

FRAMEWORK FOR THE ONGOING MONITORING OF OUTSTANDING PATTEN RECOMMENDATIONS

Northern Ireland Policing Board

June 2008

EXECUTIVE SUMMARY

To mark the first anniversary of the final OOC report the Policing Board commissioned a specialist resource to review the 32 recommendations which the Board assumed in May 2007. The review would also provide for an updated status report.

The principal aim of the review was to determine how many recommendations had been implemented since May 2007. The review would also determine the type and category of the recommendations that remained; this process included confirming the exact number of recommendations monitored by existing consultants.

To simplify the review process the 32 recommendations were categorised into a number of distinct groups: 1) recommendations which fall under specific consultant-based monitoring frameworks; 2) recommendations which fall under the general committee-based monitoring framework; and, 3) recommendations which do not fall into either of the preceding groups, and which were considered exceptional.

Two recommendations are considered unique and exceptional to the review. These are Recommendation 65 (Unarmed Police Service); this is because it had already been assessed as implemented by the OOC, however it will continue to be monitored by the Policing Board, and Recommendation 112 (Composition of Staff); this is because it now falls wholly within the purview of the Board itself.

The 15 recommendations currently monitored by consulting experts or agencies have seen some progress since May 2007, with one now considered implemented. All of these recommendations are well-scrutinised and do not require any further levels of monitoring.

The 15 recommendations currently monitored by the Policing Board's committees have also seen some progress, with several achieving full implementation. The remaining recommendations in this group will continue to require monitoring by the Board; certain recommendations would also benefit from more specific performance measurement frameworks.

Of the recommendations noted as outstanding in the final OOC report, a total of ten can now be considered as implemented. This represents approximately 30% of the recommendations for which the Policing Board is responsible.

This in no way detracts from the Policing Board's ongoing statutory purview or abilities. The Board continues to have the capacity to scrutinise any of the areas which a single recommendation or group of recommendations touched on.

Aside from addressing the requirements specified by the Policing Board, the review also indentified the potential need for a more specific performance-based monitoring framework for the remaining 21 recommendations.

A specific performance-based framework would assist the measurement of ongoing progress and ultimately the determination of full and final implementation. This is particularly the case for those recommendations that currently fall under the general committee-based monitoring system.

For ease of reference the table below compares the status (between May 2007 and May 2008) of the 32 recommendations the Board assumed following the OOC's final report. The table also represents a *preliminary and conditional* assessment of progress on each recommendation as that might have been anticipated in May 2007.

LEGEND

1) A comparison of recommendation status between 2007 and 2008 using OOC measures:

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

2) Individual measures of recommendation progress are shown by arrows: ← **Blue** indicates where a recommendation has been assessed as implemented.

3) An approximate assessment of progress against anticipated objectives is shown using the Traffic Light system: **Green** shows a recommendation that has progressed as expected; **Amber** where there has been some progress; and **Red** where anticipated progress has not taken place.

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

Part I

BACKGROUND

The Office of the Oversight Commissioner's (OOC) final report in May 2007 noted a number of incomplete Patten recommendations. Some of these would henceforth fall to the Northern Ireland Policing Board to monitor until fully implemented. The Policing Board ultimately assumed formal responsibility for 32 recommendations that the OOC had identified as outstanding¹.

In anticipation of the first anniversary of the end of the OOC's mandate, the Policing Board requested a proposal for a specialist resource: "*...to review these recommendations and prepare an updated status report*". A subsequent proposal to that effect was received by the Policing Board and approved in March 2008.

This report represents the review and categorisation of the 32 outstanding recommendations for which the Policing Board assumed responsibility in May 2007, as well as an updated status table to assist the Corporate Policy, Planning and Performance Committee in its monitoring work going forward.

¹ A list of the 32 recommendations for which the Policing Board is formally responsible is provided in Table 1 at the end of this report.

Part II

METHODOLOGY AND SUMMARY

As noted above the review process includes the categorisation of the 32 outstanding recommendations into several distinct groups. The main two categories consist of those recommendations which fall under specific monitoring frameworks, and which are reviewed by consulting subject matter experts, and a second group of recommendations for which Policing Board committees are responsible.

