

**FRAMEWORK FOR THE
ONGOING MONITORING OF
OUTSTANDING PATTEN
RECOMMENDATIONS**

**Report Number 2
Northern Ireland Policing Board
June 2009**

Part I

The progress measures used in the tables below are those devised by the Office of the Oversight Commissioner:

Comp = Completed **Subs** = Substantial **Mod** = Moderate **Lim** = Limited
Min = Minimal

At the request of the Policing Board, OOC measures were augmented using the Traffic Light system of assessing improvements: **Blue** indicates a recommendation that has been assessed as implemented, **Green** indicates a recommendation that has progressed as expected; **Amber** indicates a recommendation where there has been some progress as expected, and **Red** indicates a recommendation where expected progress has not occurred.

Progress on individual recommendations is indicated by an arrow: ←, while *Closed* indicates a recommendation for which continued monitoring under the Patten/OOC framework is no longer considered viable, but whose underlying intentions are examined through a different monitoring framework developed by the Policing Board.

Recommendation	May 2008					May 2009				
	Comp	Subs	Mod	Lim	Min	Comp	Subs	Mod	Lim	Min
4		X					X			
44		X					X			
45		X					X			
49		X					X			
53a		←					X			
53b				X					X	
63			X			←				
76		X					X			
90			←					X		
93		X					X			
97			X				X			
103		←					X			
104		←					X			
111				X					X	
115		←				<i>Closed</i>				
116					X	<i>Closed</i>				

						d				
127				←		Close d				
128		X					X			
131		X					X			
132		X				←				
149				X		←				
Recommendation	Comp	Subs	Mod	Lim	Min	Comp	Subs	Mod	Lim	Min

Part II

BACKGROUND AND OVERVIEW

The Office of the Oversight Commissioner (OOC) released its final report in May 2007. The report noted 32 outstanding Patten recommendations which were to become the responsibility of the Northern Ireland Policing Board, and which would henceforth be monitored toward implementation and resolution by the Board.

In anticipation of the first anniversary of the release of the OOC report, the Policing Board requested a specialist resource: "...to review these recommendations and prepare an updated status report". A specialist resource was subsequently engaged, and work on updating the assessment of recommendation status commenced in early 2008.

The first updated assessment report was presented to the Corporate Policy, Planning and Performance Committee in June 2008. Among other things the report noted that 10 outstanding recommendations could be signed off as implemented, that substantial progress had been made on a further 6, and that 16 recommendations had not progressed significantly since the OOC's report in 2007.

In September 2008 the Corporate Policy, Planning and Performance Committee agreed a way forward for the continued monitoring of outstanding Patten recommendations. This was to involve assessing the continued relevance of existing performance frameworks, updating performance measures where necessary and, in consultation with Policing Board officials, developing key recommendation objectives to support the Board's ongoing monitoring efforts.

The present report represents an assessment of progress on the implementation of the remaining Patten recommendations since June 2008. This report also suggests a number of ways in which the remaining Patten recommendations might be monitored until the end of the formal Patten phase of policing reforms in 2010, as well as into the future.

The progress that was agreed following the previous assessment work, combined with the progress that is outlined in the present report, represents the implementation or resolution of approximately 53% of the recommendations the Policing Board assumed responsibility for. This also

represents the successful implementation or resolution of approximately 91% of the 175 recommendations the Patten Commission made in September 1999.

Part III

METHODOLOGY

The two main two categories of remaining recommendations are:

- Those reviewed by consulting subject matter experts or agencies (14)
- Those reviewed by the existing Policing Board committee structure (7)

As with the previous assessment report presented in 2008, all assessments are based on the specific Patten recommendation and its intentions and on the remaining performance indicators initially developed by the OOC.

Assessment work involved the review and analysis of applicable Police Service of Northern Ireland (PSNI), Policing Board and other documentation, particularly strategic plans, organisational reviews or other planning documents, in addition to relevant government publications both in the UK and elsewhere. Document review and analysis were followed up with interviews involving Policing Board officials, PSNI staff and other stakeholders.

