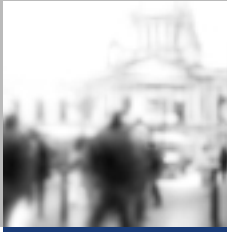
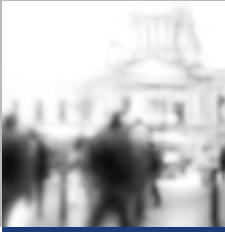




Report 2 - September 2001



1. This is the second report of Mr. Tom Constantine, Oversight Commissioner for Police Reform in Northern Ireland. Mr. Constantine's first report was released in January 2001 and outlined his intended approach and methodology for the oversight process.
2. This current report details the Performance Indicators that will be utilised to provide a baseline of information to measure and report the progress of the changes recommended by The Report Of The Independent Commission On Policing For Northern Ireland (Patten Report). As Commissioner Constantine notes, flowing from the Patten Report, the Oversight Commissioner is to ensure that the recommendations would be implemented comprehensively and faithfully, and assure the community that all aspects of the report are being implemented and being seen to be implemented.
3. The Commissioner in his Introduction notes the three stages of the evaluative process that he will use. Firstly, the administrative compliance evidenced by written directives, policy changes and the like. Secondly, the follow-up interviews with the key officials and persons identified as responsible for the reforms, and thirdly, on-site reviews to determine actual compliance. The phases of development of the performance indicators are described, along with an acknowledgement of the valuable contribution of the key stakeholders and their representatives. Equally, the strength of the evaluation team is identified and highlighted since knowledge and experience will be critical to determining if demonstrable change is occurring.
4. Three important issues are raised by the Commissioner:
  - The performance indicators are not a final measure of progress, only instruments to measure progress. Final responsibility and accountability for progress remains vested with the various institutions
  - The lack of financial support could very well create an impact, which is more adverse to policing reform than lack of political will or resistance to change. The Commissioner will monitor this area
  - Emphasis that the policy of the Commissioner is that the oversight process will be apolitical, totally objective, rigorous and meet the highest standards of integrity
5. For ease of reference, the Oversight Commissioner's report follows the pattern of recommendations set out in the Patten Report and the subsequent June 2000 Implementation Plan. The 175 Patten recommendations are highlighted and broken into the following fourteen themes:
  - Human Rights
  - Accountability
  - Policing with the Community
  - Policing in a Peaceful Society
  - Public Order Policing
  - Management and Personnel
  - Information Technology
  - Structure of the Police Service
  - Size of the Police Service
  - Composition and Recruitment



- Training, Education and Development
- Culture, Ethos and Symbols
- Co-operation with Other Police Services
- Oversight Commissioner

For each Patten recommendation, a number of performance indicators have been developed and are detailed in the report. A total of 772 performance indicators are listed.

**THOMAS A CONSTANTINE  
OVERSIGHT COMMISSIONER**

September 2001

In the first formal report of the Oversight Commissioner dated November 2000, the principles required for a fair, objective and professional evaluation of the proposed reforms in the policing of Northern Ireland were set out in detail. The purpose of this, the second report, is to establish the rigorous and exacting standards that will be utilised to fulfil the responsibilities of the Oversight Commissioner, as intended by The Independent Commission on Policing for Northern Ireland to:

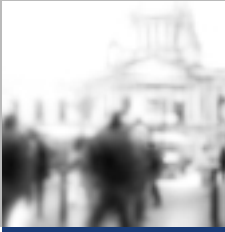
- Ensure that the recommendations would be implemented comprehensively and faithfully
- Assure the community that all aspects of the report are being implemented and being seen to be implemented

In order to accomplish these objectives, it has been necessary to establish a detailed set of performance indicators that will be utilised to ensure that the recommendations are being implemented. It should be noted that these performance indicators have not yet been revised against the updated 17 August 2001 Implementation Plan. Any changes, as a result of the updated Implementation Plan, will be reflected in my December 2001 report.

For the purpose of the oversight process, the use of the term performance indicator will mean the type and amount of information required to measure the progress of implementing the proposed reforms for policing in Northern Ireland. The performance indicators set out in this report will be evaluated at several levels. The first stage of the evaluation focuses on administrative compliance as evidenced by directives, policy changes, manual revisions, regulations and orders. The second stage of evaluation will follow up the results of the administrative compliance phase with personal interviews with the key officials or teams responsible for the implementation of the designated reform. The third stage will consist of on-site reviews of the specific recommendations or critical issues to ensure that they are being fully complied with in the operational venues.

The Report of the Independent Commission on Policing for Northern Ireland (Patten Report) has been recognised by law enforcement experts throughout the world for the outstanding quality of its research and excellent analysis of the issues. However, as a policy report, it has certain limitations for the oversight process. The Patten Report did not include any specific measures to monitor progress in relation to its 175 Recommendations. Similarly, the legislation as set out in the Police Act of 2000, while establishing the legal parameters for the proposed revisions in policing, did not include specific measures for the Oversight Commissioner to utilise in monitoring progress.

One of the fundamental elements that will be essential for measuring progress is the availability of an official Implementation Plan. This official and up-to-date plan, while it will not contain specific performance indicators, will further clarify the manner in which the government will implement the Patten Recommendations along with the parameters of the Police Act of 2000. During the period of time the Oversight Commissioner has been conducting the research and formulating the performance indicators, there was no official and current Implementation Plan available. As a result, the research was conducted based upon the original Patten Recommendations, the Police Act of 2000 and an Implementation Plan from June 2000. Now that a current Implementation Plan has been published and released, we will review our proposed evaluation system to determine if there is a need for any revisions in the performance indicators.



The Oversight Commissioner recognises that the delay of an official Implementation Plan and the lack of a consensus on policing reform issues has impacted our ability to initiate substantive oversight evaluations. However, it is our opinion that it is important to all of the institutions involved in this massive and dramatic change in policing strategies to understand exactly what standards will be utilised in the oversight process. It is equally important that the community also be made aware of the rigorous method that will be implemented to ensure that the recommendations will be fulfilled. As a result, we have published our report even though it is recognised that a number of key ingredients essential to implementing the recommendations comprehensively and faithfully are not yet in place. The Oversight Commissioner's Office continually reviews the status of the policing issue and will make adjustments and revisions to the performance indicators as required.

The research utilised to develop the performance indicators was a comprehensive and labour intensive process; nevertheless, it was critical because the indicators form the essential elements of a proper foundation for the entire monitoring program. The first phase in developing the performance indicators consisted of a detailed review of the literature pertaining to policing in Northern Ireland. This included historic reports and texts, the Patten Report, legislation and a large variety of reports from non-governmental organisations and human rights groups. In addition, the Oversight Commissioner's Office reviewed the latest information and trends on best policing practices being utilised throughout the world with a special emphasis on programs in Canada, Europe and the United States.

The second phase of the research consisted of a series of meetings and interviews conducted by the Oversight Commissioner and his team of policing experts. These meetings were conducted primarily as part of site visits to Northern Ireland by the Oversight Team. The team met with key government officials, political leaders, police executives, religious leaders, non-governmental organisations and human rights groups with an interest in the policing issue. The purpose of this phase was to gain first hand an in-depth knowledge of the policing issue from a variety of different perspectives. In addition, a number of non-governmental human rights groups visited the Oversight Commissioner in the United States to discuss policing issues. Several of the individuals and institutions have forwarded reports and documents that they thought would be of value to the Oversight Commissioner.

It is important to note that the co-operation from the key individuals and institutions has, to this point, been complete and professional. The Secretary of State for Northern Ireland has responded to every request for information in a timely and comprehensive manner and perhaps most importantly, has respected the need for the Oversight Commissioner to be independent. The leaders of all of the political parties have either personally or through the assignment of key staff taken the time to meet with the Oversight Commissioner. They have been candid and well versed in their perceptions of the policing issues and the proposed reforms. The leadership and the Change Management Team of the Royal Ulster Constabulary have co-operated fully with every request for information and data while they simultaneously embark on this massive change project. Representatives of the Republic of Ireland and the Garda Síochána have also provided assistance, and non-governmental organisations that focus on human rights issues have provided a great deal of information and data in personal briefings and the submission of reports. The leaders of the major religious denominations have continually taken the time from their busy schedules to meet with the Oversight Commissioner and provide excellent insight.

The oversight process is still in the initial stages and it is the periodic substantive evaluations which will provide all parties with the results of our objective review of the implementation of the proposed reforms. However, in this, the initial stage, the Oversight Commissioner and his team of experts have been impressed with the knowledge, competence and professionalism of everyone involved in this critical issue of policing Northern Ireland. It is our sincere hope that this attitude of commitment and co-operation continues throughout the entire oversight process.

The most important asset in the development of the performance indicators has been the talent and experience of the policing experts who have been enlisted as consultants for the Office of the Oversight Commissioner. The experts who developed the performance indicators are:

**Tom Constantine - Oversight Commissioner.**

A career law enforcement official with forty years of public service. He began as a uniform trooper with the New York State Police, the largest state police agency in the United States. After serving in every available uniform and plainclothes rank, he was chosen by the Governor of New York as the first person in thirty years to rise from the ranks to become the Superintendent of the New York State Police. Commissioner Constantine was appointed by the President of the United States to direct the 9,000 member force of the U.S. Drug Enforcement Administration from 1994-1999. The Commissioner has devoted a good deal of his career to the investigation of organised crime and narcotics enforcement but also has significant experience in police training, accreditation and internal affairs. In addition, he has served on the Boards of the International Association of Chiefs of Police (IACP), the Division of State and Provincial Police of the IACP and is recognised as an international expert on law enforcement issues.

**Al Hutchinson, Chief of Staff to the Oversight Commissioner.**

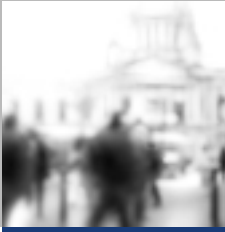
Mr Hutchinson served for thirty-four years with the Royal Canadian Mounted Police (RCMP), retiring as an Assistant Commissioner. He began his career as a constable, and after a succession of promotions to increasingly responsible positions, he was appointed as the Commanding Officer of "O" Division (Ontario). In this command, he supervised the 1,200 members of the RCMP responsible for activities in Canada's largest province. Mr. Hutchinson has extensive experience in general duty policing, economic crime, drug enforcement, human resources and change management.

**David Bayley, Ph.D.**

A distinguished Professor in the School of Criminal Justice, University at Albany, State University of New York, is a specialist in international criminal justice with a particular interest in policing. He has conducted extensive research in India, Japan, Australia, Canada, Britain, Singapore and the United States. His work has focused on strategies of policing, the evaluation of police organisations, organisational reform, accountability and the tactics of patrol officers in discretionary law enforcement situations. Dr. Bayley is an internationally recognised expert in police accountability and human rights.

**Robert Lunney.**

Mr. Lunney is a career law enforcement official who is currently a consultant on public safety and policing, most lately associated with the Police Executive Research Forum in Washington, D.C. Mr. Lunney served with the Royal Canadian Mounted Police, Chief of Police in Edmonton and Chief of the Peel Regional Police in Ontario, Canada. He is a Past President of the Canadian Association of



Chiefs of Police and a former member of the Executive Committee of the International Association of Chiefs of Police. Mr. Lunney was involved in the accreditation of seven Canadian police agencies for the Commission on Accreditation of Police Agencies (CALEA) and has extensive experience as innovator and practitioner of Community Oriented Policing.

**Charles D. Reynolds.**

A forty-year career veteran in law enforcement who is currently a police management consultant. He served as a police chief in several communities in New England. Mr. Reynolds was chosen by the 16,000 law enforcement executives of the International Association of Chiefs of Police to be their President. He is former Commissioner of the Commission on Accreditation of Law Enforcement Agencies. In addition, Chief Reynolds currently serves as an independent auditor for the United States Department of Justice reviewing, assessing and critiquing police performance in states or municipalities that have been found to have a pattern or practice of civil rights problems.

Each of these experts was designated as having primary responsibility for a segment of the proposed reforms congruent with their specialised expertise with additional secondary responsibilities for other areas. (see annex).

In addition to the above-mentioned experts, the Oversight Commissioner has enlisted the following law enforcement professionals to assist with the periodic substantive evaluations:

**Roy J. Berlinquette.**

A thirty-six year veteran of the Royal Canadian Mounted Police (RCMP) who recently retired as the Deputy Commissioner of the 6,000 member force of the RCMP responsible for policing the northwest region of Canada. He has also served as Commanding Officer of "J" Division (New Brunswick) and Officer in Charge of RCMP Protective Operations in Ontario. Mr. Berlinquette was a key participant in the change strategy of the RCMP and has specific expertise in the area of police training.

**G. H. (Gil) Kleinknecht.**

A career law enforcement official who has for the past 35 years served in a number of executive positions at the municipal, county and federal level. From 1973 to 1990, Mr. Kleinknecht was the Chief of the St. Louis County, Missouri, Police Department. He went on to become the Associate Commissioner for Enforcement of the United States Immigration and Naturalization Service responsible for the activities of over 9,000 agents and officers. From 1997 to 2000, he served as the Assistant Director of the United States Marshals Service in Washington, D.C. He was a key member of the Board of Officers of the International Association of Chiefs of Police from 1988-1995. He directed the first accreditation of a federal law enforcement agency (US Marshals Service) by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and continues as a professional assessor for that organisation.

After the respective primary experts established a preliminary set of performance indicators for each of their assigned recommendations, the information was forwarded to the expert assigned with secondary responsibility for the subject recommendations. This first stage of a peer review resulted in a number of additions and deletions, which further refined the indicators. In early January 2001, the performance indicators for all of the 175 Recommendations were distributed to each of the law enforcement experts selected to work with the Oversight Commissioner.

On January 23-25, 2001, the team of consultants met in the United States for a peer group analysis of each of the recommendations and a detailed review of the related performance indicators. As a result of this meeting, each of the team members made a number of adjustments to their list of performance indicators. At the conclusion of this peer group review, a revised list of measures of performance was established.

On February 3, 2001, the Oversight Commissioner and his team conducted an 11-day site visit to Northern Ireland. The purpose of this trip was to discuss the nature and detail of the performance indicators with those individuals, agencies and institutions who will be subject to the monitoring process by the Oversight Commissioner. During these meetings and interviews, the Oversight Commissioner's Office reviewed the detailed nature of the performance indicators with the key members of those agencies who are subject to the oversight process. Based on the results of this February site visit, a comprehensive report identifying 772 performance indicators was finalised. This report was held in abeyance until September 2001 pending the outcome of the multi-party negotiation process and the issuance of an official and current Implementation Plan.

There are several very important issues that must be considered during the performance indicator stage of the oversight process. **First**, it must be clearly stated that the list of performance indicators should not be used by agencies as the final measure of progress in achieving the reforms as proposed in the Patten Recommendations and subsequent legislation. The indicators are only an instrument to commence the evaluation of progress and provide an outline of the "Best Practices" that will be expected to be adopted. Responsibility and accountability for full and comprehensive fulfilment of the reform proposals remain vested with the various institutions.

The **second** and equally vital issue was presented by many of the key leaders and officials during our review process. That concern relates to the major and sustained financial commitment that will be required to implement what is undoubtedly the most comprehensive and dramatic change in policing that has ever been attempted in modern law enforcement. It is the position of the Oversight Commissioner that it would be inappropriate to state in advance of the change process just how much financial support will be required. However, it is important to recognise that the lack of appropriate financial support could very well create an impact which is more adverse to policing reform than lack of political will or resistance to change. Consequently, the Oversight Commissioner will examine any contributing impact on policing reform where financial support is an issue.

The **third** and final issue is the continuing policy of the Oversight Commissioner that the oversight process be apolitical, totally objective, rigorous and meet the highest standards of integrity. The performance indicators that will be utilised were developed as a result of detailed and objective research. The Oversight Commissioner has incorporated, where appropriate, the comments and suggestions from all interested parties in developing the list of performance indicators. It is our belief that they are contemporary and aligned with best policing practices. As always, we will constantly monitor any changes and trends in this area and make adjustments as necessary.

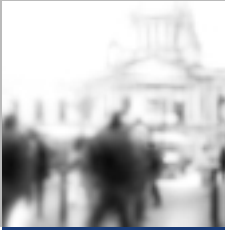




ACPO	Associations of Chief Police Officers
CALEA	Commission on Accreditation for Law Enforcement Agencies
CV	Curriculum Vitae
DCU	District Command Units
DPP	District Policing Partnership
DPPB	District Policing Partnership Board
FCO	Foreign and Commonwealth Office
GAA	Gaelic Athletic Association
GB	Great Britain
GOC	General Officer in Command
HMIC	Her Majesty's Inspectorate of Constabulary
HQ	Head Quarters
NGOs	Non-Governmental Offices
NIHRC	Northern Ireland Human Rights Commission
NIO	Northern Ireland Office
PACE	Police and Criminal Evidence
PBR	Plastic Baton Round
PRRT	Police Retraining & Rehabilitation Trust
RIPA	Regulation of Investigatory Powers Act
RUC GC	Royal Ulster Constabulary George Cross Foundation (s.70 Police Act 2000)
RUC	Royal Ulster Constabulary
UK	United Kingdom
UN	United Nations



▶▶ human rights



### **Recommendation 1 - Human Rights Based Approach to Policing**

Patten Recommendation:

1. There should be a comprehensive programme of action to focus policing in Northern Ireland on a human rights-based approach.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of responsibility assigned, not just for planning but for continual monitoring of the comprehensive program.
- (3) Evidence of Human Rights plan, including a schedule for achievement of constituent parts.
- (4) Evidence that Police Service has drawn on "best practices" from other departments concerning content of such a plan. eg Associations of Chief Police Officers (ACPO) document specifying performance indicators for measuring a service's compliance with 1998 UK Human Rights Act.

### **Recommendation 2 - New Police Oath**

Patten Recommendation:

2. There should be a new oath, taken individually by all new and existing police officers, expressing an explicit commitment to upholding human rights.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of oath and commitment to upholding human rights.
- (3) Regulations about its administration: form of administration and attestation, schedule, record of administration.
- (4) Evidence of implementation of these regulations.

