development (DRD) Roads Service on 30 October 2006.</p> <p>At the request of the PSNI, the DRD Roads Service is now progressing the decriminalisation of moving offences in Bus Lanes.</p> <p>ACC Operational Support (ACC Toner)</p>	
67	Introduce Service Level Agreements (SLAs) between DCUs and Road Policing Units (RPU's).	Accepted	<p>The Road Policing Unit is currently being reviewed as part of the Phase One HQ Review.</p> <p>ACC Operational Support (ACC Toner)</p>	
68	Saturn to be updated with more timely Road Policing statistics.	Accepted	<p>Discussions are ongoing with the HORIZON team.</p> <p>It is anticipated that, so long as funding is available in the next financial year, that this recommendation can begin to be implemented.</p> <p>ACC Operational Support (ACC Toner)</p>	
69	Road Policing Units may be devolved to DCU's (After RPA) with a strengthened central road policing branch based on the Road Policing Development Branch. This will be considered as part of the work being undertaken as a result of the RPA.	Accepted	<p>The Road Policing Unit structure is currently being reviewed as part of the Phase One HQ Review.</p> <p>ACC Operational Support (ACC Toner)</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
70	Road Policing Traffic management officers to be 'civilianised' gradually.	Accepted	This has not happened, and that any progress on this will be a very gradual process. ACC Operational Support (ACC Toner)	●
71	Issue mobile data terminals to patrol officers to update Command and Control (C&C) logs at the scene. This should be a priority area within the IS strategy with targets for implementation set.	Accepted	The project business case is under review prior to submission to Finance and the NIO. The project continues to struggle with security constraints to which there are no commercially available solutions, nevertheless a project plan exists. ACC Operational Support (ACC Toner)	●
72	Directions are issued that officers do not return to the stations to update Command and Control (C&C) but the details are passed by secure radio to Local Control Units or SDO's to complete the serial fully.	Accepted	Updates should be done by radio. This allows for the officers to remain on the beat. This falls under the call management policy of the PSNI. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●●
73	Issue mobile data terminals to patrol officers so forms can be completed without the need to return to police stations. This should be made a priority area within the IS strategy with targets for implementation set.	Accepted	The PSNI have run successful pilots for Crime Recording forms (IRF) which uses a digital pen. This matter has been progressed to procurement for a broader service wide forms solution. ACC Operational Support (ACC Toner)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
74	Include as a Policing Objective (measurable by Activity Based Costing (ABC) analysis), a target to reduce time spent in Police stations and increase time spent on patrol.	Accepted	<p>This had been included within the 2006-2009 Policing Plan as a Part 3 Action in the Resource Usage Domain, "To monitor the percentage of officer's time spent on frontline duties."</p> <p>During discussions surrounding the preparation of the 2007-2010 Policing Plan and after consideration, this matter was not specifically carried forward for inclusion in the 2007-2010 Policing Plan.</p> <p>ACC Operational Support (ACC Toner)</p>	●●
75	Include in the Call Management Project the requirement for call management centres to complete Incident Report Forms from information passed over the secure radio by patrol officers.	Accepted	<p>The requirement for a Crime Recording capability has been captured under the requirements of Project Unity for the planned, centralised, strategic solution for Call Management.</p> <p>ACC Operational Support (ACC Toner)</p>	●●
76	Issue mobile data terminals to patrol officers so e-mails can be read and sent, away from a police station. This should be a priority area within the IS strategy with targets for implementation set.	Accepted	<p>PSNI officials have informed us that this recommendation has featured quite low on the list of requirements created through a workshop process. Nevertheless email will form a part of the Mobile Data Solution.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
77	The Continuous Improvement Unit to undertake a short evaluation of the volume of administrative paperwork completed by patrol sergeants and agree what paperwork must be dealt with by patrol sergeants.	Accepted	<p>An activity based analysis conducted in February 2006 showed that at Lisburn miscellaneous paperwork accounted for 13% of response sergeant’s activity. A desktop review of Sergeants' paperwork established the main items of miscellaneous paperwork. Expedites account for approximately 55% of miscellaneous paperwork - 35% of these expedites are queries relating to Collision Report Forms (CRF) that have not been finalised. Approximately 30% of expedites related to Incident Report Forms (IRFs) that have not been completed correctly. The solution selected by the DCU Commander to resolve the 30% of expedites related to IRFs that have been completed incorrectly, was to create the Suspect Intervention Unit (SIU) in November 2006. This allowed Sergeants and Constables to be released from the duties of file preparation and interviewing of suspects. It was agreed that Omagh DCU had a model that demonstrated best practice. CIU set out establishing unit times for all activities associated with the CRF completion and expedite system. This allowed calculation of the potential savings from implementation of the Omagh Expedite and relevant procedures. Potential financial savings if the recommendations were implemented. It is likely that these savings could be further increased to £40,000 if the same system were used for all expedites, thus allowing 10% more time to be spent on front line duties.</p> <p>DCC (DCC Leighton)</p>	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