The 15 recommendations currently reviewed by consultants cover issues of human rights, community policing, human resources, organisational structure and information technology. All of these areas currently benefit from specific and unique performance measurement processes that are in place and tested. Given these heightened degrees of scrutiny, the development of additional monitoring processes or mechanisms is considered redundant and would not add any particular value.

The 15 recommendations that are currently reviewed by Policing Board committees also deal with a variety of issues, primarily around police estates, community relations and training. With some exceptions the status of these 15 recommendations remains largely unchanged from that communicated to the Corporate Policy, Planning and Performance Committee in February 2008.

With respect to the implementation of recommendations since the publication of the OOC's final report, with the Policing Board's agreement the requirements of ten recommendations noted as outstanding have arguably been met, and the recommendations can be considered as implemented². This would represent the implementation of approximately 33% of the recommendations for which the Policing Board assumed responsibility.

² Specifically: *Recommendation 62* (Holding Centres); *Recommendation 109* (Opportunities in GB); *Recommendation 112* (Composition of Staff); *Recommendation 144* (IT Training); *Recommendation 159* (Personnel Exchanges); *Recommendation 160* (PSNI/Garda Liaison Officers); *Recommendation 167* (Training Exchanges); *Recommendation 168* (Links between Training); *Recommendation 169* (International Training Exchanges); and *Recommendation 170* (UN Peacekeeping).

It should be noted that the formal acknowledgement of implementation for these recommendations in no way affects the Policing Board's *prima facie* statutory purview and oversight role; in fact it can serve to focus scrutiny and effort on the recommendations that remain outstanding.

PART III

EXCEPTIONS

Two outstanding recommendations, *Recommendation 65* (Unarmed Police Service) and *Recommendation 112* (Composition of Staff), are relatively unique and should therefore be considered as exceptional to the wider purpose of this report. A detailed rationale for each of the two recommendations is provided below.

Recommendation 65

The original recommendation proposed that the objective of a routinely unarmed police service be periodically reviewed in the light of security developments among other things. In exercising its broader monitoring role the Policing Board receives regular updates and security assessments from the Chief Constable as intended.

In his most recent assessment, communicated to the Board in May 2008, the Chief Constable notes that the circumstances are not yet suitable for an unarmed police service. Given the Chief Constable's assessment and the current security environment, it is unlikely that the PSNI will become routinely unarmed in the foreseeable future. In effect this recommendation could remain outstanding indefinitely, and leave the Policing Board with the task of monitoring the PSNI for an objective which might never be met.

The broader objective of an unarmed police service notwithstanding, what should be kept in mind regarding this particular recommendation is that it was clearly and unequivocally noted as being implemented by the OOC, in both the text and table portions of the final report. This recommendation should therefore be considered as unique and should not be included among the list of outstanding recommendations.

Recommendation 112

The original recommendation proposed that, in terms of political traditions, religious traditions and gender, the staff of the Policing Board among others should broadly reflect the population of Northern Ireland as a whole.

The OOC's final report noted substantial progress, and that the Policing Board was actively meeting this recommendation's objective. Policing Board records clearly show that it monitors the advancement of this recommendation in its own right as an employer.

This process will presumably be ongoing as intended, until such time as the Policing Board is satisfied that its staff members broadly reflect the wider community.

The Policing Board publishes its staffing composition and any changes from previous years in its annual report. These reports indicate that the Policing Board has improved its broad representativeness since its inception. In effect, by improving and publishing its staffing composition the Policing Board, within the scope of its responsibilities, has met both the letter and intent of this recommendation. It should therefore be considered as implemented.

PART III - ASSESSMENT SUMMARY

Both Recommendation 65 and Recommendation 112 are unique and considered exceptional. They should not be included among the other recommendations for which the Policing Board is responsible, and are in effect already implemented.

PART IV

RECOMMENDATIONS REVIEWED BY CONSULTANTS

The following 15 recommendations are being monitored through existing frameworks or standing agreements with consulting experts or outside agencies.