### Recommendation 3 - Code of Ethics

Patten Recommendation:

3. A new Code of Ethics should replace the existing, largely procedural code, integrating the European Convention on Human Rights into police practice. Codes of practice on all aspects of policing, including covert law enforcement techniques, should be strictly in accordance with the European Convention on Human Rights.

**Lead Responsibility:** Chief Constable/Policing Board/NIO

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the Code of Ethics.
- (3) Evidence of the integration of the European Convention on Human Rights into the Code of Ethics.
- (4) Evidence of alignment of new code with European Code with respect to covert policing.
- (5) Evidence that police service has studied selection of Codes of Ethics from other police services, esp. UK and Ireland, in preparing their statement.
- (6) Evidence that Police Service consulted with Northern Ireland Human Rights Commission (NIHRC), as called for in implementation plan.
- (7) Evidence that the Code has been promulgated by the Policing Board.

### Recommendation 4 - Human Rights Training

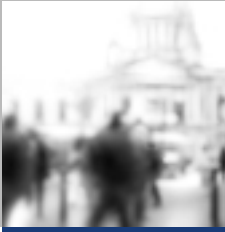
Patten Recommendation:

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

**Lead Responsibility:** Chief Constable/Policing Board

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Specification of the differences in human rights training between the new and old programs - recruit, civilian, and in-service.



- (3) Evidence of an implementation plan: staff, budget, time schedule.
- (4) Numbers who have experienced the new curriculum as it is administered - recruits, in-service, civilians.
- (5) Evidence of integration in all training modules.
- (6) Changes made to functional modules, as well as to general approach and culture of the training institution.
- (7) Plan for selecting, training, and supervising the teachers of this component.
- (8) Plan for evaluating the training.
- (9) Evaluation through selective observation to assess effective training delivery as the program of training is administered: eg skill of teacher, commitment of teacher to the topic, knowledge gained by trainees, difference in performance on the job.
- (10) Evidence that the police service has been open to the evaluation of training by responsible Non-Governmental Offices (NGOs).
- (11) Plans for the service to evaluate the achievement of learning outcomes and the impact of the teaching on behaviour.

#### **Recommendation 5 - Appraisal of Human Rights Performance**

Patten Recommendation:

5. Awareness of human rights issues and respect for human rights in the performance of duty should be an important element in the appraisal of individuals in the police service.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Description of the new elements in performance appraisals - on selection, promotion, and routine job evaluation that respond to the human rights mandate.
- (3) Comparisons with "best practices" elsewhere.

### Recommendation 6 - Appointment of Lawyer with Human Rights Expertise

Patten Recommendation:

6. A lawyer with specific expertise in the field of human rights should be appointed to the staff of the police legal services.

**Lead Responsibility:** Chief Constable

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Assessment of job description to examine role and responsibilities, authority, and placement in chain of command.
- (3) Comparison of curriculum vitae (CV) upon appointment.

### Recommendation 7 - Monitoring Human Rights Performance

Patten Recommendation:

7. The performance of the police service as a whole in respect of human rights, as in other respects, should be monitored closely by the Policing Board.

**Lead Responsibility:** Policing Board/Chief Constable

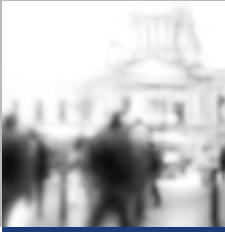
#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Policing Board's human rights evaluation plan, and the time-table for its administration.
- (3) Assessment for specificity, range, access, methodology, and feasibility, including budget.
- (4) Analysis by the Police Service of how it measures up to the ACPO compliance plan for the 1998 Human Rights Act.





▶▶ **accountability**



### Recommendations 8 and 9 - Creation of a Policing Board

Patten Recommendations:

8. An entirely new Policing Board should be created, to replace the present Police Authority.
9. The statutory primary function of the Policing Board should be to hold the Chief Constable and the police service publicly to account.

**Lead Responsibility: NIO**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of implementing legislation.
- (3) Comparison of the legislative provisions against Patten recommendations.
- (4) Process of transition from Authority to Board with existing members and staff of the Police Authority.
- (5) Evidence of provision of accountability to Policing Board in Police Act 2000.
- (6) Policies or memoranda of understanding on this point between Policing Board and Chief Constable, if any.
- (7) Evidence of understanding of the Policing Board and the Chief Constable about being "held to account" (nature/scope).

### Recommendation 10,11 and 12 - Police Planning Process

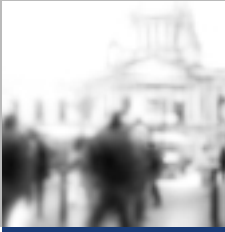
#### Patten Recommendations:

10. The Policing Board should set objectives and priorities for policing over a 3 to 5 year period, taking account of any longer term objectives or principles set by the Secretary of State or successor. It should then be responsible for adopting a 3 to 5 year strategy, prepared by the Chief Constable through a process of discussion with the Board, which should reflect the objectives and priorities set by the Board.
11. The Board should be responsible for adopting an Annual Policing Plan, developed by the Chief Constable, through a process of discussion with the Board, on the basis of objectives and priorities set by the Board, and within the agreed 3 to 5 year strategy.
12. The Board should be responsible for negotiating the annual policing budget with the Northern Ireland Office, or with the appropriate successor body after devolution of policing. It should then allocate the police service budget to the Chief Constable and monitor police performance against the budget.

**Lead Responsibility:** Policing Board/Chief Constable/NIO

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of time-schedule and process for setting objectives and priorities by the Policing Board.
- (3) Assessment of process for consultation between Chief Constable and Board on setting 3 to 5 year strategy.
- (4) Evidence of Policing Board planning process for preparing for the Annual Policing Plan eg staff preparation, public hearings, consultation with the police, request for police documents, discussion within the Board, process of adoption.
- (5) Evidence of authority in Police (Northern Ireland) Act 2000 relating to budget responsibilities.
- (6) Assessment of process of negotiating a budget with Policing Board, Northern Ireland Office, and Chief Constable as it occurs after creation of Policing Board.
- (7) Assessment of staff, procedures, and criteria for "monitoring police performance against the budget".



### **Recommendation 13 - Monitoring Police Performance**

Patten Recommendation:

13. The Board should monitor police performance against the Annual Policing Plan and the 3 to 5 year strategy. It should also follow such things as recruitment patterns and trends, including fair employment and equal opportunities performance, and training needs. It should assess public satisfaction with the police service and, in liaison with the Police Ombudsman, patterns and trends in complaints against the police.

**Lead Responsibility: Policing Board/Police Ombudsman**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Policing Board monitoring police performance against the Annual Policing Plan ie. reports required regularly from the police as well as the Ombudsman measured against the criteria listed by the Patten Commission.
- (3) Policing Board independent assessment efforts, such as public opinion surveys.
- (4) Utilisation of assessments, especially whether they will be published and whether they will be used to revise strategic plans.
- (5) Evidence that Policing Board has budget and staff to monitor police performance against Plan.

#### **Recommendation 14 - Policing Board Role in Police Appointments**

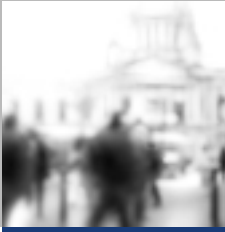
**Patten Recommendation:**

14. The Board should have the responsibilities for appointing officers and civilian equivalents and for determining the length of their contracts. All appointments should be subject to approval by the Secretary of State (and successor after devolution) and the Chief Constable should be consulted in relation to the appointment of subordinate chief officers and civilian equivalents. The Board should have the power to call upon the Chief Constable to retire in the interests of efficiency and effectiveness subject to the approval of the Secretary of State (and successor) and to the right to make representations as at present. Similarly, the Board should have the same power in relation to other chief officers and civilian equivalents exercisable subject to the approval of the Secretary of State (and successor) and the same right to make representations and after consultation with the Chief Constable. The Secretary of State should have the power to require the Policing Board to call upon the Chief Constable to retire on the same grounds but this power should be exercisable only after consultation with the Board and subject to the same right to make representations already referred to. Additionally, after devolution the relevant Northern Ireland minister should have power to call for the retirement of the Chief Constable on the same grounds but this should be subject to the agreement of the Policing Board and the approval of the Secretary of State with an equivalent right to make representations. The Board should be the disciplinary authority for chief officers and civilian equivalents.

**Lead Responsibility: Policing Board/NIO**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Police Act 2000 provisions establishing the Policing Board policies and practices against each of the enumerated criteria.
- (3) Evidence of appropriate policies/guidelines relating to the enumerated criteria.
- (4) Record of frequency of use of discipline authority with respect to chief officers and civilian equivalents.



#### **Recommendation 15 - Policing Board Co-ordination with Other Agencies**

Patten Recommendation:

15. The Policing Board should co-ordinate its work closely with other agencies whose work touches on public safety, including education, environment, economic development, housing and health authorities, as well as social services, youth services and the probation service, and with appropriate non-governmental organisations.

**Lead Responsibility: Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Policing Board co-ordination and sharing of information with other agencies.
- (3) Northern Ireland Office Code of Practice guidance for interagency co-ordination.
- (4) Evidence of interagency and non-governmental (NGO) consultations.

### Recommendation 16,17,18 and 19 - Composition of Policing Board

#### Patten Recommendations:

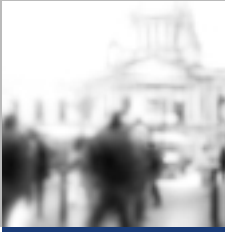
16. The Policing Board should have 19 members, 10 of whom should be Assembly members drawn from the parties that comprise the new Northern Ireland Executive, selected on the d'Hondt system, who should not at the same time hold ministerial office in the Executive.
17. The nine independent members of the Board should be selected from a range of different fields - including business, trade unions, voluntary organisations, community groups and the legal profession - with the aim of finding a group of individuals representative of the community as a whole, with the expertise both to set policing priorities and to probe and scrutinise different areas of police performance, from management of resources to the safeguarding of human rights. Their appointments should be for four years; but if it were necessary for the purpose of continuity to ensure that not all Board positions fell vacant at the same time as elections to the Assembly, some of these appointments could be for an initial period of two years.
18. The independent members should be appointed by the Secretary of State, in consultation with the First Minister and the Deputy First Minister, until such time as responsibility for policing is devolved, at which point the appointments should be made by the First Minister and the Deputy First Minister acting together. Until devolution, the Secretary of State should also determine the remuneration and expenses of Board members, in consultation with the First Minister and the Deputy First Minister.
19. A Board member of high quality and standing in the community should be appointed by the Secretary of State to be the first chairman of the Board, with the agreement of the First Minister and the Deputy First Minister, for an initial term of four years.

#### Lead Responsibility: NIO

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Enabling legislation, Police Act 2000.
- (3) Evidence of party affiliations of Board members.
- (4) Evidence of application of the d'Hondt system.
- (5) Protocol used by NIO and its consultants for selection of Policing Board members.
- (6) Assessment of CV of members to check for diversity of background.
- (7) Appointment of independent members - practice of Northern Ireland Office, including policy on remuneration and expenses of Board Members.
- (8) If devolution occurs, policy/procedure of appointment will be reviewed.
- (9) Assessment of Chairman's CV and process of the appointment when made.





### **Recommendation 20 and 21 - Devolution of Responsibility for Policing**

Patten Recommendations:

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

**Lead Responsibility: NIO/Northern Ireland Executive**

#### **Performance Indicators:**

- (1) Examination upon implementation.

### **Recommendation 22 - Simplification of Roles in Tripartite Arrangement**

Patten Recommendation:

22. The provisions of the Police (Northern Ireland) Act 1998 should be simplified so that the respective roles of the Secretary of State (or successor), the Policing Board and the Chief Constable are clear.

**Lead Responsibility: NIO**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Assessment of Police Act 2000 for clarity of provisions respecting roles of Secretary of State (or successor), Policing Board and Chief Constable.

#### **Recommendation 23 - Repeal of Power to Issue Guidance to the Police**

Patten Recommendation:

23. The provision, in Section 39 of the Police (Northern Ireland) Act 1998, that the Secretary of State may issue guidance to the police as to the exercise of their functions, should be repealed.

**Lead Responsibility: NIO**

#### **Performance Indicators:**

- (1) Assessment of Police Act (2000). (This recommendation has been enacted.)

#### **Recommendation 24 - Operational Responsibility**

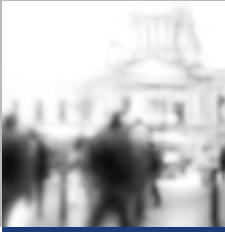
Patten Recommendation:

24. The Chief Constable should be deemed to have operational responsibility for the exercise of his or her functions and the activities of the police officers and civilian staff under his or her direction and control.

**Lead Responsibility: NIO**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Assessment of policy of Policing Board and the Chief Constable regarding operational responsibility.
- (3) Examination of any ensuing policies, directions or memorandum of understanding clarifying operational responsibility.



### **Recommendation 25 and 26 - Powers to Require Reports and Initiate Inquiries**

#### **Patten Recommendations:**

25. The Policing Board should have the power to require the Chief Constable to report on any issue pertaining to the performance of his functions or those of the police service. The obligation to report should extend to explaining operational decisions. If there is a disagreement between the Board and the Chief Constable over whether it is appropriate for a report to be provided on a particular matter, it should be for the Chief Constable to refer the question to the Secretary of State for a decision as to whether the Board's requirement should stand.
26. The Policing Board should have the power, subject onto the same limitation set out in paragraph 6.22, to follow up any report from the Chief Constable by initiating an inquiry into any aspect of the police service or police conduct. Depending on the circumstances, the Board should have the option to request the Police Ombudsman, the Inspectorate of Constabulary or the Audit Office to conduct or contribute to such an inquiry, or to use the Board's own staff, or even private consultants for such a purpose.

**Lead Responsibility: Policing Board/Chief Constable/NIO**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence in Police Act 2000 of enabling authority.
- (3) Assessment of reports requested by the Policing Board.
- (4) Assessment of record of disputes and the ultimate decision by the Secretary of State.
- (5) Evidence that Policing Board finds reports requested to be adequate and extensive.
- (6) Assessment of the record of initiating such inquiries, including which responsible authority.

### **Recommendation 27 - Creation of District Policing Partnership Boards**

Patten Recommendation:

27. Each District Council should establish a District Policing Partnership Board (DPPB), as a committee of the Council, with a majority elected membership, the remaining independent members to be selected by the Council with the agreement of the Policing Board. The chair of the DPPB should be held by an elected member, with rotation between parties from year to year.

**Lead Responsibility:** NIO/Policing Board/District Councils

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence in Police Act 2000 of enabling authority.
- (3) Evidence of Codes of Practice for the District Policing Partnerships.
- (4) Assessment of progress of appointment by the District Councils.
- (5) Evidence of annual election and rotation amongst parties.

### **Recommendation 28 - Arrangements for Belfast**

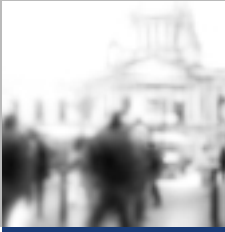
Patten Recommendation:

28. The District Policing Board in Belfast should have four sub-groups, covering North, South, East and West Belfast.

**Lead Responsibility:** Policing Board/Belfast District Policing Partnership/Chief Constable

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence in Police Act 2000 of enabling authority.
- (3) Evidence of implementation and functioning.



### **Recommendation 29 and 30 - Method of Operation of DPPBs**

Patten Recommendations:

29. There should be monthly meetings between the DPPB and the police District Commander, at which the police should present reports and answer questions and the Board should reflect community concerns and priorities to the police. The views expressed by DPPBs should be taken fully into account by the police and by the Policing Board in the formulation of policing plans and strategies at the central level.
30. The DPPB should submit an annual report to the District Council, and publish it.

**Lead Responsibility: Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of Police Act 2000 enabling provisions.
- (3) Assessment of Code of Practice for functioning of District Policing Partnerships (DPPs).
- (4) Evidence of monthly/regular meetings.
- (5) Assessment of functions through interviews with DPP members, observations of DPP meetings, and discussions with District police commanders; observed functioning of DPPs on selective basis; views of Policing Board and Police Service.
- (6) Evidence of annual DPP reports, assessed for standardisation and completeness.

### **Recommendation 31 - Administration Costs of DPPBs**

Patten Recommendation:

31. The approved administration costs of the DPPB should attract a 75% grant from the Policing Board, the remaining 25% to be funded by the District Council.

**Lead Responsibility: Policing Board/District Councils**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Police Act 2000 enabling provisions.
- (3) Assessment of practice after DPPs are established.

### Recommendation 32 - Expenditure by DPPBs

Patten Recommendation:

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

**Lead Responsibility:** NIO/Executive Committee

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Pending any taxing authority given to District Councils.

### Recommendation 33 - Consultative Forums at Local Level

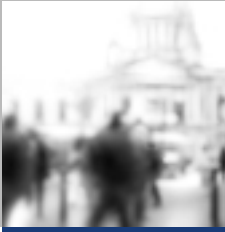
Patten Recommendation:

33. It should be the aim of every police beat manager to have a consultative forum in his or her patrol areas.

**Lead Responsibility:** Policing Board/DPPs/Chief Constable

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of police policy and direction.
- (3) Assessment of statistics on establishment of consultative forums.
- (4) Assessment of information about how often forums meet, attendance and how representative they are of the community eg such records as who has been invited, accepted, declined and attended.
- (5) Evidence that Police Service monitors achievement of this goal eg through surveys of public satisfaction with working of the forums.
- (6) Assessment of consultative forums performance through selected visits.



#### **Recommendation 34 - Contacts Between Policing Board and DPPBs**

Patten Recommendation:

34. The Policing Board should maintain regular contact with the DPPBs, through periodic meetings of chairpersons, annual conferences, seminars, training courses and by including them in the circulation of information.

**Lead Responsibility: Policing Board/DPPs**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Policing Board Code of Practice for the District Policing Partnerships.
- (3) Evidence of policy with respect to Policing Board contacts with and supervision of DPPBs.
- (4) Enumeration of activities representing contact and supervision yearly.
- (5) Assessment of reports, minutes, schedules concerning the regularity and quality of Policing Board contacts with DPPs.
- (6) Assessment of working of Policing Board and District Policy Partnerships through selective observations and interviews.