78	If recommendation 77 shows high volume of paperwork (not requiring a Sergeant) that cannot be reduced, DCU Commanders to appoint an Administrative Assistant (AA) (and relief) to deal with all other administrative paperwork. DCU Commanders to agree the hours required for this duty (with flexibility for peaks and troughs in paperwork volume) and the AA to come from within existing DCU support staff (except where the post in the sergeants office is full-time, this staff member should continue to work on other administrative duties).	Accepted	<p>PSNI Officials have informed us that where appropriate, this is done. This has not been implemented on a service wide basis.</p> <p>To date it has been used to good effect within a number of Districts.</p> <p>The role out of this across all districts is less likely to occur under the reorganisation of the districts.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●
79	Change policy so that police officers will attend but not Investigate non-suspicious deaths routinely.	Accepted	<p>PSNI Officials have informed us that this will require the introduction of coroners officers by the coroners service. These have not yet been introduced. An interim options paper has been forwarded to Legal Services for comment and to discuss the best way to take this matter forward.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
80	<p>ACC Operational Support to undertake discussions with the interagency group - consisting of representatives from the Coroners Service, Department of Health Social Services and Public Safety (DHSSPS), State Pathology, Belfast City Council, NIO Forensic Scientific Branch and Forensic Support Agency NI (FASNI) to progress and to cover the following areas; Specific recommendations from the Shipman enquiry, when police or Coroners Officers should attend, Protocols to enable paramedics and nurse practitioners to pronounce "life extinct" at sudden deaths, Protocols to enable paramedics and nurse practitioners to supply information (concerning the death) for the deceased's relatives to provide to the deceased's GP (this is intended to facilitate the issue of a Death certificate), Reducing the information required by pathologists prior to a post mortem, Enabling doctors, nurses, etc to provide information by phone without requiring a written statement (follow-up reports may be required in writing were an inquest is directed).</p>	Accepted	<p>PSNI Officials have informed us that the interagency group was superseded by the establishment of a Best Practice Group. This group first met on 5 February 2007, however has not met since. There has been a review of the Coroners service by the HMRIC and arising from this was a recommendation that stated that the Coroners Service take steps to gather views of partner agencies and take them into account in the Service's policies and plans. In response to this, the Coroners Office has stated that they will establish a User forum by the end of March 2008. It is anticipated that this user group will progress issues as recommended in the Shipman enquiry.</p> <p>In relation to the introduction of Coroners Officers to investigate non suspicious deaths, whilst Operations Branch have endeavoured to progress this issue, the Court Service maintain that there is no budget for the establishment of Coroner's Officers. PSNI have sought legal advice in relation to the possibility of the PSNI being able to charge the Court Service for the administration which is carried out by PSNI on behalf of the Coroners service as these are non-core policing issues. No response has been received from PSNI Legal Advisor to date.</p> <p>A circular entitled "Verifying and Recording Life Extinct by Appropriate Professionals has just been issued by the DHSSPS – this will be fully implemented in 2009.</p> <p>ACC Operational Support (ACC Toner)</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
		Accepted	A request for service has been placed with ICS (Nov 07) to combine the Coroners Form 19 and the Pathologist's Form P1, into one NICHE compliant form. The aim being that Coroners investigations will become more efficient and effective through utilisation of the NICHE computer system. It has been agreed by the Coroners Service that where a person appears to have died from natural causes but still requires a post mortem, then statements are not required until further instruction is received from the Coroner's Liaison officer. This instruction is contained on the Operational Policy and Support intranet site.	
81	The Head of Police College to arrange to include in the Practical Pocket Guide the information as follows: PSNI and DCU objectives and targets - Reassurance and Policing with the Community policies - Interaction with the public - Minimum Patrol Standards - Health and Safety - Crime Recording - NIM (Tasking and Briefing) - Scene Preservation - ID methods.	Accepted	<p>There had been some progress on this with a meeting held with procurement and suppliers to discuss the guide, samples were then forwarded and given to students on a trial basis. Following a meeting with PMAS the matter was forwarded to their head office regarding the costs and requesting formal approval.</p> <p>Due to financial constraints this will not be taken forward.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
82	The HOPC arranging to publish and issue the "Practical Pocket Guide" to all patrol officers and have it accessible in any future mobile data provision.	Accepted	<p>A scoping exercise was carried out and it has been established that the necessary funding is not available for the publication of this Pocket Guide for 5,000 front line officers. Further costs were also identified regarding the need to adapt the Police Notebook cover to contain this Guide.</p> <p>Due to financial constraints this will not be taken forward.</p> <p>Director of Human Resources (Mr Joe Stewart)</p>	●●
