

## **PATTEN REPORT: SECRETARY OF STATE'S IMPLEMENTATION PLAN**

### ***Purpose***

1. When the Report of the Independent Commission on Policing for Northern Ireland (the Patten Report) was published in September 1999, the Government gave a commitment to publish an implementation plan setting out how the report's recommendations would be implemented. This implementation plan fulfils that commitment. It builds on the statement which I made to Parliament on 19 January 2000 outlining the Government's decisions on Patten's main recommendations.

### ***Structure of the Plan***

2. This implementation plan covers all of the recommendations in the Patten Report. For ease of reference, it also follows the order of recommendations in the Report. For each of the recommendations which have been accepted by the Government, this plan sets out:

- the programme of work required;
- who will have the lead responsibility for taking the work forward;
- the timescale for implementation; and
- the key milestones for progress in each area.

### ***A new beginning to policing***

3. This plan is about creating a new beginning to policing in Northern Ireland. It sets out a comprehensive and long-term programme of action, to deliver far-reaching and permanent change in policing structures and arrangements. The plan will take several years to implement and a number of the proposed changes will be dependent on the security and public order situation. Success will also be dependent on the support and co-operation of both communities in Northern Ireland.

4. The key changes outlined in the plan include:

- A comprehensive programme of action to focus policing in Northern Ireland on a human rights based approach [recommendations 1-7];
- The creation of new police accountability institutions - including a new Policing Board, District Policing Partnerships, the enhancement of the office of Police Ombudsman and new oversight arrangements for covert law enforcement [recommendations 8-43];
- Measures which will contribute to the normalisation of policing in Northern Ireland [recommendations 52-74];

- ❑ Restructuring of the police service into new District Commands focused on a community partnership approach to policing [recommendations 44-51 and 94-104];
- ❑ Wide-ranging changes to police management and personnel policies and practices designed to enhance the efficiency and effectiveness of the police service [recommendations 75-92];
- ❑ A new IT Strategy designed to place the police service at the forefront of law enforcement technology [recommendation 93];
- ❑ Downsizing of the regular police service to reflect future requirements – but the enlargement of the Part-Time Reserve [recommendation 105-110];
- ❑ Special measures to change the composition of the police service and make it more representative of the community it serves [recommendation 111-128];
- ❑ The appointment of a new police recruitment agency and lay involvement in the police recruitment process [recommendation 111-128];
- ❑ A new Training, Education and Development Strategy for the police service, covering both recruits and serving officers, and a new purpose-built Police College [recommendations 129-149];
- ❑ A new name and badge for the police service [recommendations 150-156]; and
- ❑ Arrangements for closer co-operation between the police in Northern Ireland and other police services across the British Isles - including An Garda Síochána in the Republic of Ireland [recommendations 157-171].

### ***Co-ordination and oversight of implementation***

5. I will take personal responsibility for this Plan, but it will necessarily require the work and support of many agencies to deliver it. All of the main agencies with responsibility for implementing change under this Plan will work together and co-operate in order to ensure that the implementation process is well co-ordinated. To this end, a *Tripartite Co-ordinating and Monitoring Group* - involving the NIO, the police, the Police Authority (and in due course the Policing Board) has already been established. In addition, an Oversight Commissioner will be appointed to oversee and monitor progress [recommendations 172-175]. This Plan will provide the baseline against which the Oversight Commissioner will monitor progress. The Oversight Commissioner's periodic reports on progress will be laid before Parliament and published.

### ***Conclusion***

6. The programme of action set out in this plan is designed to give Northern Ireland the police service it needs for the future. The proposed changes have the Government's full commitment and support. We will take through Parliament the legislation needed to lay the foundations for the new beginning to policing and will provide appropriate resources to pay

for them. The Police (Northern Ireland) Bill, to implement those changes requiring legislative backing, was published on 16 May. It will inevitably change during its passage through Parliament and a revised version of this Implementation Plan, reflecting the changed provisions and developments in Northern Ireland, will be published in the Autumn once the Bill has received Royal Assent.

7. The changes involve significant challenges for the police. Many of them were proposed by the police themselves. Some of them – notably downsizing and the proposed changes to the name and badge of the police service - will be painful for serving and retired officers and their families, disabled officers and police widows. But I am confident that the police will rise to the challenge and embrace the changes which the Government has decided upon, recognising that they are in the best interests of both the police and the community.

8. The changes also involve challenges for the whole community in Northern Ireland. Unionists should accept the need for change to create a police service which is representative of the community it serves and which commands the support, confidence and trust of all sections of the community. Nationalists need to recognise and acknowledge the scale and wide-ranging nature of the programme of change now envisaged. They need to demonstrate their commitment to a new beginning to policing by unequivocally supporting and co-operating with the police service and by encouraging young people from their community to join the police. In short, this programme of change needs the support and commitment of the whole community in Northern Ireland.

A handwritten signature in blue ink that reads "Peter Mandelson". The signature is written in a cursive style with a period at the end.

**RT HON PETER MANDELSON MP  
SECRETARY OF STATE FOR NORTHERN IRELAND**



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**RECOMMENDATION 1****HUMAN RIGHTS BASED APPROACH TO POLICING**

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

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

Accepted. The Chief Constable and the Policing Board will develop, consult upon and implement a comprehensive programme of action to focus policing in Northern Ireland on a human rights-based approach. The Human Rights Commission will be consulted on the programme.

In addition, new legislation will provide that, in carrying out their functions, members of the police service shall have regard to a Code of Ethics to be issued by the Policing Board (see recommendation 3). The Code of Ethics will incorporate a commitment to upholding and respecting human rights.

Timescale: Programme of action to be published by April 2001. Legislative provision included in the Police Bill.

**RECOMMENDATION 2****NEW POLICE OATH**

***There should be a new oath, taken individually by all new and existing police officers, expressing an explicit commitment to upholding human rights. The text might be as follows -***

***'I hereby do solemnly and sincerely and truly declare and affirm that I will faithfully discharge the duties of the office of constable, and that in so doing I will act with fairness, integrity, diligence and impartiality, uphold fundamental human rights and accord equal respect to all individuals and to their traditions and beliefs.'***

***Lead responsibility: NIO/Chief Constable.***

Partly accepted. A new police oath along the lines proposed by Patten will be taken by new recruits to the police service. Existing officers have already been attested as constables and cannot be required to take the new oath. However, there will be a new Code of Ethics for the police service incorporating the same values and a similar commitment to upholding and respecting human rights as is contained in the new oath (see recommendation 3). There will also be training in human rights for all officers (see recommendation 4).

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 3****CODE OF ETHICS**

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

Accepted. The Chief Constable will be required to formulate a new statutory Code of Ethics for the police service in consultation with the Human Rights Commission and the police Ombudsman. The Code will be subject to approval, and will be issued by the Policing Board. The Code of Ethics will emphasise the priority to be given to human rights.

New legislation will enable the Secretary of State to issue guidance - as the Home Secretary has done for England and Wales - on the use by members of the police service of equipment designed for use in maintaining or restoring public order (see recommendation 74). Codes on covert law enforcement techniques are dealt with under recommendation 39.

Timescale: Legislative provision included in the Police Bill. Work has begun on preparing a draft Code of Ethics, with the aim of introducing it by April 2001.

#### **RECOMMENDATION 4**

#### **HUMAN RIGHTS TRAINING**

***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 dimension should be integrated into every module of police training.***

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

Accepted. The Chief Constable will be required in legislation to develop and implement a Training, Education and Development Strategy for all police officers and civilian staff (see recommendation 129). He will be required to consult the Policing Board and the strategy will form part of the Board's policing plan. Under the strategy, all officers and civilians will receive training in the fundamental principles and standards of human rights and the practical implications for policing. There will be wide consultation on the strategy before its publication.

The Chief Constable will also review training programmes for new recruits and officers already in service and ensure that the human rights dimension is integrated into all aspects of such training (see recommendations 137-139 and 141-144).

As a matter of priority, a process has begun to instruct all police officers on the implications of the Human Rights Act 1998, and the wider context of the European Convention on Human Rights and the Universal Declaration of Human Rights (see recommendation 142).

Timescale: Legislative provision included in the Police Bill. Training, Education and Development Strategy to be published by April 2001.

#### **RECOMMENDATION 5**

#### **APPRAISAL OF HUMAN RIGHTS PERFORMANCE**

***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**

Accepted. The Chief Constable will review and adjust the appraisal system in the light of this and other recommendations in the Patten Report (see, for example, recommendations 50, 75, 77 and 156).

The adjustments in respect of human rights appraisal will be made after consultation with the Policing Board - which will have responsibility for monitoring the performance of the police service in respect of human rights (see recommendation 7) - the Human Rights Commission and the Equality Commission.

Timescale: The Chief Constable will take forward work on a new appraisal system, beginning in June 2000. This will take account of work already in train for developing a UK-wide competency framework for police appraisal.

**RECOMMENDATION 6  
EXPERTISE**

**APPOINTMENT OF LAWYER WITH HUMAN RIGHTS**

***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/Policing Board**

Accepted. A new human rights lawyer will be appointed to assist the police service in advising on and auditing police policies and procedures to ensure compliance with human rights requirements and in developing recruit and in-service training on human rights. The new lawyer will be appointed in the first instance on a consultancy basis.

Timescale: New lawyer to be identified by April 2001.

**RECOMMENDATION 7**

**MONITORING HUMAN RIGHTS PERFORMANCE**

***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: NIO/Policing Board**

Accepted. This important monitoring function will be conferred on the Policing Board by new legislation.