#### **Recommendation 35 - Meetings of the Policing Board**

Patten Recommendation:

35. The Policing Board should meet in public once a month, to receive a report from the Chief Constable.

**Lead Responsibility: Policing Board/Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Code of Practice by the Policing Board.
- (3) Examination of minutes of public meetings of the Policing Board.
- (4) Observations of Policing Board meeting.

### Recommendation 36 - Meetings of the DPPBs

Patten Recommendation:

36. District Police Partnership Boards should meet in public once a month, and procedures should allow for members of the public to address questions to the Board and, through the chair, to the police.

**Lead Responsibility: Policing Board/DPPs/NIO**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Code of Practice for DPPs.
- (3) Examination of minutes of DPPs, plus regular observation of a sample of them.

### Recommendation 37 - Openness of the Police Service

Patten Recommendation:

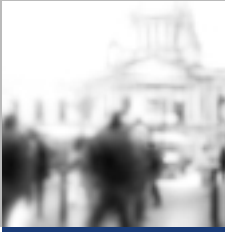
37. The police service should take steps to improve its transparency. The presumption should be that everything should be available for public scrutiny unless it is in the public interest - not the police interest - to hold it back.

**Lead Responsibility: Chief Constable/Policing Board**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Freedom of Information Act 2000 provisions and application.
- (3) Evidence of Police Service's plan for publications.
- (4) Comparison with "best practices" in this regard in UK, Ireland, Europe, Canada and the US.
- (5) Examination of "review of arrangements for communication," September 2001.





### **Recommendation 38 - Role of the Police Ombudsman**

Patten Recommendation:

38. The Police Ombudsman should be, and be seen to be, an important institution in the governance of Northern Ireland, and should be staffed and resourced accordingly. The Ombudsman should take initiatives, not merely react to specific complaints received. He/she should exercise the power to initiate inquiries or investigations even if no specific complaint has been received. The Ombudsman should be responsible for compiling data on trends and patterns in complaints against the police, or accumulations of complaints against individual officers, and should work with the police to address emerging issues from this data. He/she should have a dynamic co-operative relationship with both the police and the Policing Board, as well as other bodies involved in community safety issues. He/she should exercise the right to investigate and comment on police policies and practices, where these are perceived to give rise to difficulties, even if the conduct of individual officers may not itself be culpable, and should draw any such observations to the attention of the Chief Constable and the Policing Board. The Ombudsman should have access to all past reports of the RUC.

**Lead Responsibility: Police Ombudsman**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Assessment of policy statement that establishes data-sharing arrangements.
- (3) Evidence of co-ordination of data-sharing between Ombudsman and the Police Service to address issues emerging.
- (4) Assessment of the frequency and quality of consultation with Police Service and Policing Board with respect to community service issues.

### Recommendations 39,40, and 41 - Covert Law Enforcement

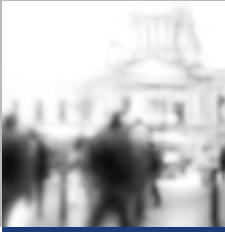
#### Patten Recommendations:

39. New legislation on covert policing should be fully compliant with the European Convention on Human Rights and should have the same application in Northern Ireland as in the rest of the United Kingdom.
40. There should be a commissioner for covert law enforcement in Northern Ireland.
41. There should be a complaints tribunal, comprising senior members of the legal profession, with full powers to investigate cases referred to it (either directly or through the Police Ombudsman) involving covert law enforcement operations.

**Lead Responsibility:** Home Office/NIO

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence that legislation on covert policing is compliant with European Convention on Human Rights and has same application in Northern Ireland and the United Kingdom.
- (3) Evidence of establishment of Surveillance Commissioner.
- (4) Evidence of oversight implementation by Surveillance Commissioner for Northern Ireland.
- (5) Evidence of Complaints Tribunal.
- (6) Evidence of Complaints Tribunal operation
- (7) Evidence of policies applicable UK/NI.
- (8) Evidence of Police Service policy directions on Covert Law Enforcement, including both Surveillance and Complaints policies.
- (9) Evidence of Police Service compliance with requirements of Legislation and with responsible authorities.



#### **Recommendation 42 - Strengthening of Financial Accountability**

Patten Recommendation:

42. There should be a substantial strengthening of financial accountability, including a fully costed Annual Policing Plan; a strong audit department within the Policing Board, staffed by experts in budgeting, financial management and value for money programmes; and more systematic use of the Audit Office to study police resource management, either at the behest of the Policing board or on its own initiative.

**Lead Responsibility:** NIO/Policing Board/Chief Constable

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of fully costed Annual Police Plan.
- (3) Evidence of established Policing Board Audit Department, effectively operating with appropriate resources.
- (4) Evidence of qualifications relating to expertise in budgeting, financial management and value for money programmes.
- (5) Evidence of performance plan with targets and benchmarks established by Policing Board and Chief Constable.
- (6) Evidence of practical integration of financial planning with overall business planning and operational strategies.
- (7) Evidence of "best value/other evaluations" by National Audit Office and HMIC.
- (8) Evidence of financial accountability by Board for police land, buildings, equipment and funds.

**Recommendation 43 - Designation of Chief Constable as Sub-Accounting Officer**

Patten Recommendation:

43. The Chief Constable should be designated a sub-accounting officer, in addition to the Chief Executive of the Policing Board, so that either or both may be called, together with the Permanent Under Secretary as principal accounting officer, to give evidence to the Public Accounts Committee.

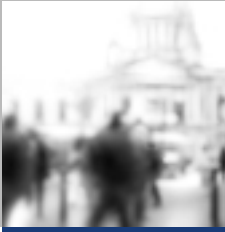
**Lead Responsibility: NIO**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of written delegated authorities/NIO, Board, Police Service.
- (3) Evidence of appropriate authorities, guidelines and policies in place by Board and Police Service.
- (4) Evidence of process compliance and of Audit control/review by Police Service and Board.
- (5) Confirmation that Public Accounts Committee accountability fulfilled.



▶▶ **policing with the community**



#### **Recommendation 44 - Community Policing as a Core Function**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Production of a strategic plan for transition to a policing with the community model, with:
  - (a) A policy statement
  - (b) Goals
  - (c) Resource requirements
  - (d) Measurement criteria
  - (e) Information and training component
  - (f) Timelines
  - (g) Evaluation process.
  - (h) Assignment of responsibility
- (3) Evidence of approval of the plan by senior management.
- (4) Evidence of dissemination of the plan to the various levels of the police service, with the appropriate sequencing of information and intentions for continuing communication.
- (5) Evidence of the steps taken to initiate active development of community partnerships at police station level eg community meetings; surveys of community needs and wants; lists of local contacts and partners eg Neighbourhood associations, business associations; service clubs; clergy.
- (6) Evidence of working partnerships with other emergency response agencies i.e. fire; ambulance; hospitals; mental health professionals; victim services; private security firms; loss management control agents of shops and businesses.
- (7) Evidence of dedicated and continuous assignment of police personnel to policing with the community roles reflected in duty rosters and assignment lists.
- (8) Evidence of co-ordination, co-operation, and partnership in identifying community priorities and action plans.
- (9) Evidence of partnerships with community members in police problem solving processes with quantitative and qualitative results eg number of projects and outcomes.

- (10) The degree of transparency evident in the development of project objectives and methods.
- (11) Evidence of public information programs listing dates and contents of information releases and invitations directed to the media, community groups and responsible civilian policing authorities.

(In respect to Items 5 through 11, a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 45 - Dedicated Neighbourhood Policing Teams**

Patten Recommendation:

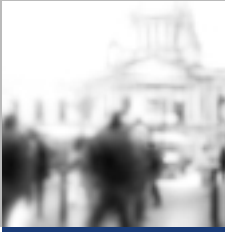
- 45. Every neighbourhood (or rural area) should have a dedicated policing team with lead responsibility for policing its area.

**Lead Responsibility: Chief Constable/District Commanders**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) A strategic plan for introduction of policing teams including:
  - (a) Policy statement
  - (b) Organisation model or models
  - (c) Staffing plan with procedures
  - (d) Time schedule for implementation
  - (e) Goals and timelines
  - (f) Performance measurement criteria
  - (g) Results oriented evaluation process
  - (h) Assignment of responsibility
- (3) Evidence of plans to guide the disposition of resources for providing:
  - (a) Response to call service
  - (b) Problem solving activities
  - (c) Walking beat patrols where desirable and practical
- (4) Evidence of a directive requiring the collection and maintenance of statistics accounting for the allocation of patrol hours by major category of activity.





- (5) An accounting of the number of officers assigned to neighbourhood policing in total, by district, and the proportion of neighbourhood officers relative to the complement of each district.
- (6) Evidence of the degree of community participation anticipated within the methodology of the community policing system, integrated in the strategic plan and training programs.
- (7) Evidence of participation by operational officers in development of a patrol management information system to support management and supervisory decision making.
- (8) Evidence of a service level agreement with Training Branch setting out what the Branch is expected to deliver to the Districts to support policing with the community and problem solving policies and goals.
- (9) Within the strategic plan and implementation plans, statements of intent or directives regarding computer based information systems support in the form of crime and activity data and the pattern of incident reports.
- (10) Evidence of an information program to inform police members of plans, service expectations and events.
- (11) In context of the strategic plan, an information and education plan for citizens to encourage and enable their participation in policing with the community activities.
- (12) Evidence of planning to amend the new appraisal system to include an evaluation of the performance of officers engaging in community problem solving.
- (13) Evidence of total time spent in hours on walking beat patrols by day and by hour, and in proportion to the total operational hours expended by police post.
- (14) Evidence of invitations to participate in problem solving extended to community members by:
  - (a) Name
  - (b) Status in community
  - (c) Group affiliation
  - (d) LocationTogether with:
  - (e) Records of acceptance or rejection
  - (f) Lists of persons in attendance at problem solving meetings
  - (g) Record of the outcome of the meetings
- (15) Evidence of evaluation reports on patrol performance and management problem solving.

(In respect to Items 13,14, and 15 a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 46 - Service in Neighbourhood Policing Teams**

Patten Recommendation:

46. Members of the policing team should serve at least three and preferably five years in the same neighbourhood. They should wear their names clearly displayed on their uniforms, and their uniforms should also bear the name of the locality for which they are responsible.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of development of a plan to implement the recommended staffing policy.
- (3) Maintenance of tenure records for neighbourhood officers with temporary assignments included and reason for transfer recorded.
- (4) An information plan to inform police members and the local policing board of the schedules, methods and procedures necessary to implement the tenure plan.
- (5) Documentation of the criteria that will determine future implementation of the recommendations regarding the wearing of names and locality designations, together with a target dates for recurring assessments of the security situation.

(In respect to Item 3, a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 47 - Police Probationary Training**

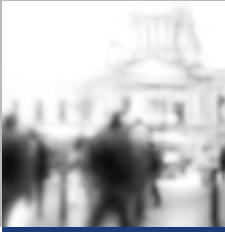
Patten Recommendation:

47. All probationary police officers should undertake the operational phases of their probationary training doing team policing in the community.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a policy decision that commits management to assigning all probationary police officers to serving a significant part of the operational phase of their probationary training in team policing roles.



- (3) Contextual documentation listing the number of available team policing training opportunities throughout the service in relation to other assignments considered necessary or desirable to broaden the knowledge of probationers (eg response to call).
- (4) A plan with target dates applying to implementation of this recommendation.
- (5) Evidence of implementation including lists of assignments of probationary officers and tenure while on probation.

(In respect to Item 5, a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 48 - Patrolling on Foot**

**Patten Recommendation:**

48. Where practical, policing teams should patrol on foot.

**Lead Responsibility: Chief Constable/District Commanders**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) A policy directive providing guidance to district commanders on the criteria for employing foot patrol by time and location.
- (3) A plan with target dates for implementation of this recommendation and assignment of local responsibility.
- (4) Evidence of a method for accounting for time spent on foot patrol by neighbourhood policing teams, the number of officers assigned and their dispersal by hour of the day and day of the week.
- (5) Evidence of a method providing for the evaluation of success in introducing foot patrols by neighbourhood teams by activity reports including calls for service responded to, self generated work, arrests, etc. and a method for evaluating community response.
- (6) Evidence of integration of the foot patrol strategies and implementation plans with the officer tutor scheme.
- (7) Evidence of an active management process to oversee this recommendation at District level.
- (8) Evidence of a schedule for the review of performance criteria for foot patrols in the context of prevailing security concerns.

(In respect to Items 4, 5, 6, 7 and 8 a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 49 - Role of Neighbourhood Policing Teams**

Patten Recommendation:

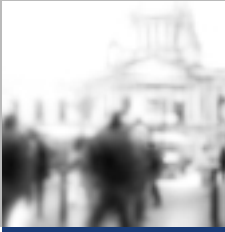
49. Neighbourhood policing teams should be empowered to determine their own local priorities and set their own objectives, within the overall Annual Policing Plan and in consultation with community representatives.

**Lead Responsibility: Chief Constable/District Commanders**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the intent of the service to implement this recommendation as a feature of the Strategic Plan and Annual Policing Plan with assignment of responsibility.
- (3) A definition of neighbourhood policing teams including a policy statement, terms of reference and evaluation criteria.
- (4) Evidence of a system of recording and reporting the activities of neighbourhood policing teams in terms of numbers, location, activity reports for each division and police station.
- (5) Evidence that District Commanders are empowering neighbourhood policing teams to determine their own local priorities and set their own directives, consistent with the overall Annual Policing Plan and in consultation with DPPB members and other community representatives.
- (6) Evidence of the results of this strategy in terms of achieving locally established objectives.

(In respect to Items 4,5 and 6 a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)



### **Recommendation 50 - Crime and Complaint Pattern Analysis**

Patten Recommendation:

50. The Northern Ireland police should, both at a service-wide level and at patrol team level, conduct crime pattern and complaint pattern analysis to provide an information-led, problem-solving approach to policing. All police officers should be instructed in problem-solving techniques and encouraged to address the causes of problems as well as the consequences (the priority being to train beat managers and their teams); and they should be regularly appraised as to their performance in doing so.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of direction to establish a system of crime pattern and complaint pattern analysis both at a service-wide and at patrol team level including assignment of responsibility.
- (3) Evidence of a training, education and development strategy embedded in the policies of the Police Service, with provisions to implement this recommendation on a practical basis, with goals and time lines existing in a service level agreement with Training Branch.
- (4) Evidence of resource allocation to ensure accomplishment of this goal in terms of complement, staffing, technology and logistics support.
- (5) Evidence of an information program to inform police members and the public of the intentions of the service and the potential of this initiative for partnerships in problem solving.
- (6) Evidence of the acquisition and distribution of technology to support this initiative.
- (7) Evidence of a schedule of training for analysts, managers, supervisors and front line police officers in analysing information and applying it for community problem solving.
- (8) Inclusion of a factor to evaluate demonstrated awareness and ability in problem solving in context of a new police appraisal system.
- (9) Provision for an assessment of the response of communities and their willingness to co-operate in solving problems and reducing crime.
- (10) Evidence of the sharing of crime pattern information with community partners and their inclusion in problem solving sessions.
- (11) An internal evaluation process to ensure the regular assessment of progress and actual achievement of all features of this recommendation.

- (12) Evidence of the impact of training reflected by the number of community problems identified and solved where a pattern of crime or disorder was established by crime pattern and complaint analysis. Records will list the problems addressed with supporting anecdotal detail and performance based evaluation results.
- (13) Evidence of the impact of the problem solving approach on crime patterns, crime rates and reduction in criminal complaints reflected in station statistics as sampled, and as reported in cumulative crime statistics of the Service.

(In respect to Items 10, 11, 12 and 13 a sampling technique will be used to request the production of documents from selected stations specified by the Commissioner. On site verification will follow.)

#### **Recommendation 51 - Attendance at Police Training Courses**

**Patten Recommendation:**

- 51. DPPB members and other community leaders should be able to attend police training courses in problem-solving techniques.

**Lead Responsibility: Chief Constable**

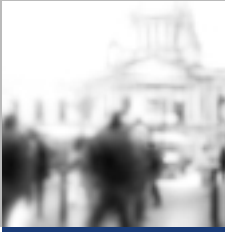
#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of inclusion of this provision in the Training, Education and Development Strategy.
- (3) A documented order authorising the attendance of District Policing Partnership (DPP) members and other community leaders at police training courses in problem solving techniques including time lines for implementation.
- (4) Evidence that DPP members and a reasonable number of community leaders from relevant agencies in the public, private and voluntary sectors have been informed of this opportunity and extended invitations, with advice on how to register for attendance.
- (5) Activity statistics and evaluation material recording the response of the parties invited to participate including:
  - (a) Lists of those to whom invitations were extended
  - (b) Those who accepted or rejected invitations
  - (c) Attendance records listing those who attended



▶▶ **policing in a peaceful society**





### **Recommendation 52 and 53 - Appearance of Police Stations**

Patten Recommendations:

52. Police stations built from now on should have, so far as possible, the appearance of ordinary buildings; they should have low perimeter walls, and be clearly visible from the street; but they should have security features, which may be activated or reinforced as necessary.
53. Existing police stations should - subject to the security situation in their areas and to health and safety considerations - be progressively made less forbidding in appearance, more accessible to public callers and more congenial for those working in them. The public reception areas inside police stations should be made more welcoming, and civilian receptionists could replace police officers.

**Lead Responsibility:** NIO/Policing Board/Chief Constable

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a needs assessment, including an inventory, description, and photographs of existing police stations.
- (3) Development of comprehensive strategy, including short and long range plans, a proposed timetable, estimated costs, and proposed financing for the design and construction of new police stations and/or the redesign/renovation of existing police stations.
- (4) Evidence of specifications and/or the architectural design of a template for new police stations and for the redesign and renovation of existing police stations that addresses:
  - (a) Security features such as but not limited to bulletproof glass, CCTV monitoring and electronic intrusion detection
  - (b) Operational functionality; visibility and appearance that fits with the neighbourhood; health, safety and working environment
  - (c) Accessibility for the public
- (5) Evidence of a plan or timetable to begin staffing the reception areas with civilian personnel replacing sworn officers.
- (6) Evidence of progress with staffing police station reception areas with civilian personnel.