In some instances communication with individuals responsible for ensuring a recommendation's progress was carried out over an extended period, particularly when a recommendation was nearing the latter stages of implementation.

In the course of the assessment work, where required both scheduled and unscheduled visits to PSNI police stations and other facilities were carried out for the purposes of verification.

Finally, to ensure that the Policing Board's performance framework covering the remaining outstanding recommendations continues to reflect current policing trends and objectives, outstanding recommendations and performance measures were analysed and modified where appropriate in consultation with Board officials.

PART IV

RECOMMENDATIONS REVIEWED BY CONSULTANTS

The following 14 recommendations are being monitored through existing frameworks or standing agreements with consulting experts or outside agencies: **53b, 76, 90, 93, 97, 103, 104, 111, 115, 116, 127, 128, 132 and 149**

Recommendation 53b: Civilian Receptionists

As reported in March by the Policing Board's human resources advisor, this recommendation has seen progress since the previous assessment in 2008. As the human resources advisor pointed out, the financial and other factors that impede the full implementation of this recommendation make it difficult to foresee a circumstance when the PSNI could achieve the potential release of up to 260 police officers from station enquiry duties, as originally intended.

As suggested by the human resources advisor, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Limited' in 2008 and remains 'Limited' for 2009. In light of the developments noted above there has been some progress as expected on this recommendation; therefore it is assessed as **amber**.

Recommendation 76: Devolved Authority to District Command Units

As reported by the PSNI in a recommendation status update provided to the Policing Board in May, District Commanders now have authority over the deployment of police officers and staff. District Commanders also have devolved budgets, with the exception of salary budgets as originally recommended, and they have a number of service level agreements in place with headquarters departments. Finally, District Commanders have the authority to purchase a range of local goods and services.

These achievements would fulfil the majority of the original Patten recommendation's underlying intentions, as well as the subsequent OOCs performance indicators. As noted above, the exception is the devolution of

the salary budget. The PSNI reports that this is not currently devolved, and that it will remain fixed until 2011.

The Policing Board may wish to retain a focus on the salary budget devolution date reported by the PSNI to ensure continued progress. As suggested by the human resources advisor in March 2009, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of continuing progress with respect to devolving authority to District Commanders, this recommendation has progressed as expected; therefore it is assessed as **green**.

Recommendation 90: Civilianisation

Progress on this recommendation has been limited since the previous assessment report. A recent inspection of Policing with the Community by Criminal Justice Inspection Northern Ireland (CJINI) in fact noted that the lack of progress in this area reported by the OOC in 2007 remained the case today (par. 4.7, pg. 20).

There has been some civilianisation of police officer positions however, and the PSNI reported that the number of civilianised posts now stands at approximately 564. As suggested by the human resources advisor in March 2009, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Moderate' in 2008 and remains 'Moderate' for 2009. In light of ongoing civilianisation, however slow, there has been some progress as expected on this recommendation since 2008; therefore it is assessed as **amber**.

Recommendation 93: IS/IT Strategy

The final OOC report noted substantial progress in this area. Although there were some concerns expressed, primarily around delays to upgrading the

call management system, the OOC also highlighted the positive contributions of independent validation.

The National Police Improvement Agency (NPIA) has been appraising and validating the 2004-2008 IS Strategy for over four years, including the projects to be carried forward into the Strategy Refresh, with nine reports written since 2005.

The NPIA recognised the significant challenges that the IS Strategy faced, but also the many positive changes that had taken place in the PSNI. The work completed to date was ultimately assessed as: “a successful technical implementation of a suite of information systems”.

While perhaps not placing the PSNI at the forefront of law enforcement technology for the foreseeable future, the use of IT in policing in Northern Ireland has undergone dramatic change, with almost continuous review and benchmarking, and validated throughout through robust and independent assessment.