Timescale: Legislative provision included in the Police Bill.







## **RECOMMENDATIONS 8 & 9**

## **CREATION OF A POLICING BOARD**

***An entirely new Policing Board should be created, to replace the present Police Authority.***

***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**

Accepted. The Government's aim is to establish the Policing Board before end March 2001. The statutory functions of the Board will be to secure the maintenance of an efficient and effective police service and to hold the Chief Constable and the police service publicly to account for the performance of their functions. The need for transparency about the role and work of the Policing Board is fully accepted.

Timescale: Legislative provision included in the Police Bill. The Secretary of State will appoint the Chairman and Vice-Chairman (designate) of the Policing Board by November 2000; and will appoint the Members (designate) by January 2001. The Board will then run on a shadow basis between January and March 2001.

## **RECOMMENDATIONS 10, 11 & 12 POLICE PLANNING PROCESS**

***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.***

***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.***

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

Accepted. The police planning process will be brought into line with these proposals.

Timescale: Legislative provision included in the Police Bill. The Government's aim is to establish the Policing Board in time for it to adopt the Annual Policing Plan for financial year 2001-2002. The Board will also be expected to adopt the Strategy for 2001-2004.

### **RECOMMENDATION 13      MONITORING POLICE PERFORMANCE**

*The Board should monitor police performance against the Annual Policing Plan and the 3-5 year strategy. It should watch crime trends and patterns, and police performance in public order situations. 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: NIO/Policing Board/Police Ombudsman**

Accepted. These important monitoring functions will be conferred on the Policing Board by new legislation. The Police Ombudsman will be responsible for producing the statistical information necessary to enable the Board to monitor patterns and trends in complaints against the police (see recommendation 38).

Timescale: Legislative provision included in the Police Bill.

### **RECOMMENDATION 14      POLICING BOARD ROLE IN POLICE APPOINTMENTS**

*The Board should have the responsibility for appointing all chief 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 to the same right to make representations and after consultation with the Chief Constable. The Secretary of State should have 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: NIO/Policing Board**

Accepted. These functions will be conferred on the Policing Board by new legislation.

Timescale: Legislative provision included in the Police Bill.



## **RECOMMENDATION 15      POLICING BOARD CO-ORDINATION WITH OTHER AGENCIES**

***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: NIO/Policing Board**

Accepted. New legislation will require the Policing Board to have due regard to the need to co-ordinate its work with other statutory agencies and to co-operate with them in the performance of its functions. The Government also intends to issue a Code of Practice providing guidance to the Policing Board on the exercise of its functions - including how the Board should co-ordinate its work with other statutory agencies and non-governmental organisations.

Timescale: Legislative provision included in the Police Bill. Code of Practice to be published to coincide with the creation of the Policing Board.

## **RECOMMENDATION 16, 17, 18 & 19      COMPOSITION OF POLICING BOARD**

***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.***

***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.***

***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.***

***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**

Accepted. New legislation will provide for the Policing Board to be composed on the basis set out in these recommendations. The success of the Board will be dependent on the willingness of representatives of both the unionist and nationalist communities to serve on the Board and support its work in securing the maintenance of the police service and in holding the Chief Constable and the police service to account for the performance of their functions.

The Government also intends to take reserve powers to compose the Board on an alternative basis in the absence of a Northern Ireland Executive. These reserve powers will be provided in new legislation.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATIONS 20 & 21****DEVOLUTION OF RESPONSIBILITY FOR POLICING**

***Responsibility for policing should be devolved to the Northern Ireland Executive as soon as possible, except for matters of national security.***

***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**

Accepted. The Government's intention is that policing and criminal justice functions should be devolved sooner rather than later, and as soon as possible after the enactment of legislation on the Criminal Justice Review. As part of the process of devolving responsibility for policing, the overall balance of powers within the tripartite arrangement would need to be reviewed to ensure that appropriate powers are retained by the Policing Board.

Timescale: To be addressed when devolution of responsibility for policing is in prospect.

**RECOMMENDATION 22****SIMPLIFICATION OF ROLES IN TRIPARTITE ARRANGEMENT**

***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**

Accepted. New legislation on the functions of the Policing Board will simplify and clarify the respective roles of the Secretary of State, the Policing Board and the Chief Constable. Codes of Practice will provide plain guidance on the exercise by the Board of these functions.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 23****REPEAL OF POWER TO ISSUE GUIDANCE TO THE POLICE**

***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**

Accepted. Section 39 will be repealed by new legislation.

Timescale: Legislative provision included in the Police Bill.

## **RECOMMENDATION 24      OPERATIONAL RESPONSIBILITY**

***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**

Accepted. Legislation will continue to provide that the police service shall be under the control and direction of the Chief Constable. It is a fundamental principle that the police be impartial and free from political control.

The Government accepts that the Policing Board needs to have adequate powers to hold the Chief Constable and the police service to account for the performance of their functions - and that such accountability should extend to explaining operational decisions. New legislation will provide enhanced powers for the Policing Board to require reports from the Chief Constable and to initiate inquiries into the police service (see recommendations 25 and 26).

Timescale: Legislative provision included in the Police Bill.

## **RECOMMENDATIONS 25 & 26      POWERS TO REQUIRE REPORTS AND INITIATE INQUIRIES**

***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.***

***The Policing Board should have the power, subject only to 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: NIO**

Accepted. The Government accepts that the Policing Board needs these powers to enable it to hold the Chief Constable and the police service to account. The Patten Report acknowledges that these are 'extreme' powers and as such the Government intends to place appropriate safeguards on their use. New legislation will set out these powers and the safeguards on their use.

The Policing Board will be able to request the Police Ombudsman, the Inspectorate of Constabulary, the Audit Office or, with the approval of the Secretary of State, any other person to conduct an inquiry into the police service on the Board's behalf.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 27      CREATION OF DISTRICT POLICING PARTNERSHIP BOARDS**

***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**

Accepted with amendments. The Secretary of State has decided that the new bodies will be called 'District Policing Partnerships' and that, at least initially, they should have consultative rather than executive functions.

The District Policing Partnerships will serve as important forums for consultation between the community and the police on policing objectives, priorities and concerns at District level. They will also be responsible for making arrangements for obtaining the views of the public about matters concerning the policing of the District, and the co-operation of the public with the police in preventing crime. The success of the DPPs will be crucially dependent on the willingness of representatives of both the unionist and nationalist communities to serve on them and support their work.

Appointment arrangements for the DPPs will be specified in new legislation. A Code of Practice will be issued on appointment procedures for independent members. The code will be subject to consultation with the District Councils and the Policing Board.

Timescale: Legislative provision included in the Police Bill. Code of Practice to be issued by May 2001.

**RECOMMENDATION 28      ARRANGEMENTS FOR BELFAST**

***The District Policing Partnership Board in Belfast should have four subgroups, covering North, South, East and West Belfast.***

Not accepted. Legislation will provide for Belfast to have a single DPP, like all other Councils – although any DPP may establish committees to look at specific areas or issues within the District, in accordance with the proposed Code of Practice.

**RECOMMENDATIONS 29 & 30****METHOD OF OPERATION OF DPPBs**

*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.*

*The DPPB should submit an annual report to the District Council and publish it.*

**Lead responsibility: NIO/Policing Board**

Accepted with safeguards. The method of operation of DPPs will be set out in a Code of Practice to be issued by the Policing Board, subject to consultation with the District Councils and the agreement of the Secretary of State. The Code of Practice will specify the types of information which the police will be expected to provide to DPPs. Legislation will require the views of DPPs to be taken into account by the Policing Board in the formulation of policing plans and strategies.

DPPs will be required in legislation to submit an annual report to both the District Council and the Policing Board.

Timescale: Legislative provision included in the Police Bill. Code of Practice to be issued by May 2001.

**RECOMMENDATION 31****ADMINISTRATION COSTS OF DPPBs**

*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: NIO/Policing Board/District Councils**

Accepted with safeguards. The provision of a grant will be linked to a DPP being properly established.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 32****EXPENDITURE BY DPPBs**

*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 or other statutory agencies, or from the private sector.*

**Lead responsibility: NIO**

For further consideration. DPPs will have a consultative role. The issue of their having powers to purchase services on top of normal policing or to contribute to the policing budget will be considered as part of the outcome of the Criminal Justice Review.

Timescale: Legislative provision on the functions of DPPs is included in the Police Bill. The Government will make decisions on whether the DPPs should have these additional functions after consultation on the outcome of the Criminal Justice Review and on the basis of experience of the operation of the DPPs in practice.

**RECOMMENDATION 33      CONSULTATIVE FORUMS AT LOCAL LEVEL**

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

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

Accepted. The Government and the Chief Constable want to see an increase in the number of, and local areas covered by, consultative forums at local level, below the District Policing Partnerships. Such forums have a continuing and important role to play in maintaining and enhancing contact and consultation between the police and local communities and neighbourhoods. New legislation will enable DPPs, with the approval of the Policing Board, to make arrangements to facilitate consultation by the police service with local communities within their districts.

Success in creating such forums will be crucially dependent on the willingness of communities to meet with the police and to co-operate with them in agreeing local policing priorities, in solving problems and in reducing crime.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 34      CONTACTS BETWEEN POLICING BOARD AND DPPBs**

***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: NIO/Policing Board**

Accepted. The Policing Board will be required in legislation to issue a Code of Practice providing guidance on relationships between the Board and the DPPs. The Code will be subject to consultation with the District Councils and the agreement of the Secretary of State.