83	ACC Operational Support Lobby to have legislation covering the issue of Penalty Notices for Disorder (PNDs) introduced to Northern Ireland.	Accepted	<p>PSNI Officials have informed us that the PSNI are currently working as part of the Alternatives to Prosecution Group to explore the issues around extending PNDs to disorder and other offences.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
84	Review the issues raised by the use of Penalty Notices for Disorder (PNDs) in England and Wales and address concerns such as issuing PNDs to one person repeatedly, recording issue of PNDs, content of PND forms etc.	Accepted	<p>As for recommendation 83, PSNI are currently working as part of the Alternatives to Prosecution Group to explore the issues around extending PNDs to disorder and other offences.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
85	Identify the staffing implications (especially for Fixed Penalty Processing Centre- FPPC) if Penalty Notices for Disorder (PNDs) are introduced (including an increase in money warrants for unpaid PNDs).	Accepted	<p>As part of the CORE Project review of Headquarters, it was decided by the CORE Steering Group that the Fixed Penalty Processing Centre is to move to the Criminal Justice Department.</p> <p>PSNI said that any extension of the PND system to NI will have a massive impact on the workload and resourcing of the processing centre.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
86	Consider outsourcing of the processing of Penalty Notices for Disorder (PNDs).	Accepted	<p>We have not been able to obtain evidence on this recommendation.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
87	Ensure the issue of Penalty Notices for Disorder (PNDs) is compatible with the PSNI IT system.	Accepted	<p>Implementation of this recommendation is dependent upon the outcome of recommendation 83.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
88	In relation to PNDs, identify and implement training requirements.	Accepted	<p>As part of the CORE Project review of Headquarters, it was decided by the CORE Steering Group that the Fixed Penalty Processing Centre is to move to Criminal Justice Department.</p> <p>Any extension of the PND system to NI will have a massive impact on the workload and resourcing of the processing centre.</p> <p>This will involve consideration of how that new increased service can be delivered and this will include options for outsourcing.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
89	Implement an IT system for electronic case preparation and recording all details associated with file preparation.	Accepted	<p>Training has taken place for the replacement of electronic case preparation system using the NICHE RMS product. This began in September 2007. The roll out of the software across the PSNI is not due to be completed until May 2008.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
94	Decide on the number and strength of Criminal Justice Units (CJUs) as a result of changes brought about by the Review of Public Administration.	Accepted	<p>The CORE Project Team carried out research into the 9 key functional areas for the new 8 DCUs.</p> <p>One area related to the Volume Crime Management Model. Each District has its own CJU (now OCMT) and the responsibility to resource the OCMT lies with the DCU Commander.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●●
95	Identify training needs for all Criminal Justice Unit (CJU) staff and providing training as necessary.	Accepted	<p>The new DCUs have a Professional Development Unit as part of the CORE restructuring.</p> <p>Training needs are identified by the PCNI in conjunction with the TSSG meeting.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●●
96	Introduce a Court Standby System similar to that used by Lothian and Borders police. (A Court Liaison Officer (CLO) works at the court and is contacted by officers attending that day. The CLO ascertains whether the officer is needed and contacts them to attend within a set time period. While awaiting this call the officer remains on duty in their station or on patrol.	Accepted	<p>PSNI Officials have informed us that this recommendation has to some extent been addressed by Criminal Justice Department through improved communications between PSNI and PPS.</p> <p>This recommendation has been passed to Criminal Justice for further consideration alongside other changes and innovations already underway.</p> <p>ACC Operational Support (ACC Toner)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
97	Support the Court Service initiatives to reduce the number of late guilty pleas and adjournments.	Accepted	<p>PSNI Officials have informed us that this is being addressed by the Delay Action Team (DAT). PSNI have stated that one important measure which is being secured is a "Fixed Fee" for solicitors in the Magistrates Court. Final negotiations are ongoing however and this should greatly reduce the amount of adjournments.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
98	Head of Firearms and Explosives Branch (FEB) to prepare a position paper for operational support outlining the requirements if providing Explosives Inspectors continues (including civilianisation).	Accepted	<p>It has been proposed that the explosives inspectorate was to be civilianised. There was uncertainty surrounding the function of the explosives inspectorate and as a result civilianisation did not take place. Any vacant posts which arise have been filled using agency staff which has been ex police officers brought back in as civilians. In January 2006 an explosives Steering Group was formed. The explosives inspectorate supervise the use of explosives at quarries, escorts for explosives to quarry sites, and local policing providing security cover to the explosives until they are used. The Steering Group is currently looking at the possible phasing out of police involvement over a two year period in cooperation with the quarry owners.</p> <p>ACC Operational Support (ACC Toner)</p>	●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