The implementation status of this recommendation was assessed as ‘Substantial’ in 2008 and remains ‘Substantial’ for 2009. In light of continuing progress with respect to implementing the 2004 – 2008 police IS Strategy as detailed by the NPIA, this recommendation has progressed as expected; therefore it is assessed as **green**.

Recommendation 97: Reorganisation of Headquarters

The Patten report originally recommended a slimmer management structure at police headquarters to reflect a new focus on community policing and empowered District Commanders; also recommended was the retention of one Deputy Chief Constable, a reduction in the number of ‘Assistant Chief Officers’ then in place, and phasing out the rank of Chief Superintendent.

The OOC’s performance indicators in turn reflected the sequence and specifics of the Patten recommendation, stipulating a requirement for the initial assignment of responsibility, a Headquarters reorganisation plan reflecting the new structure, continuance of a single Deputy Chief Constable position, deletion of the post of Deputy Assistant Chief Constable, progress on reducing the number of Assistant Chief Officers, progress on reviewing the need for the Chief Superintendent rank, and ultimately evidence of goals, timelines and accomplishments.

Since that time the headquarters management structure has been reorganised along lines originally proposed in the Patten report, there is now one Deputy Chief Constable, the position of Deputy Assistant Chief Constable has been abolished, and there are currently eight Assistant Chief Officers including civilian equivalents. As noted by the PSNI, the rank of Chief Superintendent is unlikely to be phased out in the near future, and is in fact widely recognised as a key command rank in the PSNI and in UK and other police services.

The focus of this recommendation's implementation has shifted somewhat from an emphasis on organizational and management structures, to an emphasis on reducing the complement of police officers assigned to 'headquarters' functions. While this is an important objective and consistent with best practices elsewhere, the Policing Board's human resources advisor recently noted the difficulty to defining 'organisational support', 'operational support' and 'operational' roles with respect to determining a true picture of police officers assigned to headquarters functions, and more importantly whether these officers are engaged in duties appropriate to their law enforcement role.

As the human resources advisor also pointed out, while there is certainly further scope for 'slimming' down headquarters and for the further civilianisation of headquarters police officer posts, the civilianisation of police officer posts is already addressed more directly in another Patten recommendation: 90 (Civilianisation); this recommendation remains open and is currently monitored through the HR Monitoring Framework.

As suggested in the human resources advisor's March 2009 report, the recommendation to reorganise headquarters should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of the achievements described above, this recommendation has progressed as expected; therefore it is assessed as **green**.

Recommendation 103: Phasing out of the FTR

As reported by both the Policing Board's human resources advisor and by the PSNI, progress on this recommendation continues. Assuming the successful implementation of the PSNI's phased Full Time Reserve (FTR) reduction programme, all remaining members of the FTR will have left the PSNI by April 2011.

As suggested by the human resources advisor in March 2009, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of the ongoing phasing out members of the FTR, this recommendation has progressed as expected; therefore it is assessed as **green**.

Recommendation 104: Enlargement of the PTR

In May 2009 the PSNI reported that appointments for Police Officer Part Time (POPT) positions from a recent recruitment campaign were now completed, resulting in a total of 123 POPT. The PSNI also reported that the recruitment plan for Police Community Support Officers (PCSO) remained on hold, and that it was unlikely to be pursued in the near future.

As was recently noted in a CJINI inspection of the PSNI's Policing with the Community programme, the plan to recruit up to 400 PCSOs had been well advanced, but was halted due to funding decisions.

However, it was also noted that the PSNI's decision not to recruit PCSOs, combined with a reduction in the number of Part Time Reserve members, and the stalling of recruitment of POPTs had: "impacted on the PSNI's ability to adequately staff the Neighbourhood Policing Teams". This can only serve to make the refreshment of the PSNI's Policing with the Community strategy more difficult.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of decision to halt the recruitment of PCSOs, expected progress on this recommendation has not occurred; therefore it is assessed as **red**.