Timescale: Legislative provision included in the Police Bill. Code of Practice to be issued by May 2001.

**RECOMMENDATION 35      MEETINGS OF THE POLICING BOARD**

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

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

Accepted. The Board will be required to meet in public as recommended and to receive regular reports from the Chief Constable. A Code of practice will set out guidance on the conduct of open meetings of the Board.

Beyond holding a monthly meeting in public, the Government believes that it should be for the Board and the Chief Constable to work out the detailed arrangements for meetings and other contacts between them.

Timescale: Code of Practice to be issued to coincide with the creation of the Policing Board.

**RECOMMENDATION 36      MEETINGS OF THE DPPBs**

***District Policing 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: NIO/Policing Board**

Accepted. The Policing Board will be required in legislation to issue a Code of Practice setting out best practice on the operation of DPPs. The Code will be subject to consultation with the District Councils and the agreement of the Secretary of State.

Timescale: Legislative provision included in the Police Bill. Code of Practice to be issued by May 2001.

**RECOMMENDATION 37      OPENNESS OF THE POLICE SERVICE**

***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**

Accepted. The Freedom of Information Bill currently before Parliament will specifically apply to the police and the Policing Board. It will give important new rights to those seeking information. Access will be based on a presumption of disclosure.

The Chief Constable will undertake a review of police arrangements for communication with the public and with the media. He will consult the Policing Board on the review. The review will address the transparency and openness of information about police work.

In addition, the Code of Ethics (see recommendation 3) and new codes of practice on covert law enforcement techniques (see recommendation 39) and any guidance issued by the Secretary of State on the use by members of the police service of equipment designed for use in maintaining or restoring public order (see recommendation 74) will be made publicly available.

Timescale: Review of arrangements for communication to be reported by September 2001. Implementation thereafter.

## **RECOMMENDATION 38      ROLE OF THE POLICE OMBUDSMAN**

***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 issues emerging 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 on the RUC.***

**Lead responsibility: NIO/Police Ombudsman**

Accepted. The Government has enacted legislation creating the office of Police Ombudsman and will ensure that the office is adequately staffed and resourced. The Ombudsman will have powers to initiate an investigation even if no specific complaint has been received, but where the Ombudsman believes that a criminal or disciplinary offence may have been committed by police officers. The Ombudsman will be responsible for compiling data on trends and patterns in complaints. Such information will be reported to the Chief Constable and the Policing Board for any necessary action (see recommendation 13).

A new provision will give a power to the Ombudsman to comment on police policies and practices which are perceived to give rise to difficulties, where the Ombudsman identifies these as a result of complaints investigations, by sending a report to the Chief Constable and the Policing Board for any necessary action. The Ombudsman will also be given such information by the Chief Constable and the Policing Board as may be required for the purposes of, or in connection with, the exercise of any of the Ombudsman's functions. Legislation will also provide for regulations which will enable the Ombudsman, in the first year of office, to deal with complaints about conduct occurring up to 24 months before the date of complaint, subject to their not already having been dealt with and to investigate any case which is grave and exceptional and not previously the subject of criminal or disciplinary proceedings.

Timescale: Legislative provision included in the Police Bill. Police Ombudsman designate already appointed. Office to be operational by October 2000.

## **RECOMMENDATIONS 39, 40 & 41      COVERT LAW ENFORCEMENT**

***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.***

***There should be a commissioner for covert law enforcement in Northern Ireland.***

***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**

Accepted. The Regulation of Investigatory Powers Bill currently before Parliament will make provision for the regulation of covert policing techniques. The new legislation will be compliant with the ECHR, and will require Codes of Practice on the use of such techniques which will apply to Northern Ireland. It will provide for Commissioner oversight in Northern Ireland, and for a single UK-wide Complaints Tribunal.



Timescale: Legislative provision included in the Regulation of Investigatory Powers Bill. The new systems to be operational by October 2000.

**RECOMMENDATION 42      STRENGTHENING OF FINANCIAL ACCOUNTABILITY**

***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**

Accepted. The Government accepts the need for robust financial systems to enhance overall accountability. It is the Government's and the Chief Constable's aim that there should be a fully costed Annual Policing Plan. There will be strong internal audit arrangements, and the Policing Board will have the ability to enlist the help of the Audit Office and HMIC for specialist reviews.

The Government also intends in new legislation to place a general duty on the Policing Board and the Chief Constable to obtain 'best value' in the expenditure of public money.

Timescale: A Memorandum on financial relationships between the Government and the Policing Board needs to be in place before the Board is established. Legislative provision on 'best value' included in the Police Bill.

**RECOMMENDATION 43      DESIGNATION OF CHIEF CONSTABLE AS SUB-ACCOUNTING OFFICER**

***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**

For further consideration. The Government will consider the accounting officer arrangements for police expenditure as part of a review of financial management arrangements within the tripartite structure. The aim of the review will be to ensure effective accountability of the Chief Constable for police expenditure, and that the Chief Constable may be called to give evidence to the Public Accounts Committee.

Any changes in the designation of accounting officers resulting from this review will not affect the Chief Constable's accountability to the Policing Board for police expenditure.

Timescale: Any changes to be implemented by April 2001.







**RECOMMENDATION 44      COMMUNITY POLICING AS A CORE FUNCTION**

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

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

Accepted. New legislation will provide that the police service should, so far as practicable, carry out its functions with the aim of securing that the policing of any part of Northern Ireland is carried out with the participation and support of the local community. It will be for the Chief Constable to make community partnership policing operational.

The Policing Board's responsibility for making arrangements for promoting the co-operation of the public with the police will give the Board an important role in helping to make community partnership policing a reality.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 45      DEDICATED NEIGHBOURHOOD POLICING TEAMS**

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

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

Accepted. This is a highly desirable objective and a core element of community partnership policing. Neighbourhoods differ in character and the requirement for policing services will of course vary.

Timescale: New structure of District Commands to be created by November 2000 (see recommendation 94). District commanders will be made responsible for the establishment, as far as is practicable, of dedicated neighbourhood policing teams within their districts.

**RECOMMENDATION 46      SERVICE IN NEIGHBOURHOOD POLICING TEAMS**

***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**

Accepted in principle. This recommendation will be implemented in a sensible and flexible fashion. It will be reflected in the proposed new tenure policy for the police service (see recommendation 83). The new tenure policy will establish 3-5 year postings in neighbourhood policing teams as the objective.

The desirable objective of members of policing teams wearing their names and the name of the locality for which they are responsible displayed on uniforms will be reviewed regularly and implemented when the security situation allows.

Timescale: Introduction of a tenure policy is dealt with under recommendation 83. Progress on wearing of names and stations is dependent upon the security situation.

**RECOMMENDATION 47      POLICE PROBATIONARY TRAINING**

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

**Lead responsibility: Chief Constable**

Accepted. The Chief Constable will require all probationers to undertake a significant part of their training in neighbourhood units and policing teams. But it is important that probationers also spend time getting wider operational experience.

Timescale: The Chief Constable will introduce the necessary arrangements by March 2002.

**RECOMMENDATION 48      PATROLLING ON FOOT**

***Where practicable, policing teams should patrol on foot.***

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

Accepted. It will be for individual district commanders to determine the practicability of patrolling on foot in neighbourhoods within their districts. Neighbourhood policing teams will normally patrol on foot, depending on the size of the neighbourhood, the duties to be performed and the security situation prevailing at the time.

Timescale: Progress will be security dependent.

**RECOMMENDATION 49      ROLE OF NEIGHBOURHOOD POLICING TEAMS**

***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**

Accepted. District commanders will empower neighbourhood policing teams to work on this basis. Neighbourhood priorities and objectives should also be integrated with the District Policing Plan.

Timescale: New structure of District Commands to be created by November 2000 (see recommendation 94).

## **RECOMMENDATION 50      CRIME AND COMPLAINT PATTERN ANALYSIS**

***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**

Accepted. Crime and complaint pattern analysis are key supporting elements of a problem-solving approach to community policing. Training on problem solving approaches will be provided for officers within a new Training, Education and Development Strategy which will be required, by legislation, to be set in place for the police service (see recommendation 129). Priority will be given to training beat managers and their teams.

The police appraisal system will also be reviewed and adjusted to require officers who are in positions where these skills are applied to be regularly appraised as to their performance in applying a problem solving approach to policing (see also recommendations 5, 75, 77 and 156).

In order for a problem solving approach to achieve its full potential, other agencies in the public, voluntary and private sectors will need to be prepared to work in partnership with the police and to contribute to crime reduction and the resolution of quality of life issues. Success will also be dependent on the willingness of communities to welcome the police into their neighbourhoods and to co-operate with them in solving problems and reducing crime.

Timescale: Legislative provision on Training, Education and Development Strategy included in the Police Bill. Training, Education and Development Strategy to be published, by April 2001. Work will begin on developing a new appraisal system in June 2000.

## **RECOMMENDATION 51      ATTENDANCE AT POLICE TRAINING COURSES**

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

**Lead responsibility: Chief Constable**

Accepted. The Chief Constable intends to extend the opportunity to attend such training courses to other relevant agencies in the public, private and voluntary sectors (see also recommendation 148).

Timescale: To be taken forward as part of the proposed Training, Education and Development Strategy for the Police Service (see recommendation 129).