HUMAN RIGHTS

Recommendation 4

The final OOC report noted substantial progress and the fact that only three performance indicators remained³. This recommendation is being monitored through the Policing Board, the Human Rights Advisor, and the instrument of the Human Rights Annual Report. Together these represent a robust and effective monitoring and implementation framework, and additional monitoring instruments would seem superfluous.

POLICING WITH THE COMMUNITY

Recommendations 44, 45 and 49

The OOC reported substantial progress and many positive accomplishments in this area, but also that certain concerns remained. Among others these related to community policing policy and training, the interaction between community beat teams and other units, organisational inertia and performance measurement.

All of these recommendations are already being monitored through the Policing Board's ongoing scrutiny of the Policing with the Community Strategy, as well as through the recent work by Robert Lunney, formerly the OOC monitor for this area of the Patten Report. Together these represent a

³ a) The training of newly selected trainers in human rights; b) systematic evaluation of training delivery; c) evaluation of the impact of human rights training on police behaviour and culture.

robust and effective monitoring and implementation framework, and additional monitoring instruments would seem superfluous.

INFORMATION TECHNOLOGY

Recommendation 93

In the final report the OOC reported substantial progress in this area. Among the concerns expressed were possible delays to upgrading the call management system. However, as the final report also pointed out, the contributions of independent validation had already proven beneficial to effective oversight.

Ongoing Policing Board monitoring of the Information and Communication Systems Strategy, as well as the work of the National Policing Improvement Agency, represent a robust and effective monitoring and implementation framework, and additional monitoring instruments would seem superfluous.

MANAGEMENT & PERSONNEL, ORGANISATIONAL STRUCTURE AND RECRUITMENT

Recommendations 53b, 76, 90, 97, 103, 104, 109, 111, 127 and 128

This is a complex group of recommendations. Many are long-term with respect to implementation time frames, and levels of implementation vary accordingly. This is reflected in the divergence of implementation levels recorded in the OOC's final report.

However all of these recommendations are currently subject to specific monitoring frameworks as part of the Policing Board's ongoing monitoring of the Human Resources Planning Strategy. In most cases the monitoring of these recommendations falls directly within the established framework of the Independent Observer, engaged by the Policing Board for that purpose.

Taken together, the monitoring and implementation frameworks already in place represent a robust and effective implementation mechanism, and any additional monitoring instruments or mechanisms would appear superfluous.

Recommendations to note: 76, 97, 111, 128 and 109

The OOC's final report noted substantial progress for ***Recommendation 76*** (Devolved Authority to DCUs), across a broad spectrum of operations and administration. However, it also noted that monitoring for this recommendation's implementation would be inconclusive until such time as a revised DCU structure was finalised and functioning.

In line with previous commitments the PSNI will conduct a Post Implementation Review (PIR) and report its findings by October 2008. The outcomes of the PIR will provide the most effective means of informing the Policing Board's monitoring work for this recommendation into the future.

The PIR will also inform progress on the implementation of **Recommendation 97** (Reorganisation of HQ). This recommendation had not been specifically noted as falling under the remit of the Independent Observer but has now been added. This is due to the Independent Observer's active monitoring of the principal issues with which this recommendation is concerned: DCU structure, the headquarters departmental review and devolution of authority.

Similarly, **Recommendation 111** (Transfer of Civil Service Staff) has been added due to the Independent Observer's active monitoring of the LINKS project and the ongoing transfer of Northern Ireland Civil Service staff from the PSNI.

Recommendation 128 (Lateral Entry) has also been added because of the Independent Observer's active monitoring of the lateral entry of experienced operational and investigative staff into the PSNI.

The status of the three preceding recommendations has been discussed and agreed with the Independent Observer, and they formally fall under his existing monitoring framework.

Finally, the OOC's report noted that the "spirit and intent" of **Recommendation 109** (Opportunities in GB) had been achieved. This assessment has also been discussed and agreed with the Independent Observer, and the requirements of this recommendation should be considered as having been met and the recommendation as implemented.

PART IV - ASSESSMENT SUMMARY

The numerous recommendations currently subject to review by consulting experts or agencies do not require any further levels of scrutiny or performance measurement.