99	Head of Operational Support to prepare a risk assessment and make recommendations to the Chief Constable as to whether the PSNI should continue to provide Explosive Inspectors, Explosive Escorts etc.	Accepted	<p>This work was approved at CCF in September 2007, based on the following assumptions:</p> <ul style="list-style-type: none"> • The escort and security of explosives would continue • There would be a strategic withdrawal of escort and security of explosives and a transfer of same to the industry within two years • Explosives tasks would be rationalised in consultation with the industry • Other options would be considered • Implementation of these decisions would remain within the Regional ACC's control, and; • Further exploration around technical solutions would be considered, with the steering group continuing to work towards this target date. <p>ACC Operational Support (ACC Toner)</p>	●●●
100	Following implementation of recommendations 98 and 99 in relation to Explosive escorts, Chief Constable to make an early decision about the resources for this issue in the future.	Accepted	<p>The need to retain an element of Full Time Reserve for the explosives security/escorting functions was accepted by CCF on the basis that this level of involvement would be reduced or removed by the autumn of 2009.</p> <p>ACC Operational Support (ACC Toner)</p>	●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
101	Seek to transfer the responsibility for executing warrants (excluding arrest warrants) to the Court Service.	Accepted	<p>PSNI Officials have informed us that negotiations are ongoing in relation to the execution of money warrants.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
102	Seek a change in legislation to enable contract staff to escort prisoners arrested on money warrants.	Accepted	<p>Prior to seeking a change in legislation PSNI have consulted with Northern Ireland Prison Service (NIPS) as to the feasibility of NIPS escorting prisoners arrested on money warrants.</p> <p>Following this consultation NIPS has forwarded correspondence on 31 January 2008 indicating that they are unable to undertake additional escort duties for at least a further 12 months. The issue will be revisited at that time.</p> <p>ACC Operational Support (ACC Toner)</p>	●
103	If recommendation 102 is completed re-negotiate the outsourcing contract for prisoner escorts. This can only happen if legislation is changed.	Accepted	<p>Recommendation not yet completed – to be revisited in twelve months.</p> <p>ACC Operational Support (ACC Toner)</p>	●
105	Seek to transfer all responsibility for serving summonses from PSNI to the Public Prosecution Service (PPS).	Accepted	<p>The Delay Action Team are examining this area of work incorporating the electronic transfer of summons alerts between PSNI and PPS.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
106	Central Process Office to inform Lay Magistrates of correct method for signing summonses.	Accepted	This is now a PPS responsibility as CPO no longer issue summonses. ACC Criminal Justice (ACC Harris)	●
107	Ensure training on the completion of statements explains the need for details required for locating and tracing for summonses.	Accepted	The training on completion of statements explains the need for the details required, and forms part of the lesson plan. Director of Human Resources (Mr Joe Stewart)	●●●
108	Improve communication between Central Process Office (CPO) and DCUs about inability to serve summonses, summonses served just prior to court dates etc. This may be achieved by providing access to Integrated Crime Information System (ICIS) for Criminal Justice Units (CJUs) to complete some fields e.g. date summons served.	Accepted	All CPOs will be closed by the end of June 2008. the issue of summonses is now a PPS responsibility. ACC Criminal Justice (ACC Harris)	●
109	Extend the use of sending summonses for Magistrates Courts by Post.	Accepted	PSNI Officials have informed us that CJ3 are represented on the inter-agency Delay Action Team (DAT). A number of areas are being explored by that Team, including summons issues. The Team reports directly to the Minister and progress on a range of issues is ongoing. ACC Criminal Justice (ACC Harris)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
110	Extend the use of multiple summonses to reduce paperwork.	Accepted	<p>PSNI Officials have informed us that this is being addressed by the Delay Action Team (DAT). This will have the impact of reducing delay in the criminal justice system.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
111	Review of Central Process Office (CPO) staffing levels to ensure they are sufficient to re-date summonses within a reasonable time (This should be in parallel with any change due to RPA and transfer of work to Public Prosecution Service (PPS).	Accepted	<p>PSNI Officials have informed us that this recommendation has been transferred to the Public Prosecution Service (PPS).</p> <p>We have been unable to verify this with the PPS.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●
112	Use joint Information Technology(IT) to identify latest addresses for witnesses similar to the Warrants Enforcement Bureau (WEB) system option for warrants (possibly through the Causeway project).	Accepted	<p>The Causeway Project Steering Group would not take this on board due to cost and complexity for other departments.</p> <p>ACC Operational Support (ACC Toner)</p>	●●
113	Support the Court Service initiatives to reduce the number of late guilty pleas and adjournments.	Accepted	<p>PSNI Officials have informed us that this is being addressed by the PSNI Delay Action Team (DAT).</p> <p>We have been unable to verify this.</p> <p>ACC Criminal Justice (ACC Harris)</p>	●




Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
114	Review the responsibility of Investigating Officers in ensuring witnesses are in court and not intimidated.	Accepted	The Court Service now offer witness/victim protection measures at court. ACC Criminal Justice (ACC Harris)	●
115	Have the prosecutor (generally the Public Prosecution Service (PPS)) select the most appropriate method for having witnesses attend court from a list of options to include; personal service, registered post first class post etc.	Accepted	PSNI Officials have informed us that this is a matter for the Public Prosecution Service (PPS) rather than the PSNI We have been unable to verify this with the PPS. ACC Criminal Justice (ACC Harris)	●
116	Make more use of Court Service Regional Court Servers (for personal service only summonses) if they have workload reduced by a move to serve more summonses by post.	Accepted	PSNI Officials have informed us that this is being addressed by the Delay Action Team (DAT). We have been unable to verify this. ACC Criminal Justice (ACC Harris)	●
117	Establish a policy with Magistrates of how they deal with non attendance of witnesses if service is by first class post only e.g. issue of bench warrants.	Accepted	This is an issue which requires a resolution between Magistrates, Courts Service and PPS. ACC Criminal Justice (ACC Harris)	●
118	Seek to transfer all responsibility for non-arrest warrants (including processing, execution and transfer to prison) from the PSNI to the Court Service.	Accepted	Negotiations regarding the transfer of responsibility are ongoing by the Fine Default Group. ACC Criminal Justice (ACC Harris)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
119	Appoint Court Liaison Officers for each DCU. (These officers can perform the roles of "connecting officers" to attend court and connect suspects to offences).	Accepted	PSNI Officials have informed us that Court Liaison Officers (CLOs) are currently performing this role for the Lagside Court. The decision to appoint CLOs has been left to the discretion of the District Commanders. To date, Armagh has also availed of CLOs. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●
120	Introduce a spreadsheet format for warrants that can be used by all DCUs until a centralised Information Technology (IT) system becomes available. One is available from South Belfast DCU and in use by several DCUs already. This will require Criminal Justice Unit (CJU) support staff to update these spreadsheets.	Accepted	PSNI Officials have informed us that this has been done in urban; however within rural a combination of both spreadsheet and the warrant register is still being used. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●
121	Enable Integrated Crime Information System (ICIS) to alert for money warrants until a centralised Information Technology (IT) system becomes available.	Accepted	PSNI Officials have informed us that the next stage of the Causeway Project is DSM1. This is due to go live in June 2008. It is not yet clear whether the required functionality would be available under DSM1. ACC Operational Support (ACC Toner)	●
122	Introduce a central Information Technology (IT) system similar to the Warrants Enforcement Bureau (WEB) system used in Sussex police to identify current addresses for offenders. This may be resolved through the NICHE project.	Accepted	PSNI Officials have informed us that a new management system is being introduced with NICHE DSM1. The introduction of this is scheduled for June 2008. ACC Criminal Justice (ACC Harris)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
123	Criminal Justice Department (CJD) to request that the Public Prosecution Service (PPS) have charges for breach of Bail seen as part of the original file.	Accepted	PSNI Officials have informed us that work is ongoing with the Public Prosecution Service regarding breaches of bail, and subsequent procedures for prosecution. ACC Criminal Justice (ACC Harris)	●
124	Criminal Justice Department (CJD) to request the Court Service to enable the production of prisoners arrested on warrant in mid/late afternoon.	Accepted	PSNI Officials have informed us that this is work which is ongoing with the Court Service. ACC Criminal Justice (ACC Harris)	●
125	Criminal Justice Department (CJD) to request that the Court Service have bail conditions (including changes) forwarded to DCUs similar to warrants. This may be achieved through Court Liaison Officers.	Accepted	PSNI Officials have informed us that with the introduction of the Causeway Project, there will be a joined up electronic transfer of information. This will allow for all information from both the Court Service and PPS to be passed centrally to Districts through their respective OCMT's (Occurrence and Case Management Teams). ACC Criminal Justice (ACC Harris)	●
126	Criminal Justice Department (CJD) to request the court Service to introduce the use of Electronic Warrants (the original warrant will remain with the Court Service) in conjunction with the NICHE project.	Accepted	PSNI Officials have informed us that the CJ3 are developing an inter-agency project to reconcile warrants that are currently held by DCUs in paper format to ensure that effective roll out of DMS1 takes place and a paperless system is developed using NICHE. The migration of warrant information onto NICHE planned for July 2008 will deliver a paperless system for all newly issued warrants after that date. ACC Criminal Justice (ACC Harris)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
127	Introduce a 10-hour variable shift pattern for all response police.	Accepted	<p>The management of changes in shift patterns has been overseen by the CORE project, putting forward to response officers a recommendation to adopt a 10 hour variable shift or the standard 8 hours pattern in default. The project team managed the process of shift change and introduced an electronic voting process. Following this vote, the 8 hour shift was introduced on 1 April 2007 which superseded the original recommendation.</p> <p>To assist with the changes, shift pattern transition training courses were introduced for Resource Managers. A review of the 8 hour shift pattern for the period 1 April to 30 June was completed and a report submitted to Steering Group. Districts were devolved the opportunity to review the 8 hour shift pattern, and 5 of 8 DCU's will have reverted to 10 hour variable shift pattern by March 2008.</p> <p>ACC Operational Support (ACC Toner)</p>	●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
128	Provide training for operation planning staff and personnel officers on police regulations, working time directives, flexible working arrangements and diversity issues.	Accepted	<p>Two training courses of two week duration were run with Operational Planners which represented each of the old 29 Districts. This was carried out during January and February 2007. The training was taken forward by Sgt Karl Mason (Merseyside Police – Nationally recognised expert on shift patterns). The training package was organised by CORE. A refresher course was later held in May 2007 to reinforce the training and to provide support for the Resource Managers. Furthermore the CORE workforce Modernisation work stream produced a key piece of work in the form of an Options paper on Flexible working that was accepted by the Steering Group on 27 March 2007.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●