## **RECOMMENDATIONS 52 and 53      APPEARANCE OF POLICE STATIONS**

***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.***

***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**

Accepted in principle. Implementation will be dependent on the security situation. The issues will be addressed through the development of a comprehensive strategy for the development of the police estate (see recommendation 92). The strategy will address both the interior and the exterior of police buildings. The use of civilians in public reception areas remains under consideration and will be pursued as part of a strategy on civilianisation (see recommendation 90).

Timescale: Implementation of both recommendations is dependent upon the security situation.

## **RECOMMENDATION 54      DEVOLVED AUTHORITY OF DISTRICT COMMANDERS**

***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**

Accepted. Under the new arrangements for District Commands, District Commanders will have high levels of devolved authority (see recommendations 94, 95 and 96). This will include decision-making on deployments. Consultation with the community is good practice before deployment plans are made. District Commanders will consult their respective District Policing Partnerships on District policing plans. Final responsibility for operational deployments must remain with the District Commander.

Timescale: New structure of District Commands to be introduced by November 2000. It will take time thereafter to provide the necessary support services and structures for the District Commands.

**RECOMMENDATIONS 55, 56 & 57**

**POLICE VEHICLES**

*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.*

*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.*

*The word 'Police' should be painted onto the sides of all Landrovers.*

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

Accepted. There has already been progress in substituting police cars for Landrovers. The Chief Constable's aim is to reach a position where Landrovers are moved to depots and kept in reserve.

A programme has begun to reliver police Landrovers. As part of this programme, the reliveried Landrovers will carry the word 'Police'.

Timescale: Progress dependent on the security situation.

**RECOMMENDATION 58**

**ARMY SUPPORT - SECURITY DEMANDS**

*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**

Accepted. Army support to the police has already been greatly reduced and will continue to be reduced, in line with the level of security threat. Patrol levels have been reduced by two thirds since the Good Friday Agreement. Routine military patrols in support of the police have stopped in all urban areas in Northern Ireland, and there is currently the lowest level of troops in Northern Ireland since 1970.

Timescale: To be kept under review by the Secretary of State on the advice of the Chief Constable. Progress dependent on the security threat.

**RECOMMENDATION 59**

**ARMY SUPPORT - PUBLIC ORDER DEMANDS**

*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**

Accepted. The need for army support to the police in meeting public order policing demands is kept under continuous review.

Timescale: To be kept under review by the Secretary of State on the advice of the Chief Constable. Progress dependent on improvements in the public order situation.

**RECOMMENDATION 60      EMERGENCY LEGISLATION**

***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**

Accepted. A new Terrorism Bill was introduced in Parliament in December 1999. The resulting legislation will come into force early in 2001. The re-positioning of the Northern Ireland emergency powers within UK-wide legislation underpins the Government's commitment to removing these powers as soon as the security situation allows. The measures for Northern Ireland are temporary, time-limited to 5 years and subject to annual review and renewal.

Timescale: To be kept under review by the Secretary of State. The Northern Ireland – specific special powers can be phased out by Order, as soon as the security situation allows.

**RECOMMENDATION 61      RECORDS ON THE USE OF EMERGENCY POWERS**

***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: NIO/Chief Constable/GOC**

Accepted. The necessary legislative provision is being made in the Terrorism Bill. This will require the Chief Constable to make arrangements for securing that, in so far as it is reasonably practicable to do so, a record is made of each exercise by a constable of stop and search powers and other emergency powers. The necessary arrangements for implementing the legislation are being made by the Chief Constable.

The Bill will also require the Army to make a record of a search of premises conducted by the Army, unless it is not reasonably practicable to do so.

Timescale: Legislative provision included in the Terrorism Bill. Legislation to come into force early in 2001.

**RECOMMENDATION 62      HOLDING CENTRES**

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

**Lead responsibility: NIO/Chief Constable**

Accepted. Castlereagh holding centre closed on 31 December 1999. The Government and the Chief Constable have accepted that the two remaining holding centres should close as soon as is practicable.

Timescale: Castlereagh Holding centre has already been closed. Gough and Strand Road holding centres will be closed as soon as alternative arrangements can be made for holding all suspects in custody suites based in police stations. A scoping study has been launched to plan for the new custody suites and will report by December 2000. Building and refurbishment work is likely to be necessary thereafter.

**RECOMMENDATION 63 VIDEO RECORDING IN PACE CUSTODY SUITES**

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

**Lead responsibility: NIO/Chief Constable**

Accepted. This is an important additional safeguard for detainees in PACE custody suites. New legislation will require the introduction of video recording in PACE custody suites and a code of practice to be issued by the Secretary of State. Planning for the introduction of video recording in PACE custody suites is being taken forward.

Timescale: Legislative provision included in the Police Bill. Code of Practice required. Installation programme thereafter.

**RECOMMENDATION 64 INSPECTION OF CUSTODY AND INTERROGATION SUITES**

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

Accepted in part. The role of Lay Visitors will be extended to cover inspection of the conditions of detention of all suspects. The change will be introduced once arrangements for holding all suspects in custody suites based in police stations have been made.

Further consultation is needed with Lay Visitors about the function of observing interviews with detainees on camera. This is a function currently performed by the Independent Commissioner for the Holding Centres, who may conduct interviews with persons detained (if they so desire) and attend interviews between persons detained and police officers. The Independent Commissioner will continue to undertake this function for terrorist detainees for as long as the Holding Centres remain open.

Timescale: Extension of the role of Lay Visitors is dependent on the completion of arrangements for holding all suspects in custody suites based in police stations.

**RECOMMENDATION 65 OBJECTIVE OF AN UNARMED POLICE SERVICE**

***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**

Accepted. There has already been a significant reduction in the carriage of firearms by police officers. Further progress will be dependent upon the level of security threat and the need for an armed response to wider criminal activity.

Timescale: To be kept under review. Progress dependent upon the security situation.







**RECOMMENDATION 66 PUBLIC ORDER EMERGENCIES**

*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**

Accepted. It will be for the Policing Board to ensure that the police have the resources to meet the public order and other demands placed upon them. The need for army support to the police in meeting public order demands is kept under continuous review (see recommendation 59).

Timescale: To be kept under review by the Policing Board on advice from the Chief Constable.

**RECOMMENDATION 67 CONDITIONS FOR THE APPROVAL OF PARADES**

*It should be a condition for the approval of a 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.*

**Lead responsibility: NIO/Parades Commission**

Accepted in principle. The Government is consulting the Parades Commission to determine whether legislation will be required.

Timescale: For further consideration in consultation with the Parades Commission.

**RECOMMENDATION 68 TRAINING OF PARADE MARSHALS**

*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: Parades Commission**

Accepted in principle. Marshalling is primarily a matter for the Parades Commission.

Timescale: The new Parades Commission is considering how to take this forward.

## **RECOMMENDATIONS 69 & 70 PUBLIC ORDER EQUIPMENT**

***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).***

***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**

Accepted. The Government is committed to carrying out a research programme on alternatives to Plastic Baton Rounds. This is currently being developed. The research will also consider the deployment of equipment within an overall public order equipment strategy.

Timescale: Research programme to be launched by June 2000.

## **RECOMMENDATIONS 71, 73 & 74 POLICE PERFORMANCE IN PUBLIC ORDER SITUATIONS**

***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.***

***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.***

***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**

Accepted. UK guidelines on the deployment and use of PBRs have already been fully adopted by the police. Authorisation for the deployment of PBRs currently lies at Assistant Chief Constable level upon the request of a divisional commander. The level of authorisation will be reviewed by the Chief Constable as part of the process of creating the new structure of District Commands (see recommendation 94).

New legislation will require the Policing Board to monitor police performance in public order situations (see recommendation 13), as part of which the Board will be provided with a report justifying every use of PBRs by the police. Such reports will also be made available to the Police Ombudsman.

New legislation will also enable the Secretary of State to issue guidance on the use by members of the police service of equipment designed for use in maintaining or restoring public order. Such guidance will be subject to consultation with the Chief Constable and the Policing Board.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 72      POLICE OFFICERS' IDENTIFICATION NUMBERS**

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

**Lead responsibility: NIO/Chief Constable**

Accepted. New legislation will require officers to wear a unique and readily identifiable number at all times on uniform or protective public order clothing. The Chief Constable is making the necessary arrangements for implementing the legislation.

Timescale: Legislative provision included in the Police Bill.







**RECOMMENDATION 75      POLICE MANAGEMENT OF CHANGE**

*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**

Accepted. The Chief Constable has established a change management team, led at Assistant Chief Constable level. The team currently has available to it specialist support in change management, and consultants will be appointed shortly to join the team.

The Chief Constable's programme of change will be integrated into both the Strategic and Annual Policing Plans, which are subject to the agreement of the Policing Board. The appraisal system for chief officers will be adjusted to require them to be assessed on their performance in introducing, managing and adapting to change.

Timescale: Work will begin on developing a new appraisal system in June 2000 (see also recommendations 5, 50 and 77).

**RECOMMENDATION 76      DEVOLVED AUTHORITY OF DISTRICT COMMANDERS**

*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**

Accepted. District Commanders will in future have much higher levels of devolved authority - including over the deployment of personnel within their command, budgets, the purchase of goods and services, and the funding of local policing initiatives. Progress is already being made with regard to devolving authority for deployment of personnel and budgetary responsibility. Service level agreements will be established for all Headquarters support departments (see also recommendation 132).

Timescale: Progress on the new arrangements needs to be made in order to support the creation of new District Commands in November 2000 (see recommendation 94). Devolved budgets will be introduced progressively after November 2000 and District Commanders will be provided with appropriate financial training.