Progress on Recommendation 76 and Recommendation 97 is directly linked to the PSNI's recent organisational restructuring, and both already benefit from specific scrutiny.

Recommendation 97, Recommendation 111 and Recommendation 128 should be formally acknowledged as being reviewed by the Independent Observer.

Finally, Recommendation 109 should be considered as being implemented.

PART V

RECOMMENDATIONS REVIEWED BY COMMITTEE

The following 15 recommendations are monitored through the Policing Board's existing committee structures. To facilitate the Policing Board's monitoring role into the future, the key principles and objectives underlying each outstanding recommendation are explored as well as the impact of any progress since May 2007.

POLICING IN A PEACEFUL SOCIETY

The following three recommendations are monitored through the Estate Strategy.

Recommendation 53a

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 Policing Board has been actively monitoring the implementation of the Estate Strategy throughout the past year. Other factors, including the ongoing restructuring of the PSNI and broader resource and security issues, have impacted the pace of station redevelopment and therefore the pace of this recommendation's implementation.

The PSNI has consistently progressed with softening work throughout its estate, and has produced a new business case to allow this work to proceed. The business case specifically refers to the intent of Recommendation 53 and includes a list of stations scheduled for work, descriptions of the intended work and definitions of both exterior and interior areas. All of these clearly reflect the underlying intention of this recommendation.

It is unlikely that this recommendation will be fully implemented in the near future, and it will have to be monitored for progress over the longer term. The

reasons for this include the pace at which funding can be secured and the pace at which actual building work can take place. In addition, the relatively subjective nature of determining when the PSNI's estate is sufficiently 'soft' will also complicate the assessment process, particularly where full implementation is to be determined.

Although the PSNI's business plan is comparatively systematic and thorough the Policing Board may nonetheless wish to develop more detailed, target-based performance measures. This would assist its monitoring efforts into the future, and could include a pre-determined and agreed objective or 'end-state' that would allow the clear identification of both intermediate and final objectives.

This recommendation also represents an important mechanism to allow the Policing Board to ensure that all parties with a role to play in implementation honour their past commitments.

Recommendation 62

The original recommendation proposed the closure of the three holding centres at Castlereagh, Gough Barracks and Strand Road, and that persons held under emergency legislation be detained at police stations instead.

The final OOC report noted moderate progress on this recommendation, and mentioned concerns around the issuance of authorisation for the design, building and refurbishment of police stations to accommodate proposed custody suites.

In its communications with the Policing Board, the PSNI has indicated that the three holding centres at Castlereagh, Gough Barracks and Strand Road were closed and alternate locations designated as recommended. The PSNI also indicated that no further organisational resources would be expended on the implementation of this recommendation. A revised Estate Strategy will be provided by the PSNI later in 2008, and will detail a revised custody suite plan.

Arguably this recommendation was focussed primarily on the status of the three holding centres. In light of developments since May 2007, specifically the continued disuse of the three holding centres and the designation of custody facilities elsewhere, the requirements of this recommendation could be considered as having been met and the recommendation as implemented.

Recommendation 63

The original recommendation proposed that audio recording facilities in custody suites be augmented by the installation of video recording equipment. The final OOC report noted moderate progress on this recommendation, and mentioned the need for the provision of funding and the finalisation of a Policing Board plan that sets out the number and location of custody suites.

The installation of CCTV in custody suites remains to be completed. Under a previously agreed "Centre of Excellence Strategy" the PSNI intended to construct 12 standard custody suites and four specialised suites, two of the latter being identified as facilities for the detention of terrorist suspects. This Strategy is now also under review, with findings to be presented in October or November 2008. If the final location of all custody suites cannot be determined, and subsequent funding for CCTV installation secured, this recommendation may not be implemented prior to the ending of Patten non-severance funding.

In its ongoing monitoring work the Policing Board may wish to develop a more specific, or target-based, measurement framework with which to continue to monitor this recommendation for implementation.

MANAGEMENT & PERSONNEL, STRUCTURE AND RECRUITMENT

The following two recommendations are monitored through the Human Resources Planning Strategy.