129	Provide training for supervisors on police regulations, working time directives, flexible working arrangements and diversity issues.	Accepted	<p>As in recommendation 128, two training courses of two week duration were run with Operational Planners which represented each of the old 29 Districts. This was carried out during January and February 2007. The training was taken forward by Sgt Karl Mason (Merseyside Police – Nationally recognised expert on shift patterns). The training package was organised by CORE. A refresher course was later held in May 2007 to reinforce the training and to provide support for the Resource Managers. Further the CORE workforce Modernisation work stream produced a key piece of work in the form of an Options paper on Flexible working that was accepted by the Steering Group on 27 March 2007.</p> <p>ACC Operational Support (ACC Toner)</p>	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
130	Review and implement appropriate shift arrangements for NPT officers.	Accepted	<p>PSNI Officials have informed us that Neighbourhood Policing Teams (NPT's) will be in line with the wider review of shift patterns which has taken place. Shift patterns for NPT's will also be demand driven in order to meet the needs of the individual communities which each NPT serves.</p> <p>ACC Criminal Justice (ACC Harris)</p>	
131	Clarify role of business managers as a result of the current review being undertaken by a consultancy firm, and any required changes made.	Accepted	<p>We have not been able to obtain evidence on this recommendation.</p> <p>ACC Operational Support (ACC Toner)</p>	
132	Undertake a review to address all areas of difficulty indicated including movement of money between budgets by DCU Commanders and Business Managers in local devolvement. Approach ACPO to have change made in current legislation/regulations if required.	Accepted	<p>PSNI Officials have informed us that Budget virements and freedoms will be contained in a revised Management Statement and Conditions of Grant, which are currently being progressed on a tri-partite basis between the Northern Ireland Office (NIO), NIPB and the PSNI. It is expected that the revised documents will be completed by 31 March 2008.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
133	Formalise an Operational Contingency Budget (and related application procedure) available for unplanned events.	Accepted	<p>PSNI Officials have informed us that the ACC held a small budget for critical evens. This is approximately £200,000. This has been superseded through the reorganisation of the Districts.</p> <p>ACC Urban Region (ACC McCausland)</p> <p>ACC Rural Region (ACC Gillespie)</p>	●●
134	Progress the Integra Finance System to improve performance.	Accepted	<p>PSNI Officials have informed us that the issue was hardware performance rather than an issue for Integra.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	●●●
135	Appoint person to examine income generation corporately within PSNI.	Accepted	<p>A person is now in post to examine income generation. This person is a member of the National Police Forum for Income Generation (Polfig) Group.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	●●●
136	Review policy on income generation so as to inform local staff of conditions of use including issues relating to i.e. charges for personnel, use of vehicles, equipment, expert information/advise good practice etc.	Accepted	<p>The policy on income generation has been reviewed. The Policy and guidance for it are available through PoliceNet.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	●●●
137	On completion of policy on income generation provide training programme for income generation with role-play situational worked examples and use of Grant Finder (an interactive product allowing clients to obtain information on grant aid and the user to navigate the funding maze).	Accepted	<p>PSNI Officials have informed us of the development of an aide memoir on Income Generation. This provides information on key contacts, key issues, and a checklist and helpful hints.</p> <p>Director of Finance & Support Services (Mr David Best)</p>	●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
138	High visibility patrolling - No Change - although it should be accepted as good practice all officers patrolling in uniform when possible. Chief Officers to continue to patrol regularly in uniform.	Accepted	A direction was issued to the organisation by ACC Operational Support. ACC Operational Support (ACC Toner)	●●●
139	That management introduce measures that support and encourage all uniformed officers to take refreshment breaks (may include main break) in the community, where risk assessment and operational considerations allow.	Accepted	PSNI Officials have informed us that this is encouraged where risk assessment and operational considerations allow. ACC Urban Region (ACC McCausland) ACC Rural Region (ACC Gillespie)	●●●
140	Research is conducted on the viability of introducing GPS to assist with address identification and location of police patrols.	Accepted	GPS has been introduced at high risk border areas to prove the concept and to mitigate the risk to operational personnel. All PSNI vehicles are being fitted with GPS antennae and Data Interface Boxes to facilitate the introduction of GPS at any time. GPS will be considered as a User Requirement within the upgrade of CCS and the introduction of the Unity Project. ACC Operational Support (ACC Toner)	●
141	Research is conducted on the viability of introducing GPS that can provide historic data regarding patrol patterns.	Accepted	Progress has been made as noted in recommendation 140. ACC Operational Support (ACC Toner)	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
142	Research is conducted on the viability of introducing GPS which can act as a tool to assist patrolling. This could be based on system used by tourism companies that act as a guide to highlight locations of local interest. Speed camera detection devices that are pre-programmed with the location of fixed camera sites use the same technology. This could be adapted for use in policing e.g. to highlight crime or RTC hotspots as officers patrol. If device capable of transmitting secure information then info on suspects as well as photos could be sent to GPS receiver as patrols pass certain locations. An example could be where a patrol passes an alleyway the device could highlight that drugs have been sold in the area and show a photo of suspects.	Accepted	Progress to date made as in recommendation 140. ACC Operational Support (ACC Toner)	●
143	The wearing of uniform by all police officers (excluding detectives or those normally engaged on covert duties) should be the default setting unless a risk assessment or operational reason dictates otherwise.	Accepted	The PSNI Uniform Style Guide has been updated in light of this recommendation. ACC Operational Support (ACC Toner)	● ● ●
144	In accordance with National Intelligence Model (NIM) police officers to park up and patrol on foot when practical. (Patten recommendation 48).	Accepted	This takes place in line with risk assessment. ACC Criminal Justice (ACC Harris)	● ● ●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
145	When any double-crewed vehicle returns to the station for one member to perform duty therein the other member should resume patrol as a single officer patrol unless operational reasons or a risk assessment states otherwise.	Accepted	This takes place, and is further backed up with the use of Single Officer Patrols. ACC Criminal Justice (ACC Harris)	● ● ●
146	Officers to attend all meetings in uniform (excluding detectives or those normally engaged on covert duties unless operational reasons or a risk assessment states otherwise).	Accepted	The PSNI Uniform Style Guide has been updated in light of this recommendation. ACC Operational Support (ACC Toner)	● ● ●