[Note: In the event that the security environment impacts the implementation of this recommendation, the Chief Constable will discuss the matter with the Oversight Commissioner.]

**Recommendation 54 - Devolved Authority of District Commanders**

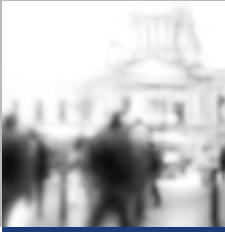
Patten Recommendation:

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

**Lead Responsibility: Chief Constable/District Commanders**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the establishment of District Commands (April 2001).
- (3) Evidence of the authority to implement this recommendation being devolved to the District Commanders.
- (4) A definition of static and mobile patrols.
- (5) Evidence that District Commanders are accepting and exercising their devolved authority by inviting consultation with their respective District Policing Partnerships.
- (6) Evidence of the extent to which the District Policing Partnerships are accepting or declining invitations and opportunities to consult.
- (7) Evidence of District plans that take into account the information gathered in consultations with the local community, describe the method for determining and reaching a balance of resources dedicated to static and mobile patrols in the District and establish a timetable for implementation of the plan(s).
- (8) Evidence of actual patrol deployment in each District demonstrating a balance between static and mobile patrols.
- (9) Evaluations of the deployment strategies and recommended modifications to the plan.



### **Recommendation 55,56 and 57 - Police Vehicles**

Patten Recommendations:

55. Police cars should continue to be substituted as patrol vehicles in place of armoured Landrovers, and the use of armoured Landrovers should be limited to threatening situations.
56. As soon as possible (that is, as soon as the incidence of deployment ceases to be regular) armoured Landrovers should be moved to depots, to be kept in reserve for use in public order policing for as long as this contingency may be required.
57. The word "Police" should be painted onto the sides of all Landrovers.

**Lead Responsibility: Chief Constable/Policing Board**

### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a vehicle inventory listing the types of vehicles in the agency and in each district.
- (3) Evidence of a vehicle deployment programme that includes short and long range plans, budget data and timetables for the substitution of police cars as patrol vehicles in place of landrovers.
- (4) Documentation of the actual number of ordinary police vehicles purchased and placed on patrol in each District and the number of these vehicles that are armoured.
- (5) Periodic (annual) reports indicating the increase or decrease in the number of ordinary police vehicles, armoured police vehicles and Landrovers on patrol in each District.
- (6) Documentation describing the withdrawal of Landrovers from depots, the number withdrawn and the purpose for which they are withdrawn
- (7) Evidence of the word "police" painted on reliveried landrovers.

[Note - In the event the security environment impacts the implementation of this recommendation, the Chief Constable will discuss the matter with the Oversight Commissioner.]

### Recommendation 58 - Army Support-Security Demands

Patten Recommendation:

58. The role of the army should continue to be reduced, as quickly as the security situation will allow, so that the police can patrol all parts of Northern Ireland without military support.

**Lead Responsibility:** NIO/Chief Constable/GOC

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a plan to reduce the dependence on military support by the police as quickly as the security situation will allow.
- (3) Description of the areas/circumstances where the army provides support to the police, the procedures used to acquire that support, and the extent of that support.

[Note - In the event the security environment impacts the implementation of this recommendation, the Chief Constable will discuss the matter with the Oversight Commissioner.]

### Recommendation 59 - Army Support-Public Order Demands

Patten Recommendation:

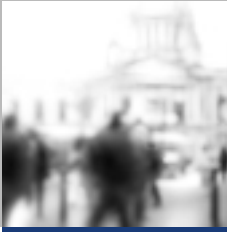
59. For as long as the prospect remains of substantial public order policing demands on the scale seen at Drumcree in recent years, the army should retain the capacity to provide support for the police in meeting those demands.

**Lead Responsibility:** NIO/Chief Constable/GOC

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a continual review of the public order requirements for army support.
- (3) Reports of specific incidences where army support is used to meet public order policing demands.

[Note - In the event the security environment impacts the implementation of this recommendation, the Chief Constable will discuss the matter with the Oversight Commissioner.]



### **Recommendation 60 - Emergency Legislation**

Patten Recommendation:

60. Provided the threat of terrorism in Northern Ireland diminishes to the point where no additional special powers are necessary to combat it, legislation against terrorism should be the same in Northern Ireland as in the rest of the United Kingdom.

**Lead Responsibility:** NIO/Home Office

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Examination of Terrorism Act.

[Note - The Oversight Commissioner will confer with the Secretary of State on the status of this recommendation.]

### **Recommendation 61 - Records on the Use of Emergency Powers**

Patten Recommendation:

61. In the meantime, with immediate effect, records should be kept of all stops and searches and other such actions taken under emergency powers.

**Lead Responsibility:** Chief Constable/GOC

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Directive or policy prescribing the justification and procedures for all stops and searches and other similar actions taken under emergency powers.
- (3) Evidence of a policy or directive requiring and describing how police officers will report and record stops, searches, and other actions taken under emergency powers.
- (4) Evidence of administrative reviews of stops, searches and other actions taken under emergency powers and appropriate follow-up or corrective measures.
- (5) Evidence of army reports and records of searches of premises. Documentation of instances when it was not practical to keep precise records.

### Recommendation 62 -Holding Centres

Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Documents describing the present number and capacity of the Gough holding centre and custody suites in police stations; the number and classification of detainees held in each; and the length of confinement.
- (3) Scoping Study completed December 2000.
- (4) Evidence of a specific plan to close the Gough holding centre and that sets forth a specific timetable for increased utilisation of custody suites in police stations.
- (5) The issuance of authorisation for the design, building and/or refurbishment of police stations to accommodate custody suites as required and consistent with the scoping study and timetable.
- (6) Evidence of the closure of the holding centres and increased usage of custody suites in police stations.

### Recommendation 63 - Video Recording in PACE Custody Suites

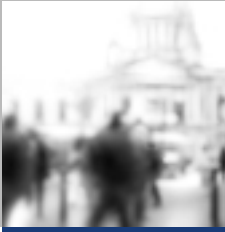
Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Identification and location of all existing custody suites with or without video recording capability (police stations).
- (3) Evidence of a plan or strategy and a timetable to introduce, consistent with legislation and a Code of Practice, video recording into the PACE Custody Suites.



- (4) The issuance of a Code of Practice by the Secretary of State.
- (5) Evidence of the operational implementation of the Code of Practice adopted by the Secretary of State.
- (6) Evidence of authorisation for the evaluation, purchase, and installation of video equipment into custody suites.
- (7) Evidence of the installation and documented usage of video recording equipment consistent with administrative instructions, legislation, and the Code of Practice.
- (8) Evidence of documented procedures for protecting the integrity of, cataloguing, and retaining videotapes.

#### **Recommendation 64 - Inspection of Custody and Interrogation Suites**

Patten Recommendation:

64. Responsibility for inspecting all custody and interrogation suites should rest with the Policing Board, and Lay Visitors should be empowered not only to inspect the conditions of detention (as at present), but also to observe interviews on camera subject to the consent of the detainee (as is the case for cell visits).

**Lead Responsibility: Policing Board/Chief Constable/NIO**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence that the Policing Board is appropriately assigned responsibility for the inspection of custody and interrogation suites.
- (3) Evidence that the Policing Board or a representative of the Policing Board is inspecting custody and interrogation suites and making reports thereon.
- (4) Documentation describing the current level of Lay Visitor involvement with the inspection of detention conditions.
- (5) Evidence of a procedure extending the role of Lay Visitors to cover inspection of the conditions of detention of all suspects.
- (6) Evidence of consultation with and the establishment of a procedure to allow Lay Visitors to observe interviews with detainees on camera. (Currently performed by Independent Commissioner for the Holding Centres, which will continue for terrorist detainees as long as Holding Centres are open).

- (7) Evidence of increased empowerment of Lay Visitors to inspect the conditions of detention and observe interviews on camera.
- (8) Documentation describing the instances where Lay Visitors inspect detention conditions and/or observe interviews on camera.
- (9) Evidence of a directive or procedure to receive follow-up and when necessary take corrective action on reports from Lay Visitors.

**Recommendation 65 - Objective of an Unarmed Police Service**

Patten Recommendation:

65. The question of moving towards the desired objective of a routinely unarmed police service should be periodically reviewed in the light of developments in the security environment.

**Lead Responsibility: NIO/Chief Constable**

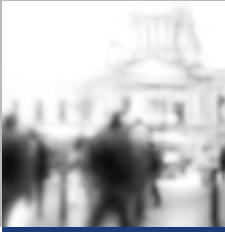
**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of appropriate analysis of security environment by the police service to determine movement on this objective.





▶▶ public order policing



### **Recommendation 66 - Public Order Emergencies**

Patten Recommendation:

66. The Northern Ireland police should have the capacity within its own establishment to deal with public order emergencies without help from other police services and without more than the present level of support from the army.

**Lead Responsibility: NIO/Policing Board/Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a review of the police service capacity to deal with public order emergencies that considers the number of public order policing deployments requiring no outside assistance and the estimated cost of each.
- (3) The present level of army support and the number of public order policing deployments requiring the assistance of the army and the estimated cost of each.
- (4) Evidence of a resource allocation strategy (budget) or plans that enable the police service to deal with public order emergencies (staffing, equipment, and contingency plans) without exceeding the present level of support from the army.
- (5) Analysis of the new staffing plans taking into account the restructuring of the DCU, severance, and recruitment of new officers to determine the impact on public order policing capabilities and reliance on outside support.

### **Recommendation 67 and 68 - Conditions for the Approval of Parades**

Patten Recommendations:

67. It should be a condition for the approval of the parade that the organizers should provide their own marshals, and the organizers and the police should work together to plan the policing of such events. This should involve as appropriate the representatives of the neighbourhoods involved in the parade route.
68. Marshal training should be further developed, with an appropriate qualification on successful completion of the training. All parades should be marshalled and, as soon as practicable, it should be a requirement that all potentially contentious parades requiring a decision or determination by the Parades Commission should be marshalled by qualified personnel.

**Lead Responsibility: NIO/Parades Commission**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a plan, or consideration of a plan to require as a condition for the approval of a parade permit that parade organizers provide marshals, work with the police in the planning for policing of parade events and when appropriate, provide for the participation in the planning of the parade by affected neighbourhoods on the parade route.
- (3) A determination of the extent to which the use of trained Parade Marshals is advisable and practical.
- (4) Evidence of efforts by the police service to co-operate with parade organisers to facilitate the use of marshals.
- (5) Evidence of efforts by the police service to work with parade organisers and/or representatives of the involved neighbourhoods in the planning of parades.

**Recommendation 69 and 70 - Public Order Equipment**

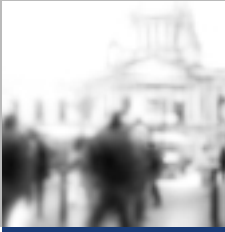
**Patten Recommendations:**

69. An immediate and substantial investment should be made in a research programme to find an acceptable, effective and less potentially lethal alternative to the Plastic Baton Round (PBR).
70. The police should be equipped with a broader range of public order equipment than the RUC currently possess, so that a commander has a number of options at his/her disposal which might reduce reliance on, or defer resort to, the PBR.

**Lead Responsibility: NIO/Policing Board/Chief Constable**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Identification of members of the current Steering Group charged with the responsibility of conducting this research, identification of the institutions or individuals contacted for assistance or input, and the Group findings to date, including any alternatives that have been excluded from consideration.
- (3) Evidence of a plan for continuing a research programme to find a less potentially lethal alternative to the Plastic Baton Round (PBR) requiring the involvement of independent researchers and establishing a reporting timeline.
- (4) Documentation of active ongoing research and the extent to which the research is available in the public domain.



- (5) Evidence of a timetable for the identification, testing and deployment of an expanded range of less potentially lethal public order equipment so as to reduce reliance on the PBR.
- (6) Documentation of quality control measures used by manufacturers to assure quality control and limit variance in product effectiveness for any equipment and munitions selected for deployment.
- (7) Evidence of a required training component for supervisors and line personnel authorized to use the selected less potentially lethal force and equipment.
- (8) The inclusion of competency standards in the training component.
- (9) Presence of protocols or directives defining and establishing the parameters for the use of the selected less than potentially lethal force that includes:
  - (a) The level of authority required to deploy less than potentially lethal force and equipment
  - (b) Reporting requirements
  - (c) Post utilisation reviews
- (10) Evidence of operational deployment of a range of less than lethal public order equipment that provides options for commanders, which "might reduce reliance on, or defer resort to, the PBR."

#### **Recommendation 71, 73 and 74 - Police Performance in Public Order Situations**

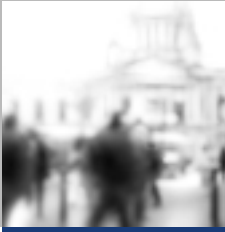
##### **Patten Recommendations:**

71. The use of PBRs should be subject to the same procedures for deployment, use and reporting as apply in the rest of the United Kingdom. Their use should be confined to the smallest necessary number of specially trained officers, who should be trained to think of the weapon in the same way as they would think of a firearm, that is as a weapon which is potentially lethal. Use of PBRs should in the first instance require the authorisation of a district commander. This should be justified in a report to the Policing Board, which should be copied to the Police Ombudsman. Wherever possible, video camera recordings should be made of incidents in which the use of PBRs is authorised.
73. The Policing Board and, as appropriate, the Police Ombudsman should actively monitor police performance in public order situations, and if necessary seek reports from the Chief Constable and follow up those reports if they wish.
74. Guidance governing the deployment and use of PBRs should be soundly based in law, clearly expressed and readily available as public documents.

**Lead Responsibility: NIO/Policing Board/Chief Constable**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a written directive, policy, procedure or protocol incorporating UK guidelines for the deployment and use of the PBR that addresses:
  - (a) The circumstances justifying the deployment and use of the PBR
  - (b) The police official authorised to order the deployment and to use the PBR
  - (c) The record keeping responsibilities of the police officials authorising the deployment and use of the PBR
  - (d) The operational and record keeping responsibilities of officers firing the PBR
- (3) Evidence that the record keeping and reporting requirements contained in the directive specifically addresses:
  - (a) The central logging of authorisation(s) to deploy and fire the PBR
  - (b) Note taking requirements
  - (c) Situations where more than one officer fires PBRs during the same incident
  - (d) The identification of persons or groups involved
  - (e) Situations where there is a change in conditions warranting the deployment or firing of PBRs
  - (f) The recording of the specific date, time and location of the firing of each PBR
  - (g) The recording of the number of people hit by PBRs
  - (h) The recording of the number of people injured by PBRs and a description of the injuries sustained
  - (i) The required procedure and form for the preparation of witness statements
  - (j) Special reporting requirements when the firing of the PBR is "self authorised"
- (4) Evidence of a required training component for commanders and supervisors on the deployment and use of PBRs that incorporates/references:
  - (a) The ACPO Guidelines on the Use of Baton Rounds in Situations of Public Disorder
  - (b) The UN Code of Conduct for Law Enforcement Officers and their obligations relating to human rights
  - (c) The concept that the PBR is a potentially lethal weapon
  - (d) The procedures and justification for authorising the deployment and use of PBRs
  - (e) Reporting requirements and responsibilities when PBRs are deployed and used



- (5) Evidence of a procedure for the selection of a limited number of officers to be specially trained in the use of PBRs.
- (6) Evidence of a training component for officers that includes and/or references:
  - (a) The procedures for use and reporting the use of PBRs
  - (b) The pertinent ACPO Guidelines on the use of PBRs in public disorder situations
  - (c) The UN Code of Conduct for Law Enforcement Officers and their obligations relating to human rights
  - (d) Familiarisation with the nomenclature and characteristics of the baton gun and plastic baton round
  - (e) Evidence of a competency standard and competency testing
  - (f) Documented training of designated officers
  - (g) Roster or other document indicating the Districts to which the designated officers are assigned
- (7) Evidence of a police service accountability directive requiring a review and the preparation of a post-utilisation (deployment or shooting) report by an official or unit independent of the command involved in the deployment and use.
- (8) The establishment of a requirement that the post-utilisation (deployment or shooting) review (above) be initiated as soon as practicably possible following the event and that it and the report thereon be expeditiously completed.
- (9) Evidence that the post utilisation report includes but is not limited to:
  - (a) The name of police official authorising deployment and the basis upon which the authorisation was given
  - (b) The name(s) of police officials giving order(s) to fire the PBR and a description of the circumstances warranting the firing
  - (c) The name of the officer(s) firing and the information known to the officer justifying the firing
  - (d) An accounting for each round fired, including identification of the target(s) at which the round was fired
  - (e) Description of injuries, procedures used for the injured
  - (f) Review of video recordings
  - (g) Evaluation of the incident(s) and the firing of the PBR as a proportional response
  - (h) When applicable, recommended administrative or other remediation

- (10) Evidence of a requirement that the police service reports and justifies all uses of PBRs in reports to the Policing Board, including a review and analysis of each use.
- (11) Evidence of a requirement that the Police Ombudsman receives copies of all reports by the police service to the Policing Board justifying the use of PBRs.
- (12) Evidence of plans or strategies adopted by the Policing Board to monitor police performance in public order situations, consistent with police legislation.
- (13) Evidence of the monitoring of public order situations by the Policing Board and any findings thereon.
- (14) Documentation of instances where the Police Ombudsman deems it appropriate to actively monitor public order situations and any findings thereon.
- (15) Documentation of instances when the Policing Board or the Police Ombudsman seeks reports from the Chief Constable and any follow-up conducted by either party.
- (16) Documentation of instances where the Policing Board commissions follow-up reports from the Police Ombudsman, the Inspectorate of Constabulary, or others.
- (17) Summary reports of public order situations.

#### **Recommendation 72 - Police Officers' Identification Numbers**

##### **Patten Recommendation:**

72. Officers' identification numbers should be clearly visible on their protective clothing, just as they should be on regular uniforms.

**Lead Responsibility: Chief Constable**

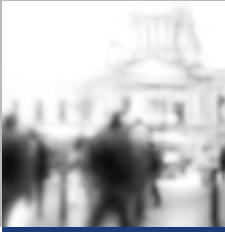
##### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the design and acquisition of unique and identifiable numbers to be worn at all times on uniform or protective public order clothing consistent with legislation.
- (3) Evidence that unique and identifiable numbers are worn at all times on protective public order clothing and regular uniforms.
- (4) Documentation of any problems encountered with the wearing of unique and identifiable numbers.