Recommendation 111: Transfer of Civil Service Staff

The Patten Commission believed that the principle of having a balanced and representative police officer workforce should also be reflected in a balanced and representative civilian workforce. The recommendation that the Northern Ireland Civil Service should facilitate the transfer of police staff to other Northern Ireland departments was made squarely within the context of ensuring that this principle was addressed, and that a balanced and representative civilian workforce could be secured.

The Patten report also noted that actively encouraging civil servants seconded to the police to transfer back to other civil service departments might even bring about substantial change early. The hiring of new civilian staff, recruited in the same way and by the same process as that for police officers, would then further support the achievement of a representative civilian workforce.

Since the previous assessment report all civil servants seconded to the Police Service became direct recruits on 1 October 2008. Prior to that date police staff were provided with the opportunity of transferring back to the Northern Ireland Civil Service. Now that police staff are engaged as direct recruits, and further recruitment for civilians lies entirely within the purview of the PSNI, it has the ability to address the representativeness of its civilian workforce as aggressively as it sees fit given financial and other considerations.

However, as noted by the Policing Board's human resources advisor in March 2009, with the latest People Strategy anticipating a decrease in police staff by 60 posts a year there is limited scope to significantly alter representation figures in the near future. As suggested by the human resources advisor, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Limited' in 2008 and remains 'Limited' for 2009. However, in light of the final transferral back to the civil service of police staff who did not wish to remain in the PSNI, there has been some progress as expected on this recommendation since 2008; therefore it is assessed as **amber**.

Recommendation 115: Liaison with Schools and Universities

The original recommendation proposed that the police establish liaison with all schools and universities, and with the active support and encouragement from community leaders and teachers, develop and organise work experience attachments and familiarisation days. This was considered particularly important in communities that were poorly represented in policing.

The PSNI continues to support a number of initiatives to satisfy this recommendation, particularly in the area of training, where collaborative programmes have been developed in conjunction with the University of Ulster, Queen's University Belfast and the Association of Northern Ireland Colleges.

This progress is reflected in a March 2009 report by the Policing Board's human resources advisor, who suggested that this recommendation be transferred and monitored through the Community Engagement Committee's monitoring of the Community Engagement Strategy.

In light of the continued success of the PSNI's recruitment campaign for police officers, the Policing Board may wish to formally close the monitoring of this recommendation with a view to ensuring that the underlying intentions – improving police relations with young people and the encouragement of future recruitment – are robustly monitored through the work of the Community Engagement Committee.

Moreover, the Policing Board may wish to place a particular emphasis on the PSNI's development of its youth engagement strategy with respect to school and university programmes, to ensure that the underlying Patten intentions remain in view and are monitored robustly.

Recommendation 116: Police Cadet Scheme

The original recommendation proposed that the police establish cadet schemes and activity programmes open to all young people, but focussed particularly on areas where the relationship between police and community had the greatest need for development. There is little doubt that the police have been able to make huge inroads into certain communities, and the entire context of this recommendation has altered significantly since it was first published.

However, the previous assessment report noted the strong likelihood that the PSNI would no longer assign human or financial resources to the implementation of this recommendation. Since then the PSNI has informed the Policing Board that it rejects this recommendation as having no relevance.

On a related note it should be understood that once the Policing Board has accepted responsibility for monitoring the implementation of a remaining Patten recommendation, it is not within the purview of the PSNI to determine a recommendation's continued relevance or irrelevance.

As suggested by the Policing Board's human resources advisor, this recommendation should be formally closed and the PSNI's and community engagement strategy robustly monitored by the Community Engagement Committee, particularly with respect to the PSNI's strategy for engaging specifically with youth.

In light of the human resources advisor's suggestion, the PSNI's decision to cease work on this recommendation, the ongoing success of both the PSNI's liaison programme with schools and universities, as well as the ongoing success of its recruitment campaign, the Policing Board may wish to formally close the monitoring of this recommendation with a view to ensuring that the underlying intentions – improving police relations with young people and encouraging future recruitment – are robustly monitored through the work of the Community Engagement Committee.