- Recommendation not fully implemented, to be carried forward
- ● Recommendation superseded by other events
- ● ● Recommendation implemented, evidence of improvement found

5 Summary

5.1 Summary of benefits obtained

Through the implementation of the Performance Improvement Plan (PIP) of the Best Value Review, the PSNI has recognised a number of changes and benefits in the area of Patrolling. The benefits which have arisen can be grouped into the categories of early recommendations, tasking, strategy, and visibility. Examples of some of the key benefits which have been derived as a result of the implementation of the PIP are highlighted below.

Early Recommendations

- The PSNI has issued an email message to all officers and staff highlighting that the use of discriminatory language is wrong and must be avoided on e-briefings and email etc. Training commenced in 2006 for managers which highlighted their responsibilities in relation to Article 10 of the PSNI Code of Ethics. This training looks at issues including Grievance handling and equality of opportunity within the workplace. A Diversity Works training programme has also been launched and seeks to train all officers and raise awareness of personal prejudice and how this relates to groups (including travellers) in society. However, the PSNI have not had access to the documentation of the Equality and Diversity Branch to be able to monitor the effect which this has had. Talks are ongoing to address this matter.

Tasking

- Training Needs Analysis' has been carried out on student officers for Information Technology needs. As a result, accredited IT training courses have been implemented for officers. Where officers with problems are identified, then a five week period of remedial training is given.
- The formation of the new Training Strategy Steering Group (TSSG) now has the role of addressing the strategic priorities for training.
- The formation of the new Professional Development Units (PDU's) has occurred in five districts, (two more districts are due to have their PDU's up and running soon). These have had the impact of addressing the training of officers, including an annual review of training which is based upon targets which have been identified at DCU and DPP level.

Strategy

- There has been a shift in the method of working with mobile stations. These have now been centralised under the Transport Services Branch, and where DCU's identify the need for these, they now request these through Transport Services and will then be billed for their usage.

- There has been a roll out of bicycles across the PSNI. Where bicycles have been requested at a local level these have been provided. At present there are approximately 100 bicycles in operation, mainly used by Community Safety Officers. A central contract is in place with an external supplier for both the purchase of bicycles, and bicycle equipment. This adheres to the general procurement rules.
- There has been an increase in the usage of Single Officer Patrols. The PSNI has become more focused on the use of SOP's. Risk assessments have been carried out, and SOP's are used where permitted by these risk assessments.
- There has been a shift towards the use of more radio contact, which has had the beneficial impact of allowing the officers to continue to carry out their patrol without the need to return to the station. Also, where dual patrols are used and there is the need for one officer to return to the station, the other officer will return on patrol, again where SOP is permitted by risk assessments.
- Action has also been taken in the area of road policing both at strategic and local level. At a strategic level, the PSNI Top Team have agreed to reduce the speed threshold for detections. A phased approach to the introduction of this will have to be taken as it is anticipated that the reduction in the threshold will result in a 20 fold increase in the number of detections. This phased approach will have a twofold approach in that it will enable to PSNI to gain public confidence on the matter, as well as allowing the PSNI to ensure that the capacity is in place to deal with any significant increase in the levels of detections and the issuing of fixed penalties.
- Road Policing has also continued to work with external organisations, and since the time of the Best Value Review, the PSNI has passed responsibility for parking and waiting restrictions to the Department of Regional Development.