▶▶ management and personnel



### **Recommendation 75 - Police Management of Change**

Patten Recommendation:

75. The Northern Ireland police leadership team should include specialists in change management. These may be either civilians or police officers, preferably both. The leadership team should produce a programme for change, to be presented to the Policing Board and reviewed periodically by the Board. The efficiency and effectiveness of each chief officer should be judged on the basis of, among other things, their capacity to introduce and adapt to change.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) A listing of the members and support staff of the Change Management Team by name and assigned responsibilities.
- (3) Evidence of a comprehensive plan to manage change within the Police Service, including goals and measurement criteria.
- (4) Evidence of the engagement of qualified expertise from outside the police service in the design and management of the organisational change programme.
- (5) Confirmation of the integration of the change management plan into both the Strategic and Annual Policing Plan.
- (6) Evidence that a factor to evaluate the performance of chief officers and civilian equivalents in managing and adapting to change has been included in plans and systems of a chief officer appraisal process.
- (7) Evidence that the appraisal system has been implemented and that the change management factor is receiving appropriate attention.

#### **Recommendation 76 - Devolved Authority of District Commanders**

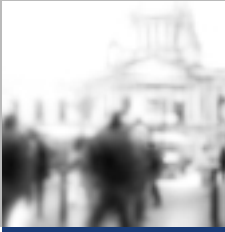
Patten Recommendation:

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

**Lead Responsibility: Chief Constable/District Commanders**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Production of documented policies and procedures extending authority of District Commanders over the deployment of personnel with assignment of responsibility.
- (3) Evidence of plans with target dates to extend delegated budgetary authority over such items as the purchase of goods and services and the funding of policing initiatives.
- (4) Evidence of a plan to provide staff support to District Commanders to manage their new responsibilities.
- (5) In context of the plan, evidence of preparation to audit and evaluate the process of devolved authority and a means to correct or adjust processes that may not be working.
- (6) An evaluation factor applying to District Commanders to assess their performance in advantaging and managing their new authorities.
- (7) The existence of service level agreements governing the relationship and respective responsibilities of District Commanders and the appropriate Headquarters support departments.
- (8) Evidence of the full implementation of this recommendation.



### **Recommendation 77- Police Appraisal System**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of conceptual plans and draft documents for a new all inclusive police appraisal system, to include goals for testing and implementation and a complementary time schedule, with assignment of responsibility.
- (3) Evidence of a direct relationship between the new appraisal system and the UK-wide competency framework.
- (4) Documentation reflecting the assurance that a factor or factors will be included in the new appraisal system requiring officers to be assessed on their performance in introducing, managing and adapting to change, and consistent with other recommendations in the Patten Report.
- (5) Evidence of a communication plan directed to all members of the police service to ensure an appreciation of the goals, methods and procedures of the new appraisal system.
- (6) A training programme for managers and supervisors in the new system.
- (7) Evidence in the new appraisal system that an officer's capacity for change will be assessed and taken into account in the promotion and selection system.
- (8) Evidence of programme introduction and full installation.
- (9) A plan for evaluating results of the system for effectiveness

#### **Recommendation 78 - Accountability of District Commanders**

Patten Recommendation:

78. District commanders should be required regularly to account to their senior officers for the patterns of crime and police activity in their district and to explain how they propose to address their district's problems.

**Lead Responsibility: Chief Constable/District Commanders**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Documentation of plans and drafts to install an operational management review process requiring District Commanders to account to their senior officers on common criteria for the patterns of crime and police activity in their district, and to explain how they propose to address their district problems.
- (3) Evidence of common criteria for measurement that is comprehensive and consistent for the benefit of District Commanders and their senior officers.
- (4) Assessment of plans to ensure they include details as to the tone, attendance requirement, format, location and time schedules to effectively implement this practice.
- (5) Evidence of goals for this objective in the change management plan and a time line for implementation, together with assignment of responsibility.
- (6) Observed sessions of this process to confirm effectiveness against intent and criteria.

#### **Recommendations 79 and 80 - Trend Information on Complaints**

Patten Recommendations:

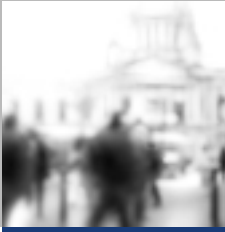
79. An automated trend identification system for complaints should be introduced.

80. The use of trend information should be followed up by management, and as appropriate by the department responsible for discipline, and guidance should be drawn up to help managers use this information effectively.

**Lead Responsibility: Police Ombudsman/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.



- (2) Evidence of research on trend identification systems and a design component sensitive to the circumstances and organisational requirements of the police service.
- (3) Evidence of plans and specifications for a trend identification system for complaints against police officers as a component of the IT strategy of the service, including a procedure for dealing with officers identified by the system.
- (4) Evidence of co-ordination of plans with the Police Ombudsman's office to ensure effective integration of systems and information sharing.
- (5) Documentation of complaints received organised by reference to Districts, complaint type, disposition and corrective action.
- (6) Policy and procedures that assign responsibility for the management of complaints including accountability for taking corrective action when warranted.
- (7) Evidence of a management reporting system to provide the Chief Constable regular reports on complaints against police and internal investigations on police conduct, the status of investigations generally and key investigations specifically, and provision for distribution of information on complaints and discipline to District Commanders and unit supervisors.
- (8) The existence of a plan to create a reporting format and time schedule for reports to the Policing Board, developed in co-operation with the Board.
- (9) Full implementation of plans and procedures.

#### **Recommendation 81- Random Checks on Officers' Behaviour**

Patten Recommendation:

81. Police managers should use random checks as a way to monitor the behaviour of their officers in dealings with the public and their integrity.

**Lead Responsibility: Chief Constable/Police Ombudsman**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Documented evidence of a comprehensive policy on police integrity, based on the "good practice" guidance on police integrity published by HMIC in 1999.
- (3) Evidence of consultation on the new policy with the Ombudsman.
- (4) Evidence of the development of plans, policies and procedures to introduce the program within the police services, including an effective communication plan.

- (5) Assurance that a quality measurement factor for trust and confidence is included in all public opinion surveys.
- (6) Inclusion in the policy and procedure provision for integrity checks in areas of potential challenge eg. property control; evidence protection; courtesy; premises search practices.
- (7) Evidence of a reporting system to inform the Chief Constable of activities undertaken and their result.
- (8) Evidence of a program evaluation element within the management systems of the police service covering this initiative.
- (9) Evidence of implementation of this recommendation and an accounting for results achieved.

#### **Recommendation 82 - Ensuring High Ethical Standards**

Patten Recommendation:

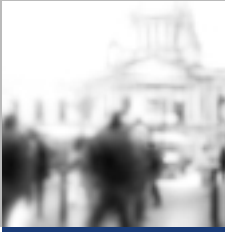
82. Police management should use all the tools at its disposal, including when necessary the administrative dismissal process, to ensure that high professional and ethical standards are consistently met.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Production of revised Conduct Regulations together with a time scale for issue within the police service consistent with the provisions of the implementation plan.
- (3) Inclusion of a provision for administrative dismissal within the revised Regulations.
- (4) Provision for statistics and case descriptions reflecting the results of this policy.
- (5) Evidence of successful application of the administrative dismissal policy.





### **Recommendation 83 - Tenure Policy On Police Postings**

Patten Recommendation:

83. There should be a tenure policy, so that officers do not have inordinately long postings in any specialist area of the police.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the development of plans, policies and procedures to introduce a new tenure management system for the police service with goals and time lines for implementation and assignment of responsibility.
- (3) Inclusion within the policy of time limits applying to specialist areas of the police, and an extension or exception procedure to govern extraordinary circumstances. (Specialist areas to include policing with the community assignments and others considered as "specialist" by organisational culture and practice in the police service.)
- (4) Evidence that the tenure policy will be integrated into an effective career management policy for all officers.
- (5) An approval process at an appropriate management level in the police service for the ordering of cycles for posting changes and a designated authority for decisions on recommended exceptions.
- (6) A statistical record of all job rotation transfers exclusive of transfers carried out for other reasons, by posting, service of officer and tenure in posting at the time of transfer to enable evaluation of results by senior management and the Board.

### Recommendations 84,85, and 86 - Management of Sickness Absence

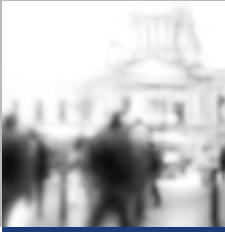
#### Patten Recommendations:

84. Officers injured on duty should be treated as a separate category for sickness recording purposes.
85. A new policy should be formulated for the management of long-term sickness absence, incorporating appropriate arrangements for medical retirement, career counselling and welfare support. A system of rewards, as well as sanctions, should be introduced as part of the sickness management policy.
86. There should be a more detailed review of sickness absence, to establish underlying causes and to make recommendations to address them.

**Lead Responsibility: Chief Constable/Policing Board**

#### Performance Indicators:

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of plans, goals and time schedules to introduce a new policy for the management on long-term sickness absence, incorporating enhanced arrangements for out-placement, career counselling, financial and welfare support.
- (3) Evidence of the creation of a separate reporting category of officers injured on duty for recording purposes.
- (4) A directive establishing the responsibility for reporting and recording of sickness including an order requiring the submission of medical certificates.
- (5) A directive stipulating a requirement for regular and continuing contacts by supervisors in the case of absence due to sickness or injury beyond the limits of casual absence, including provision for a reporting system to record the incidence of contacts and results.
- (6) Documentation relating to:
  - (a) A review of the causes of sickness absence
  - (b) The pattern of categories disclosed
  - (c) A plan for a regular reporting cycle to senior management
  - (d) Recommendations to address underlying causes
- (7) Evidence that sickness and injury management reports have been provided to District Commanders and supervisors with direction, as appropriate.
- (8) Evidence of the installation of a control system to enable all responsible levels of supervision and management within the service to remain current on specific cases of injuries on duty, casual sickness, and long term sickness for the purpose of daily and monthly monitoring.



- (9) Evidence that managers and supervisors have been informed of their responsibility and accountability regarding the administration of the employee absenteeism due to sickness and injury, and evidence of exception reports submitted by persons in authority.
- (10) Evidence of the development and installation of an employee assistance programme beneficial to the interests of both the member and the police service.
- (11) Evidence of the development of preventive health and workplace safety measures to diminish the impact of days lost to injury and sickness.
- (12) Evidence that managers and supervisors have been informed of their responsibility and accountability regarding employee assistance and workplace health and safety programs introduced by the service.
- (13) Evidence that absenteeism records including sickness and injury information are covered in the revised performance appraisal system.
- (14) Documentation of a link between records maintained on days lost to injury and sickness and the promotion and selection system.
- (15) Evidence of the results of application of these various initiatives contained in sickness and injury statistics reported by month and annually to the Chief Constable and the Policing Board.

#### **Recommendations 87 and 88 - New Police Fund/Funding For Widows' Association**

##### **Patten Recommendations:**

87. A substantial fund should be set up to help injured police officers, injured retired officers and their families, as well as police widows.
88. The Widows' Association should be given an office in police premises, free of charge, and a regular source of finance adequate to run their organisation.

**Lead Responsibility: NIO/Chief Constable**

##### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Creation of a substantial fund to help injured officers, injured retired officers and their families, and police widows.
- (3) Documented plans, policies and procedures governing the management of this fund including a system for reporting administration of the fund for the information of the Policing Board and the public. (Governing policies; limitations, financial records, audits.)

- (4) Assignment of responsibility within the police service for liaison with the NIO on this recommendation.
- (5) Confirmation of provision of office space in police premises for the Widows' Association, free of charge, and a regular source of finance adequate to run their organisation.
- (6) Development of goals, objectives and timelines for this initiative, together with the designation of responsible persons for administration and oversight.
- (7) Development of a method of measuring the performance of this programme against approved goals and target dates.
- (8) Evidence that the Widows' Association and the Disabled Officers Association has been involved in an advisory capacity in the development of these plans.
- (9) Evidence of a process of regular assessment and evaluation of this provision by the responsible authorities.

#### **Recommendation 89 - Replacement Of Assistant Chief Constables**

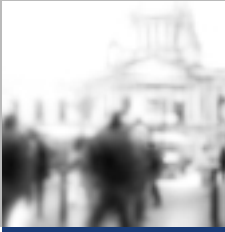
Patten Recommendation:

89. The Assistant Chief Constables currently responsible for support services should be replaced by two civilian Assistant Chief Officers, one responsible for personnel issues and one for finance and administration.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) The appointment of civilians to the positions of Director of Finance and Director of Personnel (responsible for both police officers and civilian staff) early in 2001.



### Recommendations 90, 91 and 92 - Efficiency Initiatives

#### Patten Recommendations:

90. There should be a rigorous program of civilianisation of jobs which do not require police powers, training or experience, exceptions being made only when it can be demonstrated that there is a good reason for a police officer to occupy the position.
91. The Policing Board and the police service should initiate a review of police support services with a view to contracting out those services where this will enhance the efficient management of resources. Consideration should be given to allowing "management buy-outs" of support services by police or civilian employees interested in continuing to provide those services as a private sector company, and in such cases management buy-out contractors should be offered a secure contract for at least three years to enable them to establish themselves before having to tender for renewal.
92. The police should commission a comprehensive audit of the whole police estate, to include outside experts, and develop a strategy for achieving an effective and efficient estate to meet the objectives for policing as outlined in this report.

**Lead Responsibility:** Policing Board/Chief Constable

#### Performance Indicators:

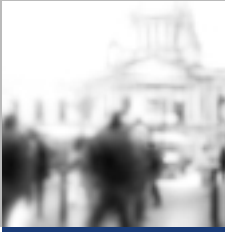
- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence within the strategic plan and the annual policing plan of the Chief Constable's and the Policing Board's objectives and plans in relation to civilianisation, support services and the efficient management of resources, including plans for specific "best value" reviews.
- (3) Production of baseline statistics reflecting the civilian and police officer complement prior to commencement of the process of a civilianisation program.
- (4) Evidence of a plan with target dates to implement a rigorous programme of civilianisation of jobs which do not require police powers, training or experience, including prescriptive definitions of conditions where there is good reason for a police officer to occupy the position.
- (5) Evidence, within the civilianisation plan of target dates to complete the plan, confirm budgets, obtain authorisation from the Chief Constable and the Policing Board and proceed with implementation.
- (6) A plan for implementing decisions including time estimates for position conversion and provision for a process of prioritisation of staffing actions.

- (7) Data relating to actual achievement (numbers, dates, positions, trends).
- (8) Evidence of management reports submitted monthly and annually to the Chief Constable and the Policing Board reporting on the results of these initiatives in terms of position conversions identified, in process of evaluation, approved and implemented.
- (9) Results of a comprehensive audit of the police estate, to include outside experts, and a strategy for achieving an effective and efficient estate to meet the objectives for policing.



▶▶ information technology





### **Recommendation 93 - Development of Police IT Strategy**

Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable/Policing Board**

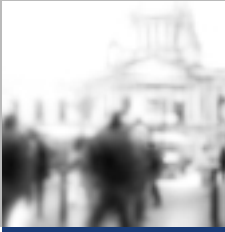
#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Recognition of information management and technology priorities in the strategic plan and the annual policing plan.
- (3) Evidence of progress with an integrated business technology strategy to be completed by March 2001, including a budget estimate.
- (4) A process of validation by an independent assessment.
- (5) Evidence within the plan that key systems will deliver fully integrated technology systems that are readily accessible to all staff.
- (6) Evidence that the plan will advantage the best analytical and communications systems currently available.
- (7) Evidence of a user needs assessment and continuing consultation specifically including front line officers, operational managers and crime analysts, to ensure that the operational personnel are playing a key part in devising the strategy and in assessing its implementation.
- (8) Evidence that the new system will support the needs of the Chief Constable and Deputy Chief Constable, the Assistant Chief Constables and District Commanders.
- (9) A user education plan reflected in short term plans for implementation on a specified time schedule.

- (10) A service level agreement with Training Branch setting out what the Branch is expected to deliver to the Department.
- (11) Evidence of funding approvals relating to the strategic plan for information technology.
- (12) A contingency plan for systems development in the event of funding shortfalls based on value driven priorities.
- (13) Evidence of implementation of the strategy over 3-5 year period.
- (14) The provision for regular and periodic surveys of user groups to identify problems, both technical and related to user accessibility and satisfaction, and the identification of system enhancements.



▶▶ structure of the police service



### Recommendations 94,95 and 96 - Creation of New District Commands

Patten Recommendations:

94. There should be one district command for each District Council area.
95. In general, each district command should be headed by a Superintendent and resourced sufficiently to be self-contained for day-to-day policing purposes and capable of marshalling strength to cope with most unexpected demands. However, in the districts with small populations the commander should be a Chief Inspector, and the districts should draw on assistance from larger neighbouring district commands for functions in which it is not feasible for a small command to be self-sufficient.
96. The divisional layer of management and the regional headquarters should be removed, and there should be a direct reporting line from each district commander to the appropriate Assistant Chief Constable at central police headquarters. District commanders in smaller council areas, whatever their rank, should have such a direct reporting line, reflecting the accountability arrangements we have recommended. There should be much greater delegation of decision-making authority to district commanders than is the case now with sub-divisional commanders, including control over a devolved budget and all police resources in their district.

**Lead Responsibility: Chief Constable**

### Performance Indicators:

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a detailed plan to reorganise the police service into District Commands based on District Council areas and supportive of policing in partnership with the community within the timescale of the implementation plan.
- (3) Documented goals within the plan to accomplish the policy, procedure, logistics and staffing actions necessary for implementation.
- (4) A listing of goals and timelines to establish the necessary support services and structures for the District Commands.
- (5) Legislative requirement for the Chief Constable to appoint an officer as commander for each District Command area.
- (6) Evidence of high levels of devolved authority extended to District Commanders relating to staffing and budgets
- (7) Removal of the divisional layer of management.
- (8) District Commanders with direct reporting lines to the appropriate Assistant Chief Constable.