Moreover, the Policing Board may wish to place a particular emphasis on the PSNI's development of its youth engagement strategy with respect to engaging with youth in difficult areas, to ensure that the underlying Patten intentions remain in view and are monitored robustly.

Recommendation 127: Identification of Northern Ireland Officers

In May 2009 the PSNI reported that it had rejected this recommendation. In reaching this decision it noted its external advertising for positions at various ranks, with particular encouragement for applications from members of underrepresented groups. In addition, the Police Service noted that it considered the direct targeting of members in other forces as both unviable and possibly unacceptable under data protection legislation.

While these issues are beyond the scope of the present assessment report, the Policing Board's human resources advisor noted in some detail how difficult it might be for the PSNI to attract more Catholic applicants at senior ranks. This situation is unlikely to change in the near future.

The Policing Board may wish to monitor the manner in which the cohorts of recently engaged recruits – more specifically those hired under 50:50 legislation – are moving up the PSNI's rank structure to ensure that the representation percentages reflected at intake are also reflected as cohorts advance in both years of service and rank levels achieved.

In light of the PSNI's decision to cease work on this recommendation, the Policing Board may wish to formally close the monitoring of this recommendation with a view to ensuring that its underlying intentions – community representation throughout the ranks of the PSNI – are robustly monitored through the Policing Board's HR Monitoring Framework as part of its ongoing monitoring of the implementation of the PSNI's People Strategy.

Recommendation 128: Lateral Entry

As reported by the Policing Board's human resources advisor, since 2001 the PSNI has accepted 72 constables and 41 ranking officers from England and Wales police services, including the Chief Constable. In addition, the Chief Constable and the Commissioner of the Garda Síochána signed a protocol in February 2005 which laid out the procedures for seconding police officers between the two agencies.

The human resources advisor also noted that the lateral entry of police officers at sergeant rank and above is ongoing, particularly in response to specific requirements such as that expressed for detectives.

As suggested by the human resources advisor, this recommendation should be integrated into the Policing Board's HR Monitoring Framework as part of the ongoing monitoring of the implementation of the PSNI's People Strategy.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of ongoing progress on supporting the lateral entry of police officers into the PSNI, there has been some progress as expected on this recommendation; therefore it is assessed as **amber**.

Recommendation 132: Service Level Agreements

The original recommendation proposed that service level agreements be developed between police districts and headquarters departments. This was to be the case particularly in training, again in recognition of the central role that training plays in forming and maintaining a modern police service.

The OOC noted substantial progress in its final report and that the ongoing restructuring of the PSNI would affect the ultimate pace of this recommendation's implementation. The final report paid particular attention to the evolving Professional Development Units (PDUs), and the key role these could potentially play in the determination and provision of training in each individual DCU.

Since the previous assessment report the PSNI has provided evidence for service level agreements between the Police College and District Command Units.

In June 2008 the implementation status of this recommendation was assessed as 'Substantial'. In light of developments since June 2008, specifically the completion of service levels agreements with all DCUs as intended, the requirements of this recommendation could be considered as having been met and the recommendation as **implemented**.

Recommendation 149: Citizens Course

The original recommendation proposed a course developed by the police specifically for the general public in order to familiarise the public with police methods and the legal environments in which police officers work.

The OOC noted limited progress in the final report, and commented on the importance of these programmes in enhancing the PSNI's general openness, as well as that of its training establishment. However, the OOC also noted that implementation was expected no later than September of 2007.

Although the progress anticipated by the OOC did not take place as quickly as hoped, since the previous assessment report in June 2008 the PSNI has since devised a six week Citizen's Course that covers the following areas:

- 1) History of policing in Ireland;
- 2) Policing with the Community including problem solving and partnerships;

- 3) Crime prevention and scene investigation;
- 4) Policing and the use of force;
- 5) The 'Hydra' package: "Taking on the role of a shift call manager"; and,
- 6) Student officer training input.