Recommendation 115

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 underlying intentions of this recommendation remain valid. The OOC reported moderate progress, and warned against discounting the value of

police officers moving freely among students at various levels and from all communities.

The PSNI has undertaken 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.

In carrying its monitoring work forward, the Policing Board may also wish to determine if there are any other formal arrangements with institutions of higher education from areas other than training, particularly those that are routine or repeated.

Recommendation 116

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 OOC's final report noted minimal progress on this recommendation. The PSNI is of the view that the enhancement of recruitment is the underlying purpose of this recommendation. Since places in the recruit training programme are currently oversubscribed, the PSNI does not consider the pursuit of this recommendation as necessary.

Although the facilitation of recruitment is an important factor in the creation of cadet and other activity programmes it is not the sole factor. For example, police services that have developed police cadet programmes see their value not only in terms of being a recruiting tool, but also as important aspects of community relations and outreach. In addition, it could be argued that it is equally important for police officers to enhance their opportunities for interacting positively with young people.

Although there is little likelihood that a formal police cadet programme will be developed in the near future, other less rigorous or resource-intensive

forms of youth activity programmes would ultimately serve the same purpose. If this recommendation is to continue to be monitored, the Policing Board may wish to focus on determining the extent and formalisation of any arrangements the PSNI may have made, and which might satisfy this recommendation's underlying objectives.

TRAINING, EDUCATION AND DEVELOPMENT

The following four recommendations are monitored through the Training and Development Strategy.

Recommendation 131

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. However, the OOC commented that the primary responsibility for further progress rested with Government, specifically in terms of its obligations to support the police college project financially.

This is a crucial recommendation and it is encouraging that progress is beginning to take place after so many years. However, this recommendation can only be considered as implemented once the new college is finished and in use. This recommendation also represents an important mechanism to allow the Policing Board to ensure that all parties with a role to play in implementing this recommendation honour their past commitments.

In its future work the Policing Board may wish to focus on the continued monitoring of the Treasury Secretariat and any related Government decisions that have the potential to impact the pace of this recommendation's full implementation.

Recommendation 132

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 the 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.

It was anticipated that the revised service level agreements would then confirm and consolidate many of the changes necessitated by the restructuring. Now that the main organisational structures are established, the PSNI has begun a consultation process to review the effectiveness of existing service level agreements.

In its future work the Policing Board may wish to focus its monitoring on the outcome of the PSNI's review, the evolving role of the PDUs, and also on the interplay between 'corporate' and 'local' training needs.

Recommendation 144

The original recommendation proposed that, due to the substantial upgrading of information technology (IT) in the new police service, every police officer and member of civilian staff should be adequately trained in IT.

The OOC's final report acknowledged the critical role of this area. The OOC also noted substantial progress and a number of accomplishments, including the value of outside validation of the Information and Communication Services Strategy's ongoing implementation.

Since its inception the PSNI has supported its technological objectives and the wide-spread introduction of information technology with IT training. This was developed for both recruits and in-service personnel. The adoption of new information technology by the PSNI is accompanied by the development of training strategies and the subsequent provision of training as required.

The Northern Ireland Police College currently provides regular communications technology and computer skills courses, as well as criminal

database and other specialised technology courses for police and civilian staff. Some courses are specifically designed for supervisory levels, and follow on from required entry-level courses offered also by the College.

In light of developments since May 2007, specifically the Police College's ongoing training of PSNI staff in IT, and also the OOC's earlier assessments, the requirements of this recommendation could be considered as having been met, and the recommendation as implemented.

Recommendation 149

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. Clearly this has not taken place.

The PSNI has proposed an option for a Citizen's Course and proceeded with the staffing of a key position within the Police College to progress this recommendation; this position has recently been filled.

In its future work the Policing Board may wish to focus its monitoring efforts on the development, formalisation and evaluation of this programme by the Police College.

COOPERATION WITH OTHER POLICE SERVICES

The following two recommendations are monitored through the Human Resources Committee.