**RECOMMENDATION 77      POLICE APPRAISAL SYSTEM**

*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**

Accepted. The Chief Constable will review the effectiveness of the police appraisal system. It will be adjusted to require officers to be assessed on their performance in introducing, managing and adapting to change, and in the light of other recommendations in the Patten Report (see recommendations 5, 50, 75 and 156).

Timescale: The Chief Constable will take forward work on a new appraisal system, beginning in June 2000. This will take account of work already in train for developing a UK-wide competency framework for police appraisal.

**RECOMMENDATION 78      ACCOUNTABILITY OF DISTRICT COMMANDERS**

*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 districts' problems.*

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

Accepted. This formalises good practice. Recruitment of a number of additional crime analysts to support District Commanders is underway. New IT systems will be needed to support their work.

Timescale: Significant progress with the new arrangements needs to be made in order to support the creation of District Commands in November 2000 (see recommendation 94).

**RECOMMENDATIONS 79 & 80      TREND INFORMATION ON COMPLAINTS**

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

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

Accepted. A suitable system will be identified as part of the new IT Strategy for the police service (see recommendation 93). It will be integrated with the Police Ombudsman's office. Trend information on complaints will be made available by the Police Ombudsman to the Policing Board to support the Board in fulfilling its responsibility for monitoring patterns and trends in complaints against the police (see recommendation 13).

The need for such information to be rigorously followed up by management and the Complaints and Discipline Branch is also accepted. An automated trend identification system will enhance existing police follow up procedures.

Timescale: To be taken forward as part of the IT Strategy (see recommendation 93).



**RECOMMENDATION 81      RANDOM CHECKS ON OFFICERS' BEHAVIOUR**

***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**

Accepted. To be implemented as part of a comprehensive policy on police integrity. The policy will be based on the 'good practice' guidance on police integrity published by HMIC in 1999. The Police Ombudsman will be consulted about the new policy.

Timescale: New policy to be introduced by January 2002.

**RECOMMENDATION 82      ENSURING HIGH ETHICAL STANDARDS**

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

Accepted. Arrangements for administrative dismissal are being provided as part of revised Conduct Regulations, which are being drafted for introduction later this year.

Timescale: Regulations to be introduced by October 2000.

**RECOMMENDATION 83      TENURE POLICY ON POLICE POSTINGS**

***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**

Accepted. The Chief Constable will introduce a new tenure policy for the police service, as part of an effective career management policy for all officers. The new tenure policy will set objectives for length of postings for different police disciplines.

Timescale: Tenure policy to be introduced by September 2001.

**RECOMMENDATIONS 84, 85 & 86****MANAGEMENT OF SICKNESS ABSENCE**

*Officers injured on duty should be treated as a separate category for sickness recording purposes.*

*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.*

*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**

Accepted. In future officers injured on duty will be treated as a separate category for recording purposes. The Chief Constable is also developing a new policy for the management of long-term sickness absence and medical retirements, incorporating enhanced arrangements for out-placement, career counselling, financial and welfare support. As part of this work, a review of the causes of sickness absence is being undertaken. The Policing Board will monitor progress in this area as part of its responsibility for ensuring an efficient and effective police service.

Timescale: New policy to be introduced by April 2001.

**RECOMMENDATIONS 87 & 88  
ASSOCIATION****NEW POLICE FUND/FUNDING FOR WIDOWS'**

*A substantial fund should be set up to help injured police officers, injured retired officers and their families, as well as police widows.*

*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**

Accepted. The Government recognises the trauma and suffering endured by injured officers and their families as well as police widows. Ministers accept the case for a substantial fund to help injured officers, injured retired officers and their families, and police widows. They also accept the need to provide funding for the Widows' Association to run their organisation.

The Chief Constable is willing to provide an office in police premises, free of charge, for the Widows' Association.

Timescale: Funding for the Widows Association to be agreed by September 2000. New fund to be created by April 2001.

**RECOMMENDATION 89      REPLACEMENT OF ASSISTANT CHIEF CONSTABLES**

***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**

Accepted. A civilian Director of Finance has been appointed and a civilian Director of Personnel (to cover both police officers and civilian staff) is to be appointed early in 2001. The Chief Constable is reviewing all Chief Officer appointments - police and civilian - in response to recommendation 97.

Timescale: In the course of being implemented.

**RECOMMENDATIONS 90, 91 & 92      EFFICIENCY INITIATIVES**

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

***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 officers 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.***

***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**

Accepted. The strategic and annual policing plans (see recommendations 10 and 11) will include the Chief Constable's and the Policing Board's objectives and plans in relation to civilianisation, the police estate, support services and the efficient management of resources - including plans for specific 'best value' reviews.

A comprehensive strategy for the development of the police estate is being taken forward and will cover the scope for rationalisation (see also recommendations 52 and 53). 'Best value' will provide a basis for challenging staffing arrangements and examining the scope for greater civilianisation of jobs which do not require police powers or experience.

Timescale: Plans and initiatives to be covered in the Annual Policing Plan for 2001-2002 and the Strategy for 2001-2004.







**RECOMMENDATION 93      DEVELOPMENT OF POLICE IT STRATEGY**

*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/Police Authority/Policing Board**

Accepted. The Government accepts the need for a strategic review of police IT requirements. The review will set in place an IT Strategy to meet police requirements over the next 3-5 years. The strategy will be independently validated.

Timescale: Strategic review to be completed by March 2001. IT Strategy to be validated by June 2001. Strategy to be implemented over 3-5 year period.









*There should be one district command for each District council area.*

*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.*

*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**

Accepted. The Chief Constable will reorganise the police service into District Commands based on District Council areas and geared towards policing in partnership with the community. This will be underpinned by legislation which will require the Chief Constable to appoint an officer as commander for each District Command area. District commanders will have high levels of devolved authority (see also recommendations 54 and 76).

As part of this reorganisation, the Chief Constable will remove the divisional layer of management. District commanders will have direct reporting lines to the appropriate Assistant Chief Constable, who will be based at police service headquarters.

Timescale: Legislative provision included in the Police Bill. New structure of District Commands to be created by November 2000. It will take some time thereafter to provide the necessary support services and structures for the District Commands.

*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**

Accepted. The Chief Constable will re-organise Police Headquarters to produce a slimmer structure, reflecting the new focus on community policing and the devolution of authority to district commanders. A single Deputy Chief Constable post will continue. The post of Deputy Assistant Chief Constable will be abolished.

The Government and the Chief Constable are not currently persuaded of the case for reducing the number of Assistant Chief Officers to six. There is a need to ensure a resilient and sustainable police senior command structure. The requirement for Assistant Chief Constables is currently being reviewed by the Chief Constable (see also recommendation 89). The rank of Chief Superintendent will be reintroduced in England and Wales in forthcoming legislation. The future of the rank in Northern Ireland will be examined in light of this development and the recommendation in the Patten Report.

Timescale: Reorganisation of police headquarters will be taken forward in parallel with the development of District Commands.

**RECOMMENDATIONS 98, 99 & 101**

**SPECIAL BRANCH**

***Special Branch and Crime Branch should be brought together under the command of a single Assistant Chief Constable.***

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

***The support units of Special Branch should be amalgamated into the wider police service.***

**Lead responsibility: Chief Constable/NIO**

Accepted in principle. These recommendations are accepted by the Government and the Chief Constable. However, implementation of these changes must take account of the security situation. As the Government has made clear, for as long as a significant threat from terrorism continues, it would not be appropriate or possible to reduce police capabilities, manpower and resources for countering terrorism and protecting the community.

Within these constraints, the Chief Constable will review the scope for bringing Special Branch and Crime Branch together under the command of a single Assistant Chief Constable, and for implementing the other recommendations, by summer 2001.

Timescale: Implementation dependent upon the security situation. To be kept under review by the Secretary of State and the Chief Constable.

**RECOMMENDATION 100    INFORMING DISTRICT COMMANDERS ABOUT SECURITY OPERATIONS**

***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**

Accepted. The Chief Constable will ensure that this recommendation is fully implemented as part of the process of re-organising the police service into District Commands.

Timescale: New structure of District Commands to be created by November 2000.

**RECOMMENDATION 102    POLICE POSTINGS IN SECURITY WORK**

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

**Lead responsibility: Chief Constable**

Accepted. The question of the length of time which police officers - including those engaged in security work - normally spend in each posting will be addressed as part of the new tenure policy for the police service which is being developed by the Chief Constable. The new tenure policy will set objectives for length of postings for different police disciplines (see recommendation 83).

Timescale: Tenure policy to be introduced by September 2001.

**RECOMMENDATION 103 PHASING OUT OF FULL TIME RESERVE**

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

**Lead responsibility: NIO/Chief Constable**

Accepted. Subject to the security situation, the Full Time Reserve will be phased out. The Government will keep the continuing requirement for the Full Time Reserve under review on the basis of advice from the Chief Constable. Full Time Reserve officers will be given reasonable notice of the non-renewal of their contracts and will be entitled to generous severance arrangements which will treat them, as far as possible, in the same way as regular officers (see recommendation 106) .

Timescale: Progress is dependent upon the security situation.

**RECOMMENDATION 104 ENLARGEMENT OF PART TIME RESERVE**

***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/Recruitment Agency**

Accepted. Under new legislation the Chief Constable will be able to recruit to the enlarged Part Time Reserve on a District Command basis. Recruitment will still be on merit and there will be no question of former terrorists joining the Part Time Reserve.

Timescale: Legislative provision included in the Police Bill.