- (9) The new structure for the District Commands.
- (10) Documentation reflecting that district commanders have determined local priorities and set their objectives within a local policing plan and in consultation with the District Policing Partnership and other community representatives.
- (11) In relation to the foregoing, evidence of invitations to participate extended to community members by name, group affiliation or local standing, together with records of acceptance or rejection, and lists of persons actually consulted either personally or in the context of group meetings.
- (12) Evidence of results achieved relating to local priorities and objectives, including the status of relationships with community representatives.
- (13) Evidence of a management review and evaluation process for this initiative with recognition of the accountability of district commanders.

(In respect to Items 10, 11 and 12 a sampling technique will be used to request the production of documents from selected Districts specified by the Commissioner. On site verification will follow.)

#### **Recommendation 97- Reorganisation of Police Headquarters**

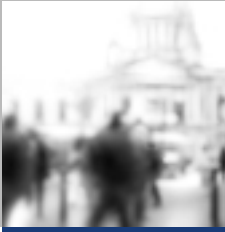
##### **Patten Recommendation:**

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

**Lead Responsibility: Chief Constable/NIO**

##### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) A plan for reorganisation of Headquarters to produce a slimmer structure, reflecting a new focus on community policing and the devolution of authority to district commanders.
- (3) Continuance of the post of a single Deputy Chief Constable.
- (4) Deletion of the post of Deputy Assistant Chief Constable.



- (5) Progress on the review of the number of Assistant Chief Officers against the Patten recommendation for reduction to a total of six.
- (6) Evidence of progress on the review for the need for a Chief Superintendent rank within the police service of Northern Ireland.
- (7) Evidence of accomplishments and the existence of goals and timelines on all incomplete matters, providing quantified reductions by rank and position.

#### **Recommendations 98, 99 and 101 - Special Branch**

##### **Patten Recommendations:**

98. Special Branch and Crime Branch should be brought together under the command of a single Assistant Chief Constable.
99. There should be a substantial reduction in the number of officers engaged in security work in the new, amalgamated command.
101. The support units of Special Branch should be amalgamated into the wider police service.

**Lead Responsibility: Chief Constable/NIO**

##### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) The organisational structure of Special Branch and of Crime Branch prior to commencement of the change process.
- (3) The organisational structure of Special Branch and of Crime Branch for the month end prior to the request for baseline information.
- (4) The total complement and disposition of Special Branch and of Crime Branch immediately before commencement of the change process, including a breakdown by rank and civilian grade for both Special Branch and Crime Branch.
- (5) The complement and disposition of Special Branch and of Crime Branch for the month end prior to the request for baseline information, including a breakdown by rank and civilian grade for both Special Branch and Crime Branch.
- (6) Evidence of progress on the review of the scope for bringing Special Branch and Crime Branch together under the command of a single Assistant Chief Constable, and for implementing the recommendations relating to reductions and the consolidation of support services.

- (7) Evidence of orientation or training provided to members of Special Branch relative to their new operational responsibilities to District Commanders.
- (8) Evidence that the police capability, manpower and resources for countering terrorism and protecting the community have been given due consideration. (This issue shall be subject of consultation between the Commissioner and the Chief Constable.)
- (9) The documented transition plan for bringing about reductions in Special Branch with goals and timelines.
- (10) The documented complement of support units for Special Branch and a plan for merging into the wider police service.

#### **Recommendation 100 - Informing District Commanders about Security Operations**

##### **Patten Recommendation:**

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

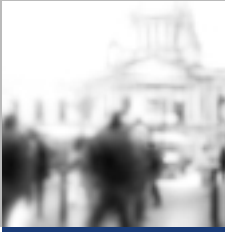
**Lead Responsibility: Chief Constable**

##### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of implementation reflected in policies and procedures drafted and implemented as part of the process of re-organising the police service into District Commands, with all significant goals and timelines identified.
- (3) Evidence of reports and briefings providing proof that communication and consultations are occurring.
- (4) Provision for exception reporting if and when this recommendation has not been fulfilled.
- (5) A plan to audit and evaluate performance at reasonable intervals following the structural changes.

(In respect of Item 3 a sampling technique will be used to request information from selected stations specified by the Commissioner. On site verification will follow.)





### **Recommendation 102 - Police Postings in Security Work**

Patten Recommendation:

102. Officers should not spend such long periods in security work as has been common in the past.

**Lead Responsibility:** Chief Constable

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the inclusion of security postings in the new tenure policy.
- (3) A status report providing tenure information on officers currently serving in Special Branch by rank and total time served in the Branch.
- (4) Evidence that a new tenure policy will be evenly distributed within the complement of security positions, having regard to location and numbers.
- (5) A documented exception policy to be applied in the event of appeals to the tenure policy by management or by individuals, and a record of the occurrence of appeals and decisions rendered.
- (6) Appropriate assurance that the capacity of the police service for countering terrorism and organised crime and protecting the community will be preserved despite the staffing policy changes. (This issue shall be the subject of consultation between the Commissioner and the Chief Constable.)

**Recommendation 103 - Phasing Out of Full Time Reserve**

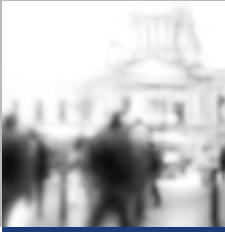
Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable**

**Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Provision of a report recording the current complement of full time reservists by number, location, category, rank and duties.
- (3) Evidence of a plan to implement the phasing out of the Full Time Reserve, subject to the influence of the prevailing security situation. (The latter issue shall be subject of consultation between the Commissioner and the Chief Constable.)
- (4) Inclusion in the plan of provision to give reasonable notice of the non-renewal of contracts.
- (5) Evidence of a plan to provide employment counselling and assistance with transition for members of the Full Time Reserve identified for separation from the service.
- (6) Provision within the plan for entitlement to generous severance arrangements, which will treat Full Time Reserve officers, as far as possible, in the same way as regular officers.
- (7) Evidence of the implementation of this recommendation.



#### **Recommendation 104 - Enlargement of Part Time Reserve**

Patten Recommendation:

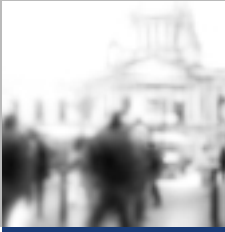
104. There should be an enlarged Part Time Reserve of up to 2,500 officers, the additional recruits to come from those areas in which there are currently very few reservists or none at all.

**Lead Responsibility:** NIO/Chief Constable

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a plan to enlarge the Part Time Reserve of up to 2,500 officers, locally recruited to include every neighbourhood in Northern Ireland, including a large proportion of women officers.
- (3) Provision for the identification of the factors that will be used to judge the merit of applications.
- (4) Included in the plan, stipulations that the additional recruits will come from those areas in which there are currently very few reservists or none at all.
- (5) Target goals and timelines and included in the plan.
- (6) Screening provisions in the plan to ensure adequate screening and background investigations for potential recruits to ensure individuals suited to the service meet agreed upon standards for appointment.
- (7) Reports reflecting results of the screening process, including the total number of applications, rejection or withdrawal statistics at successive levels of screening by gender, stated religion and location, and the final numbers of applicants accepted by gender, stated religion and location.
- (8) A procedure in the recruiting plan for those rejected to appeal the decision.
- (9) Evidence of adequate orientation and training programs for new members of the Part Time Reserve including the number of trainees and the dates and location of classes.
- (10) Evidence of progress with the enlargement of the full time reserve including information on numbers, location, and diversity of representation.

▶▶ size of the police service



#### **Recommendation 105 - Future Size of the Police Service**

Patten Recommendation:

105. Provided the peace process does not collapse and the security situation does not deteriorate significantly from the situation pertaining at present, the approximate size of the police service over the next ten years should be 7,500 full time officers.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a strategy to reduce the level of full time officers to 7500 in three years.
- (3) Documented progress at meeting the goals in each rank.
- (4) Assessment of the strategy to determine the impact on organisational capability and take corrective measures to adjust the strategy when warranted.

[Note - In the event the security environment impacts the implementation of this recommendation, the Chief Constable will discuss the matter with the Oversight Commissioner.]

### Recommendation 106 and 107 - Severance Arrangements

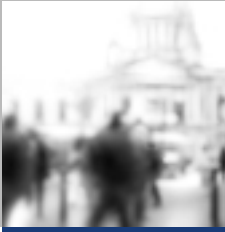
#### Patten Recommendations:

106. The early retirement or severance package offered to regular officers and full time reservists aged 50 or above should include a generous lump sum payment according to length of service, pension commutation up to five years, early payment of pension commutation entitlement and payment in lieu of pension until pensionable age is reached. Full time reservists should be treated as far as possible in the same way as regular officers.
107. Regular officers with more than five years' service and all full time reservists, leaving the police service before the age of 50, should receive a substantial lump sum payment.

**Lead Responsibility:** NIO/Chief Constable/Policing Board

#### Performance Indicators:

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a severance programme that includes providing early retirement package for regular and full time reservists aged 50, regular officers with more than five years service and all full time reservists leaving the police service before the age of 50.
- (3) Evidence that the severance programme addresses as may be applicable the provision of a lump sum payment according to length of service, pension enhancement of up to five years, early payment of pension commutation entitlement and payment in lieu of pension until pensionable age is reached; and which treats full time reservists as far as possible in the same way as regular officers.
- (4) Presence of the regulations providing for the severance scheme.
- (5) Evidence that the existence of the programme is effectively communicated to eligible members of the police service through notices, brochures, other publications and meetings.
- (6) Designation of an administrative office or unit responsible for the administration of the severance programme from which interested members of the police service may obtain information and assistance.
- (7) An ongoing impact analysis indicating the number of members eligible to participate in the programme, including an estimate of the number expected to accept, the actual acceptance rate and the impact on the reduction in force projections.
- (8) Evidence of an evaluation of the programme by the police service and by participants.
- (9) Periodic progress information and an annual progress report.



### **Recommendation 108 - Retraining Programme for Police Officers**

Patten Recommendation:

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

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

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the development of a comprehensive retraining programme for police officers in consultation with police management and the police staff associations (Implementation plan indicates a September 2000 start date).
- (3) Evidence of the development of a comprehensive retraining programme for civilian members of the police service in consultation with police management and the police staff or other associations.
- (4) Evidence that the retraining programs for police officers and civilians address as deemed applicable:
  - (a) Professional career consultancy
  - (b) Advice with financial assistance
  - (c) Specialist assessment of business proposals for those considering self-employment
  - (d) Time allowed for job hunting and interviews
  - (e) Grant aid for training
  - (f) New lifestyle advice for the over 50s
  - (g) A career bridge for those wishing to work in the community before starting a new career
  - (h) Familiarisation attachment offering a few days work experience with potential new employers
- (5) Evidence of efforts to obtain resources and assistance from the Police Retraining and Rehabilitation Trust (PRRT) and the degree to which the Trust is able or willing to assist.
- (6) Identification of a unit, office or official responsible for the administration of the programme and from which interested members of the police service may obtain information and assistance.

- (7) Evidence that the existence of the programme is effectively communicated to eligible members of the police service through notices, brochures, other publications and meetings.
- (8) Evidence of the extent to which members participate in the programme including specific numbers and identification of participants.
- (9) Evidence of an evaluation of the programme by the police service and by participants.

#### **Recommendation 109 - Opportunities in GB Police Forces for Reservists**

Patten Recommendation:

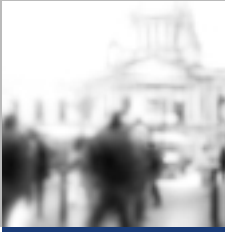
109. Police recruiting agencies in Great Britain should take full account of the policing experience of former RUC reservists in considering applications for employment in police services in Great Britain.

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

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a plan or strategy that coincides with the decision to begin the process of phasing out the full time reservists, to identify opportunities for employment for full time reservists in Great Britain (GB).
- (3) Evidence of communications with forces in GB to identify opportunities for police service reservists.
- (4) Identification of police forces in GB with opportunities for the employment of full time reservists.
- (5) Identification of a unit, office or official responsible for the administration of the programme and from which interested members of the police service may obtain information and assistance.
- (6) Evidence that the existence of the programme is effectively communicated to eligible members of the police service through notices, brochures, other publications and meetings.
- (7) Demonstration of steps being taken to identify reservists interested in making application to other GB police forces and numbers of reservists that are indicating an interest, number of reservists actually applying and number actually accepted.
- (8) Evidence of an evaluation of the programme by the police service and by participants.





#### **Recommendation 110 - Opportunities with the UN for Reservists**

Patten Recommendation:

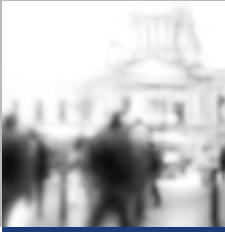
110. The British government should offer former reservists the opportunity to participate in British policing contingents in United Nations peacekeeping operations.

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

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Police Service review of United Nations (UN) guidelines to assess the degree to which former full time reservists are authorised to participate in UN peacekeeping operations.
- (3) Evidence of a policy, consistent with UN guidelines and legislation, offering former full time reservists the opportunity to participate in UN peacekeeping operations.
- (4) Identification of a unit, office or official responsible for the administration of the programme and from which members of the police service may obtain information and assistance.
- (5) Evidence that former eligible reservists are notified of the opportunity to participate in UN peacekeeping operations.
- (6) Documentation of the numbers of reservists participating in the programme.
- (7) Evidence of an evaluation of the programme by the police service and by participants.

▶▶ composition and recruitment



#### **Recommendation 111 - Transfer of Police Civilian Staff**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable/Policing Board/NIO**

#### **Performance Indicators:**

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

**Recommendation 112 - Staff of Policing Board, NIO and Police Ombudsman**

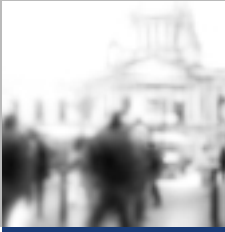
Patten Recommendation:

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

**Lead Responsibility: NIO/Policing Board/Police Ombudsman**

**Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Data on the composition of the Policing Board staff and the degree to which it is reflective of Northern Ireland in terms of political/religious tradition and gender.
- (3) Data on the current composition of the NIO Police Division staff and the degree to which it is reflective of Northern Ireland in terms of political/religious tradition and gender.
- (4) Data on the current composition of the Police Ombudsman staff and the degree to which it is reflective of Northern Ireland in terms of political/religious tradition and gender.
- (5) Evidence of strategies or plans by the Policing Board, the NIO Police Division, and the Office of Police Ombudsman that address the issue of a representative workforce consistent with the provisions of Fair Employment and Treatment (Northern Ireland) Order 1998; and to the degree possible consistent with merit and suitability considerations to be reflective of the political/religious and gender make up of the Northern Ireland population.
- (6) Evidence of projected goals for a diversified and representative staff for the Policing Board, NIO Police Division, and the Police Ombudsman.
- (7) Data from the Policing Board, the NIO Police Division, and the Office of Police Ombudsman to assess diversification of the workforce as requested by the Oversight Commissioner.



### **Recommendation 113 and 115 - Support from Community Leaders/Liaison with Schools**

#### **Patten Recommendations:**

113. All community leaders, including political party leaders and local councillors, bishops and priests, schoolteachers and sports authorities, should take steps to remove all discouragements to members of their communities applying to join the police, and make it a priority to encourage them to apply.
115. Liaison should be established between all schools and universities and the police service in Northern Ireland immediately, and work experience attachments and familiarisation days should be organised with active support and encouragement from community leaders and teachers.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence that the Policing Board and/or the Chief Constable have surveyed or otherwise determined from community leaders the extent to which they feel able to actively encourage police applications from under-represented groups and obstacles that they see in undertaking such initiatives.
- (3) Evidence that the Policing Board and the Chief Constable are using the results of the data and/or information received above, to develop a (priority) strategy or plan, including a timetable, to work closely with community leaders to encourage members of their community to join the police force with special emphasis within the nationalist community to implement this recommendation.
- (4) Evidence of meetings and consultations between the Policing Board, the Chief Constable or designees with a wide range of community leaders and/or groups and progress towards the removal of discouragements to members of their communities applying to join the police service.
- (5) Evidence of comparative recruitment data to assess progress with the goals of this recommendation.
- (6) Evidence of an implementation plan to immediately establish outreach initiatives and liaison with all schools and universities with special emphasis on the 25% of schools with which there is no liaison, including the continuation of work experience attachments and familiarisation days.
- (7) Evidence of the degree to which community leaders and teachers support and encourage police liaison with the schools and universities; data describing the school response to police initiatives and suggested improvements.

- (8) Evidence of contact by the police service with schools and universities and the degree to which each school or university supports the initiatives.
- (9) Data describing the proportional distribution of participants (Catholic/Protestant) in work experience attachments, familiarisation days, and other programs, and the impact on the recruitment program.

#### **Recommendation 114 - Gaelic Athletic Association**

Patten Recommendation:

114. The Gaelic Athletic Association should repeal its rule 21, which prohibits members of the police in Northern Ireland from being members of the Association.

**Lead Responsibility: GAA**

#### **Performance Indicators:**

- (1) Evidence of a response by the Gaelic Athletic Association (GAA) to this recommendation.

#### **Recommendation 116 - Pilot Police Cadet Schemes**

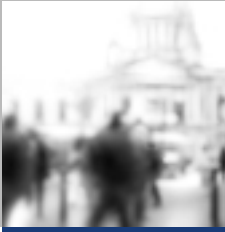
Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of an assessment of the level of support and encouragement from political and community leaders; and based upon the assessment a decision whether or not to proceed with implementation.
- (3) If the assessment provides affirmation of the necessary political and community support, the establishment of an implementation plan and timeline that describes the requirements for entry into the cadet programme, application procedures, programme of training and duties and responsibilities of police cadets.



- (4) Evidence of a periodic (annual) assessment of the value of the programme; participants and diversification of participants; and progress or lack thereof.
- (5) An annual assessment of the programme by the participants.