Recommendation 159

The original recommendation proposed a system of long-term personnel exchanges, such as fixed term secondments, between the Police Service of Northern Ireland and An Garda Síochána. These were to be pursued primarily

although not exclusively in operational or specialised areas such as drugs, anti-terrorism, roads policing and training.

The OOC reported moderate progress in the final report, and listed a number of concrete achievements in this area. Also noted was the fact that, according to the OOC's assessments, inter-agency relations in drug enforcement, organised crime, training and others areas were working "extremely well" and were "achieving positive results".

In light of developments since May 2007, specifically the Policing Board's standing and ongoing ability to both monitor and approve all personnel exchanges, as well as the OOC's positive assessments, the requirements of this recommendation could be considered to have been met and the recommendation considered as implemented.

Recommendation 160

The original recommendation proposed that the PSNI and An Garda Síochána post liaison officers to each other's central headquarters and in border area headquarters. These officers were intended in part to address any "new or unusual business where cooperative channels have not already been established", and presumably to consolidate growing cooperation and coordination at the highest organisational levels.

The OOC reported that because of the strong cooperation at leadership levels and in operations, there were no specific concerns in this area. It must also be acknowledged that the PSNI is not the only party to this recommendation, and that the Commissioner of An Garda Síochána also has a role to play in its ultimate implementation.

Both police agencies have expressed their satisfaction at the pace of contact and cooperation, and have determined that liaison officers are not required. Since the allocation of internal human and financial resources is ultimately a decision for the heads of both agencies, it seems difficult to justify the continued monitoring of a relatively narrow objective that seems unlikely to be met.

It might prove of greater benefit in the long term for the Policing Board to monitor the ongoing and evolving relationship between the PSNI and An Garda Síochána, particularly with respect to identifying any potential barriers to closer cooperation.

Finally, in consideration of the fact that the lateral entry of police officers into the PSNI is the underlying purpose of this recommendation, the Independent Observer has agreed to monitor this through his existing framework.

Given these circumstances, the broader intentions of this recommendation can be considered to have been met, and the recommendations should therefore be considered as implemented.

Recommendations to note: 167, 168, 169 and 170

Please note that these four recommendations could also now be considered implemented. Among other things the original four recommendations focussed attention on and emphasised the critical importance of inter-agency cooperation in a modern policing environment.

Specifically, these four recommendations proposed the development of training links and exchanges between the PSNI and police services in Great Britain, in the United States and elsewhere, and with An Garda Síochána. A greater ability for the PSNI to train the members of other police services was also proposed.

The OOC's final report generally noted moderate to substantial progress in this particular area. The report noted strong ties between the PSNI and GB as well as the PSNI's increasing success in expanding training exchanges beyond GB. The OOC noted that there were no specific concerns in this area.

In light of developments since May 2007, specifically the Policing Board's ongoing ability to monitor and approve training and other exchanges, the fact that the PSNI considers its obligation with respect to these four recommendations fulfilled, and finally the OOC's own positive assessments, the requirements for these recommendations could be considered to have been met, and the recommendations as implemented.

PART V - ASSESSMENT SUMMARY

The Policing Board should continue to closely monitor the ongoing implementation of Recommendation 53a. The Policing Board will ultimately have to make a determination about this work having reached a level sufficient to constitute full implementation. This recommendation represents a

crucial lever to ensure that past commitments, particularly with respect to funding, are honoured. This is also the case for Recommendation 131.

Recommendation 159 should be considered as implemented, as should Recommendation 160. The Independent Observer will continue to monitor to ensure the broader objectives underlying these recommendations are not neglected.

Also, Recommendation 167, Recommendation 168, Recommendation 169 and Recommendation 170 should be considered as being implemented.

Finally, all other recommendations in this group will continue to benefit from ongoing monitoring by the Policing Board. It might prove useful in the longer term for the Board to develop more specific performance measures to permit a closer tracking of progress and ultimately a clearer determination of when full implementation has been achieved.