#### **RECOMMENDATION 105 FUTURE SIZE OF THE POLICE SERVICE**

***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**

Accepted. The Government accepts that the future size of the police service should be 7,500 full time regular officers, in the circumstances envisaged by Patten. This will leave Northern Ireland with more full time regular officers per head of population than anywhere else in the United Kingdom. This recognises the particular policing requirements in the Province.

Timescale: In an enabling security environment, downsizing to 7,500 full time regular officers will take place over a 3 year period beginning in the second half of the 2000-2001 financial year.

#### **RECOMMENDATIONS 106 & 107 SEVERANCE ARRANGEMENTS**

***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 enhancement of 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.***

***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**

Accepted. The Government is negotiating severance arrangements with the Police Staff Associations. The Chief Constable will be responsible for administering the arrangements and managing the severance process.

Timescale: Legislative provision included in Police Bill. Subject to negotiations, severance arrangements will be published in the first half of the 2000-2001 financial year. Regulations will be required to provide for the scheme.

#### **RECOMMENDATION 108 RETRAINING PROGRAMME FOR POLICE OFFICERS**

***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**

Accepted. Work is being taken forward to develop a comprehensive retraining programme for police officers, in consultation with police management and the police staff associations. Consideration is being given to the future role of the Police Retraining and Rehabilitation Trust as part of this work.

Timescale: Implementation of agreed arrangements by September 2000.

**RECOMMENDATION 109      OPPORTUNITIES IN GB POLICE FORCES FOR RESERVISTS**

***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**

Accepted. The Government and the Chief Constable will bring to the attention of police recruiting agencies in Great Britain the experience of RUC reservists and their potential as a source of recruits for police services in Great Britain.

Timescale: To coincide with the decision to begin the process of phasing out the Full Time Reserve.

**RECOMMENDATION 110      OPPORTUNITIES WITH THE UN FOR RESERVISTS**

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

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

Accepted in principle. The RUC is already playing a significant role in UN efforts in Kosovo. The RUC enjoys a deservedly high reputation in supporting international initiatives for peace. Current law does not permit serving Reservists to participate in such initiatives because of their, historically, more restricted role. The Government will make changes to allow serving Reservists to avail of these opportunities. It will also investigate the possibility of officers leaving the police service contributing to UN missions. The Government recognises that for the vast majority of Reserve officers this will not be a possibility because of family commitments.

Timescale: Legislative provision included in the Police Bill. Arrangements to be negotiated.





## **RECOMMENDATION 111      TRANSFER OF POLICE CIVILIAN STAFF**

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

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

Partial acceptance. The Government supports the principle of fair participation in the civilian workforce within the police service, as within the Northern Ireland Civil Service generally (where fair participation has now been achieved in almost all occupational groups). While many of the existing police civilian employees are technically members of the Northern Ireland Civil Service, given their grade mix and geographical distribution it would not be readily practicable - neither for the staff themselves nor for the Departments concerned - for them simply to be absorbed into the Northern Ireland Civil Service. The Government believes that it will be preferable to effect the necessary changes in the composition of the police civilian staff by a package of measures, the cumulative effect of which will be to produce a more representative civilian workforce and one which is more effectively integrated into the police service.

These measures will include:

- As a matter of policy, police civilian staff will in future be recruited directly by the Chief Constable through a new recruitment agency (see recommendation 117). Other than in exceptional circumstances, police civilian staff posts will no longer be filled by secondment of members of the Northern Ireland Civil Service. Over time, this will lead to a reduction in the proportion of police civilian staff who are seconded Civil Servants.
- Seconded members of the Northern Ireland Civil Service who accept promotion within the civilian staff of the police service will be required as a condition of such promotion to give up their Civil Service status. This will contribute to greater integration of the police service.
- New legislation will provide that, where a recruitment competition for police civilian staff is for 10 or more posts, an equal number of Protestants and Catholics should be appointed from the pool of candidates who qualify on merit (see recommendations 120 and 121). The need for this special measure will be reviewed on a triennial basis. The Chief Constable will also consult with the Equality Commission about the programme of affirmative action which would apply to all civilian recruitment and which would have the aim of attracting a more representative range of applicants for all civilian posts. The Government believes that this is the best way to promote the necessary changes in the composition of the civilian workforce.
- The Chief Constable will develop and implement a management-led programme to enhance the integration of police officers, civilian staff and traffic wardens within the police service. The programme will encompass action on civilianisation of posts (see recommendations 53 and 90); and the training, education, development and management of civilian staff (see recommendations 129, 134 and 141-145).

Timescale: The policy on recruitment and promotion of police civilian staff has already been introduced. Legislative provision on selection of candidates for civilian posts is included in the Police Bill. Programme to enhance integration of the police service to be developed by September 2001.

**RECOMMENDATION 112 STAFF OF POLICING BOARD, NIO AND POLICE OMBUDSMAN**

***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**

Accepted. As evidenced by the strength of its fair employment legislation in Northern Ireland, the Government fully supports the principle of fair participation in employment throughout Northern Ireland. It is fully committed to working rigorously towards the achievement of fair participation in the Northern Ireland workforce of the NIO and of the Policing Board, as well as in the Northern Ireland Civil Service as a whole. It is fully committed to tackling any lack of fair participation in its workforce, at all levels, through programmes of affirmative action which offer equal opportunities for all.

The Government will expect the office of Police Ombudsman and the Policing Board to comply fully with the Fair Employment and Treatment (Northern Ireland) Order 1998 which makes it a statutory requirement for employers to address any lack of fair participation through affirmative action and to do so, where appropriate, in consultation with the Equality Commission for Northern Ireland.

The Government, as an employer, is also committed to promotion and deployment on the basis of merit and suitability, and, like any good employer, it does not and indeed could not lawfully take the private religious or political views of individual employees into account in making such decisions. This policy is in no way incompatible with the Government's determination to ensure that all of its policies are implemented effectively. All civil servants, and especially senior staff, have a duty to implement the policies of the Government of the day objectively and in good faith. The political dimensions of such policies are matters for which Ministers rather than civil servants are responsible and accountable.

**RECOMMENDATIONS 113 & 115      SUPPORT FROM COMMUNITY LEADERS/LIAISON WITH SCHOOLS**

***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.***

***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: Chief Constable/Policing Board/Oversight Commissioner**

Agreed. The Government and the Chief Constable want to see active encouragement from community leaders to members of their communities to join the police. They particularly want to see such encouragement from leaders of the nationalist community (see recommendations 120 and 121).

The Government and the Chief Constable also want to see liaison established between all schools, colleges and universities and the police service, with active support and encouragement from community leaders and teachers. This will build on existing schools liaison, police education, graduate recruitment and community engagement programmes.

The Policing Board will be asked to make the pursuit of these objectives a particular priority for its work in the community and in its contacts with community, church and political leaders. This is consistent with the statutory requirement on the Board to monitor recruitment patterns and trends (see recommendation 13).

The Oversight Commissioner (see recommendation 172) will also be asked to pursue these objectives in contacts with community, church and political leaders.

Timescale: Police efforts to extend schools liaison, police education, graduate recruitment and community engagement programmes to all schools, colleges and universities are ongoing.

**RECOMMENDATION 114      GAELIC ATHLETIC ASSOCIATION**

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

Agreed. The Government calls on the GAA to implement this recommendation as quickly as possible, as part of the process of creating a new beginning to policing in Northern Ireland.

**RECOMMENDATION 116 PILOT POLICE CADET SCHEMES**

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

**Lead responsibility: NIO/Chief Constable**

Accepted. New legislation will provide enabling powers to establish a police cadet scheme for Northern Ireland. The establishment of such a scheme will be dependent on support and encouragement being forthcoming from local political and community leaders. If support is forthcoming, the Chief Constable will be able to pilot such a scheme.

Timescale: Political and community support required.

**RECOMMENDATION 117 RECRUITMENT AGENCY/LAY INVOLVEMENT IN RECRUITMENT**

***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**

Accepted. While the Chief Constable will remain responsible and accountable for recruitment, the Government and the Chief Constable are committed to contracting out recruitment of both police constables and civilian support staff into the police service to a recruitment agency.

New legislation will enable the Chief Constable to contract out the technical work of the recruitment process for police constables and civilians as recommended by Patten. Contracting out will be taken forward in consultation with the Police Authority and/or the Policing Board. Provision will also be made for lay involvement, including community representatives, in recruitment panels.

Timescale: Legislative provision included in the Police Bill. Recruitment Agency to be appointed by January 2001.

**RECOMMENDATIONS 118 & 119 FUNCTIONS OF NEW RECRUITMENT AGENCY**

***The recruitment agency should advertise imaginatively and persistently, particularly in places likely to reach groups who are under-represented in the police.***

***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**

Accepted. The need to advertise widely and to target advertising at particular groups who are under-represented in the police will be included in the contractual arrangements for the Recruitment Agency.

Timescale: See response to recommendation 117.



## **RECOMMENDATIONS 120 & 121    SELECTION OF RECRUITS**

***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.***

***An equal number of Protestants and Catholics should be drawn from the pool of qualified candidates.***

**Lead responsibility: NIO/Chief Constable**

Accepted. The Government accepts the need for special measures to transform the composition of the police service and make it more balanced and representative. These measures will apply to all recruitment competitions for police constables. They will also apply to recruitment competitions for police civilian staff where 10 or more posts are involved (see recommendation 111). The need for these special measures will be reviewed on a triennial basis and in consultation with the Board. Such reviews will take account of progress towards the objective of achieving a representative police service. Entry to the recruitment pool will be made on merit and there will be no question of former terrorists joining the police service.