The initial course was scheduled to be piloted in May 2009, with the first course commencing on 5 May. There are currently 17 members of the public signed up for this initial course, comprising interested members of the public, voluntary organisations, neighbourhood watch coordinators, criminology students and potential recruits to the PSNI.

The course will be delivered by a team of Foundation Trainers with input from subject matter experts including Crime Prevention Officers, Crime Scene Investigators, Officer Safety Trainers, Firearms Trainers and the Curator of the Police Museum, as well as input from representatives of PSNI partner organisations.

It will be crucial now that the citizen's course is developed and ready to be piloted that members of the community actively take up this opportunity to familiarise themselves with police activities and procedures as had originally been intended by the Patten Commission.

In June 2008 the implementation status of this recommendation was assessed as 'Limited', however in light of developments since June 2008, specifically the development and initial piloting of the citizen's course, the requirements of this recommendation could be considered as having been met and the recommendation as **implemented**.

PART V

RECOMMENDATIONS REVIEWED BY COMMITTEES

The following 7 recommendations are monitored through the Policing Board's existing committee structure: **4, 44, 45, 49, 53a, 63 and 131**

Recommendation 4: Training in Human Rights

The previous assessment report noted substantial progress and that only three performance indicators remained outstanding. These were:

- a) The training of newly selected trainers in human rights;
- b) The systematic evaluation of training delivery; and,
- c) An evaluation of the impact of human rights training on police behaviour and culture.

Since June 2008 two of the three performance indicators (specifically: training newly selected trainers in human rights and a systematic evaluation of training delivery) have been met. This constitutes solid progress towards the full implementation of this important recommendation.

This recommendation continues to be monitored through the appropriate Policing Board committee and through the instrument of the Human Rights Annual Report. Together these represent a robust and effective implementation and monitoring framework. In addition, the use of the Human Rights Annual Report also represents the gradual and appropriate transition of a Patten-based monitoring framework to one devised by and in support of priorities established by the Policing Board.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of advancements achieved since June 2008, this recommendation has progressed as expected; therefore it is assessed as **green**.

Recommendation 44: Community Policing as a Core Function

The Patten Commission was very succinct about the role that policing with the community must play in the new police organisation: “We do not favour separating ‘community policing’ from other policing tasks. It is a central theme of this report that policing with the community should be the core function of the entire police force. We would certainly reject any idea of an upper tier of policing superior to neighbourhood police officers, and implicitly excused from community policing obligations” (Patten, pg. 70).

In 2007 the OOC pointed out that the future challenge for the Police Service at senior and middle management levels was to progress from an atmosphere of: “a continuing security situation to an atmosphere of providing ordinary police service”. This view was reiterated in the recent inspection of Policing with the Community by CJINI, which noted that threats against police were not consistent across the whole of Northern Ireland, and that the opportunities to embed Policing with the Community as the core policing ethos should be: “pursued as fully as possible” (par. 2.5, pg. 8).

CJI also noted that more work was required to: “fully embed Policing with the Community principles throughout the PSNI in all operational units and policies” (par. 3.8, pg. 13), and that: “embedding Policing with the Community principles by way of deployment of policies, driven by leaders at strategic level, needs to be sustained and further developed” (par. 3.9, pg. 14).

Given these challenging assessments it is surprising to note that the PSNI's own update report on the status of Patten recommendations lists the refreshment of the Policing with the Community strategy as being of *medium* priority. Due to the fact that Policing with the Community was so central to the Patten report and the recommendations it contained, the Policing Board should keep the following three recommendations under close observation until such time as the PSNI's transition and refresh plan for the Policing with the Community Strategy becomes more definitive and specific. The PSNI provided a draft transition and refresh plan to the Policing Board in late May, however this was received too late for review and will have to be analysed and assessed in a future report.