PART VI

TABLES

Table 1: Recommendations Assumed by the Policing Board in 2007 (32)

4 (Training in Human Rights)	111 (Transfer of Civil Service Staff)
44 (Community Policing as a Core Function)	112 (Composition of Staff)
45 (Neighbourhood Policing Teams)	115 (Liaison with Schools and Universities)
49 (Role of Neighbourhood Teams)	116 (Police Cadet Schemes)
53a (Appearance of Police Stations)	127 (Identification of NI Officers)
53b (Civilian Receptionists)	128 (Lateral Entry)
62 (Holding Centres)	131 (New Police College)
63 (Video Recording in Custody Suites)	132 (Service Level Agreements)
65 (Unarmed Police Service)	144 (IT Training)
76 (Devolved Authority to DCUs)	149 (Citizens Course)
90 (Civilianisation)	159 (Long Term Specialist Exchanges)
93 (IT Strategy)	160 (PSNI/Garda Liaison Officers)
97 (Reorganisation of HQ)	167 (Training Exchanges with GB)
103 (Phasing out of FTR)	168 (Links Between Police Training Colleges)
104 (Enlargement of PTR)	169 (International Training Exchanges)
109 (Opportunities in GB)	170 (Training Other Police Services)

Table 2: Recommendations Considered Separately (2)

65 (Unarmed Police Service)	OOO already reported as implemented
112 (Composition of Staff)	Implementation within the Policing Board's purview

Table 3: Recommendations Reviewed by Consultants (15)

4 (Training in Human Rights)	97 (Reorganisation of HQ)
44 (Community Policing as a Core Function)	103 (Phasing out of FTR)
45 (Neighbourhood Policing Teams)	104 (Enlargement of PTR)
49 (Role of Neighbourhood Teams)	109 (Opportunities in GB)
53b (Civilian Receptionists)	111 (Transfer of Civil Service Staff)
76 (Devolved Authority to DCUs)	127 (Identification of NI Officers)
90 (Civilianisation)	128 (Lateral Entry)
93 (IT Strategy)	

Table 4: Recommendations Reviewed by Committees (15)

53a (Appearance of Police Stations)	132 (Service Level Agreements)
62 (Holding Centres)	159 (Long Term Specialist Exchanges)
63 (Video Recording in Custody Suites)	160 (PSNI/Garda Liaison Officers)
115 (Liaison with Schools and Universities)	167 (Training Exchanges with GB)
116 (Police Cadet Schemes)	168 (Links Between Police Training Colleges)
144 (IT Training)	169 (International Training Exchanges)
149 (Citizens Course)	170 (Training Other Police Services)
131 (New Police College)	

Table 5: Recommendations to be Considered Implemented (10)

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 6: Possible Focus of Future Monitoring Efforts

53a (Appearance of Police Stations)	<ul style="list-style-type: none"> - the total number of stations listed for redevelopment - the prioritisation of redevelopment projects - any rationale for the selection of sites and/or exceptions - measurable, target-based work plans
63 (CCTV)	<ul style="list-style-type: none"> - consider within the framework of the ongoing restructuring of the PSNI's Post Implementation Review - any measurement frameworks detailing final locations - the progress of specific installation projects - possible physical verification by Board members
115 (Schools and Universities)	<ul style="list-style-type: none"> - consider monitoring for a policy on structured formal arrangements with colleges and universities - determine the degree and role of any other arrangements
116 (Police Cadet Schemes)	<ul style="list-style-type: none"> - determine the wider priority of this recommendation - monitor for the formalisation of any arrangements and policies related to cadet and other youth activity programmes - monitor progress on the establishment of the programmes
131 (New Police College)	<ul style="list-style-type: none"> - specifically monitor for the availability of funding - confirm Government spending intentions and announcements - track through to construction and final use
132 (Service Level Agreements)	<ul style="list-style-type: none"> - monitor to ensure the provision of coordinated professional development of staff across the new DCUs - monitor for the outcomes of the PSNI's internal review of service level agreements - monitor for any changes to existing service level agreements between training and DCUs as a result of the review - ensure the standardisation of tutor training, probationer management and local district training - monitor for a standard delivery of services and a common understanding of corporate training obligations

149 (Citizens Course)	<ul style="list-style-type: none">- monitor for the formalisation of this programme by the PSNI and the Police College- monitor for the PSNI's own evaluation of this programme
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