The success of these measures will be dependent on the willingness of Protestant and Catholic candidates to come forward for recruitment into the police service. The Government and the Chief Constable want to see active encouragement from community leaders to members of their communities to join the police service - as both police officers and police civilian staff. They particularly want to see such encouragement from leaders of the nationalist community (see recommendations 113 and 115).

Timescale: Legislative provision included in the Police Bill.

## **RECOMMENDATION 122    OPPORTUNITIES FOR PART TIME WORKING AND JOB SHARING**

***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**

Accepted. Such measures are available to civilian staff and have been recently introduced for regular police officers. The Secretary of State, following consultation, will shortly introduce regulations to extend opportunities for part-time working to Full Time Reservists.

Timescale: Introduction of regulations by May 2000.

## **RECOMMENDATION 123    CHILD CARE ARRANGEMENTS**

***Child care facilities should be introduced where practicable, or child care vouchers and flexible shift arrangements offered.***

**Lead responsibility: Chief Constable**

Accepted in principle. The Chief Constable will commission research into the practicability of introducing child care facilities, and further explore the options that are available to assist with child care expenses.

Timescale: Review to be completed by December 2001.

**RECOMMENDATION 124    LENGTH OF RECRUITMENT PROCESS**

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

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

Accepted. The police have already managed to achieve this timescale. Further efforts will be made to streamline the process in conjunction with the new Recruitment Agency.

Timescale: To be included as a performance standard in the contract for the new Recruitment Agency.

**RECOMMENDATION 125    DISQUALIFICATION FROM ENTRY INTO THE POLICE SERVICE**

***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 the disqualification of candidates.***

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

Accepted. Character checks on recruits to the police service will continue. This is a necessary and reasonable protection which is common to all UK police services. There can be no question of people with a serious criminal or a terrorist background being considered for the police service.

The Chief Constable will establish a review group to undertake a review of the criminal convictions and other character checks which are used as the basis for judging the suitability of candidates. An independent adviser will be included in the review group. The review will take account of practice in police services elsewhere in the United Kingdom. However, there is no uniformity of practice across the rest of the United Kingdom in relation to the determination and application of criminal convictions criteria, as suggested in the Patten Report.

The Government believes it would be inappropriate to confer on the Police Ombudsman the function of considering appeals against disqualification. The Police Ombudsman (designate) also takes this view.

As an alternative, new legislation will require the Policing Board to appoint an independent adviser to the police panel which takes decisions on the disqualification of candidates on character grounds. It will also require the Secretary of State to appoint an Independent Validator with responsibility for validating decisions on disqualification in cases where the candidate feels aggrieved by the decision.

Timescale: Legislative provision included in the Police Bill. Chief Constable's review to be completed by November 2000. Independent adviser to be appointed to the police panel on disqualification by April 2001. Independent Validator to be appointed by April 2001.

## **RECOMMENDATION 126      REGISTRATION OF INTERESTS**

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

**Lead responsibility: NIO/Chief Constable/Police Ombudsman**

Accepted. New legislation will require both recruits and serving officers to register their interests. Registered information will be held by the police service on a confidential basis on each individual officer's personal file. The Chief Constable will be responsible for maintaining and updating this information. Such information will be made available on request to the Police Ombudsman. It is not the intention to create a single centralised register of information.

The Chief Constable will publish aggregate statistical information on the registrable interests of the police service as a whole. But information on individual officers' interests and associations will be treated as confidential.

Timescale: Legislative provision included in the Police Bill.

## **RECOMMENDATIONS 127 & 128      FUNCTIONS OF NEW RECRUITMENT AGENCY**

***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.***

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

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

Accepted in principle. The Government welcomes efforts to address under-representation of Catholics in the police service. It accepts that 'head-hunting', lateral entry and secondments all have a positive role to play. Appointment would have to be on merit. The privacy of those likely to be approached and the integrity of relationships with other organisations must also be respected.

The Policing Board - which will be responsible for chief officer appointments - will be asked to review the scope for using these techniques, as a means of improving representation of Catholics at chief officer level.

Timescale: To be included in the contractual arrangements for the new Recruitment Agency.







**RECOMMENDATION 129 TRAINING, EDUCATION AND DEVELOPMENT STRATEGY**

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

Accepted. New legislation will require the Chief Constable to develop and implement a Training, Education and Development Strategy for the police service, covering both officer and civilian recruit and in-service training. The Chief Constable will be required to consult the Board on the strategy, which will form part of the board's policing plan. The strategy will be linked to the aims of the Patten Report and to the objectives and priorities set out in the strategic and annual policing plans. The strategy will be reviewed triennially. It will also contribute to enhancing the integration of police officers, civilian staff and traffic wardens within the police service (see recommendation 111).

New legislation will also confer on the Policing Board responsibility for monitoring police training needs and the performance of the police service in meeting them (see recommendation 13).

Timescale: Legislative provision included in the Police Bill. Training, Education and Development Strategy to be in place by April 2001.

**RECOMMENDATION 130 TRAINING AND DEVELOPMENT BUDGET**

***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**

Accepted. The training and development budget will be protected in the way proposed.

Timescale: To be in place for the start of financial year 2001-2002.

**RECOMMENDATION 131 NEW POLICE COLLEGE**

***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**

Accepted in principle. The Government is working actively with the Chief Constable and the Police Authority to take forward planning for a new police College - including funding arrangements and an agreed specification of requirements.

Timescale: Approval of specification and outline funding arrangements by April 2001.

### **RECOMMENDATION 132 SERVICE LEVEL AGREEMENTS ON TRAINING**

***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**

Accepted. Service level agreements, which set out standards of service delivery agreed between District Commands/police departments and the police Training Branch will be negotiated and set in place.

Timescale: By December 2001.

### **RECOMMENDATION 133 CIVILIAN INPUT INTO RECRUIT TRAINING**

***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**

Accepted. The Chief Constable is currently conducting a wide-ranging review of the recruit training programme. The review will consider the scope for increasing the degree of civilian input into the recruit training programme - whether by directly employed civilian instructors, bought in civilian expertise or outsourcing of modules of recruit training to universities and other sources.

The Chief Constable will also consider the necessary qualifications and expertise for the Director of the Training College. The Director of Training post for the Police Service of Northern Ireland will be open to both police officers and civilians.

Timescale: Review of recruit training to be completed, and new programme to be in place, by September 2001.

### **RECOMMENDATION 134 TRAINING OF CIVILIAN RECRUITS**

***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**

Accepted. Such joint training will make an important contribution to the objective of building an integrated police service and instilling a sense of common purpose between police officers and civilian staff (see recommendation 111).

Timescale: To be addressed as part of the Training, Education and Development Strategy for the police service (see recommendation 129).



**RECOMMENDATION 135    ACHIEVEMENT OF ACADEMIC QUALIFICATIONS BY RECRUITS**

***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**

Accepted. A process of accreditation has been established with the University of Ulster in respect of the revised Probationer Training Programme. Every encouragement will be provided as part of the proposed Training, Education and Development Strategy to assist recruits in their personal and professional development.

Timescale: Already implemented.

**RECOMMENDATION 136    TIMING OF ATTESTATION AS A CONSTABLE**

***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: NIO/Chief Constable**

Accepted. The Chief Constable is currently conducting a wide-ranging review of the recruit training programme - including the standard required for success. The proposal that attestation should follow successful completion of recruit training is accepted and the necessary changes will be made in new legislation. This will result in the creation of Police Service Trainees. Successful completion of the recruit training programme will in future be marked by a graduation ceremony.

Timescale: Legislative provision on the timing of attestation included in the Police Bill. Review of recruit training to be completed, and new programme to be in place, by September 2001.

**RECOMMENDATIONS 137, 138 & 139  
PROGRAMME**

**CONTENTS OF RECRUIT TRAINING**

***The hours spent on drill should be considerably reduced.***

***Problem-solving and partnership approaches should be central to the recruit training course, and scenario exercises should be further developed as training tools.***

***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**

Accepted. The amount of time spent on drill has been considerably reduced over recent years and the Chief Constable will review the scope for even further reduction as part of the current wide-ranging review of the recruit training programme.

Appropriate training on problem solving and partnership approaches to policing will be provided to all recruits as part of the recruit training programme. Training in these approaches will also be given to serving officers under the new Training, Education and Development Strategy which the Chief Constable will be required to set in place for the police service (see recommendations 50 and 129). Such training, for both recruits and serving officers, will underpin the police service's commitment to community partnership policing.

The further development of community awareness training will also be included in the proposed Training, Education and Development Strategy for the police service. The active support for, and participation in, such training of all the main political parties and religious traditions in Northern Ireland is essential, if the training is to be successful and effective in building understanding of and respect for cultural diversity.

Timescale: Training, Education and Development Strategy to be in place by April 2001. Review of recruit training to be completed, and new programme to be in place, by September 2001.

**RECOMMENDATION 140 TUTOR OFFICER SCHEME**

***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**

Accepted. A tutor officer scheme - founded on current best practice - has already been introduced. The effectiveness of the scheme as a means of delivering on the job training to recruits under the guidance of experienced tutor officers will be evaluated. In this way the scheme will be continuously improved.

Timescale: Ongoing. First evaluation to be completed by September 2000. Any necessary adjustments to scheme to be made by April 2001.