The implementation status of this recommendation was assessed as ‘Substantial’ in 2008 and remains ‘Substantial’ for 2009. In light of the Policing with the Community Strategy refresh is still under way, expected progress on this recommendation has not occurred; therefore it is assessed as **red**.

Recommendation 45: Neighbourhood Policing Teams

Progress on this recommendation now depends on the finalization of the Neighbourhood Policing Framework and its approval by the Policing Board. In fact the recent CJI inspection of Policing with the Community noted that the number of full-time Neighbourhood Policing officers had decreased (par. 4.7, pg. 20).

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of the Policing with the Community Strategy refresh is still under way, expected progress on this recommendation has not occurred; therefore it is assessed as **red**.

Recommendation 49: Role of Neighbourhood Policing Teams

Progress on this recommendation now depends on the finalization of the Neighbourhood Policing Framework and its approval by the Policing Board. The recent CJI inspection of Policing with the Community noted that Neighbourhood Policing officers felt they had not been sufficiently empowered to deliver local policing solutions to their communities (par. 4.13, pg. 22).

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of the Policing with the Community Strategy refresh is still under way, expected progress on this recommendation has not occurred; therefore it is assessed as **red**.

Recommendation 53a: Appearance of Police Stations

The original recommendation proposed that police stations be made less forbidding in appearance and that they become more integrated with their local communities. In the final report the OOC reported moderate progress, but also that the PSNI now had a good estate planning strategy in place.

The PSNI has consistently progressed with de-fortification and softening work throughout the police estate since the previous assessment report. As the PSNI reported to the Board recently, 35 projects are completed, 4 projects are on site, 15 projects are under development and 20 projects have been cancelled.

The Board may wish to determine the nature and rationale for the 20 cancellations for information purposes, and may also wish to consider how this recommendation might be assessed as sufficiently progressed so as to be considered implemented.

Conversely, the Board may wish to leave this recommendation open post-2010 and continue monitoring progress on the de-fortification and softening of the police estate into the future.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of continuing progress with respect to ongoing work on de-fortifying and softening the police stations, there has been some progress as expected on this recommendation; therefore it is assessed as **amber**.

Recommendation 63: Video Recording in Custody Suites

The original recommendation proposed that audio recording facilities in custody suites be augmented by the installation of video recording equipment. As reported by the PSNI in its recent update, funds secured from the NIO were used to install CCTV in custody suites.

Both scheduled and unscheduled visits to PSNI custody suites showed that CCTV systems were in operation and were being used as intended. In one of the custody suites visited the current system was in the process of being upgraded to a more advanced system.

In June 2008 the implementation status of this recommendation was assessed as 'Moderate'. In light of developments since June 2008, specifically the installation and verified use of CCTV in custody suites, the requirements of this recommendation could be considered as having been met and the recommendation as **implemented**.

Recommendation 131: New Police College

The original recommendation proposed a new police college for a number of reasons: it recognised that the facilities at Garnerville were outmoded; it would consolidate the many other changes made in policing, particularly for all those recruited into the new Police Service of Northern Ireland, and it recognised the central role that training plays in any modern police service.

Although the OOC noted substantial progress in the final report, it was also noted that this recommendation had taken a long time to achieve some form of realisation. Since the previous assessment report progress on implementation has continued. The PSNI recently reported the following key steps and dates: 1) A design brief for the college agreed by 15 May 2009; 2) A concept design for the college agreed by 26 June 2009; 3) A design for the college agreed by mid-September 2009; and, 4) A final business case with costs submitted by October 2009.

If these steps are adhered to the PSNI believes that an approved business case could be secured in early 2010. Following this a fully detailed design will be completed and the tendering process begun for a contractor to be appointed and on site by the end of 2010. The anticipated completion date for the new police college is given as 2012/2013.

The implementation status of this recommendation was assessed as 'Substantial' in 2008 and remains 'Substantial' for 2009. In light of continuing progress with respect to ongoing work on finalising the design and proceeding with the business case, there has been some progress as expected on this recommendation; therefore it is assessed as **amber**.