Visibility

- In an attempt to reduce the levels of paperwork which Sergeants are tasked with, Administrative assistants have been deployed within a number of Districts to good effect. These are used to undertake the administrative duties, which do not require to be actioned by Sergeants.
- A pilot Practical Pocket Guide has been issued which looks at, reassurance and policing with the community policies, interaction with the public, minimum patrol standards, Health and Safety crime reporting, National Intelligence Model, scene prevention, and ID methods. The pilot scheme has run successfully and the decision as to whether or not to run this out service wide is to be made in the near future, however, will be dependent upon financial constraints.
- The review of shift patterns devolved responsibility to the Districts as to whether to implement the 8 hour shift or the variable 10 hour shift pattern. Five of the eight Districts have decided to implement the variable 10 hour shift pattern.

5.2 Cost of benefits obtained

The vast majority of the benefits which have been recognised as a result of the Best Value Review of Patrolling relate to changes within internal processes and procedures. With this in mind it is difficult to actually reflect the cost of the implementation of these recommendations.

Recommendation 77 highlighted that potential cost savings of up to £40,000 could be accrued should all recommendations be implemented around the issue of expedites.

5.3 Impact of Not Fully Implemented Recommendations

While a number of recommendations remain not fully implemented (77), it is noted that significant progress has been made since the Best Value Review. It is also recognised that although the status of some recommendations has been noted as “not fully implemented” within this review, in 52 of these recommendations firm work has been undertaken, and further action on these will be undertaken by the PSNI in the future which will see these become implemented.

Of the 77 recommendations which had not been fully implemented at the time of this review, 30 (21%) of these recommendations had a completion date of 31 March 2008; a further 15 (11%) of these recommendations have completion dates which fall after 1 April 2008. With the current status of the recommendations the PSNI are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the PSNI with some recommendations not being implemented. Some of the foregone benefits and potential risks are noted below:

Early Recommendations

- It was hoped that revision of the implementation plans for Policing with the Community and working in partnership would ensure that Policing with the community is the core function of the PSNI and that it would lead to improved service delivery.
- Work around equality and diversity, as well as content of PSNI communications was highlighted. With not undertaking these activities the PSNI may not be in full compliance with relevant legislation, and their code of ethics in relation to equality and diversity.

Tasking

- To date PDU’s have not been established in all districts. The benefit of the PDU’s is that they will help to ensure that all training needs for officers are addressed promptly. Within each district a PDU manager was to be appointed. It was hoped that the appointment of these would enable one person to have responsibility for training and operational needs, and that they would be able to resolve problems at a local basis. These have not all been brought into post.
- A number of recommendations had arisen around the Core Leadership Programme including its long term advertising, HR developments and consideration of it superseding

the need for part three of the promotion process. As a result of this mandatory training has been implemented for Sergeants from September 2007, and will become mandatory for Inspectors from September 2008. The Core Leadership Development Programme has been advertised through the production and distribution of over 900 workbooks. In addition to this briefing sessions have also been carried out to promote the process.

Strategy

- It was recommended that the latitude given to speeding motorists be reduced. Whilst this has been agreed and ratified by the Top Team, operational elements of the recommendation will have to be progressed relatively slowly due to the increase in demand which will be placed on the FPPC. When this is being implemented it is vital to ensure that there is careful communication of the option as there will be scepticism from road users. This should bring improvements in road safety, as this has not yet been implemented it is reasonable to expect that that these have not yet been realised.
- It was recommended to introduce SLA's between DCU's and Road Policing Units. This has not yet been developed. This may mean that there is still some levels of ambiguity in relation to the roles, responsibilities and relationships in place between DCU's and RPU's.

Visibility

- It was recommended that Road Traffic management officers should be civilianised. This has not happened which has meant that civilians have not been recruited, who could have been employed at less cost.
- Successful pilot schemes have been run by the PSNI for crime recording forms using digital pen. This has been progressed to procurement, however, at the time of this review, had this recommendation been implemented this would have meant that officers would not have to return to the station to complete Command and Control entries. Work has shown that even if this only reduced time in the station by 1% then this would equate to an additional 6 officers on patrol at any one time day or night. As a result of this recommendation not being fully implemented, this benefit has not been accrued.
- It was recommended to support the Court Service initiatives to reduce the number of late guilty pleas and adjournments. Whilst work is ongoing with the Delay Action Team this has not yet been implemented. This has resulted in the expected benefit of overall reduction in staff costs through reduction in unnecessary court attendances not being realised. It was also hoped that this work would enable good relationships with the Court Service to ensure the delivery of a better service to the public.
- PSNI had hoped to transfer the responsibility for executing warrants to the Court Service. This has not yet occurred. This has resulted in the benefits of reducing paperwork and freeing up officers to undertake other duties not being recognised.

5.4 Overall impact of Best Value Review

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money provided by Patrolling.

While a number of the recommendations are yet to be implemented by the PSNI, the impact of those which have been implemented is evident, across the tasking, strategy, and visibility of the PSNI.

From the information which we have received during the course of undertaking this Post Implementation Review it has been evident that the benefits which have been accrued to the PSNI have been as a direct result of the implementation of the recommendations, and that the management of these implementation has been appropriately managed by the PSNI.