**RECOMMENDATIONS 141, 142, 143 & 144****TRAINING NEEDS AND PRIORITIES**

*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.*

*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.*

*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.*

*Every officer and civilian in the service should undergo adequate training in information technology.*

**Lead responsibility: Chief Constable**

Accepted. As a matter of priority, all officers will be instructed on the implications of the Human Rights Act 1998, and the wider context of the ECHR and Universal Declaration (see also recommendation 4). The Chief Constable has set up a committee of senior officers to organise and develop this programme. The committee is in contact with the Human Rights Commission and other police training colleges.

Wider training needs - including management and IT training - will be addressed as part of the new Training, Education and Development Strategy (see recommendation 129). A significant number of officers have already achieved recognised management qualifications in non-police environments, both nationally and internationally, and this practice will be further encouraged, through the Training Strategy.

Timescale: Priority training on the Human Rights Act to be completed by September 2000. Training, Education and Development Strategy to be in place by April 2001.

**RECOMMENDATION 145 JOINT TRAINING WITH CIVILIAN ANALYSTS**

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

**Lead responsibility: Chief Constable**

Accepted. Such joint training should play an important part in ensuring that the police service has access to the most up to date training. It should also foster contacts and networking with civilian analysts and officers from other police services. These issues will be addressed as part of the proposed Training, Education and Development Strategy.

Timescale: Training, Education and Development Strategy to be in place by April 2001.

**RECOMMENDATION 146 NEIGHBOURHOOD POLICING TRAINING PROGRAMME**

*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**

Accepted. A training needs analysis for neighbourhood officers has been undertaken, and a pilot course has been run, with the assistance of external consultants. The extension of this initiative will be addressed as part of the Training, Education and Development Strategy.

Timescale: Training, Education and Development Strategy to be in place by April 2001.

**RECOMMENDATION 147 PUBLICATION OF TRAINING CURRICULA**

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

**Lead responsibility: Chief Constable**

Accepted. This should contribute to the transparency and openness of the police service.

Timescale: Training curricula to be published and available on the Internet by April 2002.

**RECOMMENDATION 148 PUBLIC ATTENDANCE AT POLICE TRAINING SESSIONS**

*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**

Accepted. The scope for joint training sessions, particularly in the area of problem solving techniques as part of community partnership policing is under review (see recommendation 51). The Chief Constable intends to extend opportunities to attend such training courses in the way recommended.

Timescale: To be taken forward as part of the proposed Training, Education and Development Strategy (see recommendation 129).

**RECOMMENDATION 149 PILOT CITIZENS COURSE**

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

**Lead responsibility: Chief Constable**

Accepted. This will be developed as part of a partnership approach in consultation with community leaders and schools. The success of the initiative will be dependent on active support, encouragement and co-operation from the community.

Timescale: Pilot course to be developed and implemented by September 2002 and evaluated by April 2003.









**RECOMMENDATION 150      NAME OF THE POLICE SERVICE**

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

**Lead responsibility: NIO**

Accepted. The Royal Ulster Constabulary is not being disbanded. The Government is well aware of the deep concern over the issue of changing the name. The Government believes that ways can be found of preserving the RUC name consistent with fully implementing the reform proposals of the Patten Report, and will do so in a manner which shows sensitivity to the views of the entire community and does not present any obstacle to the aim of balanced recruitment from both traditions.

Timescale: Legislative provision included in the Police Bill.

**RECOMMENDATION 151,152 & 153                      BADGE AND FLAGS**

***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.***

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

***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**

Qualified Acceptance. A new badge will be introduced. The Board will be consulted on the design of the badge. The Secretary of State will have a power to regulate the issue. New legislation will also enable the Secretary of State to regulate the flying of all flags from police buildings. A new Police Service flag (based on the new badge) will be introduced and will fly from all police buildings, as specified by the Chief Constable. The Policing Board will be consulted on the new arrangements. The Government does not, however, accept that these new arrangements necessarily need be entirely free of association with both traditions providing this is consistent with the principles of the Good Friday Agreement.

Timescale: Legislative provision included in the Police Bill. The new badge and the new policy on the flying of flags will be introduced at the same time as the new name.

**RECOMMENDATION 154 POLICE UNIFORM**

***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**

Accepted. The colour of the uniform will be retained. Research on a more practical style of uniform has been ongoing for some time.

Timescale: Research to be completed by December 2000. New style of uniform to be introduced by September 2001.

**RECOMMENDATION 155 POLICE MEMORIALS**

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

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

Accepted. Arrangements will be made for the maintenance and upkeep of police memorials in police buildings.

The Police Bill will also enable the Secretary of State to create an RUC GC Foundation for the purpose of marking the sacrifices and honouring the achievements of the Royal Ulster Constabulary.

Timescale: Chief Constable to ensure appropriate maintenance and upkeep arrangements. Legislative provision included in Police Bill.

**RECOMMENDATION 156 NEUTRAL WORKING ENVIRONMENT**

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

**Lead responsibility: Chief Constable**

Accepted. The Chief Constable will review and adjust the appraisal system in light of this recommendation, on the basis of the Equality Commission's Code of Practice on Fair Employment, and other recommendations in the Patten Report (see, for example, recommendations 5, 50, 75 and 77).

Timescale: Work will begin on developing a new appraisal system in June 2000.





**RECOMMENDATIONS 157, 158, 159, 160, 161, 162, 163 & 164  
BETWEEN THE POLICE SERVICE AND AN GARDA SIOCHANA**

**CO-OPERATION**

*The Northern Ireland police and the Garda Siochana should have written protocols covering key aspects of co-operation.*

*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.*

*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.*

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

*There should be structured co-operation between the two police services in training.*

*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.*

*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.*

*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**

Accepted. The British and Irish Governments will address these issues through the framework of the British/Irish Intergovernmental Conference - including the question of making a formal Agreement on co-operation between the Police Service of Northern Ireland and An Garda Siochana. The Agreement would provide a framework for the development of formal protocols between the Chief Constable of the Police Service of Northern Ireland and the Commissioner of An Garda Siochana covering such issues as an annual conference, liaison officers, long-term personnel exchanges, co-operation on training, joint disaster planning, pooling of investigative teams and communications infrastructure.

The Government will also introduce new legislation to require the Chief Constable and the Policing Board to make arrangements in accordance with the Agreement on co-operation.

Timescale: New British/Irish Agreement required. Protocols to be agreed thereafter. Legislative provision included in the Police Bill.

**RECOMMENDATION 165    JOINT DATABASE DEVELOPMENT WITH THE GARDA**

*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**

Accepted in principle. There is a requirement to balance the need for co-operation with the requirement to protect the rights of citizens under existing data protection legislation.

Timescale: The Government will ask the Chief Constable to make recommendations on this issue.

**RECOMMENDATIONS 166 & 167    PERSONNEL EXCHANGES WITH GB POLICE SERVICES**

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

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

**Lead responsibility: Chief Constable**

Accepted. The Chief Constable will review the current programme for exchanges, long-term secondments and joint training and the scope for extending and developing these opportunities.

Timescale: To be taken forward as part of the proposed Training, Education and Development Strategy (see recommendation 129).

**RECOMMENDATION 168    LINKS BETWEEN POLICE TRAINING COLLEGES**

*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: NIO/Home Office/Directors of police training colleges**

Accepted. The Government, working as appropriate with the Irish Government, and the Chief Constable will foster and take forward arrangements for structured links between all police training establishments in the United Kingdom and Ireland.

Timescale: Ongoing.

**RECOMMENDATIONS 169 & 170    INTERNATIONAL TRAINING EXCHANGES**

*International training exchanges should be further developed, focussing 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.*

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

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

Accepted. The RUC has, and continues to, participate in a number of police exchange programmes throughout the world. Such imaginative programmes are of mutual benefit to the forces involved and include training, sporting, cultural and charitable events. Recent examples include joint training with the Garda and the NYPD, both in Ireland, North and South, and in the USA. Plans are currently in train for international exchange and seminar visits focusing on public order and community policing later this year.

Timescale: Ongoing.

**RECOMMENDATION 171    UNITED NATIONS PEACEKEEPING OPERATIONS**

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

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

Accepted: See response to recommendation 110.

Timescale: Ongoing.









## **RECOMMENDATION 172 APPOINTMENT OF COMMISSIONER**

***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: NIO**

Accepted. The Oversight Commissioner will be responsible for overseeing the implementation of the changes in policing arrangements and structures decided on in the context of the Patten Report.

Timescale: The appointment will be given statutory backing in the Police Bill. The Secretary of State has appointed Mr Tom Constantine to the post of Oversight Commissioner. Mr Constantine is the recently retired Director of the US Drugs Enforcement Administration and a former Chief of Police for New York State.

## **RECOMMENDATIONS 173, 174 & 175**

## **FUNCTIONS OF COMMISSIONER**

***The government, the police service, and the Policing Board (and DPPs) 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.***

***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.***

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

**Lead responsibility: NIO**

Accepted. These issues are dealt with in the terms of appointment of the Oversight Commissioner. The Commissioner will conduct progress review meetings with Ministers and NIO officials, the Chief Constable, the Police Authority, and in due course the Policing Board, at least three times a year and will provide a report to the Secretary of State after each review. This Implementation Plan will provide the baseline against which the Oversight Commissioner will monitor progress. The Oversight Commissioner's periodic reports on progress will be laid before Parliament and published. The appointment will be given statutory backing.

The Oversight Commissioner will be appointed for an initial term of three years at which point the continuing need for the office will be reviewed by the Secretary of State.

Timescale: The Government's aim is that the Oversight Commissioner should provide a first report in October 2000. Thereafter the Commissioner should conduct formal progress reviews and make reports every 4 months or so.