PART VI

CONCLUSION

The previous assessment report identified the potential need for the Policing Board to develop a more specific monitoring and performance measurement mechanism to assist the determination of ongoing progress, and ultimately the full and final implementation of the remaining Patten recommendations.

This mechanism should include a means for incorporating any remaining Patten recommendations or intentions, and for safeguarding the recommendations that have already been implemented. The mechanism would also support the ongoing transition of the Board's monitoring work from one based on Patten and the OOC to one developed by and for the Board itself; examples of current monitoring areas where this transition has already taken place are human rights, and police information systems and information technology.

With the close of the Patten phase of policing reforms in 2010 a revised and strengthened monitoring mechanism developed by the Policing Board would support a programme of ongoing improvement for the PSNI. This in turn would also provide the basis for the development of a vision of what policing in Northern Ireland might look like post-2010 and beyond.

There are a number of reasons why this work should be undertaken. First, the development of a mechanism to address any remaining recommendations, as well as developing a vision for future policing, is part of the Policing Board's own ongoing institutional evolution. Second, by developing and articulating a vision for future policing that builds on past successes, the Board assists the PSNI to complete any remaining Patten recommendations while also cementing the many positive changes that have been made to date.

It is clear that the Policing Board is the sole institution in Northern Ireland that has both the statutory mandate and the ability to develop a policing vision for the future. By doing so it would ensure that the momentum of change represented by the Patten phase of reforms is not lost within the PSNI, and that the PSNI will continue to benefit from the most advanced and effective policing practices anywhere, as identified and adopted by the Board.

PART VII

TABLES

Table 1 – Assessed Progress between 2007 and 2008

Recommendation	May 2007					May 2008				
	Comp	Subs	Mod	Lim	Min	Comp	Subs	Mod	Lim	Min
4		X					X			
44		X					X			
45		X					X			
49		X					X			
53a			X				←			
53b				X					X	
62			X			←				
63			X					X		
65	X					X				
76		X					X			
90				X				←		
93		X					X			
97			X					X		
103			X				←			
104			X				←			
109		X				←				
111				X					X	
112		X				←				
115			X				←			
116					X					X
127					X				←	
128		X					X			
131		X					X			
132		X					X			
144		X				←				
149				X					X	
159			X			←				
160			X			←				
167			X			←				
168		X				←				
169		X				←				
170		X				←				

Recommend.	Comp	Subs	Mod	Lim	Min	Comp	Subs	Mod	Lim	Min
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Table 2 – Recommendations Currently Reviewed by Consultants (14)

4 (Training in Human Rights)	93 (IT Strategy)
44 (Community Policing as a Core Function)	97 (Reorganisation of HQ)
45 (Neighbourhood Policing Teams)	103 (Phasing out of FTR)
49 (Role of Neighbourhood Teams)	104 (Enlargement of PTR)
53b (Civilian Receptionists)	111 (Transfer of Civil Service Staff)
76 (Devolved Authority to DCUs)	127 (Identification of NI Officers)
90 (Civilianisation)	128 (Lateral Entry)

Table 3 – Recommendations Currently Reviewed by Committee (7)

53a (Appearance of Police Stations)	132 (Service Level Agreements)
63 (Video Recording in Custody Suites)	131 (New Police College)
115 (Liaison with Schools and Universities)	149 (Citizens Course)
116 (Police Cadet Schemes)	

Table 4 – Recommendations Previously Considered Implemented

62 (Holding Centres)
109 (Opportunities in GB)
112 (Composition of Staff)
144 (IT Training)
159 (Long Term Specialist Exchanges)
160 (PSNI/Garda Liaison Officers)
167 (Training Exchanges with GB)
168 (Links Between Police Training Colleges)
169 (International Training Exchanges)
170 (Training Other Police Services)

Table 5 – Recommendation Previously Considered Excepted

65 (Unarmed Police Service)