#### **Recommendation 117 - Recruitment Agency/Lay Involvement in Recruitment**

Patten Recommendation:

117. The police should contract out the recruitment of both police officers and civilians into the police service. There should be lay involvement, including community representatives, on recruitment panels.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the issuance of a request for a proposal or bid from human resource professionals for the recruitment of police officers requiring respondents to address the following:
  - (a) The involvement of lay and community representatives in recruitment panels
  - (b) Establishing of recruit qualifications and selection procedures
  - (c) Wide, imaginative and persistent advertising, targeting areas likely to reach under-represented groups
  - (d) A timetable for completion of the recruitment process within six months
  - (e) Advertising outside of Northern Ireland, including the United Kingdom and the Republic of Ireland
  - (f) Advertising and other techniques designed to attract experienced, senior officers from other police services for lateral entry
  - (g) Advertising and other techniques designed to attract experienced officers from other police services for lateral entry
- (3) Evidence of the issuance of a request for a proposal or bid from human resource professionals for the recruitment of civilians into the police service that includes lay involvement.
- (4) Evidence of the selection of a qualified recruitment agency that meets the above described qualifications.

- (5) Evidence of co-ordination with and seeking advice from the police service by the recruitment agency.
- (6) Progress reports and data describing the success of the recruitment agency (programme) with attention to qualifications, numbers, diversification of recruits and meeting the goals of this recommendation.

#### Recommendations 118 and 119 - Functions of New Recruitment Agency

##### Patten Recommendations:

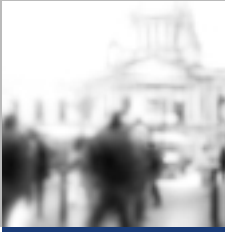
118. The recruitment agency should advertise imaginatively and persistently, particularly in places likely to reach groups who are under-represented in the police.
119. The agency should advertise beyond Northern Ireland, in the rest of the United Kingdom and in the Republic of Ireland.

**Lead Responsibility: Chief Constable/Recruitment Agency**

##### Performance Indicators:

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of and documented usage by the recruitment agency of an advertising strategy designed and/or likely to reach underrepresented groups.
- (3) Evidence that advertisements are representative of the entire population of Northern Ireland.
- (4) Data or information as to how applicants became aware of the employment opportunities within the police service.
- (5) Evidence of the employment of a media strategy to recruit for police service recruits beyond Northern Ireland, including the United Kingdom and the Republic of Ireland.
- (6) Reports, assessments and data specifying the number of applications received from beyond Northern Ireland and how the applicants became aware of the employment opportunity with the police service.
- (7) Data on the hire rate, recruit academy success rate, and successful field performance rate.
- (8) Evidence of a strategy or plan designed to identify experienced senior and qualified Northern Ireland Catholic officers in other police services that includes identifying, making contact with, and encouragement to apply.
- (9) Reports, assessments, and data specifying the number of experienced senior and qualified Northern Ireland Catholic officers identified in other police services, contacts made, and number hired to demonstrate the effectiveness of the recruitment programme as it related to this recommendation.





### Recommendation 120 and 121 - Selection of Recruits

Patten Recommendations:

120. All candidates for the police service should continue to be required to reach a specified standard of merit in the selection procedure. Candidates reaching this standard should then enter a pool from which the required number of recruits can be drawn.
121. An equal number of Protestants and Catholics should be drawn from the pool of qualified candidates.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

### Performance Indicators:

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a job related standard of merit (the previous and current) for the selection of police officers for entry into the pool from which an equal number of Protestant and Catholic recruits shall be drawn. (Note: In the event there are insufficient Catholic applicants, the numbers may be aggregated over two or three years).
- (3) Evidence of a similar procedure for police civilian recruitment where 6 or more posts are involved.
- (4) Evidence that recruits are notified of the standard of merit at or before the time of application.
- (5) To the extent possible, compilation of data indicating the number and diversity of the individuals requesting applicant packets.
- (6) Data indicating how the number of police officer and police civilian applicants are representative of the population of Northern Ireland.
- (7) Documents or other evidence indicating support of the recruitment programme by community leaders and the public.
- (8) Data describing the police officer and police civilian applicants rejected for not meeting basic qualifications and the specific reasons for rejection.
- (9) Data describing the police officer and police civilian applicants (when applicable) who meet and who do not meet (and the specific reason therefore) the standard of merit for entry into the recruitment pool.
- (10) Data describing the police officer and police civilian applicants who fail at any level of the selection process and the specific reasons.
- (11) Data describing the police officer and police civilian applicants who successfully meet and are employed after meeting all requirements.

- (12) Data describing the police officer and police civilian applicants who are selected but who do not successfully complete police recruit training.
- (13) Annual data describing the police officer and police civilian applicants who are hired under this programme and leave the police service and the specific reasons.

#### **Recommendation 122 - Opportunities for Part Time Working and Job Sharing**

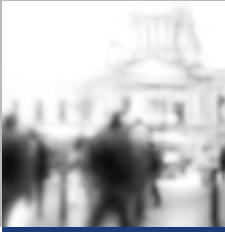
Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of existing regulations authorising part time working, job sharing and career breaks.
- (3) Evidence that the above regulations include civilians, regular police officers, and full time reservists.
- (4) Evidence of a proposed priority plan to meet the goals of this recommendation by creating flexible employee opportunities such as career breaks of up to five years for any reason and encouraging employees who resign, after five years to rejoin the police force without applying afresh.
- (5) The establishment of standards and procedures for the re-employment of police officers or civilians taking career breaks.
- (6) Data and reports documenting the progress and success of each initiative.



### **Recommendation 123 - Child Care Arrangements**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a plan to assess the practicality, including security considerations, of introducing childcare facilities or providing other options to assist with childcare expenses.
- (3) A report of the assessment results that include plans and a timetable to implement this recommendation or if there is a decision not to proceed with the implementation of this recommendation, the reasons for that decision. The assessment is scheduled for completion in December 2001.

### **Recommendation 124 - Length of Recruitment Process**

Patten Recommendation:

124. The recruitment process should be reduced to no more than six months.

**Lead Responsibility: Chief Constable/Recruitment Agency**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence in the recruitment strategy to assure a specific schedule for each recruitment that does not exceed six months and a provision to notify applicants of the schedule for each step of the hiring process at the time of application.
- (3) Evidence of a procedure to maintain periodic contact with applicants throughout the selection process from the time the application is filed until the applicant is hired or rejected.
- (4) Evidence that contact is maintained throughout the application process.
- (5) Annual data that documents the police officer and police civilian applicants who withdraw (no shows) the selection process and, to the extent possible, the specific reasons for not completing the process.

**Recommendation 125 - Disqualification from Entry into the Police Service**

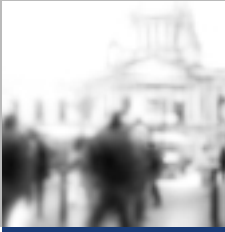
Patten Recommendation:

125. Young people should not be automatically disqualified from entry into the police service for relatively minor criminal offences, particularly if they have since had a number of years without further transgressions. The criteria on this aspect of eligibility should be the same as those in the rest of the United Kingdom. There should be a procedure for appeal to the Police Ombudsman against disqualification of candidates.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

**Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of Chief Constable's review of criminal convictions and other character checks used as the basis for judging suitability of candidates. {Note: This review was completed in November 2000.}
- (3) Evidence of a character check policy that includes specific procedures governing character checks on police service recruits and specific criteria for the disqualification of applicants for minor offences and for notification of applicants of the reasons for disqualification.
- (4) Data describing the police officer applicants disqualified for police employment on the basis of character checks and the specific reasons.
- (5) The appointment by the Policing Board, consistent with the provisions of the Police Act, of an independent advisor to the police panel making character disqualification decisions based on a predetermined criteria.
- (6) The maintenance of data describing the police officer applicants who are disqualified for police employment by the independent advisor and/or the police panel and the specific reasons for disqualification.
- (7) The appointment by the Secretary of State, consistent with provisions of the Police Act, of an independent validator who shall have the authority to validate decisions on disqualification where candidates disagree with the decision.
- (8) The maintenance of data describing the police officers who are disqualified for police employment by the validator and the specific reasons for the disqualification.
- (9) Data, briefings and documentation verifying there are no predisposition at any step of the process to disqualify candidates from republican backgrounds.



### **Recommendation 126 - Registration of Interests**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable/Police Ombudsman**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of an administrative order, consistent with legislation, requiring all officers to register and update their interest and associations with the Chief Constable within a specific timetable and providing for administrative remedies for non-compliance.
- (3) Provisions that the information shall be held by the police service on a confidential basis in each officer's personnel file; shall be available to the Police Ombudsman on request; and specifying that aggregate statistical information will be periodically published.
- (4) Evidence of distribution of the order and knowledge of the order by members of the police service.
- (5) A report on the aggregate statistical information at the date of the deadline for compliance with the Chief Constable's order.

**Recommendation 127 and 128 - Functions of New Recruitment Agency**

**Patten Recommendations:**

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

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

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

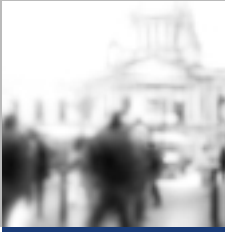
**Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Evidence of a recruitment strategy and efforts to identify and recruit Northern Ireland Catholic officers.
- (3) Data describing contacts made with and applications received from experienced senior and qualified Northern Ireland police officers from other police services and contacts made with officers identified.
- (4) Evidence of a strategy to recruit experienced officers from other police services for lateral entry into the police service.
- (5) Evidence of a strategy to recruit civilian police employees from non-police organisations for lateral entry into the police service.
- (6) Evidence of criteria for accepting experienced officers and civilians for lateral entry.
- (7) Reports, assessments and data specifying the number and diversification of applications received, the number and diversification of officers and civilians accepted, and the number and diversification of officers and civilians rejected.



▶▶ training, education and development





### **Recommendation 129 - Training, Education and Development Strategy**

Patten Recommendation:

129. A training, education and development strategy should be put in place, both for recruit training and for in-service training, which is linked to the aims of this report and to the objectives and priorities set out in the policing plans. These plans should incorporate training and development requirements.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of the development and implementation of a training mission statement that emphasizes:
  - (a) Police service dedicated to the protection of human rights
  - (b) Police service that is accountable, responsive, communicative and transparent
  - (c) Respect for human dignity
  - (d) Policing with the community
- (3) Evidence of the prominent display of the mission statement throughout the training facility also to be included in the curriculum and course outlines.
- (4) A record identifying the procedure that was utilised to establish the mission statement, the individuals involved and the senior officer of the policing service responsible for preparing the mission statement.
- (5) The draft assessment that the Chief Constable submits to the Policing Board will be reviewed to determine if it includes an adequate internal needs analysis.
- (6) The name and rank of senior executive(s) responsible for conducting the needs analysis and that the executive has sufficient authority to ensure that every part of the organisation contributes to the analysis.
- (7) The internal needs analysis will be subject to review to determine if it details the knowledge, skills and abilities required to perform the duties of a police officer.
- (8) Evidence that the needs analysis to include a review of the critical incidents, use of force investigations, civil litigation cases and citizens complaints.
- (9) Evidence that the needs analysis was conducted in the context of a new training mission statement.

- (10) A report, order or instruction which explains how the results of the needs analysis will be utilised to prepare personal development plans and a performance appraisal system.
- (11) Curriculum and/or course outlines showing how the needs analysis has or will be utilised by the police service in the:
  - (a) Recruit training programme
  - (b) General in-service training
- (12) Evidence that the Policing Board conducted a formal review of the draft training and education strategy as submitted by the Chief Constable.
- (13) The Policing Board to make available the written report of their assessment of the training and education strategy with particular attention to:
  - (a) Is the strategy linked to the aims of the Patten Report?
  - (b) Is the strategy linked to the objectives set out in the Board's policing plan?
- (14) A monitoring plan by the Policing Board that will ensure the principles of the strategy are being adhered to and which also provides an annual report of the results of the monitoring plan.

#### **Recommendation 130 - Training and Development Budget**

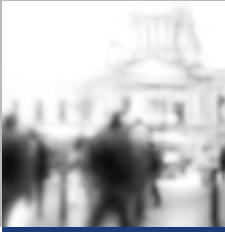
##### **Patten Recommendation:**

130. A total training and development budget should be established, covering all aspects of training, and this should be safeguarded against transfers to other sub-heads.

**Lead Responsibility:** NIO/Policing Board/Chief Constable

##### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Budget document prepared by the policing service which fully supports the comprehensive needs outlined in the training and development strategy. The budget document will be subject to review to determine if training appears as a consolidated item in the police budget:
  - (a) Budget document prepared by the Policing Board assessing the training budget requested by police service
  - (b) Documents explaining any significant differences between the police service and the Policing Board regarding the training and development budget



- (c) Budget documents prepared by the Northern Ireland Office for the training and development budget
  - (d) Documents explaining any significant differences between the Northern Ireland Office budget for training and development and those submitted by the police service and the Policing Board
- (3) Documents that explain how this total training and development strategy is safeguarded against transfer to other sub-heads.
  - (4) An annual report by the Policing Service identifying programmes, costs and reasons for any deviation from policy of safe guarding against transfer to other sub-heads.

[Note: The response to these performance indicators will be provided in summary fashion similar to a programme budget and be specific to the request.]

#### **Recommendation 131 - New Police College**

Patten Recommendation:

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

**Lead Responsibility: NIO/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Identification of the lead agency responsible for fulfilling the recommendations for a new police college.
- (2) The identification of the working group of senior executives from the Northern Ireland Office, Police Service and Policing Board who have been tasked with developing the project, including target dates.
- (3) A report outlining the objectives and timelines for fulfilling the new police college.
- (4) Police college budget request for financial year 2001/2002.
- (5) Report indicating how the police service will meet the mandates of the training and development strategy utilising present facilities and interim facilities pending the availability of the new police college.
- (6) A report identifying the facilities, their capacity, financial costs and the impact of utilising interim facilities on the objectives of the training strategy. To include a comparative evaluation on these criteria between a permanent facility and interim facilities.

**Recommendation 132 - Service Level Agreements on Training**

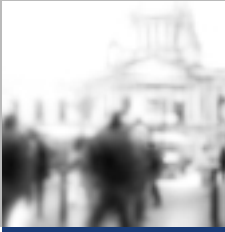
Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

**Performance Indicators:**

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



### **Recommendation 133 - Civilian Input into Recruit Training**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence that the Police Service and Policing Board involve a high degree of civilian input into the development of the recruit training programme.
- (3) A record of the names of the institutions and individuals that have been solicited to provide input for recruit training.
- (4) A record of the number of meetings conducted or surveys undertaken to acquire input from citizens groups for recruit training.
- (5) A record of the names of the individuals or institutions that were selected for input but declined to participate.
- (6) A detailed copy of the new recruit training curriculum that will show:
  - (a) How the curriculum addresses the objectives of the training mission statement
  - (b) How the curriculum includes the information gained from the internal needs analysis and the civilian input
- (7) The recruit training curriculum should identify reasonable timelines to include length of training for each topic and the order in which the topics will be presented.
- (8) Policy/order or report that establishes the academic qualifications and management expertise of the Director of Training.
- (9) Record indicating current staffing pattern for the police college as to ratio of police instructors and civilian instructors.
- (10) Police service proposal for including civilians on the institutional staff of the recruit training programme, to include actual numbers and percentage figures.
- (11) Evidence of proposals to contract out modules of training to universities, to include projected timelines and financial impact.

- (12) Evidence of proposals to deliver training on university premises, to include the universities being considered, projected timelines and financial impact.
- (13) Qualifications for assignment to the police college for police staff and civilian instructors. Qualifications to include evidence that instructors are trained and certified in both adult learning and the core areas that they will teach.
- (14) Selection process for assignments to the police college and length of tenure. This report should detail the specifics of the selection process and the procedures that will be utilised to evaluate instructors. The evaluation process will be reviewed to determine if it includes evaluation by supervisors/peers/students.

#### **Recommendation 134 - Training of Civilian Recruits**

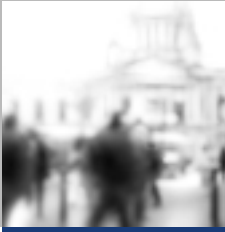
Patten Recommendation:

134. Civilian recruits to the police service should also attend the police college, and do some of their training together with police officer recruits.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Report detailing the proposal to integrate civilian support staff with recruit police training programmes.
- (3) Identify modules or segments of the recruit training programmes amenable to joint training.
- (4) Establish timelines for the integration of police officers and civilian support staff in joint training programmes.



### **Recommendation 135 - Achievement of Academic Qualifications by Recruits**

Patten Recommendation:

135. Recruits who do not already have degrees should be encouraged to acquire appropriate academic qualifications during the first two years of their career. Encouragement should be given to those officers who wish to go on to study further relevant qualifications.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Review academic qualifications of current officers and current incentives for university level programmes. This analysis to be available upon request.
- (3) Review academic qualifications of recruit classes over the past five years. This report to include a statistical review of the numbers and proportions of officers who have college level education at the time of enlistment.
- (4) Evidence of an implementation plan that furthers the objectives of academic qualifications for recruits.
- (5) Report that shows the status of recommendations and programmes proposed for those recruits who do not possess a university level education and have an objective of encouraging furthering their education. To include statistical data.

### **Recommendation 136 - Timing of Attestation as a Constable**

Patten Recommendation:

136. Attestation as a police officer should take place only upon successful completion of the recruit training course. A sufficiently rigorous standard should be required for success in that course; and completion of the course should be marked by a graduation ceremony.

**Lead Responsibility: Chief Constable/Policing Board/NIO**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Assessment of the new recruit training curriculum, to include the policy statement defining the term "sufficiently rigorous standard."

- (3) Assessment of the academic and testing standards to be utilised in the recruit training programme, to include written tests, scoring standards, oral exams and grading standards for reality-based training exercises.
- (4) Evidence of a policy concerning:
  - (a) Separation (release) from the service for academic failure
  - (b) The ability of the recruit to meet the physical fitness requirements and the criteria for evaluating the firearms training segment of training. (To include criteria for separation - minimum standard)
  - (c) Separation (release) for non-academic problems, i.e., behaviour, attitude, performance
- (5) Evidence of an annual statistical report on the number of recruits who successfully complete the training programme and the number of recruits who were separated from the service and the reasons for separation. This statistical report to include data concerning the numbers and percentages of those who qualify and those who are separated and the demographic backgrounds of the candidates.

#### **Recommendations 137, 138 and 139 - Contents of Recruit Training Programme**

##### **Patten Recommendations:**

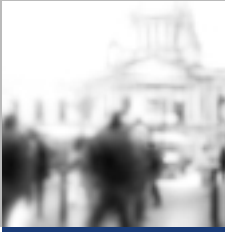
137. The hours spent on drill should be considerably reduced.
138. Problem-solving and partnership approaches should be central to the recruit training course, and scenario exercises should be further developed as training tools.
139. Community awareness training for police recruits should be developed to include representatives of all the main political and religious traditions in Northern Ireland. Community awareness should not be seen as a stand-alone element of recruit training; it should be integrated into all aspects of training.

##### **Lead Responsibility: Chief Constable/Policing Board**

##### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Police service to provide a copy of pre-revision recruit training curriculum along with a copy of the proposed revised programme with an explanation of the changes.
- (3) Provide information regarding the amount of time allotted to military drill pre and post the revisions. In addition to the numbers of hours allocated, the report should include the percentage information.





- (4) Provide a report explaining what changes have been made to the recruit training curriculum that improve the focus on problem solving and partnership approaches. To include the proportional increase in the numbers of courses and time allotted.
- (5) Policing Board to review the progress on these recommendations to ensure fulfilment of the training objectives. Specific analysis of the adequacy of the amount of time presently allotted to the recruit training programme.
- (6) Provide a roster of the representatives of the main political and religious traditions in Northern Ireland who were involved in the revisions in the recruit training programme, including those community groups and institutions who were invited but declined to participate.
- (7) Evidence of the proposed curriculum that will be utilised to implement the training objective of community awareness in all aspects of training programmes.

#### **Recommendation 140 - Tutor Officer Scheme**

Patten Recommendation:

140. The Northern Ireland police should introduce a comprehensive tutor officer scheme. Tutor officers should be carefully selected, according to their commitment and adaptability to the new style of policing, and trained.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) A policy report establishing the tutor officer scheme for the police service. The report will explain the purpose of the tutor officer scheme in relation to the aims of the Patten Report specifically:
  - (a) Qualifications for officers to be eligible to become a tutor officer
  - (b) The selection system to be utilised for tutor officers
  - (c) The training programme that will be utilised to prepare the tutor officers
  - (d) The period of time that will be allotted for the tutor officer/police recruit to work in a joint assignment
  - (e) The programme that the tutor officer will utilise to evaluate the progress of the recruit officer in meeting the objectives of the mission statement and emphasis on public service
- (3) A policy/order or report that details the criteria for separation (release) of the recruit officer during the field training segment. This report to include demographic statistical information.

### Recommendations 141, 142, 143 and 144 - Training Needs and Priorities

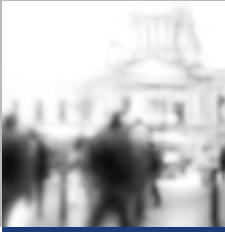
#### Patten Recommendations:

141. Every member of the police service should have, as soon as possible, a course on the impact on policing of the new constitutional arrangements for Northern Ireland, the new policing arrangements set out in this report, and the reforms of the criminal justice system.
142. As a matter of priority, all members of the police service should be instructed in the implications for policing of the Human Rights Act 1998, and the wider context of the European Convention on Human Rights and the Universal Declaration of Human Rights.
143. All police managers should have management training, as appropriate, and every manager should at some stage of his/her career do a management course in a non-police environment, such as a business school or university. Use should be made of management workshops, so that managers can discuss and develop with each other how best to reshape the police organisation.
144. Every officer and civilian in the service should undergo adequate training in information technology.

**Lead Responsibility: Chief Constable/Policing Board**

#### Performance Indicators:

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations:
- (2) Evidence of a proposed curriculum for the course dealing with:
  - (a) The new constitutional arrangements for Northern Ireland
  - (b) The new policing arrangements set out in the Patten Report
  - (c) The reforms of the criminal justice system
- (3) Records detailing the number of officers who have successfully completed the training. This record to include information on course registration, attendance records (certified) and test results. The report should include the actual numbers of attendees and percentages of the force.
- (4) The curriculum utilised to instruct in the implications of the Human Rights Act of 1998 to include:
  - (a) European Convention on Human Rights
  - (b) Universal Declaration on Human Rights
- (5) Records detailing the number of officers who have successfully completed the training. The report should include course registration, certified attendance records and test results. It also should include the actual numbers of attendees and percentages of the total strength.



- (6) Evidence of a career development training programme to ensure that employees take part in business or university training for management. On request, provide documents regarding the number of employees enrolled, selection process and courses in which they are enrolled.
- (7) Provide a copy of the training programme and curriculum for information technology. Consideration to be given to best practices for IT training in the United Kingdom, Ireland and North America.
- (8) Evidence that the Policing Board measures the progress of police service on Recommendations 141, 142, 143 & 144.

#### **Recommendation 145 - Joint Training with Civilian Analysts**

Patten Recommendation:

145. Opportunities should be taken for joint training with civilian analysts, and members of other police services.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a programme which proposes joint training with civilian analysts.
- (3) Evidence of programmes which propose joint training with other police agencies.
- (4) Reports that demonstrate the numbers of individuals completing such courses on an annual basis.

#### **Recommendation 146 - Neighbourhood Policing Training Programme**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Provide a copy of the neighbourhood policing content in present curriculum.
- (3) Provide a copy of curriculum of pilot course for neighbourhood policing.
- (4) Evidence of the evaluation of the pilot course for neighbourhood policing.
- (5) Evidence of a programme of neighbourhood police training for all members of the police service. This should include modules on such community problems as domestic violence, child abuse, rape, drugs and youth issues. Training should be updated as necessary.

#### **Recommendation 147 - Publication of Training Curricula**

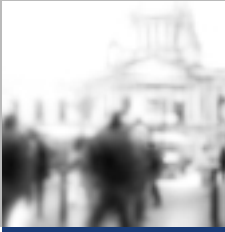
Patten Recommendation:

147. The training curricula for the police service should be publicly available, and easily accessible, eg. on the Internet.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Provide details as to exactly which training curricula will be made available to the public. To include the present and proposed utilisation of the Internet for publication. Timelines and target dates.
- (3) Provide the dates that the curricula will be completed on a programme-by-programme basis, i.e., when will the curriculum for the revised programme for recruits be implemented.
- (4) Provide report on timelines between the actual implementation of a curriculum and the release to the public.



#### **Recommendation 148 - Public Attendance at Police Training Sessions**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

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

**Recommendation 149 - Pilot Citizens Course**

Patten Recommendation:

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

**Lead Responsibility: Chief Constable**

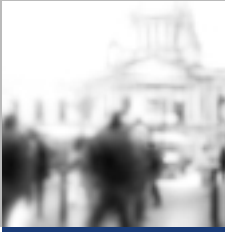
**Performance Indicators:**

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



▶▶ culture, ethos and symbols





#### **Recommendation 150 - Name of The Police Service**

Patten Recommendation:

150. While the Royal Ulster Constabulary should not be disbanded, it should henceforth be named the Northern Ireland Police Service.

**Lead Responsibility: NIO**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include name(s) and position(s), for implementation of this recommendation.
- (2) Timelines and goals to accomplish the name change reflected in all identifying marks of the service including correspondence, police vehicles and property.
- (3) Regular progress reports based on the established goals.
- (4) The date fully completed.

#### **Recommendations 151,152 and 153 - Badge And Flags**

Patten Recommendations:

151. The Northern Ireland Police Service should adopt a new badge and symbols which are entirely free from any association with either the British or Irish States.

152. The Union flag should no longer be flown from police buildings.

153. On those occasions on which it is appropriate to fly a flag on police buildings, the flag flown should be that of the Northern Ireland Police Service and it, too, should be free from associations with the British or Irish States.

**Lead Responsibility: NIO/Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Plans for a design and approval process for a new badge for the police service consistent with the prevailing legislation.
- (3) A timescale for introduction of the badge.
- (4) Plans for the design and approval process for a new police service flag.
- (5) A timescale for introduction of the new flag.

#### **Recommendation 154 - Police Uniform**

Patten Recommendation:

154. The colour of the current police uniform should be retained, but a new, more practical style of uniform should be provided to police officers.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of completed research on a more practical style of uniform.
- (3) The document approving changes to the police uniform.
- (4) Evidence of a procurement plan with timelines and goals.
- (5) Compliance with the Police Act 2000, Sec. 55 regarding identification of officers.
- (6) A plan to introduce the new style uniform with goals and timelines.

#### **Recommendation 155 - Police Memorials**

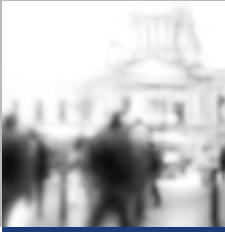
Patten Recommendation:

155. Police memorials in police buildings should remain as they are and where they are.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Inclusion in the legislation for an RUC GC Foundation for the purpose of marking the sacrifices and honouring the achievements of the Royal Ulster Constabulary.
- (3) Evidence of a policy and procedure issued by the Chief Constable in consultation with the Board designed to ensure appropriate maintenance and upkeep arrangements.



### **Recommendation 156 - Neutral Working Environment**

Patten Recommendation:

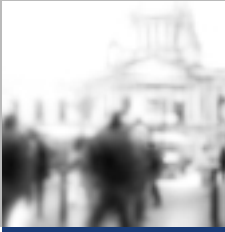
156. The maintenance of a neutral working environment should become an assessed management responsibility at all levels of management.

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of the assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of an implementation plan to ensure that Northern Ireland's fair employment legislation, including the Equality Commission's Code of Practice on Fair Employment, is respected in all management policies and practices of the service.
- (3) Evidence that managers and supervisors are evaluated on their responsibility for ensuring the maintenance of fair employment practices, specifically those relating to promotion and performance appraisal.
- (4) Evidence of an audit or evaluation conducted in context of review of other Human Rights related recommendations.

▶▶ co-operation with other police services



#### **Recommendations 157, 158, 159, 160, 161, 162, 163 and 164**

##### Co-operation Between The Police Service and An Garda Siochana

###### Patten Recommendations:

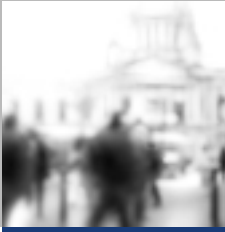
157. The Northern Ireland police and the Garda Siochana should have written protocols covering key aspects of co-operation.
158. The present pattern of meetings between the police services in Northern Ireland and the Republic should be enhanced by an annual conference, designed to drive forward co-operation in areas of common concern.
159. There should be a programme of long-term personnel exchanges, such as fixed-term secondments, between the Northern Ireland police and the Garda, in specialist fields where co-operation between the two services is most needed, such as drugs, and in areas such as training.
160. Consideration should be given to posting liaison officers from each service to the central headquarters and/or border area headquarters of the other.
161. There should be structured co-operation between the two police services in training.
162. There should be joint disaster planning between the Northern Ireland police and the Garda Siochana and the plans should be tested by regular joint exercises.
163. Consideration should be given to establishing a provision for an immediate exchange of officers and pooling of investigative teams after major incidents with a substantial cross-border dimension, akin to the arrangements which exist between Kent and police services of France and Belgium.
164. Every effort should be made to ensure that fast, effective and reliable communications are established between the Garda and the Northern Ireland police both through improved radio links and through compatible IT systems.

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

###### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Formal agreement on co-operation between the Police Service of Northern Ireland and An Garda Siochana (British and Irish Government Intergovernmental Conference outcome).
- (3) Formal protocols between Police Service and Garda Siochana.
- (4) Evidence of formal annual conference between police services of Northern Ireland and the Republic (to include views of effectiveness).

- (5) Evidence of long-term personnel exchanges in speciality areas:
  - (a) Number of assignments/exchanges
  - (b) Terms of agreements
- (6) Confirmation of liaison officers posted to respective HQ and/or border HQ:
  - (a) Number of assignments
  - (b) Terms of agreements
- (7) Confirmation of structured training links between the two police services, including terms of agreements.
- (8) Confirmation of joint disaster planning:
  - (a) Copy of planning documents
  - (b) Details of testing of plans
- (9) Evidence of exchange of officers:
  - (a) Terms of agreements
  - (b) Details of the exchanges
- (10) Evidence of operational pooling of resources to deal with major incidents with cross-border dimension:
  - (a) Number and type of operational deployments of this nature
  - (b) Policies/protocols covering such deployments
- (11) Confirmation of continuing progress in establishing fast, effective and reliable communications between the Northern Ireland Police Service and the Garda, including IT and radio links:
  - (a) Verification of planning for above and working implementation
  - (b) Policies and protocols in place to cover above
  - (c) Evidence of effectiveness



#### **Recommendation 165 - Joint Database Development with The Garda**

Patten Recommendation:

165. Joint database development should be pursued as a matter of priority in all the main areas of cross-border criminality, such as drugs, smuggling, vehicle theft and terrorism.

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

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of a plan to conduct negotiations regarding implementation of this recommendation with timelines and goals.
- (3) An agreement or protocol covering these issues.
- (4) Evidence of implementation.
- (5) An evaluation of the usefulness and effectiveness of the information sharing arrangement following implementation.

#### **Recommendation 166 and 167 - Personnel Exchanges with GB Police Services**

Patten Recommendations:

166. A determined effort should be made to develop exchanges, and long-term secondments, between the Northern Ireland police and police services in Great Britain.

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

**Lead Responsibility: Chief Constable**

#### **Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Agreements and or protocols in place:
  - (a) For exchanges and long-term secondments with GB police service
  - (b) For training exchanges and joint training

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

**Recommendation 168 - Links Between Police Training Colleges**

Patten Recommendation:

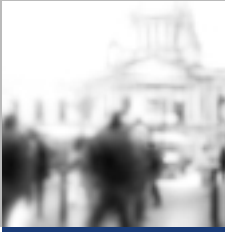
168. Consideration should be given to structured links between the four principal police training establishments in the British Isles, namely Bramshill (England), Templemore (Republic of Ireland), Tulliallan (Scotland), and Garnerville or the proposed new police college in Northern Ireland.

**Lead Responsibility: Chief Constable/NIO/Other Government Departments**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of these recommendations.
- (2) Description of linkages already existing and contemplated.
- (3) Range of such agreements eg seconding for courses, sharing of resources, exchange of staff, consultative meetings.
- (4) Extent of Police Service participation eg tally of the annual number of officers regularly participating in courses of various sorts.





### **Recommendation 169 and 170 - International Training Exchanges**

Patten Recommendations:

169. International training exchanges should be further developed, focusing in particular on matters where the police in Northern Ireland need overseas police co-operation and on best practice developments in policing world-wide. There should be co-operation with other police services in the field of research.
170. The police should develop opportunities to provide more training for overseas police services in their areas of excellence.

**Lead Responsibility: Chief Constable/Policing Board**

#### **Performance Indicators:**

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

**Recommendation 171 - United Nations Peacekeeping Operations**

Patten Recommendation:

171. The Northern Ireland police should be ready to participate in future United Nations peacekeeping operations.

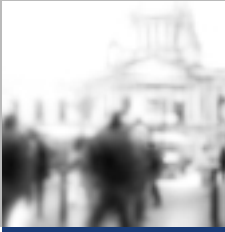
**Lead Responsibility: NIO/FCO/Policing Board/Chief Constable**

**Performance Indicators:**

- (1) Evidence of assignment of responsibility, to include the name(s) and position(s), for the implementation of this recommendation.
- (2) Evidence of participation:
  - (a) Number of deployments
  - (b) Number of police officers participating



▶▶ oversight commissioner



#### **Recommendation 172 - Appointment of Commissioner**

Patten Recommendation:

172. An eminent person, from a country other than the United Kingdom or Ireland, should be appointed as soon as possible as an oversight commissioner with responsibility for supervising the implementation of our recommendations.

**Lead Responsibility: Oversight Commissioner**

#### **Performance Indicators:**

- (1) This has been accomplished with the appointment of Mr. Tom Constantine as Oversight Commissioner, effective May 2000. Statutory backing is found in the Police Act 2000, at Sections 67-68 and Schedule 4.

#### **Recommendations 173, 174 and 175 - Functions of Commissioner**

Patten Recommendations:

173. The government, the police service, and the Policing Board (and DPP's) should provide the oversight commissioner with objectives (with timetables) covering their own responsibilities, and should report on the progress achieved at the periodic review meetings, and account for any failures to achieve objectives.

174. The commissioner should in turn report publicly after each review meeting on the progress achieved, together with his or her observations on the extent to which any failures or delays are the responsibility of the policing institutions themselves or due to matters beyond their control.

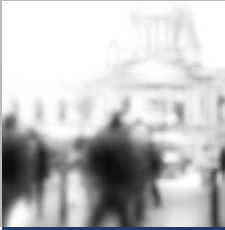
175. The oversight commissioner should be appointed for a term of five years.

**Lead Responsibility: NIO**

#### **Performance Indicators:**

- (1) Provision by government, Police Service, Policing Board (and DPP's) of objectives/timetables, progress reports and an accounting of delays.
- (2) Commissioner's public reporting.
- (3) Terms of appointment. Section 76 of the Police Act 2000 is the authority. Mr Constantine has accepted a three (3) year appointment, ending May 2003.

▶▶ annex



### evaluation team responsibilities

Responsibility Areas	Section	Bayley	Lunney	Reynolds	Kleinknecht	Berlinquette	Hutchinson	Constantine
Human Rights	1-7	P	S					
Accountability	8-38 39-43	P		S			P	S
Policing with the Community	44-51		P			S		
Policing in a Peaceful Society	52-65			P	S			
Public Order Policing	66-74			P	S			
Management & Personnel	75-92		P	S				
Information Technology	93		P			S		
Structure of the Police Service	94-104		P	S	S			
Size of the Police Service	105-110		S	P	S			
Composition and Recruitment	111-128			P		S		
Training, Education & Development	129-149	S				S		P
Culture, Ethos & Symbols	150-156		P			S		
Co-operation with other Police Services	157-167 168-171	S P				S	P	
Oversight Commissioner	172-175						S	P

**LEGEND:**

P = Primary Responsibility

S = Secondary Responsibility





▶▶ notes